



AUDIT AND SCRUTINY COMMITTEE

Thursday 1 February 2024 at 7.30 pm

Place: Council Chamber, Epsom Town Hall

Online access to this meeting is available on YouTube: [Link to online broadcast](#)

The members listed below are summoned to attend the Audit and Scrutiny Committee meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Councillor Steve Bridger (Chair)
Councillor Robert Leach (Vice-Chair)
Councillor Chris Ames
Councillor Rachel King

Councillor James Lawrence
Councillor Jan Mason
Councillor Phil Neale
Councillor Chris Watson

Yours sincerely

Chief Executive

For further information, please contact democraticservices@epsom-ewell.gov.uk or tel: 01372 732000

EMERGENCY EVACUATION PROCEDURE

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- You should proceed calmly; do not run and do not use the lifts;
- Do not stop to collect personal belongings;
- Once you are outside, please do not wait immediately next to the building, but move to the assembly point at Dullshot Green and await further instructions; and
- Do not re-enter the building until told that it is safe to do so.

Public information

Please note that this meeting will be held at the Town Hall, Epsom and will be available to observe live using free YouTube software.

A link to the online address for this meeting is provided on the first page of this agenda. A limited number of seats will be available on a first-come first-served basis in the public gallery at the Town Hall. If you wish to observe the meeting from the public gallery, please arrive at the Town Hall reception before the start of the meeting. A member of staff will show you to the seating area. For further information please contact Democratic Services, email: democraticservices@epsom-ewell.gov.uk, telephone: 01372 732000.

Information about the terms of reference and membership of this Committee are available on the [Council's website](#). The website also provides copies of agendas, reports and minutes.

Agendas, reports and minutes for this Committee are also available on the free Modern.Gov app for iPad, Android and Windows devices. For further information on how to access information regarding this Committee, please email us at democraticservices@epsom-ewell.gov.uk.

Exclusion of the Press and the Public

There are no matters scheduled to be discussed at this meeting that would appear to disclose confidential or exempt information under the provisions Schedule 12A of the Local Government Act 1972 (as amended). Should any such matters arise during the course of discussion of the below items or should the Chair agree to discuss any other such matters on the grounds of urgency, the Committee may wish to resolve to exclude the press and public by virtue of the private nature of the business to be transacted.

Questions and statements from the Public

Up to 30 minutes will be set aside for questions and statements from members of the public at meetings of this Committee. Any member of the public who lives, works, attends an educational establishment or owns or leases land in the Borough may ask a question or make a statement on matters within the Terms of Reference of the Committee.

All questions must consist of one question only and cannot consist of multiple parts. Questions and statements cannot relate to planning or licensing committees matters, the personal affairs of an individual, or a matter which is exempt from disclosure or confidential under the Local Government Act 1972. Questions which in the view of the Chair are defamatory, offensive, vexatious or frivolous will not be accepted. Each question or statement will be limited to 3 minutes in length.

If you wish to ask a question or make a statement at a meeting of this Committee, please contact Democratic Services at: democraticservices@epsom-ewell.gov.uk

Questions must be received in writing by Democratic Services by noon on the third working day before the day of the meeting. For this meeting this is **Noon, Monday 29 January**.

A written copy of statements must be received by Democratic Services by noon on the working day before the day of the meeting. For this meeting this is **Noon, Wednesday 31 January**.

For more information on public speaking protocol at Committees, please see [Annex 4.2](#) of the Epsom & Ewell Borough Council Operating Framework.

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Filming or recording must be overt and persons filming should not move around the room whilst filming nor should they obstruct proceedings or the public from viewing the meeting. The use of flash photography, additional lighting or any non-handheld devices, including tripods, will not be allowed.

AGENDA

1. QUESTION AND STATEMENTS FROM THE PUBLIC

To take any questions or statements from members of the Public.

2. DECLARATIONS OF INTEREST

Members are asked to declare the existence and nature of any Disclosable Pecuniary Interests in respect of any item of business to be considered at the meeting.

3. MINUTES OF THE PREVIOUS MEETING (Pages 5 - 10)

The Committee is asked to confirm as a true record the Minutes of the Meeting of the Committee held on the 16 November 2023 (attached) and to authorise the Chair to sign them.

4. ANNUAL REVIEW OF COMMUNITY SAFETY PARTNERSHIP (Pages 11 - 28)

This report updates the Committee on the work of the Epsom and Ewell Community Safety Partnership.

5. EQUALITY AND DIVERSITY ANNUAL REPORT 2023-2024 (Pages 29 - 44)

The report summarises the activities undertaken in 2023-2024 by the Council to progress our Diversity, Equity and Inclusion Framework. The Framework includes three thematic objectives that demonstrate how we are meeting our responsibilities under the public sector equality duty.

6. PERFORMANCE AND RISK REPORT - FEBRUARY 2024 (Pages 45 - 100)

The appendix to this report provides an overview of the Council's performance with respect to its 2023-2024 annual plan objectives, key performance indicators, corporate risks, committee risks, and annual governance statement actions.

7. COMPLAINTS REPORT (Pages 101 - 106)

This report contains information on council complaints, including those from the Local Government and Social Care Ombudsman (LGSCO) and the Information Commissioner's Office (ICO).

8. WORK PROGRAMME (Pages 107 - 110)

This report presents the Committee with its annual Work Programme.

9. EXTERNAL AUDIT UPDATE (Pages 111 - 114)

This report presents a progress update on the external audit of 2022/23's Statement of Accounts.

10. CAPITAL BUDGET MONITORING - QUARTER 3 (Pages 115 - 128)

This report presents the capital monitoring position at Quarter 3 for the current financial year 2023/24. The Committee is asked to review the progress of capital projects as set out in Appendix 1.

11. REVENUE BUDGET MONITORING - QUARTER 3 (Pages 129 - 140)

This report presents the forecast revenue outturn position for the current financial year 2023/24, as at Quarter 3, covering the period 01/04/2023 to 31/12/2023.

12. INTERNAL AUDIT PROGRESS REPORT - FEBRUARY 2024 (Pages 141 - 162)

This report summarises progress against the Internal Audit Plan 2023-2024.

Minutes of the Meeting of the AUDIT AND SCRUTINY COMMITTEE held at the Council Chamber, Epsom Town Hall on 16 November 2023

PRESENT -

Councillor Steve Bridger (Chair); Councillor Robert Leach (Vice-Chair); Councillors Chris Ames, Rachel King, James Lawrence, Phil Neale and Chris Watson

In Attendance: Councillor Steven McCormick

Absent: Councillor Jan Mason

Officers present: Andrew Bircher (Interim Director of Corporate Services), Piero Ionta (Head of Legal Services and Monitoring Officer), Sue Emmons (Chief Accountant) and Phoebe Batchelor (Democratic Services Officer)

67 QUESTION AND STATEMENTS FROM THE PUBLIC

A Member of the Public gave notice of a statement but did not attend the Committee Meeting.

68 DECLARATIONS OF INTEREST

No declarations of any Disclosable Pecuniary Interests in respect of any item of business to be considered at the meeting were made by Members.

69 MINUTES OF THE PREVIOUS MEETING

The Committee confirmed as a true record the Minutes of the Meeting of the Committee held on 28 September 2023 and authorised the Chair to sign them.

70 EXTERNAL AUDIT UPDATE

The Committee received a report presenting the management's responses to Grant Thornton's enquiries. In accordance with best practice, these items were presented to the Committee.

The following matters were considered:

- a) **Management Response.** A Member of the Committee raised that some matters have come to light within the Council that might not have been known to Officers when they compiled the responses in Appendix 1 and wished to draw Officers attention to questions 2-4 on page 34 to ensure

that the answers provided are accurate. The Chair responded to assure the Committee that he will be discussing it with Officers to ensure that everything is in order. The Monitoring Officer informed the Committee that the report looks backwards and relates to the 2022/23 financial year, so any assurances regarding litigation and legal matters would have been provided by the previous monitoring officer, who was in place until May 2023, and what they were aware of as of that date.

- b) **Scheme of Delegation.** A Member of the Committee asked when the Committee will get sight of the Scheme of Delegation Report. The Monitoring Officer responded to inform the Committee that the proposal at present is that a report will be coming to Full council on the 12th of December.
- c) **Statutory Services.** A Member of the Committee raised a query regarding page 39 question 2, where it talks about management not being aware of any factors affecting statutory services. The Member asked if there are changes coming to waste management which could have an impact on services and why there is no reference to that in the response provided. The Chief Accountant responded to inform the Committee that the Government Waste Strategy, which has been on the horizon for a number of years, might have an impact on the way the services are delivered, but it will not affect the overall statutory service being provided and that will continue unchanged. The Chief Accountant continued to explain that there might be operational changes, but the statutory duty will still be complied with, and the question raised is in reference to ceasing statutory duties rather than any changes in how they're being delivered. The Chair informed the Committee that they have spoken to the Waste Services Manager and who has set out that there are a lot of conflicting reports regarding the Government Waste Strategy, and they are still waiting on the final results before any further comment can be made. The Chair highlighted that any operational changes won't come into effect until next year.

Following consideration, the Committee resolved to;

(5 for, 1 abstaining and the Chair not voting)

- (1) Consider and approve the management responses to Grant Thornton's enquiries, as set out in Appendix 1.**

71 CODE OF CORPORATE GOVERNANCE - ANNUAL REVIEW

The Council's Code of Corporate Governance - 'the Code' - was updated and approved by the Committee in November 2022. The Code sets out the principles of good governance and the arrangements the Council has in place to ensure it conducts its business in accordance with them. As part of best practice, the Code is reviewed annually by officers. The Committee received the update Code

as Appendix 1 to the report. No major changes were made, purely minor administrative updates.

The following matters were considered:

- a) **Spelling Mistake.** A Member of the Committee highlighted a spelling mistake on page 58 where the sentence included 'offices' instead of 'officers'. The Interim Director of Corporate Services confirmed to the Committee that the amended line would read, 'A code of conduct for **officers** is in place'.
- b) **Transparency Page.** A Member of the Committee asked if the line that has been removed from the Transparency Page Website bullet point on page 68, is confirmation that the project has been completed. The Interim Director of Corporate Services informed the Committee that the project has not been completed yet, but the team responsible are working on it and hope for it to be delivered soon.
- c) **Urgent Decision.** A Member of the Committee asked about principles B and G of good corporate governance as set out on page 55, which detail openness, stakeholder engagement, transparency, reporting and effective accountability. The Member referenced these two principles when discussing a point raised at Strategy and Resources Committee, held on the 14th of November 2023, regarding 3 urgent decisions, of which only one had been reported in MemberNews. The Member wished to check that the right processes are in place for Members to see what decisions are being made in due time. The Interim Director of Corporate Services responded to inform the Committee that the Chair of Strategy and Resources confirmed at the 14th of November 2023 Meeting, that a response would be provided on this matter. The Interim Director of Corporate Services continued to explain that of the 3 urgent decisions in question, only one was not published on MemberNews, and this was purely down to human error and an officer mistake. The Interim Director of Corporate Services informed the Committee that there is a process to ensure transparency and that all decisions are taken in consultation with the Chair of the relevant Committee, it is then the process to publish the decision that has been taken to MemberNews and to bring any decisions as urgent items to the subsequent Committees at the next available opportunity.
- d) **Live Meeting Webcasts.** A Member of the Committee asked why YouTube livestreams of Committee Meetings do not remain on YouTube indefinitely, as it is free to leave them up, and queried whether there are other considerations as to why they cannot remain online for the public to see an accurate record of the meeting. The Interim Director of Corporate Services responded to state that Recording Retention is an area that can be reviewed and there have been discussions with the Standards and Constitutions Committee as to whether this is something that should be reviewed. The Interim Director of Corporate Services went on to explain that the recording is kept up until such time as the Minutes of the meeting

are approved, after which the Minutes become the official and accurate record of the meeting. The Interim Director of Corporate Services explained that there is also the principle under data protection legislation that recordings should only be kept whilst there is a need for them, therefore, once the Minutes have been agreed and approved, there is no need for the recordings any longer and they should be destroyed.

- e) **Roof Repairs.** A Member of the Committee asked about an item raised at Strategy and Resources Committee on the 21st of September 2023, regarding a roof repair which increased from 105k when initially approved at Committee to 255k being the final cost. The Member asked if there was any subsequent information that could be provided regarding a potential report or review being brought to Audit and Scrutiny Committee answering why that tendering process ended up so vastly different to what originally came to the S&R Committee, and whether the item would be added to the Council's internal auditors workplan. The Interim Director of Corporate Services confirmed that the item would be added to the work programme for the internal auditors for next year. The Interim Director of Corporate Services explained to the Committee that the workplan is set annually and therefore, it is something that will be discussed in January. The Interim Director of Corporate Services confirmed that they had received a request to expedite this specific issue, which has been communicated to SIAP, the Council's internal auditors. The Member responded to state that expediting this one-off piece of work would be excellent.

Following consideration, the Committee unanimously resolved to:

- (1) **Approve the updates to the Code of Corporate Governance attached at Appendix 1.**

72 COUNTER-FRAUD AND WHISTLEBLOWING ANNUAL REPORT

The Committee received a report providing an overview of the systems and processes the Council has in place to prevent, detect, and address fraud.

Following consideration, the Committee unanimously resolved to:

- (1) **Note and comment on the contents of the report, the measures in place and the work being undertaken to prevent and detect fraud.**

73 COMMITTEE WORK PROGRAMME

The Committee received a report presenting its annual Work Programme.

The following matters were considered:

- a) **Scrutiny Items.** A Member of the Committee queried if Scrutiny items would be dealt with on an ad-hoc basis and therefore, would not be added to the workplan. The Interim Director of Corporate Services confirmed to

the Committee that this assessment is correct, however, it is important to be mindful of resource for any form of scrutiny activity and that this kind of scrutiny activity isn't something which would take place at a Committee Meeting, but would be done outside of the Committee, with a report potentially coming back to the Committee detailing on any findings. A Member of the Committee raised that the process as to how ad-hoc scrutiny items are brought to the Committee, could be discussed at the February 2024 Meeting, to ensure that the issues that the Committee would like to see and scrutinise are actually brought before it. The Chair responded to inform the Committee that if a Member would like an item to be brought to the Committee, they should email them within a sensible time frame so it can be considered and reports produced.

- b) **Changes to the Workplan.** A Member of the Committee raised that a few items had been moved on the workplan to later meetings, with one item, the Compliance with Surveillance Cameras Code of Practice, having been removed from the workplan entirely, and queried why these changes had been made. The Interim Director of Corporate Services informed the Committee that the Code of Practice for Surveillance Cameras is an item that has come to Audit and Scrutiny Committee in the past but now sits under the Crime & Disorder Committee. The Interim Director of Corporate Services explained to the Committee that the Annual Complaints report was moved from the November 2023 Meeting to the March 2024 Meeting due to resourcing issues around producing the report. The Interim Director of Corporate Services continued to explain that the Council is currently going through a review with the Local Government Ombudsman for a Code of Practice relating to complaints, therefore, with the permission of the Chair, a report will be brought to the Committee to discuss the response to the Code of Practice, which the LGO is seeking to introduce, and then use that as the basis for the Annual Complaints Report. The Member asked if in future, if items are removed or delayed on the Workplan, a sentence is included to explain why the changes have been made. The Interim Director of Services confirmed that could be done going forward.
- c) **Scheme of Delegation.** A Member of the Committee asked whether a report regarding the extent of the Scheme of Delegation issue and how the situation arose would be presented to the Committee in due course, or whether the report will just be an update on the current state of the Scheme of Delegation and how the issue was rectified. The Monitoring Officer responded to inform the Committee that a meeting with the Chair and Vice Chair of Audit and Scrutiny and the Chair and Vice Chair of Standards and Constitutions had taken place to agree the scope of the report that will provisionally come to the February 2024 Meeting of the Audit and Scrutiny Committee. The Monitoring Officer raised that there is still the potential for the report needing to be moved to come to the March 2024 Meeting of the Audit and Scrutiny Committee, but the reports presented will be on the basis of the scope that has been discussed with the Chair and Vice Chair.

- d) **Agenda items.** A Member of the Committee asked the Monitoring Officer to confirm the process and timeframe for Councillors to request for something to be added or included on the Agenda. The Monitoring Officer advised Members to refer to Appendix 5 of the Constitution, where it states that any Councillor who wishes to request a particular item of business to be included, must give notice to the Monitoring Officer by noon on the 10th working day before the Meeting. The Monitoring Officer highlighted that Annexe 4.6 of the Council's Operating Framework, which is relevant to the Audit and Scrutiny Committee, states that all matters should be raised in writing with the Scrutiny Officer before they will be considered.
- e) **Scrutiny Call-in.** A Member of the Committee asked what the process is for scrutiny items raised by Committee Members. The Interim Director of Corporate Services outlined to the Committee that all scrutiny items where Officers need to carry out some form of scrutiny would not take place in a committee environment but would need to be conducted outside in order to collect information, ask people to make representations to consider and to be able to talk in a slightly more informal and candid way than when on camera. The Interim Director of Corporate Services informed the Committee that when a Member wishes to bring an item to Committee, it must follow the normal report writing and publishing process and format, in these cases, the work is undertaken a number of weeks prior to the Committee Meeting. The Member asked for clarification as to where the scrutiny process takes place if it is outside of the working cycle of the Committee. The Chair responded to explain that it is usually undertaken by a group of people that get together to scrutinise an issue or decision, after which a report is produced to bring back to Committee.

Following consideration, the Committee resolved to;

(5 for, 1 abstaining and the Chair not voting)

- (1) **Note and agree the ongoing Work Programme as presented in Section 2.**

The meeting began at 7.30 pm and ended at 8.06 pm

COUNCILLOR STEVE BRIDGER (CHAIR)

ANNUAL REVIEW OF COMMUNITY SAFETY PARTNERSHIP

Head of Service:	Rod Brown, Head of Housing & Community
Wards affected:	(All Wards);
Appendices (attached):	Appendix 1 - Epsom and Ewell Community Safety Action Plan

Summary

This report updates the Committee on the work of the Epsom and Ewell Community Safety Partnership.

Recommendation (s)

The Committee is asked to:

- (1) **Note the work of the Epsom and Ewell Community Safety Partnership (CSP).**

1 Reason for Recommendation

- 1.1 Under the Police and Justice Act 2006, this Council is required to allocate the scrutiny of the local Epsom and Ewell Community Safety Partnership (CSP) to one of their committees so as to provide public accountability of the CSP.

2 Background

- 2.1 The Crime and Disorder Act 1998 established the principle of partnerships working on a formal basis and through several legislative adjustments, this is now achieved in this borough through the CSP.
- 2.2 In July 2020 the council's Environment and Safer Communities Committee decided to establish a new Epsom and Ewell CSP having determined that participation in previous East Surrey CSP did not adequately serve the needs of the borough's residents.
- 2.3 The new partnership held its first meeting in August 2020 and meets four times a year. The CSP membership is composed of representatives from each of the following:

- Epsom and Ewell Borough Council (Chair)
- Chair of the Council's Crime and Disorder Committee
- Elected Member from Surrey County Council
- Surrey Police Safer Neighbourhood team
- Surrey Police and Crime Commissioner's Office
- Surrey Fire and Rescue
- Surrey County Council Community Safety team
- Rosebery Housing Association
- Probation Service
- Epsom Business Improvement District

3 CSP responsibilities

- 3.1 The CSP is legally required to set priorities for the partnership. The priorities for the two years 2022/24 are:
- Focus on the most vulnerable or those at risk of harm
 - Serious Organised Crime and PREVENT
 - Identify and tackling crime and antisocial behaviour
 - Improve community engagement
- 3.2 The new CSP priorities for 2025/27 will be established in the Autumn of 2024 in consultation with all relevant CSP partners, following an analysis of relevant data.
- 3.3 The 2025/27 priorities will also have to consider new duties placed on CSPs. In 2022 the Home Office brought forward new legislation to tackle serious violence and introduced the Serious Violence Duty (SVD) across England and Wales in January 2023. The SVD requires specified authorities within local government, including county and district and borough councils and CSPs, to work together to share data, intelligence, and knowledge to understand and address root causes of serious violence. CSPs have an explicit role in evidence based strategic action on serious violence, including escalating local serious violence strategically where necessary.
- 3.4 Much of the work of the partnership is delivered via two multiagency approaches. First is the regular Community Harm and Risk Reduction Meetings (CHaRRM) where multiagency partners focus on an individual of concern. Secondly, the Joint Action Groups (JAGs) is where multiagency partners focus on geographical areas of concern or occasionally specific activity types of concern and work to agree concerted multiagency actions to manage the area or activity of concern.
- 3.5 In response to the threat posed by serious organised crime, an additional Serious Organised Crime Joint Action Group (SOCJAG) has been established whereby Surrey Police provide intelligence and request intelligence from partner agencies in developing the coordinated response to serious organised crime.

- 3.6 The Domestic Violence, Crime and Victims Act 2004 places a duty on CSPs to carry out a domestic homicide review (DHR) when a person who is aged 16 or over is killed by a relative, household member or an intimate partner (or former partner). The duty also applies in cases of suicide where domestic abuse may have been a cause. There is currently one DHR being overseen by the CSP which is expected to conclude later in 2024.
- 3.7 The Anti-social Behaviour, Crime and Policing Act 2014 introduced specific measures, which are the responsibility of responsible agencies, including the CSP, designed to give victims and communities a say in the way that complaints of antisocial behaviour are dealt with.
- 3.8 This includes the anti-social behaviour case review, formerly known as the community trigger, which gives victims of persistent antisocial behaviour reported to any of the main responsible agencies (such as the council, police, housing provider) the right to request a multi-agency case review where a local threshold is met.
- 3.9 Details about ASB Case Reviews are published on the council website: <https://epsom-ewell.gov.uk/residents/communities-health-and-wellbeing/epsom-and-ewell-community-safety>

4 The CSP Community Safety Action Plan

- 4.1 The CSP publishes the Community Safety Action Plan for the period 2022 – 2024. This is available on the Council's website and is attached to this report as Appendix 1.
- 4.2 The action plan outlines the actions the partnership will take to deliver on each of the priorities. Each action clearly identifies the lead agency within the CSP as well as the objective, measure, and timescale for each objective. Following previous scrutiny by this committee, greater clarity on progress with actions has been provided with the use of a colour RAG (Red/Amber/Green) status for each action.

5 Scrutiny of the CSP

- 5.1 The power to scrutinise the CSP is granted through a number of pieces of legislation including the Police and Justice Act 2006, the Local Government and Public Involvement in Health Act 2007. The Crime and Disorder Overview and Scrutiny Regulations 2009 has granted local authorities new powers for the scrutiny of crime and disorder.
- 5.2 These regulations require that every local authority has in place a committee with power to review and scrutinise and make reports or recommendations regarding the functioning the responsible authorities that comprise the CSP.

- 5.3 This Committee has been designated the power to perform the review and scrutiny of the work of the CSP further to its Terms of Reference as set out within the Council's Constitution.
- 5.4 Following the previous review of the CSP which was completed at the 2nd February 2023 Audit and Scrutiny Committee, additional details about the CSP meetings and attendance were requested, along with the details about the JAG and CHaRRM meetings.
- 5.5 There have been four meetings of the CSP in 2023: 13th March, 12th June, 14th September and 20th December 2023.
- 5.6 CHaRMMs occur regularly on a 4 weekly cycle through out the year. There have been five JAG meetings in 2023/24: 30th May, 25th July, 19th September, 14th November 2023 and most recently 11th January 2024. The CSP now notifies all relevant ward members when a JAG is held dealing with matters within their ward.

- 5.7 Attendance (x) at the four CSP meetings in 2023 in the table below.

	13/03/23	12/06/23	14/09/23	20/12/23
EEBC Officers	X	X	X	X
EEBC Member	X	X	X	X
Police Borough Commander	X	X	X	X
SCC Member	X	X	X	X
OPCC		X		X
SCC Fire and rescue	X	X		X
Probation Service	X	X	X	X
Business Improvement District				X
Surrey Integrated Care System				

- 5.8 This report is being submitted to allow the formal scrutiny of the CSP.

6 Government review of CSP and ASB

- 6.1 As part of the Government's wider commitment into the review of the work of Police and Crime Commissioners (PCCs), the Home Office launched a consultation across England and Wales between March – May 2023 on the work of CSPs as well as exploring amendments to Antisocial Behaviour (ASB) practice.
- 6.2 The consultation focused on four areas:
- Information sharing between CSPs and PCCs
 - Accountability of CSPs
 - CSP and PCC relationships in tackling ASB
 - Review of existing ASB powers
- 6.3 Whilst other parts of England and Wales may experience less than ideal working relationships with their PCCs, the Epsom and Ewell CSP has good and effective working relationships with the Office of the PCC.
- 6.4 The outcomes of the consultation and the proposed changes to be pursued have been set out in the Government's response to the consultation here:
<https://www.gov.uk/government/consultations/community-safety-partnerships-review-and-antisocial-behaviour-powers>

7 Risk Assessment

Legal or other duties

7.1 Equality Impact Assessment

- 7.1.1 The CSP priorities include a focus on the most vulnerable or those at risk of harm. As such the work of the CSP is considered to have a positive impact on equalities within the borough.

7.2 Crime & Disorder

- 7.2.1 The work of the CSP inherently seeks to reduce crime and disorder through partnership working.

7.3 Safeguarding

- 7.3.1 Safeguarding is closely tied to crime and disorder in the context of the CSP. Various types of exploitation often involve vulnerable adults and children.

7.4 Dependencies

- 7.4.1 The success of the CSP depends on contributions from all partners, including statutory and non-statutory partners and the challenge remains to be able to demonstrate relevance of the CSP to all partners involved.

8 Financial Implications

- 8.1 The Council has retained a community safety reserve of £40,846. This is held principally to fund current and future Domestic Homicide Reviews. The day to day running of the CSP part of the role of the council's Community Safety and Enforcement Officer with support from their team manager. The CSP is chaired by the council's Head of Housing and Community.
- 8.2 There are no additional funding requirements as a result of this report.
- 8.3 **Section 151 Officer's comments:** None arising from the contents of this report.

9 Legal Implications

- 9.1 Under section 19 (1) of Police and Justice Act 2006 every council must ensure that it has a committee (the "crime and disorder committee") with power (a) to review or scrutinise decisions made, or other action taken, in connection with the discharge by the responsible authorities of their crime and disorder functions and (b) to make reports or recommendations to the local authority with respect to the discharge of those functions.
- 9.2 Under section 6(1) of Crime and Disorder Act 1998 the responsible authorities for a local government area must formulate and implement: (a) a strategy for the reduction of crime and disorder in the area (including anti-social and other behaviour adversely affecting the local environment); (b) a strategy for combatting the misuse of drugs, alcohol and other substances in the area, (c.) a strategy for the reduction of re-offending in the area, and (d) a strategy for (i) preventing people from being involved in serious violence in the area, and (ii) reducing instances of serious violence in the area
- 9.3 In exercising these functions each of the responsible authorities for a local government area must have regard to the police and crime objectives set out in the police and crime plan which comprises or includes that local government area.
- 9.4 Data sharing is facilitated by the Surrey Information Sharing Protocol enabling the sharing of information where necessary for the prevention or detecting of crime.
- 9.5 **Legal Officer's comments:** Any relevant comments are contained within the body of this report.

10 Policies, Plans & Partnerships

- 10.1 **Council's Key Priorities:** The following Key Priorities are engaged: Safe and well.
- 10.2 **Service Plans:** The matter is included within the current Service Delivery Plan.
- 10.3 **Climate & Environmental Impact of recommendations:** Crime can often have a negative impact on the local environment, including littering, fly tipping as well as general environmental degradation. Reducing crime is considered to have a positive impact on climate and environment.
- 10.4 **Sustainability Policy & Community Safety Implications:** It is considered that the CSP will enhance community safety for reasons set out in this report.
- 10.5 **Partnerships:** The local CSP is a statutory arrangement and operates in addition to, and complimentary to, the day to day working arrangement established between all partners.

11 Background papers

- 11.1 The documents referred to in compiling this report are as follows:

Previous reports:

- 2nd February 2023 Audit and Scrutiny Committee meeting - Item 4
- 16th July 2020 Environment and Safe Communities – establishment of the local CSP

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Epsom and Ewell Community Safety Partnership
Community Safety Action Plan
2022-2024

What is the Epsom and Ewell Community Safety Partnership?

The Crime and Disorder Act 1998, as amended by the Police Reform Act 2002 and the Police and Justice Act 2006, requires responsible authorities to work together alongside the community and voluntary sector to develop and implement strategies for reducing crime and disorder in their area. The responsible authorities are:

- District and Borough Councils
- County Councils
- Police
- Fire & Rescue Service
- National Probation Service
- Clinical Commissioning Groups

The Epsom and Ewell Community Safety Partnership meets quarterly to discuss community issues affecting the borough and to create a vision for the future. The partnership includes the responsible authorities as well as non-statutory partners including the local social housing provider, the Business Improvement District and the Office of the Surrey Police and Crime Commissioner.

Surrey Community Safety Agreement

Two tier authorities such as Surrey are required, under Section 17 of the Crime and Disorder Act 1998 (as amended by the Police and Justice Act 2006), to have a County Community Safety Agreement (CSA). It sets out how responsible authorities will work together to identify and address shared priorities to reduce crime and disorder. More information can be found at [Surrey County Council Community Safety](#).

Surrey Police and Crime Commissioner

Lisa Townsend is the Police and Crime Commissioner (PCC) for Surrey. The PCC is responsible for overseeing the work of Surrey Police, holding the Chief Constable to account, and helping to tackle crime issues in Surrey in accordance with the [Police and Crime Plan](#).

How do we address Community Safety in the borough of Epsom and Ewell?

Community Harm and Risk Management Meeting (CHaRMM)

Community Harm and Risk Management Meetings (CHaRMMs) will discuss and agree action to reduce the negative impact that problem individuals and families have on Surrey's communities through their anti-social behaviour. Using the expertise that exists on this multi-agency group, members will share information on high-risk cases and incidents and put in place appropriate risk management plans to address the behaviour of the perpetrator and reduce the negative impact on victims.

CHaRMMs are accountable to local Community Safety Partnerships (CSPs) and the overarching, Surrey Community Safety Board, and should contribute to the delivery of local community safety partnerships plans and the overarching strategies of the county Community Safety Board.

Joint Action Groups (JAGs)

Joint Action Groups (JAGs) will address crime and disorder issues that have been identified through the analysis of intelligence and statistics provided by all community safety partner agencies. Utilising the expertise that exists on the group it will identify desirable outcomes and determine the actions and interventions to be used to achieve these outcomes.

JAGs decide priorities, agree action plans, allocate resources, and ensure there is a co-ordinated response to issues highlighted at the JAG and contained within Community Safety Partnership Plans. They play a key role in developing effective partnership responses to crime and disorder and anti-social behaviour reduction.

Community Safety Partnership Priorities 2022-2024

Priority 1	Focus on the most vulnerable or those at risk of harm
Priority 2	Serious Organised Crime and PREVENT
Priority 3	Identify and tackling crime and antisocial behaviour
Priority 4	Improve Community Engagement

RAG Ratings

	0-49% Complete / Occurs on a minimal basis
	50-69% Complete / Occurs regularly
	70-100% Complete / Occurs majority of the time

Priority 1 - Focus on the most vulnerable or those at risk of harm

The Community Safety Partnership will focus on those who are vulnerable or at risk of harm. We will work together as partner agencies to provide appropriate levels of support to victims of crime or antisocial behaviour.

What will we do to achieve this?

1. Improve our response to Domestic Abuse by ensuring legislation and recommendations are implemented.
2. Ensure processes and referral systems are in place to support the most vulnerable
3. Identify emerging issues and work together to address the issues

Key objectives to measure

Lead Agency	Objective	Measure	Timescale	RAG Status
Police / EEBC	CHARMM meetings to occur monthly	Reduces the risk to vulnerable residents through partner agency working	Monthly review of agency attendance	
ALL	Ensure Domestic Abuse awareness training for staff reflects changes in legislation	Up to date training for all staff will reduce risk to victims	Annual report from agencies	
SCC/EEBC	Deliver the Ask Us DA project	Delivery of the project Promote 'Ask Us' on social media	Delivered quarterly	
EEBC / DHR oversight Group	Ensure DHR's are implemented, and recommendations are enforced. DHR Oversight Group reviewing a centralised process for Surrey	Review DHR's ensure actions are referred to agencies and outcomes monitored Ensure local CSP are aware of the findings of the DHR oversight Group	Review actions and follow up where necessary	
EEBC	Community trigger ASB reviews delivered in line with Surrey Policy	Applications received and processed in a timely manner	Reviewed quarterly by CSP	
EEBC	Joint Action Groups to occur for identified areas of concern	Monitor data and area referrals from partner agencies	Reviewed quarterly by CSP	
Police / EEBC	Violence Against Women and Girls (VAWG) – Identify areas of concern	Monitor the Street Safe information submitted and crime figures	Review 6 monthly	
EEBC	EEBC to sign up to the ASB Help Pledge	Uniformed approach across partner agencies to responding to Antisocial behaviour	Review in 6 months	

Priority 1 – Further work to assist the most vulnerable or those at risk of harm

Epsom and Ewell Borough Council (EEBC)

An outreach service engages with rough sleepers and assists with getting accommodation and a referral pathway to other services such as assistance with mental health, drug alcohol addiction services. The service has been successful in reducing rough sleepers across the borough.

Collaborative working with the department of Work and Pensions (DWP) has taken place to set up a youth hub. This is to engage and work with young persons on universal credit and support them into training and employment.

Surrey Downs Health and Care partnership (SDHCP))

SDHCP been working collaboratively with public health to ensure A&E and wards use the Homelessness duty to refer when people present as homeless in hospitals.

Surrey Police

Police have used their local policing team to focus on identifying properties that have been cuckooed or involved in county lines. When properties are identified several agencies work together to conduct a joint intervention.

Domestic abuse is the top divisional priority for Police in East Surrey. Training is being delivered to ensure up to date knowledge on the new Domestic Abuse legislation.

Office of the Police and Crime Commissioner (OPCC)

Health funding has been agreed to continue the Catalyst service and increase the support available to those who are vulnerable and at risk.

The Music to my Ears service has been commissioned to support young persons at risk of exploitation.

Surrey County Council (SCC)

Project work is being completed to address the issue of serious youth violence and provide interventions.

There is a public health rapid review to identify the risk factors to those involved or committing violent crimes.

Probation

Probation is working together with partner agencies to support women that enter the criminal justice system. This includes working with children's services and Domestic Abuse outreach programs.

Priority 2 - Serious Organised Crime and PREVENT

The Community Safety Partnership want to have a monitored, targeted, and sustained approach to Serious Organised Crime. We hold Serious Organised Crime Joint Action Group (SOCJAG) for information sharing and disruption. This includes the following areas:

Exploitation - Child/Criminal/Sexual

Human Trafficking

Modern Day Slavery

Organised Immigration

Serious Violent Crime

County Lines

Cuckooing

Online Fraud

PREVENT (The government PREVENT strategy on terrorism and extremism)

What will we do to achieve this?

1. Partner agency working to prevent and tackle serious organised crime
2. Disrupt serious organised crime groups within the borough
3. Reduce the risk of radicalisation by promoting positive relations between different communities and show a united position against all types of hate crime that target specific communities

Key Objectives to measure

Lead Agency	Objective	Measure	Timescale	RAG Status
Police	SOCJAG to discuss emerging issues, intelligence, and disruption between agencies	Meeting takes place every 8 weeks	Review of attendance each meeting	
Police / EEBC	Intelligence package is shared and disseminated appropriately	To ensure intelligence and information is acted upon	Review intelligence package for each meeting	
Police	Surrey Police discussed cuckooed addresses and closure orders with agencies via partner agency forums	To ensure vulnerable people are identified and agencies are aware of all concerns	Review all closure orders with ASB case builder in Surrey Police	
ALL	Ensure agencies and relevant staff are aware of the Protect duty and PREVENT training is up to date	Staff are fully aware of their responsibilities including ACT awareness training / Run, Hide, Tell where appropriate	Annual review of training	

Priority 2 – Further work regarding Serious Organised Crime and PREVENT

Epsom and Ewell Borough Council (EEBC)

The serious organised crime joint action group (SOCJAG) takes place every 6-8 weeks. A police intelligence package is shared prior to the meeting and any intelligence is requested and made available regarding the subject matters from across the council.

Vulnerable properties are identified via contact with agencies, Community Harm and Risk Management Meeting (CHARMM) and Environmental Visual Audits. Partner agencies work together to support vulnerable residents / prevent them from being cuckooed.

During ASB awareness week partner agencies of EEBC, Police and Rosebery worked together to complete Environmental Visual Audits and identify any further properties of concern. These took place on Longmead and Watersedge Estates.

Police

The Borough Commander chairs the SOCJAG and confirms there has been good engagement from partner agencies.

The intel briefings are designed to keep partners involved but also request that they assist in progressing that intelligence. This has resulted in an increase in partnership intelligence forms being submitted.

The police have several weeks of positive action including ASB awareness week and targeted work for business areas often concerned in modern slavery / human trafficking. These include nail bars and car washes.

Police also have county lines awareness week and the most recent in Epsom resulted in several closure orders at properties to protect the vulnerable and arrests were made resulting in seizures of drugs and cash.

The Borough Commander is the local single point of contact for PREVENT referrals and they have received several which have been reviewed. There has been an increase in referrals from other agencies, particularly schools.

Priority 3 - Identify and tackling crime and antisocial behaviour

The Community Safety Partnership want to ensure crime and antisocial behaviour is dealt with appropriately.

What will we do to achieve this?

1. Address antisocial behaviour (ASB) and the wider effect it has on the community
2. Review issues using a multi-agency approach
3. Understand that collaborative working results in a more successful outcome
4. Use appropriate enforcement and intervention methods
5. Focus on Town centre safety including alcohol related crime
6. Tackle emerging patterns of crime and antisocial behaviour

Key Objectives to measure

Lead Agency	Objective	Measure	Timescale	RAG Status
Police / EEBC	Community Harm and Risk Management Meetings (CHARMM) attended monthly by all statutory partners	To ensure collaborative working for a more successful outcome	Review attendance at the CHARMM monthly	
EEBC	Joint Action Groups (JAGs) arranged according to issues raised via all parties and based on collated data.	JAGs identify issues and partner agency response to improving the area	JAGs are reviewed quarterly by CSP	
EEBC	Review town centre crime data regularly to identify emerging patterns	Identify areas of concerns and address via relevant partner agency meetings - JAG	Data check every 6 months using Police Intel & D10	
Police / EEBC	Police and EEBC to identify licensed premise where incidents occur and consider licensing conditions	Reduce risk of incidents occurring in licensed premise	Incident specific. Addressed at 6 weekly enforcement meeting	
EEBC / Police	Review of crime data and areas of concern identified	Early intervention to prevent escalation of incidents	Emerging issues identified in 6 weekly enforcement meeting	

Priority 4 - Improve Community Engagement

The Community Safety Partnership want to improve engagement with the community to address issues and ensure members feel heard.

What will we do to achieve this?

1. Use engagement opportunities to promote and support local and national awareness campaigns
2. Provide crime prevention and community safety advice e.g. relating to domestic abuse, antisocial behaviour, scams and burglaries.
3. Increase reporting of acts being taken by statutory organisations to tackle crime including successful outcomes
4. Work with schools to promote key community safety messages to young people

Key Objectives to measure

Lead Agency	Objective	Measure	Timescale	RAG Status
Police / EEBC	Joint initiatives to engage with the community – inc. meet the beat, ASB events, Facebook lives	Improve relationship with community and raise awareness	Annual review of events attended	Green
Police / EEBC	Joint action days – Traffic events including waste licensing and VOSA	To reduce criminal activity in the borough and take enforcement action	Annual review of events attended	Yellow
EEBC/ Police	Social media awareness – unified messaging	Social Media strategy to include unified messaging	Reviewed at enforcement meeting 6 weekly	Yellow
Police	Youth engagement officers to engage with schools and Fearless campaign	Promote key community safety messages to young people	6 monthly review of school engagement	Green
ALL	Ensure staff training is up to date reflecting community safety issues and awareness	Staff being aware of community safety issues reduces risk to public	Annual review of staff training	Yellow

Glossary of Acronyms

ACT	Action Counters Terrorism
ASB	Antisocial Behaviour
CHaRMM	Community Harm and Risk Management Meeting
CSA	Community Safety Agreement
CSP	Community Safety Partnership
DA	Domestic Abuse
DHR	Domestic Homicide Review
EEBC	Epsom and Ewell Borough Council
JAG	Joint Action Group
PCC	Police and Crime Commissioner
SCC	Surrey County Council
SOCJAG	Serious Organised Crime Joint Action Group
VAWG	Violence Against Women and Girls
VOSA	Vehicle and Operator Services Agency

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DIVERSITY, EQUITY AND INCLUSION ANNUAL REPORT 2023-2024

Head of Service:	Andrew Bircher, Acting Director of Corporate Services
Wards affected:	All Wards
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
Appendices (attached):	Appendix 1 – Diversity, Equity and Inclusion Annual Report 2023-2024

Summary

The report summarises the activities undertaken in 2023-2024 by the Council to progress our Diversity, Equity and Inclusion Framework. The Framework includes three thematic objectives that demonstrate how we are meeting our responsibilities under the public sector equality duty.

Recommendation (s)

The Committee is asked to:

- (1) Note and comment on the activities undertaken in 2023-2024 by the Council to progress our Diversity, Equity and Inclusion Framework (Appendix 1).**

1 Reason for Recommendation

- 1.1 To provide members of the Audit and Scrutiny Committee details of the actions undertaken in respect of the public sector equality duty.

2 Background

- 2.1 As a public body, we have a specific duty under the public sector equality duty to publish equality objectives that demonstrate how we are meeting our responsibilities.
- 2.2 Section 149 of the Equality Act 2010 places a general equality duty on the Council to “have due regard to the need to-
 - a) “eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
 - b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;

- c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.”¹

2.3 The characteristics protected under the Act are:²

- Age
- Race
- Gender reassignment
- Religion or belief
- Sex
- Marriage and Civil Partnership
- Disability
- Sexual orientation
- Pregnancy and maternity

2.4 Guidance on the public sector equality duty puts forward that compliance with the duty “should result in:

- better-informed decision making and policy development
- a clearer understanding of the needs of service users, resulting in better quality services which meet varied needs
- more effective targeting of policy, resources and the use of regulatory powers
- better results and greater confidence in, and satisfaction with, public services
- a more effective use of talent in the workforce
- a reduction in instances of discrimination and resulting claims.”³

3 Our objectives and activities in respect of the public sector equality duty

3.1 The Council is committed to equality, diversity and inclusion as an employer, as a provider of services and as a leading agency in building resilient communities in the Borough. Following a consultation, the Council developed a [Diversity, Equity and Inclusion \(DEI\) Framework 2021-2024](#) in 2021 alongside its [equality and diversity ambitions](#). As defined in the DEI Framework, ‘Diversity’ refers to the traits and characteristics that make people unique. ‘Equity’ refers to fairness and equality in outcomes, not just in support and opportunity. ‘Inclusion’ refers to the behaviours and social norms that ensure people feel welcome.

3.2 Approved by the Strategy and Resources Committee in March 2021, the DEI Framework includes these three thematic objectives that demonstrate how we are meeting our responsibilities under the public sector equality duty:

- Developing inclusive communities and creating community cohesion.
- Ensuring engagement and accessible services.
- Building workforce inclusivity.

3.3 Appendix 1 summarises the activities undertaken by the Council in 2023-2024 to support and progress the above three objectives of the DEI Framework. These activities are incorporated in service delivery plans and some are included in the Annual Plan for 2023-2024.

4 Risk Assessment

Legal or other duties

A [recent letter](#) from the Minister for Women and Equalities has reminded all local authorities about the importance of complying with the public sector equality duty.

4.1 Equality Impact Assessment

4.1.1 None for the purposes of this report.

4.2 Crime & Disorder

4.2.1 None for the purposes of this report.

4.3 Safeguarding

4.3.1 None for the purposes of this report.

4.4 Dependencies

4.4.1 The production of this report is dependent on the contribution by the service areas in supporting our diversity, equality and inclusion activities.

4.5 Other

4.5.1 None for the purposes of this report.

5 Financial Implications

5.1 There are no financial implications in this report.

5.2 **Section 151 Officer's comments:** None arising from the contents of this report.

6 Legal Implications

6.1 There are no legal implications arising from this report.

6.2 **Legal Officer's comments:** None arising from the contents of this report.

7 Policies, Plans & Partnerships

7.1 **Council's Key Priorities:** The following key priorities are engaged: Effective Council; Cultural and Creative; Safe and Well; Opportunity and Prosperity; and Smart and Connected.

7.2 Service Plans:

7.2.1 This matter is included within the current Service Delivery Plan.

7.3 Climate & Environmental Impact of recommendations:

7.3.1 No implications for the purposes of this report.

7.4 Sustainability Policy & Community Safety Implications:

7.4.1 No implications for the purposes of this report.

7.5 Partnerships:

7.5.1 Some activities rely on the ongoing partnership working with agencies/partners.

8 Background papers

8.1 The documents referred to in compiling this report are as follows:

Previous reports:

- Strategy and Resources Committee, 30th March 2021, 7.00 pm, Epsom & Ewell Borough Council's Diversity, Equity and Inclusion Framework 2021- 2024, no. 79. Online available: <https://www.epsom-ewell.gov.uk/sites/default/files/documents/council/DEI%20Framework%202020-2024.pdf>
- Audit and Scrutiny Committee, 17th November 2022, 7.30pm, Epsom & Ewell Borough Council's Equality, Diversity and Inclusion Report, no. 18. Online available: <https://democracy.epsom-ewell.gov.uk/documents/s24969/Equality%20Diversity%20Inclusion%20Report.pdf>

¹ HM Government (2023) *Equality Act 2010*. Online available: <https://www.legislation.gov.uk/ukpga/2010/15> [last accessed 10/01/2024]. For further guidance on the Act, see HM Government (2023) *Public Sector Equality Duty: guidance for public authorities*. Online available: <https://www.gov.uk/government/publications/public-sector-equality-duty-guidance-for-public-authorities/public-sector-equality-duty-guidance-for-public-authorities#introduction> [last accessed 10/01/2024].

² Ibid. endnote no. 1.

³ Equality and Human Rights Commission (2023) *Technical guidance on the Public Sector Equality Duty: England*. Online available: <https://www.equalityhumanrights.com/guidance/public-sector-equality-duty/technical-guidance-public-sector-equality-duty-england-0?return-url=https%3A%2F%2Fwww.equalityhumanrights.com%2Fsearch%3Fkeys%3Dtechnical%2Bguidance> [last accessed 10/01/2024].

1. Legislative background

The Council is committed to equality, diversity and inclusion as an employer, as a service provider and as a leading agency in building resilient communities in the Borough. This paper reports on the activities undertaken by the Council in 2023-2024 to progress our Diversity, Equity and Inclusion Framework. It provides evidence for meeting our Public Sector Equality Duty 2011, which places a specific duty on us to publish equality objectives that demonstrate how we are meeting our responsibilities. Section 149 of the Equality Act 2010 places a general equality duty on the Council to have due regard to the need to:

- eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Act.
- advance equality of opportunity between people who share a protected characteristic and those who do not.
- foster good relations between people who share a protected characteristic and those who do not.

The nine characteristics protected under the Act are: Age; Disability; Gender Reassignment; Pregnancy and Maternity; Race; Religion or Belief; Sex; and Sexual Orientation.

2. Our Diversity, Equity and Inclusion (DEI) Framework 2021-2024

Following a consultation with our residents ([Vision](#)), the Council set out its long-term [Four-Year Plan \(2020-2024\)](#). The plan strives to develop an even more successful future through harnessing the benefits of diversity and equality, by developing the Council's [Diversity, Equity and Inclusion Framework 2021-2024](#) alongside its [equality and diversity ambitions](#).

3. Three thematic objectives of the DEI Framework

Our DEI Framework sets out the following 3 thematic objectives and progress has been made through a range of activities as reported from pages 2 to 10 of this report.

- **Developing inclusive communities and creating community cohesion**
This objective aims to develop a greater focus on promoting social inclusivity across all the Council's services and developing good community relations. The Council's long term vision is to create safe and healthy communities brimming with opportunity and prosperity. This means communities in which everyone regardless of their background, beliefs, personal situation, or identity, feels welcome and able to prosper.
- **Ensuring engagement and accessible services**
This objective is to ensure that Council services, information, consultation and engagement opportunities remain accessible to all residents, particularly those with protected characteristics. As a public body, we need to make sure all our residents are able to access our information and services. Not everyone is able to do this in the same way, so we need to make sure there is a range of options available.
- **Building workforce inclusivity**

Appendix 1

Agenda Item 5

This objective is about continuing to seek opportunities to build inclusive Council's internal policies and procedures. The Council is committed to being an inclusive organisation providing opportunity for all.

4. Our progress in 2023-2024

A range of activities have been undertaken in 2023-2024 to support our progress towards the three thematic objectives and priorities. An update is provided in the tables below.

4.1 Thematic Objective 1 - Developing inclusive communities and creating community cohesion

Ref.	Priority	Progress
4.1.1	Greater understanding of our local communities and their protected characteristics	a) We have gathered the relevant data from the 2021 Census Data to produce our Borough profile which includes an analysis of the protected characteristics. This information is shared internally to help inform our service delivery.
4.1.2	Tackling health inequalities and socio-economic deprivation in the Borough	<p>a) A re-prioritised Community and Wellbeing Development Work Programme has been developed with the purpose of targeting communities most impacted by the wider determinants of health, including mental health. The plan seeks to:</p> <ul style="list-style-type: none"> • build and maintain purposeful relationships within the community. • improve opportunities for vulnerable young people within the Borough. • support residents to become more connected and feel less isolated. • address the emotional and mental health needs of residents. <p>Information is being captured about health and the social determinants of health including socio-economic deprivation and other inequalities.</p> <p>b) We have been providing operational management/support for the national refugee programme including the Afghan Relocations and Assistance Policy, Homes for Ukraine, and Ukraine Family Sponsorship scheme. It is estimated that there are up to 9,500 asylum seekers, migrants and refugees in Surrey at any one time. Due to the unique culture and heritage of their home country, we have been working diligently with local partners and other councils in Surrey to meet their different levels of needs and to help them settle. To date, on the Home for Ukraine Scheme, the Council has helped circa. 163, and 84 host families. Our unique partnership with Epsom and Ewell Refugee Network has seen the Ukrainian Guests access English lessons, employment, and meet and socialise with others displaced by the conflict. It has also ensured the wrap-around support for Afghan and Syrian Refugee's for the duration of the central government programmes, with each family allocated a dedicated support worker.</p>

		<p>c) Following a consultation with the key stakeholders, the Homelessness and Rough Sleeping Strategy (2022-2027) has been developed along with its Year 1 action plan. It intends to meet the needs of our residents who are homeless or at risk of homelessness, including rough sleepers and single people. The Strategy adopts an integrated approach with partners to support homeless applicants who have additional needs including mental health; physical ill health/disability; offending; drug and alcohol dependency; debt/budgeting; and domestic abuse. The ethnic origin of homeless households appears to largely reflect the demography of the Borough. A mid-year update of the Year 1 action plan was considered by the Community and Wellbeing Committee in October 2023.</p> <p>d) In light of the housing delivery challenge, the new Affordable Housing Delivery Improvement Plan and Year 1 action plan have been devised to maximise the number of affordable homes in the Borough. Through collaborative working with the key stakeholders, the Plan strives to continue developing our homelessness prevention options; expanding our short-term accommodation alternatives such as the Private Sector Lease scheme; and the development of new affordable housing through Local Plan. A detailed end of year report will be submitted to the Community and Wellbeing Committee in due course.</p> <p>The above actions (c & d) have led to some tangible results: from limiting the impact of Homes for Ukraine and the cost of living crisis on homelessness through prevention work, to enabling people to remain in their home by way of facilitating adaptations and proactively working with partners to downsize households, and thereby secure a number of much needed larger homes. It is becoming increasingly difficult to link up with other statutory agencies, such as mental health and adult social care, as their resources have also become severely stretched, resulting in a significant increase in the complexity of people's needs who approach our service.</p>
4.1.3	Foster inclusive growth, skills & employment for vulnerable and disadvantaged groups	<p>a) Since its launch in December 2021, the Council's Skills Hub has supported more than 600 young people aged 16 -24, who are in receipt of Universal Credit, with a range of free support from skills development to securing employment. The Hub has provided tailored support to meet their career aspirations. In collaboration with the Surrey Lifelong Learning Partnership (SLLP), the Hub is intended to help this vulnerable group of young people to get into employment and also to grow the supply of skilled residents for the local economy.</p>

Appendix 1

		<p>b) Recent funding from the UK Prosperity Fund has enabled the Council to expand the service to residents of all ages to find lasting work, including those who are refugees and people with additional needs. The Council and SLLP continue to lead the renamed Employment Hub with partners including NESCOL, Go Epsom and Coast to Capital. It provides a diverse range of support from job searching to interviewing skills. The Hub hold regular job fairs in various locations where local employers and job seekers are matched with apprenticeships, work placements and jobs. Two successful case studies can be found on our website.</p> <p>c) The Council also supported the first cohort of work experience placements, facilitated in partnership with the Employment Hub, in October and November 2023. The participants were able to work in the different services of the Council and they were awarded certificates from the Mayor at the end of their placements.</p>
4.1.4	Support vulnerable members of the community including the groups with protected characteristics	<p>a) Through a successful bid for funding of £271,000 from the Home Office, the Council has initiated the Safer Streets project in addressing violence against women and girls as well as improving the safety of the nighttime economy. The project has provided funding to support street pastors, installation of new town centre CCTV, training for licensed premises to be able to spot the signs of abusive behaviour and provision of anti-spiking equipment. A wide spread campaign has been launched to raise awareness including a YouTube video and the national campaign "You're right, that's wrong", which has been adapted with Epsom specific content.</p> <p>b) The Council has launched a public consultation on its proposed Community Safety Action Plan in December 2023, highlighting the priorities for community safety in the Borough. Community safety covers a wide range of activities designed to reduce the likelihood of crime, disorder and anti-social behaviour, protect victims and hold perpetrators to account. It also involves reducing incidents of domestic abuse where, due to its hidden nature, the victim may not have a voice and where vulnerable people are subject to coercion, exploitation and abuse. Community engagement continues to be identified as one of the priorities.</p> <p>c) The Council is a member of the East Surrey Poverty Truth Commission which has brought together local, Civic and Business Commissioners together to listen and discuss some of the lived experiences of poverty in East Surrey. The goals are to increase the understanding of the common causes of poverty in our community, build links between different parts of the community, and help improve the lives of people who face the challenge of poverty every day.</p>

Appendix 1

		<p>d) Supporting vulnerable people in an emergency – in the event of an emergency such as a fire, flood or blizzard, the Council works with partner organisations across Surrey (including emergency services, Surrey County Council, mental health and social care providers) to identify the vulnerable people in our Borough. This is to ensure that help and support can reach them during these events. We continue to update our vulnerable people register for this purpose.</p> <p>e) The Council is developing a Modern Slavery Act Statement which will set out our approach in tackling slavery and human trafficking in our organisation and supply chains.</p>
4.1.5	Promote and celebrate Diversity, Inclusivity and Heritage	<p>a) The Council has held two extensive engagement activities before producing its first Arts, Heritage and Cultural Strategy, which was approved by the Community and Wellbeing Committee in October 2023. It aims to promote a cohesive identity for the Borough as a cultural and creative hub, as well as a visitor destination through three workstreams: inclusivity and access for all, nurturing talent, and economic growth. An action plan is being rolled out and the activities undertaken so far have included:</p> <ul style="list-style-type: none"> • the launch of a free app for a digital tour of the formal gardens at Nonsuch Park – this makes the Park accessible to people anytime, anywhere, and at a pace suited to the individual (e.g. residents with mobility issues and visitors with visual impairments). • the Kids in Museums ‘Digital Takeover Day’ sought to empower primary pupils to explore Bourne Hall Museum, and find ways to engage with the collection that are meaningful and relevant to them as individuals, and as a cohort of children within our Borough. • the Community Mural project engaged young people outside the school setting to learn new skills through creation of murals with professional artists. This project helped to improve individual self-esteem and self-worth as well as building a collective pride by working alongside peers.

Appendix 1

4.2 Thematic Objective 2 – Ensuring engagement and accessible services

Ref.	Priority	Progress
4.2.1	Encouraging greater participation from different ethnic communities and LGBTQI+ ¹ population as well as the VCFS ² in our community engagement mechanisms	<p>a) In June 2023, the Council successfully delivered the 2023 Surrey Youth Games, after approaching 24 local schools and 116 referral partners. The event attracted 134 young people from different ethnic groups in the Borough to participate in the free sport sessions. Around 25% of the participants come from areas of multiple deprivation. After the event, the Council secured an additional £1,890 grant from the Together Fund from Sport England to facilitate additional sessions for these young people.</p> <p>b) An exhibition was held at Bourne Hall in September 2023 to pay tribute in 50 portraits to the activists, personalities, writers, and artists who have advanced the LGBTQI+ movement, and celebrated those who have endeavoured to create a more inclusive and tolerant world. The exhibition was free to enjoy and open 7 days a week, helping to raise awareness of the diversity, inclusivity, and equality within the Borough.</p>
4.2.2	Building meaningful relationships with our communities through better understanding of their needs	<p>a) The proposal of a renewed approach to community engagement was agreed by the Community and Wellbeing Committee in June 2023. It sets out the objectives and engagement options with residents to receive feedback on services and better understand residents' needs. One of the objectives is about the ability to deliver targeted community engagement with those seldom heard. In the meantime, the Council continues to engage with residents via existing mechanisms, for example, as part of the Equality Impact Assessment process (please also see 4.1.2c, 4.1.4b, 4.1.5, 4.2.2b, 4.2.3).</p> <p>b) In 2023, the Planning Policy team organised six public events to consult residents on a Regulation 18 of the Draft Local Plan. The consultation was promoted through a wide range of communications channels. In supporting neurodiversity, the plan and consultation material were designed to be as accessible as possible, using visuals and images to get across complex information. This included a large exhibition display at the Ashley Centre.</p>

¹ LGBTQI+ is an abbreviation for lesbian, gay, bisexual, transgender, queer (or sometimes questioning), Intersex, and others.

² VCFS is an abbreviation for Voluntary, Community and Faith Sector.

Appendix 1

		<p>Various techniques were employed to encourage a wide range of people to respond, including the employment of a social media advertising company to do targeted advertising to people that are traditionally under-represented in previous EEBC consultations (e.g. young people and people from ethnic backgrounds). Promotion material was also created, including the distribution of 3,500 flyers to 40 locations including libraries. Building on relationships formed with community groups in earlier consultations, the Planning Policy team took opportunities to directly notify or speak to Surrey Coalition of Disabled People, Epsom and Ewell Families, Epsom Islamic Society, Sustainable Epsom and Ewell, Central Surrey Volunteer Association, Sensory Services and Age Concern.</p> <p>Within the 6-week consultation period, 1,736 individuals or organisations actively responded to the consultation on the future development of the Borough. Based on the data collected, there was an almost equal split between male and female respondents to the consultation, 62 people who responded had a disability, 84 people were from a non-white ethnic minority background.</p> <p>The above approach supports our Statement of Community Involvement in developing the new Local Plan which is informed by a suite of evidence, including the Gypsy and Travellers Accommodation Assessment.</p>
4.2.3	Using Equality Impact Assessment (EIA) as an integral part of service/system planning or change to inform decision making	<p>The Council has developed the Equality Impact Assessment (EIA) template to assess any potential impact on residents and staff with protected characteristics due to policy and service development / change. An example is the Homelessness and Rough Sleeping Strategy, which was informed by a review/needs assessment and an Equality Impact Assessment.</p>
4.2.4	Considering equality, diversity and inclusion in our procurement cycle	<p>a) Our procurement of services within Threshold 3 requires mandatory use of the standard supplier questionnaire, which includes a section on the supplier's approach to the Modern Slavery Act 2015, regarding tackling modern slavery and human trafficking in the supply chain.</p> <p>b) For any goods, works and services to residents, our procurement reports for thresholds 2 and 3 also require suppliers to:</p> <ul style="list-style-type: none"> consider the protected characteristics/groups under the Equality Act 2010, and

Appendix 1

		<ul style="list-style-type: none"> explain how they can support the thematic objectives of our Diversity, Equity and Inclusion Framework in their delivery models.
4.2.5	Improving accessibility of residents to information, services and activities	<p>a) The Council continues to review its website to ensure its accessible. Our accessibility score in May 2022 was 96.6 out of 100. An 'accessibility fixer guide' is available for staff.</p> <p>b) We continue to develop 'My Council Services' on our website to enhance residents' access to digital services. This portal enables our residents to report issues affecting their local areas as well as accessing certain services.</p> <p>c) A new communication strategy has been developed which includes a planned review of all communications channels, to ensure that they are reaching and engaging with our residents and other key stakeholders. Various communications plans have been produced to support campaigns directly related to corporate priorities, such as climate change, elections, Local Plan, and Community Services support. We continue to use a range of communication channels to reach a wide range of audiences including social media, website, our electronic e-newsletter, eBorough Insight, PR, Borough Boards and partnership communications.</p> <p>d) There was no equality related complaint received by the Council from residents between October 2022 and October 2023.</p>

Appendix 1

Thematic Objective 3 – Building workforce inclusivity

Ref.	Priority	Progress
4.3.1	Strengthening the strategic leadership in driving diversity, equality and inclusion	<p>a) All new staff are required to complete the mandatory equality e-learning module during their induction. Existing staff are required to refresh this module once a year. Other free modules accessible to all staff include 'An introduction to unconscious bias' and 'Equality Impact Assessment'.</p> <p>b) The last progress report of our work in equality, diversity and inclusion was submitted to the Audit and Scrutiny Committee in November 2022. This is an annual progress report of our Diversity, Equity and Inclusion Framework 2021-2024.</p>
4.3.2	Workforce diversity monitoring	<p>a) As an employer, we collect data and produce a workforce profile including a breakdown of workforce by protected characteristics. The latest version was produced and published in September 2023.</p> <p>b) We're proud to be a Disability Confident employer. This means we are recognised for our support and retention of talented individuals with disabilities. We have also supported recruitment events hosted by the Epsom and Ewell Employment Hub and NESOT to attract diverse talent. A poster campaign promoting employment opportunities at the Council is currently in progress to increase workforce diversity.</p> <p>c) The Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 introduced a requirement for employers with 250 or more employees to publish details of their gender pay and bonus gap. Our latest Gender Pay Gap can be found on our website.</p>
4.3.3	Ensuring inclusive workforce strategies and policies	a) We continue to review the policies and procedures within our People Framework to ensure their ongoing compliance with equality legislation and employment codes of practice.
4.3.4	Listening and supporting our employees in addressing	a) The Council has refreshed and relaunched a Diversity, Equity and Inclusion (DEI) Group following the Covid-19 pandemic. It is a forum for staff to champion and support equality, diversity and inclusion in the organisation. Membership includes the Chair/Vice-Chair of the

Appendix 1

	equality, diversity and inclusion	Staff Consultative Group, the Union representative as well as colleagues from the various services. It is chaired by the Acting Director of Corporate Resources who is part of the Strategic Leadership Team. This forum provides various channels of communicating and disseminating information. A new intranet page has been created to update staff on the Group’s activities.
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PERFORMANCE AND RISK REPORT - FEBRUARY 2024

Head of Service:	Andrew Bircher, Interim Director of Corporate Services
Wards affected:	(All Wards)
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
Appendices (attached):	Appendix 1 – Corporate Performance Report- February 2024

Summary

The appendix to this report provides an overview of the Council's performance with respect to its 2023-2024 annual plan objectives, key performance indicators, corporate risks, committee risks, and annual governance statement actions.

Recommendation (s)

The Committee is asked to:

- (1) **Note and comment on the performance and risk information located at Appendix 1.**

1 Reason for Recommendation

- 1.1 The terms of reference for this committee includes the responsibility for reviewing the performance of the Council, and evaluating and monitoring progress on whether expected outcomes are being achieved in accordance with the Council's strategic plans.
- 1.2 This report has been brought to the committee to aid its members in meeting these objectives.

2 Background

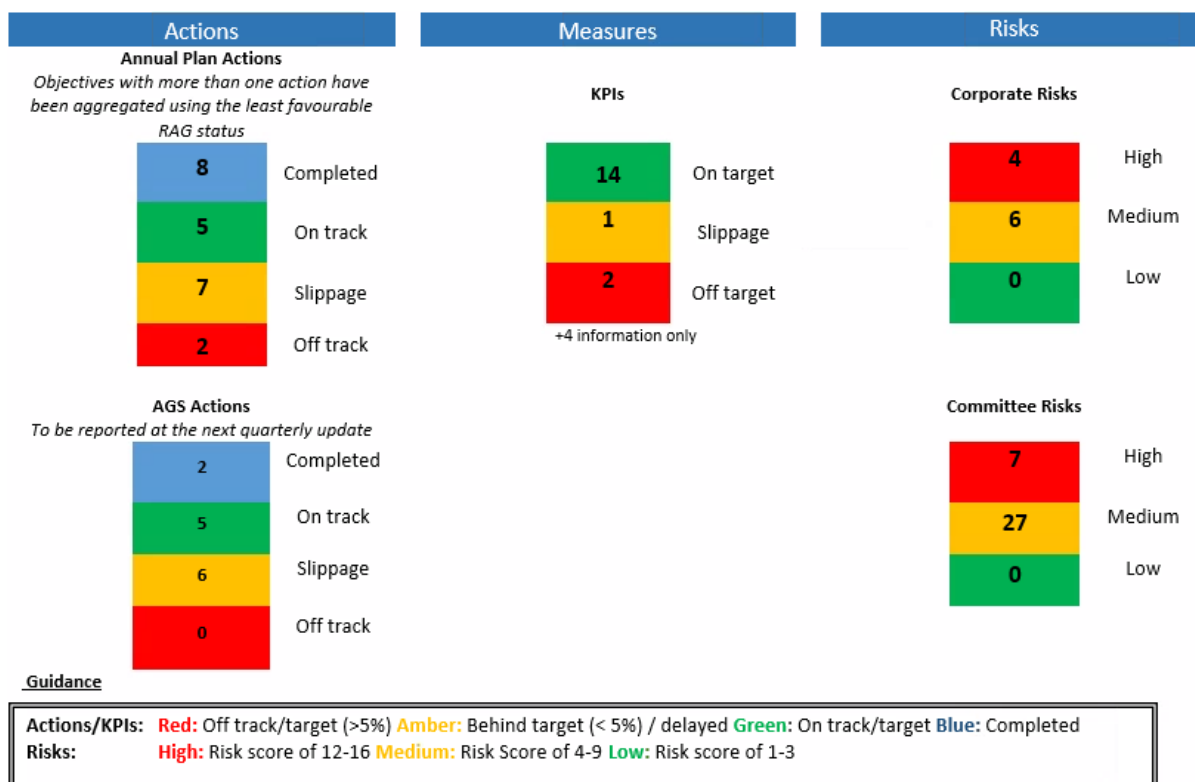
- 2.1 In February 2020 the Council agreed a Four-Year Plan for the period 2020 to 2024. The six themes are:

- **Green & Vibrant** - A better place to live where people enjoy their surroundings.
- **Safe & Well** - A place where people feel safe, secure, and lead healthy, fulfilling lives.
- **Opportunity & Prosperity** - A successful place with a strong, dynamic local economy where people can thrive.
- **Smart & Connected** - Alive and connected socially, economically, geographically, and digitally.
- **Cultural & Creative** - A centre for cultural and creative excellence and inspiration.
- **Effective Council** - Engaging, responsive and resilient council.

2.2 Since the Four-Year Plan's inception, three annual plans have been developed to support the delivery of these six themes and regular progress reports have been submitted to the committee.

3 Performance Report – February 2024

- 3.1 Appendix 1 comprises a corporate performance report for the Council. Alongside progress updates for the Annual Plan 2023-2024, the report includes key performance indicators, the corporate risk register, committee risk registers, now including Licensing Policy and Planning Committee, and the annual governance statement actions.
- 3.2 A key aim of the report is to provide a concise overview of how the Council is performing, in a single document, regarding its strategic objectives, service delivery, and risks that may hinder its ability to deliver these.
- 3.3 Regarding corporate risks, please note that Risk PR11, which is listed in the Strategy & Resources risk register is now redundant. However, the report covers Quarter 2 risks. Therefore, in the next edition of the report this risk will be retired, and a new risk added related to the move from the current Town Hall to 70 East Street, as per the Full Council decision in December 2023.
- 3.4 The table below presents the summary dashboard from Appendix 1. Please note that key performance indicator information is provided on a quarterly basis, unless stated otherwise in Appendix 1. The other performance and risk information is the latest update at the time of this report's writing. Further details can be found in Appendix 1.



- 3.5 The paragraphs below highlight items in the performance report that have been off-target (red) for two quarters or longer. There are 2 Annual Plan actions, 4 Corporate risks and 4 Committee risks.
- 3.6 Annual Plan (Section 2 of Appendix 1):
- Ref. 7 - Regulation 18 and Regulation 19 on the Local Plan consultation
 - Ref. 8 - Draft Infrastructure Delivery Plan (linked to the Local Plan consultation)
- 3.7 Key performance indicators: no items.
- 3.8 Corporate risks (Section 4 of Appendix 1):
- PD14 - Failing to deliver a local plan
 - HC9 - Risk of homelessness expenditure exceeding budget provision
 - IT6 - Failure or interruption to IT services
 - HC5 - Non-compliance with safeguarding legislation, internal policies, and best practice
- 3.9 Committee risks (Section 5 of Appendix 1):
- Environment Risk Register OS5 - Outcome of national waste strategy
 - Environment Risk Register OS21 - Climate change imperatives
 - Environment Risk Register PD22 - Increased costs associated with the new tree strategy

- Community and Well-being Risk Register HC6 - Non-delivery of annual plan objectives, H & C Service, due to response to refugee crisis.
- Licensing Policy and Planning Committee Register is newly added to this edition of the report. Therefore, there are no directions of travel included and consequently no risks that have featured in the report for two quarters or longer.

3.10 Annual Governance Statement actions: no items.

4 Risk Assessment

Legal or other duties

4.1 Equality Impact Assessment

4.1.1 No direct implications.

4.2 Crime & Disorder

4.2.1 No direct implications.

4.3 Safeguarding

4.3.1 None for the purposes of this report.

4.4 Dependencies

4.4.1 The production of this report is dependent on the capacity of other service areas and committees to consider and contribute to its content.

4.5 Other

4.5.1 None: corporate risks and committee risks are included in Appendix 1.

5 Financial Implications

5.1 No financial implications for the purposes of this report.

5.2 **Section 151 Officer's comments:** None arising from the contents of this report.

6 Legal Implications

6.1 No legal implications for the purposes of this report.

6.2 **Legal Officer's comments:** None arising from the contents of this report.

7 Policies, Plans & Partnerships

- 7.1 **Council's Key Priorities:** The following Key Priorities are engaged: Green & Vibrant, Safe & Well, Opportunity & Prosperity, Smart & Connected, Cultural & Creative, Effective Council.
- 7.2 **Service Plans:** The matter is reflected in the 2023-2024 Service Delivery Plan.
- 7.3 **Climate & Environmental Impact of recommendations:** The Annual Plan reflects some objectives relating to climate change.
- 7.4 **Sustainability Policy & Community Safety Implications:** The Annual Plan reflects some objectives relating to community safety and enforcement.
- 7.5 **Partnerships:** Successful achievements of some objectives will require work with partners.

8 Background papers

- 8.1 The documents referred to in compiling this report are as follows:

Previous reports:

- Epsom and Ewell Borough Council – Corporate Performance Report September 2023, Audit & Scrutiny Committee, 28 September 2023
Online available: <https://democracy.epsom-ewell.gov.uk/documents/s28613/Performance%20and%20Risk%20Report%20-%20September%202023.pdf> [Accessed: 19/12/2023]

Others:

- Epsom and Ewell Borough Council - Audit and Scrutiny Committee: Terms of reference. Online available: <https://democracy.epsom-ewell.gov.uk/mgCommitteeDetails.aspx?ID=157> [Accessed: 11/08/2023]

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Corporate Performance Report

Date: February 2024

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1. Summary

Actions	Measures	Risks
Annual Plan Actions <i>Objectives with more than one action have been aggregated using the least favourable RAG status</i>	KPIs	Corporate Risks
<div><div>8</div><div>5</div><div>7</div><div>2</div></div> <div>Completed</div> <div>On track</div> <div>Slippage</div> <div>Off track</div>	<div><div>14</div><div>1</div><div>2</div></div> <div>On target</div> <div>Slippage</div> <div>Off target</div> <div>+4 information only</div>	<div><div>4</div><div>6</div><div>0</div></div> <div>High</div> <div>Medium</div> <div>Low</div>
AGS Actions <i>To be reported at the next quarterly update</i>		Committee Risks
<div><div>2</div><div>5</div><div>6</div><div>0</div></div> <div>Completed</div> <div>On track</div> <div>Slippage</div> <div>Off track</div>		<div><div>7</div><div>27</div><div>0</div></div> <div>High</div> <div>Medium</div> <div>Low</div>

Guidance

Actions/KPIs:

Red: Off track/target (>5%)

Amber: Behind target (< 5%) / delayed

Green: On track/target

Blue: Completed

Risks:

High: Risk score of 12-16

Medium: Risk Score of 4-9

Low: Risk score of 1-3

2. Annual Plan Progress (April 2023 – March 2024)

Each year we prepare an Annual Plan, which contains objectives and actions that will deliver on the themes outlined in our [Four Year Plan](#).

Committee key: S&R - Strategy and Resources; LPP - Licensing and Planning Policy Committee; C&W - Community and Wellbeing Committee; E – Environment Committee; C&D – Crime and Disorder Committee.

No	Ctte	Key Deliverables	Target	Responsible Officer	Dates / Key Milestones	RAG Status	Narrative
1	S&R	Post election (May 23) review financial framework (including all panels and working groups) with Members to ensure underlying assumptions and governance processes are still valid and that the structure enables clear decision making.	Approved by Strategy and Resources Committee	S151 Officer	30 September 2023	Blue	Completed - At its meeting on 25 July 2023, the Full Council approved the recommendations by the Standards and Constitution Committee.
2	S&R	A costed and funded ICT Strategy, with associated delivery timeline	Approved by Strategy and Resources Committee	Head of Information Technology	30 September 2023	Blue	Completed - At its meeting on 21 September 2023, the Strategy and Resources Committee approved the IT Strategy including the indicative funding implications for delivering the defined IT Roadmap in 2023-2027.
3	S&R	Development of a costed plan around a potential Town Hall move to 70 East Street for further consideration by Members, as agreed at Strategy and Resources committee.	Programme plan completed and agreed at S&R then put to Council for approval.	Acting Director of Environment, Housing and Regeneration	30 November 2023	Blue	Completed - Moveworks was appointed to undertake high level feasibility study regarding the business case to relocate. A costed plan around the potential Town Hall move was considered and approved by the Strategy and Resources Committee and the Council in December 2023.
4	S&R	Development of full options proposals around the development/disposal of	Programme plan completed and agreed	Acting Director of Environment,	30 November 2023	Amber	Our procurement via the 'Home England professional framework has led to the

		current Town Hall site if Item 3 is approved for progression.	at S&R then put to Council for approval.	Housing and Regeneration / Head of Property and Regeneration			shortlisting of potential candidates to carry out site feasibility study and delivery options.
5	S&R	a) Identification of business startup premises through Town Centre masterplan, Local Plan and Economic Development work. Refresh previous Economic Development Strategy. ** To be further defined following agreement of where Economic Development activity sits	a) Proposals for locations considered in the LP/MP work New Economic Development Strategy produced and agreed	Head of Place Development	31 March 2024	Amber	a) Local Plan consultation has resulted in detailed responses from site promoters. The pause on the Local Plan that applied between 22 March and 24 October 2023 could impact delivery of start-up premises. Following the approval by the Licensing and Planning Policy Committee (LPPC) on 22 November 2023, the consultation on the Draft Town Centre Master Plan was held between - 24 November to 22 December 2023
		b) Hold Pop-Up shops / displays in Bourne Hall	b) 4 Pop-Ups, 1 per quarter.	Head of Operational Services		Green	b) Various events have been taken place in Bourne hall between July and September 2023. These consist of three 'Cash in the wardrobe' events and the LGBTQI+ Gallery of Love without Limits. Museum staff are working with the Arts, Culture and Heritage Programme Officer on more events and displays.
6	S&R	Clarify committee ownership of the Economic Development activity and identify resource requirements and funding to progress further. If agreed, develop a costed and resourced Economic Development Strategy.	Group established and approved by committee.	Head of Place Development	30 September 2023	Amber	It has been confirmed that Economic Development sits under Strategy & Resources Committee. Resourcing of Economic Development activity to be reviewed through the budget setting process. LEP funding has been redirected to Tier 1 councils (Surrey County Council) and therefore discussions need to be undertaken as part of County Deal to understand impact upon local Economic Development activity and funding.
7	LPP	a) Regulation 18 and Regulation 19 on the Local Plan consultation.	Consultation commenced.	Head of Place Development	31 March 2024	Red	a) The Regulation 18 consultation was completed in March 2023. The pause on the Local Plan that applied between 22 March and

		b) Continued close working with Business Improvement District Partners and other key stakeholders and partners. c) Introduction of a Community Infrastructure Levy (CIL) Protocol.	Evidence of ongoing engagement				24 October 2023 delayed the Regulation 19 consultation by approximately 11 months till January 2025. The revised timetable was approved by the LPPC on 22 November 2023.
						Amber	b) The Council is having a monthly meeting with the Business Improvement District Partners. Resource implications – there is currently no economic development resource.
						Green	c) A draft spending protocol is due to be considered by the LPPC in January 2024.
8 Page 56	LPP	Draft Infrastructure Delivery Plan (linked to the Local Plan), which includes telecommunications infrastructure. Develop clear definition of what 'digital connectivity' means in the context of Council Strategy and deliverables and agree delivery plan.	Draft Infrastructure Delivery Plan published alongside the Local Plan consultation.	Head of Place Development	31 March 2024	Red	The Council motion to 'pause' the Local Plan in 22 March 2023 had implications for the timetable. Following the Council's decision to 'unpause' the Local Plan on 24 October 2023, a revised timetable was approved by the LPPC on 22 November 2023.
9	LPP	Produce a business case for additional resource to enable a Tree Preservation Order Review.	Business case taken to committee by completion date.	Head of Place Development	30 September 2023	Blue	Completed - Focussing work on Ash Dieback and the backlog of tree-related applications delayed the business case. The business case has been agreed and resource will be in place during the first quarter of 2024. Therefore this action can be marked complete.
10	LPP	Produce a business case for additional resource to enable a Tree Replacement Notice Review and formulation of new process.	Business case taken to committee by completion date.	Head of Place Development	01 October 2023	Blue	Completed - As above, re: Item 9.

11	LPP	A local Heritage List (to link to/inform Item 13).	Approved by committee.	Head of Place Development	30 September 2023	Amber	LPPC had previously made a decision to pause the progression of the Local Heritage List in parallel to the Local Plan. Following the Council's decision to 'unpause' the Local Plan on 24 October 2023, a paper will be submitted to the LPPC in 2024 to consider consultation in finalising the list.
12	C&W	Increased surplus from Bourne Hall	<ul style="list-style-type: none"> Flying Saucer Cafe launched. Increased retail activity. Completion of charges review. 	Head of Operational Services	31 December 2023	Green	The business plan has been agreed by SLT. There has been an increased cafe retail activity for July – September 2023. The income generated up to the end of September was 87% of the year target.
13	C&W	A costed and resourced Arts, Cultural and Heritage (ACH) Strategy.	Approved by Community and Wellbeing Committee and stakeholder group.	Head of Place Development	31 October 2023	Blue	Completed -The ACH Strategy and a costed and resourced action plan were approved by the Community and Wellbeing Committee on 10 October 2023 following a stakeholder consultation event held in June 2023.
14	C&W	Delivery of an increased programme of heritage tours and events along with digital information which promote the Borough's heritage assets, allowing residents to see local heritage assets and partake in heritage open days.	Approved by C&W Committee	Head of Place Development	Ongoing throughout 2023-2024	Blue	Completed - A programme of events has been developed after securing various sources of funding. In September 2023, a new free-to-access digital heritage tour app was launched and more digitals tours are being planned. A community mural project around biodiversity of the Borough was also delivered. Two separate projects involving a group of primary pupils and the arts students from NESOT were held in Bourne Hall Museum in June and November 2023. Regular posts of events are being planned on our social channels for 2024 and the development of a new webpage to celebrate Arts, Culture and Heritage are being investigated. This work will now become business as usual as the ACH Strategy has been approved and the ACH Officer is now






















							permanent. Therefore the action will be marked as complete.
15	C&W	a) Implementation of the Year 1 actions in the Homelessness and Rough Sleeper Strategy including updating empty homes policy	a) 85% of Year 1 actions complete, with quarterly reports to the committee Chairs.	Head of Housing and Communities	(a) 31 March 2024	Green	a) Quarterly update and progress reports on Homelessness and Rough Sleeper Strategy have been provided to the Chair and Vice-Chair of Community & Wellbeing Committee (C&WB). Half yearly report on Homelessness budget reported to C&WB Committee in October 2023. An end of Year 1 report will be provided to the Committee in March 2024.
		b) Housing stakeholder event(s) to be agreed and arranged with clear outcomes	b) Housing event held and network operational			Blue	Completed - b) A stakeholder analysis has been completed and a programme of engagement has been developed which is in operation.
		c) Establish a plan for private rented sector inspections and stock condition surveys	c) Consultation completed and any recommendations from DLUHC considered - member briefing paper produced if appropriate		(b) & (c) 30 November 2023	Amber	c) There are currently limited resources to conduct private rented housing inspections whilst focussing on reactive work.
16	C&W	Prepare a briefing paper on the structure and purpose of options for receiving feedback from the wider community through increased consultations, targeted citizens panels (youth, students, mixed demographics etc) and other mechanisms both digital and	Approach approved by the Strategic Leadership Team / Policy Chairs	Head of Policy and Corporate Resources / Communications and Engagement Manager	30 September 2023	Blue	Completed - A proposal of community engagement was agreed by the Community and Wellbeing Committee in June 2023. It set out the objectives and engagement options with residents to receive feedback on services and better understand residents' needs.

		non digital - particularly around the seldom heard.					
17	E	Implementation of Priority 1 2023-2024 Climate Change Action Plan actions.	85% of actions completed	Head of Place Development	31 March 2024	Green	Amongst the nine priority actions which have been identified, six of them are on track and three have further actions to meet target.
18	E	a) Implementation of Priority 1 2023-2024 Tree Strategy actions (provided the Strategy is approved in March 2023).	<ul style="list-style-type: none"> 85% of actions completed 100 trees planted 	Head of Place Development	31 March 2024	Green	a) Tree Management Plan was formally approved in June 2023, and the delivery of the Plan is now being progressed.
		b) Progress plans for the implementation of a National Nature Reserve (NNR) - feasibility study				Green	b) On 17 October 2023, the Environment Committee approved the continuous discussion with Natural England to include Epsom Common Local Nature Reserve (LNR), Manor Open Space, Horton Country Park LNR, Hogsmill LNR and Nonsuch Park in the proposed Thames To Downs National Nature Reserve.
19	E	A feasibility report and business case for providing a pet crematorium and memorial garden in the Borough.	Report submitted to committee for consideration.	Head of Operational Services	31 October 2023	Amber	The initial feedback by the consultant was that the business case is not feasible. A further investigatory work has been undertaken with a private operator with an established business in this sector. Some options of this potential partnership are currently being prepared.
20	E	To continue to monitor developments in Government Waste Strategy	Briefings provided to ES&C on any forthcoming developments or opportunities	Head of Operational Services	Ongoing throughout 2023-2024	Green	In October 2023, the government announced that it was scrapping 'Consistency of Collections' (what councils must collect, and how) in favour of a new strategy which is called 'Simpler Recycling'. In essence, this is expected to allow councils to continue their current collection services, albeit with some additional requirements being phased in between 2025 and 2027.

							In consultation with the Chair and Vice Chair of Environment Committee, the Officers responded to the two government consultations on 'Simpler Recycling' by the November 2023 deadline.
21	C&D	Complete the mobilisation phase of the new CCTV arrangements.	Completed by completion date, including being compliant with ICO regulations	Head of Housing and Communities	31 May 2023	Amber	Whilst the CCTV cameras are now in operation, the deadline of this action is extended to March 2024 to allow the Council's approval of CCTV monitoring policy and finalisation of operating procedure before concluding this action.
22	C&D	Work with the Community Safety Partnership (CSP) to create an evidenced-based action plan.	Updated action plan submitted to Audit and Scrutiny Committee by the completion date	Head of Housing and Communities	29 February 2024	Green	Annual scrutiny of the CSP has been scheduled to be presented to Audit and Scrutiny by the deadline.

3. Key Performance Indicators

The table below contains a summary of our performance against a set of indicators. Further detail is provided in the individual graphs and commentaries that follow.

Strategy & Resources	Council tax collected		Environment	Car park visitors	
	NNDR collected			Car Park Revenue	
	Investment income			PCN appeals responded to	
	Forecast outturn			Waste collection	
	Staff sickness			Recycling	
	Staff turnover		Licensing & Planning Policy	Major applications determined	
	Vacant property rate			Minor applications determined	
	Priority reactive maintenance			Other applications processed	
	Number of complaints received			Appeals dismissed	
	Average no. of days taken to process Stage 1 & 2 complaints.		Community & Wellbeing	Household living in nightly paid accommodation	
				Homelessness preventions	



Target met



Slippage (< 5% behind target)



Off track (> 5% behind target)



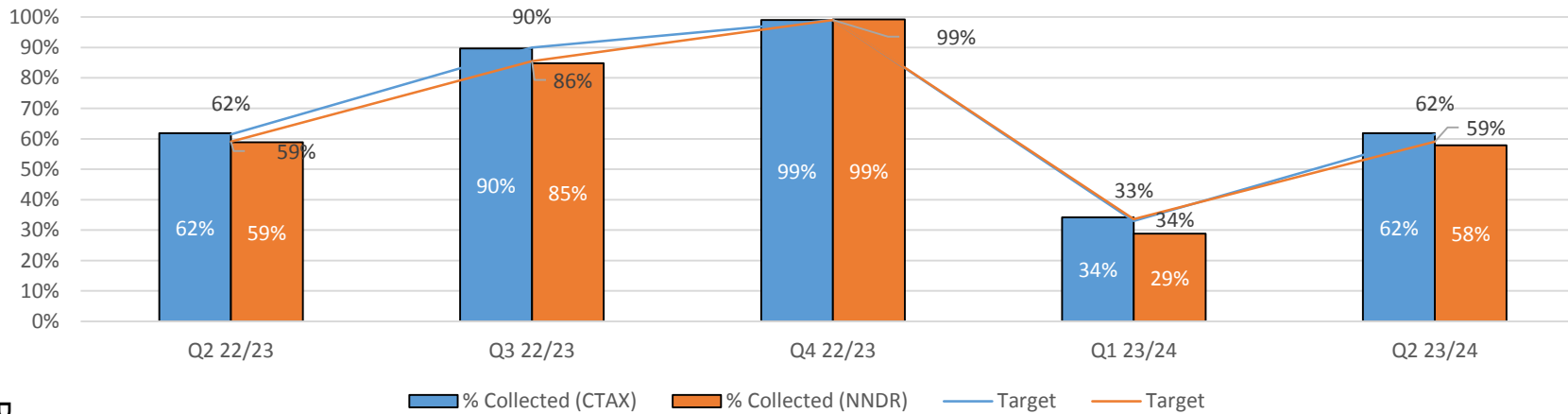
Information only



Awaiting data.

Strategy and Resources Committee

Council Tax and Non Domestic Rates Collected Year to Date (%)

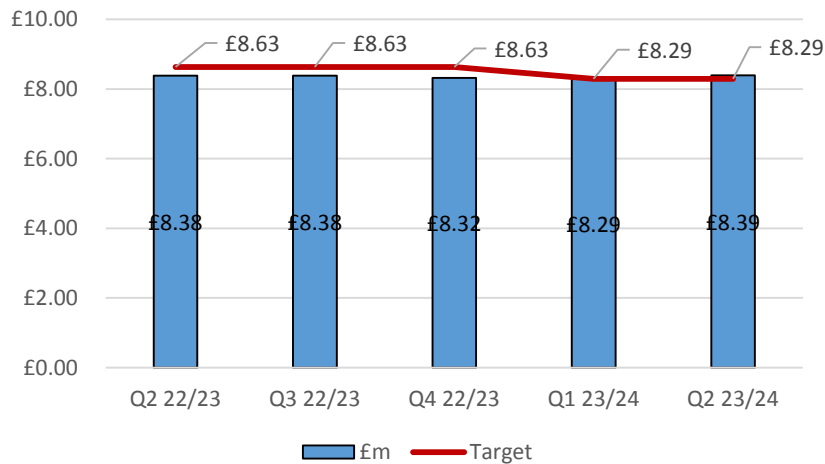


Commentary

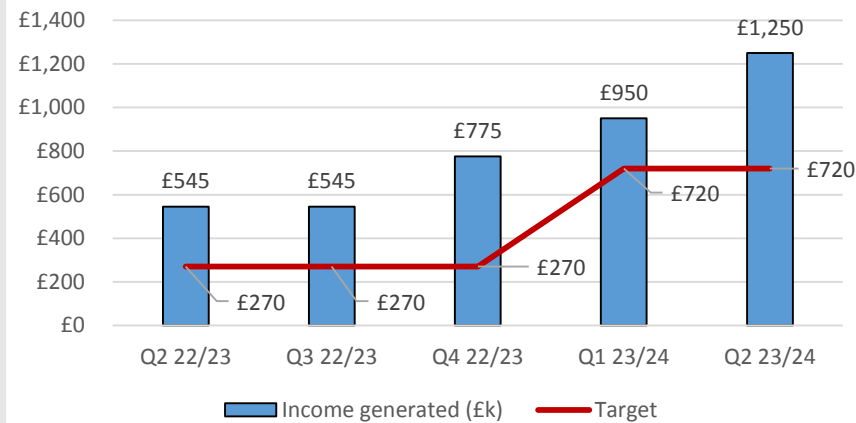
Council Tax Collected and NNDR Collected

On target to collect projected profile figure for Council Tax. Although still slightly below the NNDR profile target of 59.10%, the deficit has been dramatically reduced and it's on course to be back on target by the end of Q3.

Forecast Outturn vs Budget (£m)



Income from Treasury Management Investment (£k)



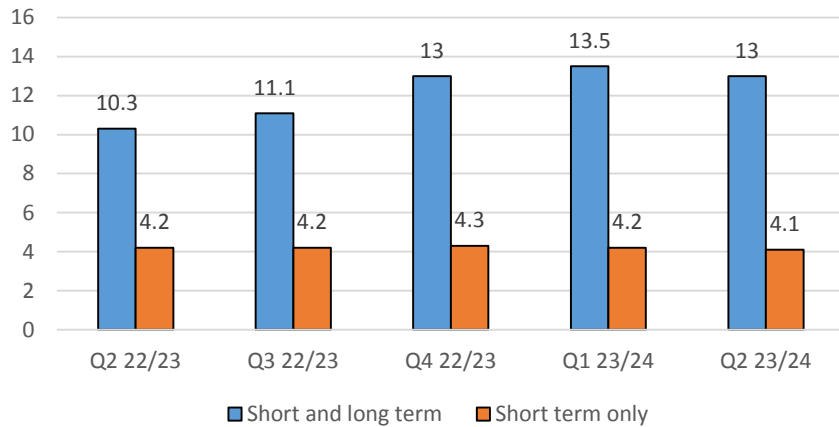
Treasury management investment income

Forecast income is on track to exceed the target, assisted by elevated interest rates.

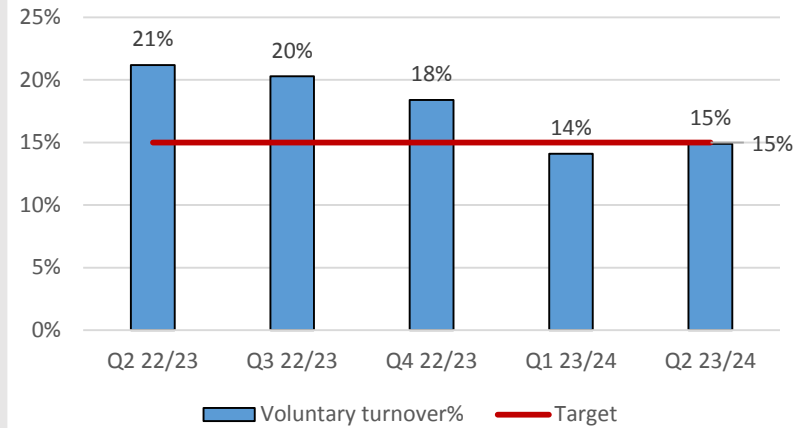
Forecast outturn vs budget.

Close to achieving target in Q2.

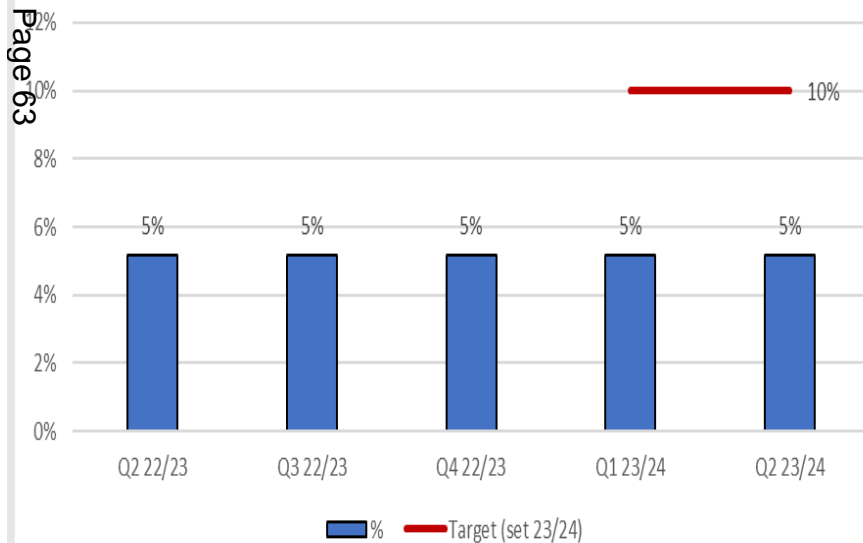
Average Number of Days of Sickness Absence



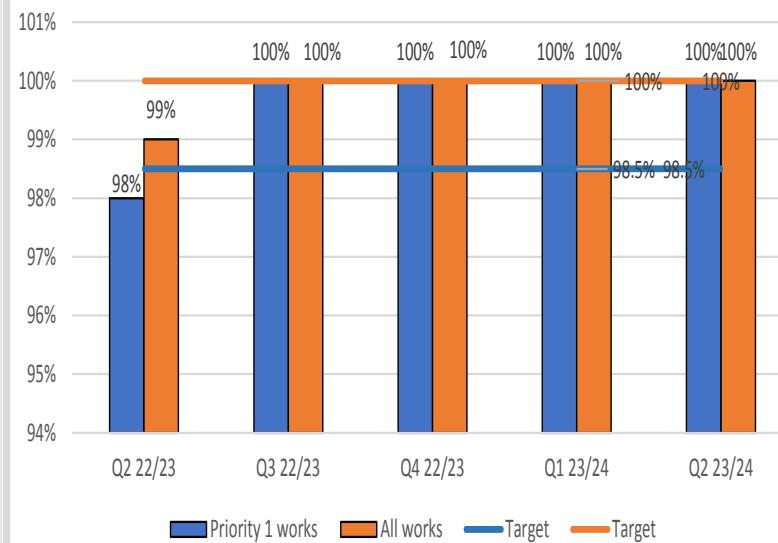
Voluntary Staff Turnover (rolling year to date %)



Council-owned vacant property rate (%)



Completion rates for property maintenance works (%)



Commentary

Days lost to staff sickness.

Levels have remained steady for the past 3 quarters. The figure for 'All Sickness' is largely due to significant individual cases.

Staff Turnover

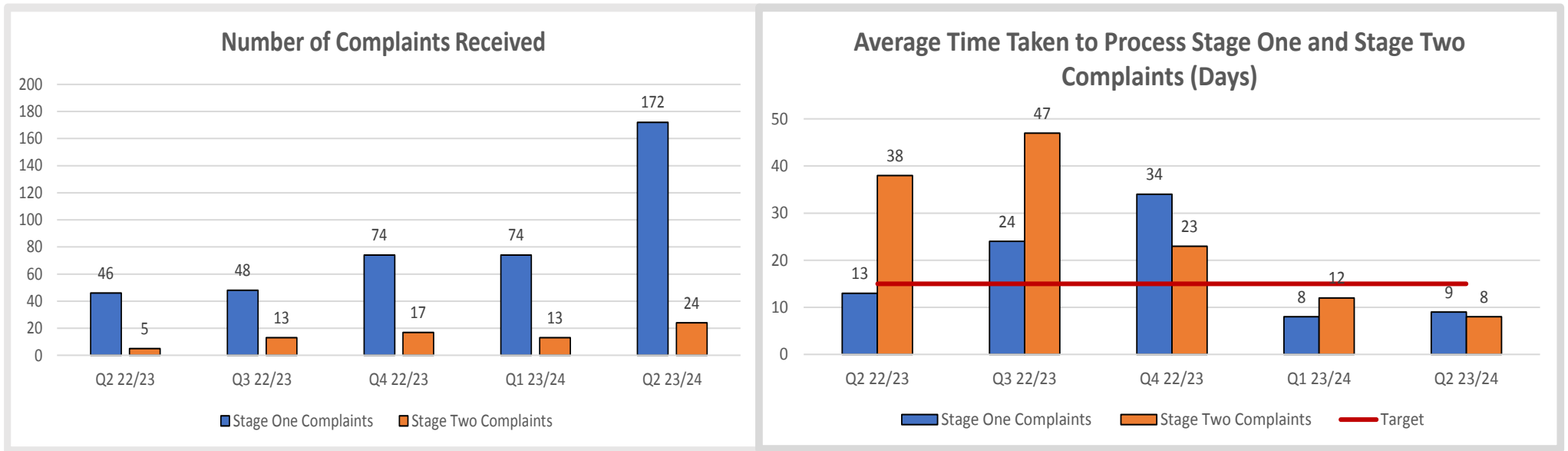
Q2 turnover is in line with our target.

Vacant property rate

Rates remain well ahead of target. The rate is the valuation of the vacant properties divided by the total valuation of council's owned properties and then multiplied by 100 to arrive at this percentage. Valuations reflected last year's value, relating to one vacant property.

Priority 1 maintenance completion rate

Rates continue to achieve target.



Page 04

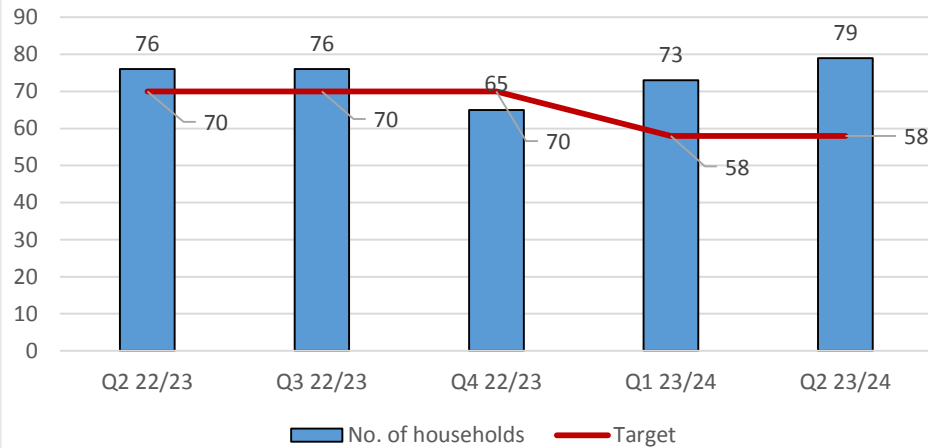
Commentary

Number of complaints received.
Cancelled garden waste collections in July and August 2023 caused a high number of Stage 1 and Stage 2 complaints, which also fed into September. Alternative collection arrangements were put in place.

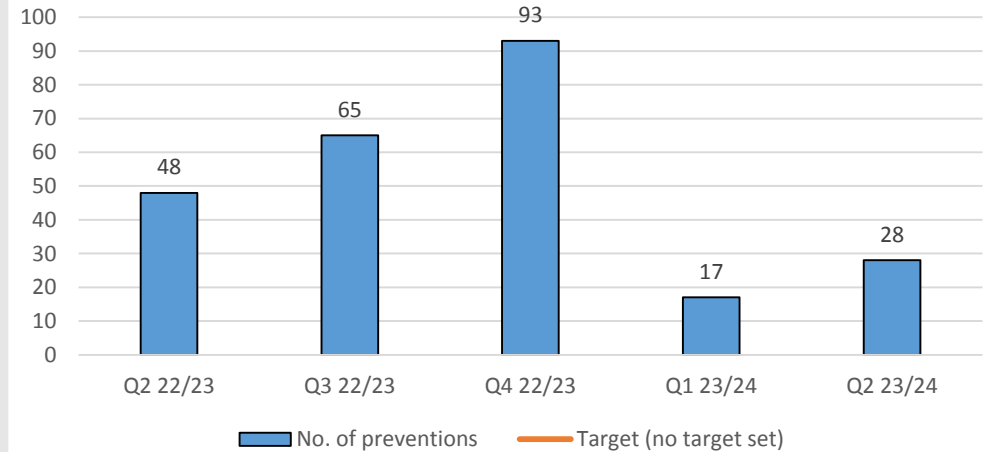
Average time taken to process complaints.
Processing time for both Stage 1 and Stage 2 complaints achieved targets.

Community and Wellbeing Committee

Number of households living in nightly paid accommodation



Number of Successful Preventions of Homelessness (Year to Date)



Commentary

No of households living in nightly paid accommodation

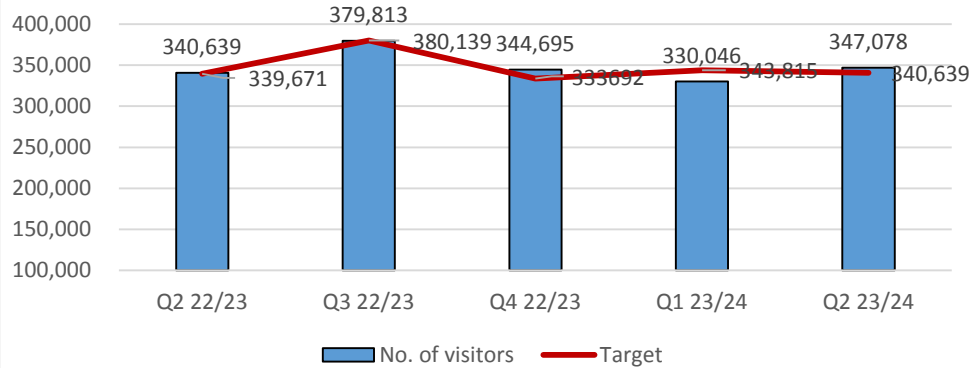
The number of homeless applications continues to increase, and we are required to meet our statutory duty to provide temporary accommodation if they meet the criteria. These figures are reflected in risks HC9 and HC13 in the Corporate and Community & Wellbeing risk registers below.

Prevention from homelessness

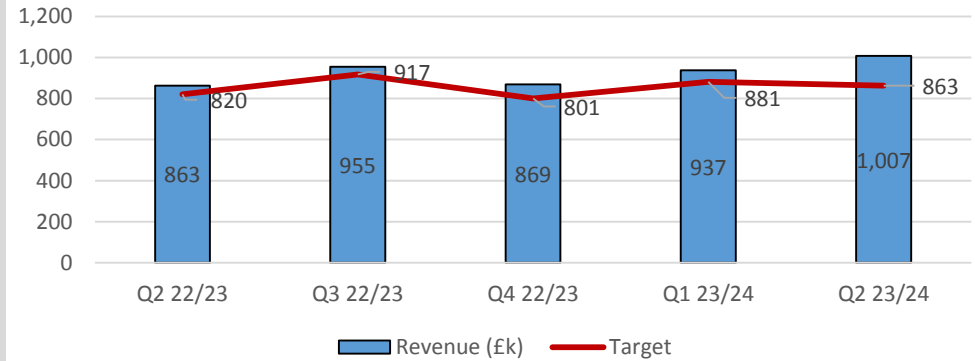
The private rented market is very challenging with rent levels well above LHA.

Environment Committee

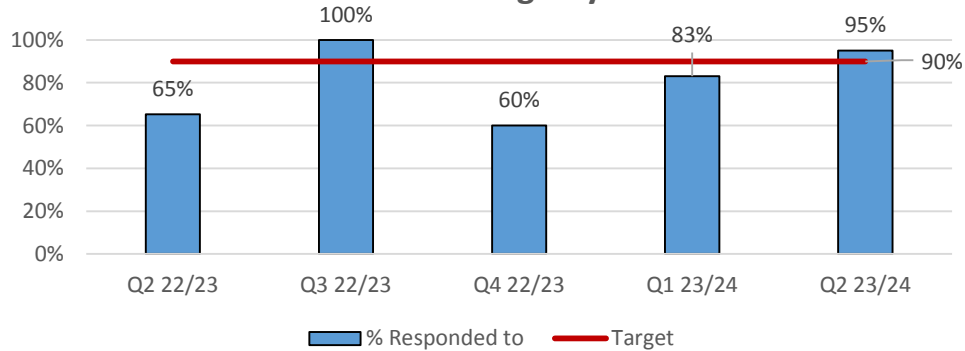
Car Park Visitor Numbers



Car Park Revenue (£k)



Parking Penalty Charge Notices Responded to in 10 Working Days



Commentary

Car park visitors

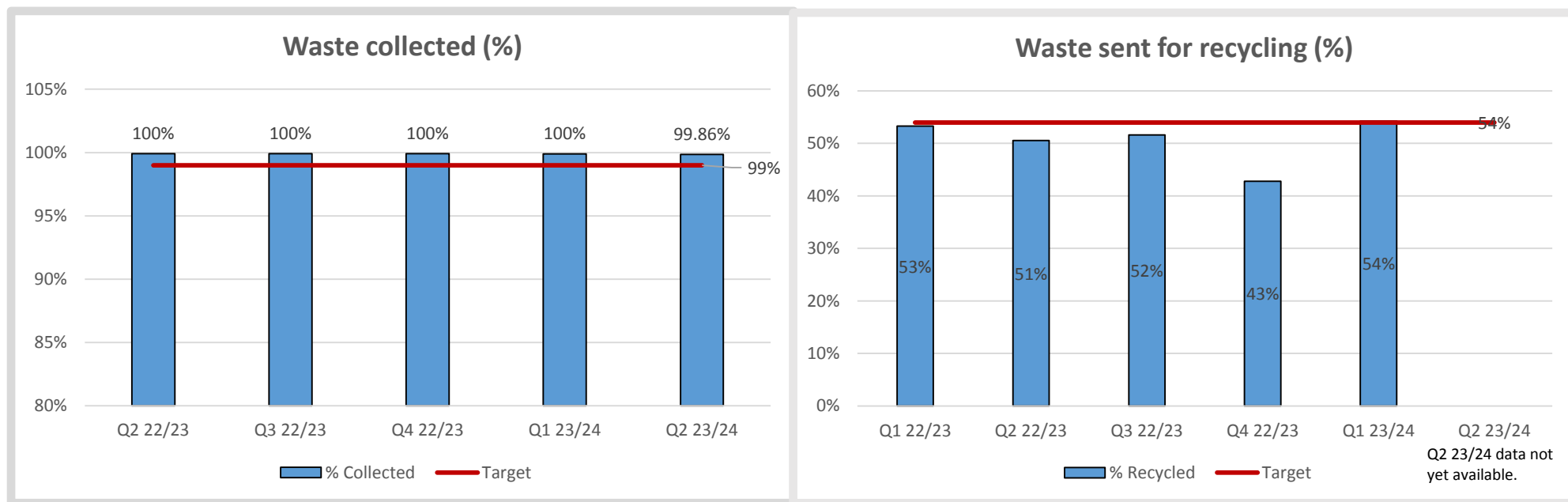
Visitor numbers have increased in comparison to Q2 last year. The Ashley Centre, Hope Lodge and Upper High Street have all seen an increase for each month in comparison to 22/23.

Car Park Revenue

Car park fees increased in April 2023 but visitor numbers have remained consistent and therefore increased revenue has been generated to maintain the car parks and support other essential Council services.

PCN appeals response time.

Responses are ahead of the 90% target and all appeals answered within statutory timeframes.



Commentary

Recycling rate

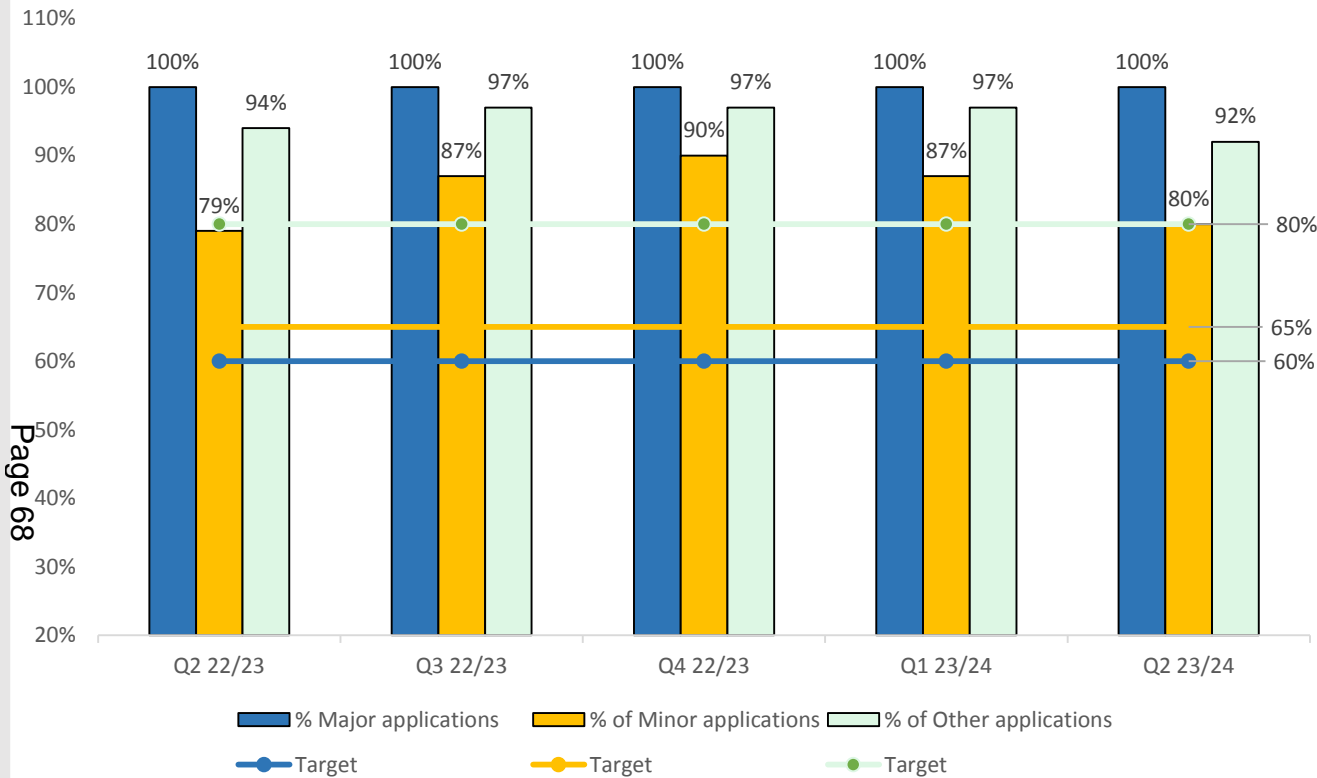
There have been significant improvements in contamination. Although Q1 started poorly, with a full load of 14.3 tonnes being rejected at the MRF (sorting plant), we have seen very little contamination since then, including no contamination whatsoever in the months of June or September. We sent a leaflet on contamination to all houses in June and July, and this seems to have had a noticeable impact on reducing contamination.

Waste collection

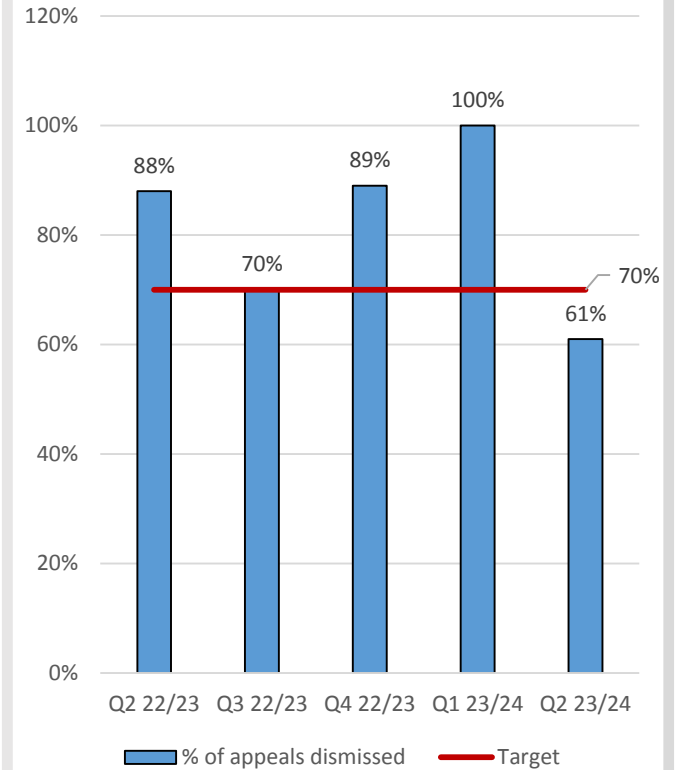
Q1 and Q2 were both impacted by our issues with short-staffing and resultant inability to run garden waste services on several occasions. However, the waste was collected on other days, and the 'Standby' arrangements trialled for 6 weeks 18/9 - 27/10 resolved that issue. Recommendation for further 3-week extension of 'Standby' scheme is currently under consideration. Notwithstanding our issues, however, missed bins remain on track well above target.

Licensing and Planning Policy Committee

Percentage of planning applications determined in time



Planning appeals dismissed (%)



Commentary

Major, Minor and Other applications

Performance of Major, Minor and Other applications decided in time remains strong. A number of performance improvement actions have been implemented.

Appeals dismissed.

Average trend remains strong, however a small number of decisions made by Inspectors went against the Council this Quarter. Over an average Quarter, the Council receives relatively few planning appeal decisions, and therefore a few decisions can disproportionately skew the figures. For the last Quarter, 5 of the 13 appeals were allowed against the Council's original decision to refuse.

4. Corporate Risk Register

Our corporate risk register contains our most strategic risks, those that may have a significantly detrimental effect on our ability to achieve our key objectives and delivery of core services. We assess our risks as follows:

Step 1: Score the **inherent** risk using the matrix below = the expected **impact** of the risk **multiplied** by the **likelihood** of the risk occurring (with no mitigations or controls).

Step 2: Consider how we mitigate the risk and any controls in place.

Step 3: Score the **residual** risk = impact x likelihood (taking into account the controls and mitigations we have in place).

Step 4: Review final risk score against the **risk tolerance boundary** (yellow line). If High (red), seek to further mitigate the risk to reduce it to Medium (amber) or Low (green); or acknowledge why it cannot be lowered at this time.

Likelihood Multiplier	4 Very likely	4	8	12	16
	3 Likely	3	6	9	12
	2 Possible	2	4	6	8
	1 Remote	1	2	3	4
		1 Insignificant	2 Medium	3 High	4 Severe
		Impact			

Red	High risks
Amber	Medium risks
Green	Low risks
Yellow	Risk tolerance boundary

Relevant committee	S&R	Strategy & Resources
	E	Environment
	C&W	Community & Wellbeing
	LPP	Licensing & Planning Policy
	C&D	Crime & Disorder
		Relevant to more than one committee

ID	Category	Risk Identified <i>Risk that...</i> <i>Risk of...</i>	Potential Risk Consequences	Risk Owner	Likelihood	Impact	Inherent Risk	Mitigations & Controls	Likelihood (2)	Impact (2)	Residual Risk	Direction of Travel <i>Compared to previous quarter</i>	Future Actions to Further Mitigate & Control Risk	
Page 70	PD14 <> LPP	Project	Failing to deliver a local plan (e.g. due to budget, staffing, legislative changes)	* Unable to provide robust planning policy for development in the Borough. * Impact on other council activities that link to the local plan, e.g. housing. * Unable to demonstrate value for money on investment in developing the plan. * Government intervention.	Head of Place Development	4	4	16	* Local plan project risk register in place. * Regular reporting to key stakeholders. * Project plan funding arrangements. * Resourcing arrangements. * During Summer 2023 briefing sessions were held to ensure that Members have a clear and shared understanding of the development of the Local Plan.	4	4	16	No change	Full Council un-paused the Local Plan on the 24 October 2023 and workshops are being developed in relation to the spatial strategy during Nov and Jan 24.
	HC9 <> C&W	Financial	Risk of homelessness expenditure exceeding budget provision	* Unable to meet statutory duties. * Pressure to increase spending on accommodation in locations further outside of Borough. * Need to source funding from outside current budget and knock-on reductions to other budgets.	Head of Housing & Community	3	4	12	* Additional posts to support PSL activities, unsuccessful recruitment. * Business process review of housing (yet to be done) * Commissioning Reigate and Banstead Fraud Team to investigate claims * New strategic housing manager in post. * Council working group developing mitigation measures	4	4	16	Worsened	* Two unsuccessful recruitment attempts of a Private Sector Leasing post. Now exploring the possibility of Apprenticeship. * Mid-year report to C&W Committee (Oct) carried out and follow up actions to be completed. * As year-end

			* Potential damage to reputation.					* Approved Homelessness and Rough Sleeping Strategy and Action Plan Microhomes proposal. * New staff to focus on single homeless and another on homeless households now in post. * Housing First funding for two new units of accommodation. * Additional government funding for homeless for 2023-2025.					approaches, the opportunity of decreasing costs of the annual budget reduces.
IT6 < S&R	Operational	Failure or interruption to IT services	* Damage caused by successful cyber-attack. * Loss of data. * Service delays. * Reputational damage. * Staff satisfaction.	Head of IT	4	4	16	* On-going implementation of new IT Strategy. * On-going Business continuity planning. * Maintain effective ICT security procedures and processes. * Security operation centre monitoring systems 24/7. * This risk, consolidates related IT divisional / service risks.	3	4	12	No change	* Approve and implement full IT Strategy. * Robust management of programme to implement strategy inc. regular reviews to track progress and effectiveness.
HC5 < C&W	Governance	Non-compliance with safeguarding legislation, internal policies, and best practice.	Negative impact on resident and staff health & safety. * Legal challenge. * Financial penalty. * Reputational damage.	Head of Housing & Community	4	4	16	* Safeguarding Policy in place. * Environmental Health and Community Development teams share resources and knowledge. * Staff training plan developed. * Register of vulnerable residents in place.	3	4	12	No change	* Adult Safeguarding audit undertaken and Child Safeguarding Audit (S11) due in 2024. * Implement staff training plan. * Included compulsory safeguarding module

								<ul style="list-style-type: none"> * New communications content to all staff. * Update safeguarding EHub pages. * Initiated internal safeguarding group 					<ul style="list-style-type: none"> for all staff. * Exploring additional resources funded by Refugee Funding which includes safeguarding activities.
PD1 <> E Page 72	Strategic	Failure to deliver the climate change strategy	<ul style="list-style-type: none"> * Unable to deliver the Council's climate change objectives. * Fail to reduce the Council's carbon emissions. * Damage to reputation. 	Planning Policy Manager	4	4	16	<ul style="list-style-type: none"> * Climate Change Action Plan. * Environment and Sustainability Officer in post. * Capital bids submitted to reduce the council's carbon emissions. * Member Working Group meets quarterly. * Cross-organisational working group also meets frequently to ensure a co-ordinated approach. * Funding agreed for 2023/24. 	3	3	9	No change	Risk currently under review by Climate Change Working Group.
PCR16 <> S&R	Operational	Failure to comply with GDPR/Data protection 2018	<ul style="list-style-type: none"> * Harm to, and breach of rights of, owners of the personal (inc. sensitive) data that has been breached. * Reputational damage * A range of sanctions from Information Commissioner's Office (ICO), including prosecution and unlimited fines. 	Data Protection Officer	4	4	16	<ul style="list-style-type: none"> * Reviewed and updated relevant data policies and processes. * Continue to raise staff awareness and skills required, including annual refresher training. * Internal audit review planned Q4 2023/4. 	3	3	9	Worsened	<ul style="list-style-type: none"> * Establish assurance process for senior management team, including the creation of new Information Governance Management Group [underway]. * Currently reviewing DPO resource requirements.

HR10 <> S&R Page 73	Operational	<p>Vacancies in roles which have significant impact on service delivery and corporate leadership.</p> <p>HR10 Escalated from committee level with revised wording and replaces HR5: "Failing to recruit to vacant positions promptly with quality candidates, and retain existing talent."</p>	<ul style="list-style-type: none"> * Reduced capacity and capability to make key decisions. * Future direction and planning is limited to short term. * Reduced staff resilience and morale. * Service disruption. * Lack of focus on corporate compliance. * Loss of institutional knowledge. 	Head of HR & OD	3	4	12	<ul style="list-style-type: none"> * Tailored and targeted recruitment plans for identified key roles. * Role and Service resilience plans for long term absence inc revised role and service objectives. * Long- and short-term succession planning. * Regular career development planning with individuals. * Improve offer/terms and condition. * Exit interviews. * Appointed the permanent Director of Environment, Housing and Regeneration * Appointed a new Head of IT. 	3	3	9	<p>REVISED RISK (Combines leadership and recruitment of key roles, Risks linked to wider recruitment and development reviewed at Committee and operational levels)</p>	* Interim arrangement extended for the Director of Corporate Resources.
	Financial	Failure to balance the budget annually & MTFS	<ul style="list-style-type: none"> * Fail to perform statutory duty and issue of Section 114 notice allowing potential Government intervention and potential cuts to services. * Reduced assurance over the Council's financial sustainability. 	Head of Finance	4	4	16	<ul style="list-style-type: none"> * Budget setting framework agreed by S&R Committee. * Budget reports scheduled on committee forward plan at regular intervals, which includes budget forecasting. * Reserves proactively managed. * Savings targets are set to deliver balanced budget. 	4	2	8	No change	* New MTFS for 24-28 to be produced.

			<ul style="list-style-type: none">* Significant damage to reputation.* Additional budget requirement for energy and EPC mitigation reduces budgets available for service delivery.					<ul style="list-style-type: none">* Quarterly budget monitoring.* Competitive procurement undertaken for utilities.* Asset reviews underway.* Ongoing programme of improvement to energy efficiency of council buildings (inc. reporting to councillors at committee).					
7/18 Page 4 PCR18-S&R	Operational	Failure to respond effectively to a major incident or civil emergency	<ul style="list-style-type: none">* Loss of business continuity.* Health and wellbeing of residents.* Reputational damage.* Unable to support strategic and operational / service deliver partners.	Head of Policy & Corporate Resources	4	4	16	<ul style="list-style-type: none">* Partnered with Applied Resilience to provide specific emergency planning and business continuity resource (inc. response) and advice.* Suite of emergency plans in place, with regular testing.* Suite of service business continuity plans in place.* Council responders trained in various response roles.* Emergency call out numbers shared with all relevant officers.* Emergency planning audited by Internal Audit (02/06/23).	2	3	6	No Change	<ul style="list-style-type: none">* Business Continuity audit [underway].

PCR13 <> S&R	Operational	Failure to successfully prevent a significant health and safety incident	<ul style="list-style-type: none"> * Harm to staff, visitors, members of the public and / or contractors. * HSE Prosecution. * Reputational damage. * Unable to maintain service delivery. 	Business Assurance Manager	2	4	8	<ul style="list-style-type: none"> * Assurance checks undertaken by H&S Officer (risk-based). * Managers' health & safety checklist in place. * Health & Safety Group, inc. accident reporting. * Health & Safety Officer. * Health and safety risk register. * Annual report to SMT. * Health and safety budget. * Health and safety E-Hub page. * Suite of health and safety policies, guidance and forms. * Comms sent out in staff updates. 	1	4	4	No change	<ul style="list-style-type: none"> * Complete remaining Health and Safety Audit (2022) action [underway]. * Issue "Managing Health & Safety" e-learning as mandatory. * Review reporting on near misses.
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5. Committee Risk Registers

The following committee risk registers contain risks identified for the budget Policy Committees in accordance with our Risk Management Strategy. An overview of the individual committee risks is summarised on the next two pages. These risk registers are reviewed by the various policy committee Chairs on a regular basis.

In this register, the inherent risk score (before any mitigations or controls) and the residual risk score (with mitigations and controls in place) have been derived from using the risk matrix below. The matrix is included in the Risk Management Strategy. We assess our risks as follows:

- Step 1:** Score the **inherent** risk using the matrix below = the expected **impact** of the risk **multiplied** by the **likelihood** of the risk occurring (with no mitigations or controls).

Step 2: Consider how we mitigate the risk and any controls in place.

Step 3: Score the **residual** risk = impact x likelihood (taking into account the controls and mitigations we have in place).

Step 4: Review final risk score against the **risk tolerance boundary** (yellow line). If High (red), seek to further mitigate the risk to reduce it to Medium (amber) or Low (green); or acknowledge why it cannot be lowered at this time.

Page 76

Likelihood

4 Very likely	4	8	12	16
3 Likely	3	6	9	12
2 Possible	2	4	6	8
1 Remote	1	2	3	4
Multiplier	1	2	3	4
	Insignificant	Medium	High	Severe
	Impact			

Red	High risks
Amber	Medium risks
Green	Low risks
Yellow	Risk tolerance boundary

Committee risks summary

Strategy and Resources Committee		
Ref.	Risk	Residual Score
PD21	Declining economic vitality in the Borough	9
HR10	ESCALATED TO CORPORATE REGISTER WITH REVISED WORDING Loss of key staff across service through natural turnover and difficulty of recruitment	9
HR11	Lack of leadership & skills to deliver strategies and plan. Lack of clear vision and objectives.	9
PR3	Property portfolio fails to generate expected financial revenue due to loss of commercial tenant	8
PR11	Potential loss of income / tenant relating to the East Street property (New Risk)	8
PCR21	Retendering leisure contract	6
F11	Failure to deliver services within agreed budget envelope	4
ST10	Failing to respond to complaints effectively	4
EO8	Ineffective communications to key stakeholders	4

Community and Wellbeing Committee		
Ref.	Risk	Residual Score
HC6	Non-delivery of annual plan objectives, Housing & Community Service, due to response to refugee crisis	12
HC13	Inadequate budget for homelessness over medium-long term	12
HC14	Lack of affordable housing in the Borough	9
OS20	Not maximising commercialisation opportunities at council venues and parks/open spaces	6
HC15	Health and wellbeing worsens in the Borough due to increases in the cost of living	4
PD24	PROPOSE RETIRING RISK Not producing Arts, Heritage & Culture Strategy	4

Environment Committee		
Ref.	Risk	Residual Score
OS5	Outcome of national waste strategy	12
OS21	Climate change imperatives (e.g. emissions reduction)	12
PD22	Increased costs associated with the new tree strategy (e.g. maintenance)	12
HC10	Significant decrease in parking revenue from car parks	4
OS22	Increasing costs related to maintaining allotments	4

Licensing and Planning Policy Committee		
Ref.	Risk	Residual Score
PD7	Unable to meet costs of essential tree maintenance	12
PD26	Failing to submit the Local Plan ahead of legislation changes in July 2025, due to delays in completing critical path items	12
PD2	Planning breaches are not enforced	9
PD19	Macro-economic factors (inc. lack of development) lead to reduced planning income e.g. related to planning applications and CIL fees	9
PD3	Decline in development management performance i.e. threat of designation	8
PD27	The spatial strategy site selection cannot be agreed at Full Council	8
PD28	Surrey County Council (SCC) fails to deliver the transport assessment in time to meet our critical path milestones to deliver our Local Plan on or before July 2025	8
PD6	CIL Governance inadequate	6
PD8	Non-recovery of planning fees	6
HC25	Reduced demand for licensing services due to increased fees/charges	6
PD20	Not preparing for legislative changes related to planning	4
PD29	Planning policy officers leaving the council	4
HC16	Not preparing for legislative changes related to licencing	4
HC23	Non-recovery of licencing fees	4

Strategy and Resources Committee Risk Register

ID.	Category	Risk Identified & Potential Consequences	Risk Owner	Likelihood	Impact	Inherent Risk	Mitigations & Controls	Likelihood (2)	Impact (2)	Residual Risk	Direction of Travel (compared to previous quarter)	Future Actions to Further Mitigate & Control Risk
PD21	Strategic	Declining economic vitality in the Borough * Lack of economic drive and contributions in the Borough. * Reduced opportunities for residents and businesses.	Head of Place Development	4	3	12	* BID support. * Annual Plan and creating an environment for businesses to thrive. * Local Enterprise Partnership commissioned to undertake work on behalf of the Council. * Ongoing work with local authorities in East Surrey to develop economies and support business.	3	3	9	No change	* Currently no resource available to progress any further.
Page 79 HR10	Operational	PROPOSED REVISION TO RISK AND ESCALATION TO CORPORATE RISK REGISTER (SEE HR10 ON CORPORATE RR) Loss of key staff across services through natural turnover and difficulty of recruitment * Decision making. * Staff resilience and morale. * Service disruption. * Health and safety and compliance. * Loss of institutional knowledge. * Threat to day-to-day service delivery	Head of People & OD	4	3	12	* Succession planning. * Exit interviews. * Improve offer/terms and condition. * More creative recruitment process.	3	3	9	No change	* Interim arrangements extended for the two directors and the Head of Place Development pending confirmation of permanent requirements. * Interim arrangements proposed for S151 Officer from 1/8/23. * Long term proposals for confirming senior management structure to be established

HR11	Strategic	Lack of leadership and skills to deliver strategies and plans / lack of clear vision and objectives. * Do not meet financial targets. * Unable to implement corporate strategies and plans. * Unable to implement revenue generating initiatives / opportunities.	Director of Corporate Services	3	4	12	* Recruitment strategy. * Approach to retaining talent. * Corporate planning. * Performance management. * My Performance Conversation review. * Risk management. * Project management and delivery. * Performance culture and accountability. * Appointment of permanent Director of Environment, Housing and Regeneration	3	3	9	No change	* Interim arrangements extended for the Director of Corporate Services * Leadership development programme in development. * Management development programme subject to appointment of OD business partner.
08 06 2018 PR3	Financial	Property portfolio fails to generate expected financial revenue due to loss of commercial tenant. * Significant loss of income. * Costs associated with replacing a tenant. * Budgetary pressures.	Head of Property & Regeneration	3	4	12	* Tenant sustainability checks undertaken before lease awarded. * Commercial properties chosen on criteria that mitigates risk of lack of high-quality commercial tenants. * Reporting to members – including options appraisals.	2	4	8	No change	
PR11	Financial	Potential loss of income / tenant relating to the East Street property * Significant loss of income. * Costs associated with replacing a tenant. * Budgetary pressures.	Head of Property & Regeneration	3	4	12	* Work underway to improve the condition of the building. * Full Council decision made for the Council to move from its current premises to this building.	2	4	8	No change	

Page 81	PCR21	Operational	Retendering leisure contract * Reputational damage. * Health and wellbeing of residents compromised. * Loss of business continuity. * Financial impact due to reduction of management fee.	Business Assurance Manager	2	4	8	* Early engagement with local D&B's for lessons learnt session. * Monthly contract management and maintenance meetings in place. * Procurement Strategy and CSOs. * Contingency time included, i.e. process started 18 months before contract award. * Project plan signed-off by Strategic Leadership Team.	2	3	6	No change	* Plan to appoint specialist leisure consultants to run procurement (end-to-end) with a local neighbouring authority procurement partner.
	F11	Financial	Failure to deliver services within agreed budget envelope (e.g. increase in operational costs, staffing, energy etc.) * Negative impact on council budget. * Service changes.	Head of Finance	3	3	9	* Regular budget monitoring of cost/income and reporting to committee of material budget variances around £100k. * Annual budget setting agreed by S&R Committee (inc. inflationary pressures). * Competitive procurement of utilities.	2	2	4	No change	
	DST10	Operational	Failing to respond to complaints effectively * Poor customer experience. * Reputational damage. * Increased costs related to officer time required to rectify complaints after initial response. * Costs related to any financial settlements / restitutions. * Public interest for non-compliance report issued by the Local Government and Social Care Ombudsman (LGSCO).	Head of Policy & Corporate Resources	3	2	6	* Complaints information published on the council's website. * Complaints managed by two teams to enhance focus on different complaint types and improve response times. * Key staff have undertaken LGSCO training. * Holding quarterly meetings with "complaint areas".	2	2	4	No change	* Draft Joint Complaint and Handling Code from LG Social Care and Housing Ombudsman will become statutory guidance requiring councils to adopt the code from April 2024. * EEBC will review, adapt, and develop processes and procedures (inc. Committee report) to meet the standards required by the Code.

803	Operational	Ineffective communication to key stakeholders, such as: residents, businesses, Surrey County Council * Audiences and stakeholders are unaware of information and updates that are important and/or relevant to them * Negative impact on Council reputation if we are seen not to be communicating and engaging effectively with audiences	Communi- cations and Engage- ment Manager	3	3	9	* Communications function extensively reviewed by Comms & Engagement Manager and team over the past year. * Team's work shifted to more proactive and strategic communications. * All comms channels are in the process of being reviewed and improved to ensure reaching and engaging our audiences. * Proactive comms campaigns directly related to corporate priorities already run with future focus on proactive campaigns. * Developing protocols and processes to ensure everyone in the organisation is accessing and utilising the comms team/function in the most impactful and efficient way eg an account management/client system.	2	2	4	No change	* A new Communications Strategy is in the later stages of development and is due before S&R Committee in January 2024.

Community and Wellbeing Committee Risk Register

ID.	Category	Risk Identified & Potential Consequences	Risk Owner	Likelihood	Impact	Inherent Risk	Mitigations & Controls	Likelihood (2)	Impact (2)	Residual Risk	Direction of Travel (compared to previous quarter)	Future Actions to Further Mitigate & Control Risk
HC6 Page 83	Strategic	Non-delivery of annual plan objectives, Housing and Community Service, due to our response to refugee crisis (Syrian, Afghan, Ukrainian). The Homes for Ukraine Scheme has just been extended for a further year. * Unable to deliver strategic objectives in the annual plan / Four Year Plan.	Community Development Manager	4	4	16	<ul style="list-style-type: none"> * Recruited a new community development worker. In addition, grant funding has been used to recruit a new refugee coordinator (temporary post). * Framework in place for monitoring the annual plan. * Working with partners to share the workload. * Epsom and Ewell Refugee Network recruited two posts to assist with Homes for Ukraine scheme. 	4	3	12	No change	<ul style="list-style-type: none"> * Currently tolerating residual risk at present, as the team is working at full capacity and our response requires immediate attention. * Lack of capital resources to house refugees, including availability of local properties, which continues to pose a serious risk. Pressure points will be around May and June 2024 due to the risk of ending of the 'Thank you' payment to the hosts of Homes for Ukraine Scheme.

Page 84	HC13	Financial	Inadequate budget for homelessness over medium-long term * Unbudgeted expenditure. * Pressure on statutory service. * Need to source funding from outside current budget envelope.	Strategic Housing Manager	3	4	12	* MTFS. * Responded to government consultation and proposed new funding model. * Business process review of Housing. * Fraud investigations. * Strategic Housing Manager in post. * Housing First funding for two new units of accommodation * Additional government funding for homeless for 2023-2025.	4	3	12	Worsened	* Approved Homelessness and Rough Sleeping Strategy and Action Plan. * Microhomes planning application submitted. * Two unsuccessful recruitment attempts of a Private Sector Leasing post. Now exploring the possibility of Apprenticeship. * Mid-year report to C&W Committee (10 Oct) carried out and follow up actions to be completed. * As year-end approaches, the opportunity of decreasing the annual budget costs reduces.
	HC14	Strategic	Lack of affordable housing in the Borough * Changes to Borough demographics. * Homelessness. * Provision for key workers.	Strategic Housing manager	4	3	12	* Preparing a Local Plan. * Strategic Housing Manager recruited. * Strategic housing group in place. * Constructive discussions with T&C (Roseberry).	3	3	9	No change	* Affordable Housing Delivery Improvement Plan. * Engagement with key stakeholders on potential for development.

OS20	Strategic	<p>Not maximising commercialisation opportunities at council venues and parks / open spaces</p> <p>* Less income to the council, leading to service pressures.</p> <p>* Financial sustainability of assets.</p>	Head of Operational Services	4	3	12	<p>* Business cases to generate additional income for the council are being prepared.</p> <p>* Additional project management resource recruited (2022-23).</p> <p>* Project incubator opportunity included in project management community of practice.</p> <p>* Project management toolkit.</p> <p>* Any potential change of use of open spaces / land, such as for development, requires full analysis of revenue implications, e.g. in the form of a committee report detailing financial implications.</p>	2	3	6	No change	<p>* Established project groups for increasing commercialisation in parks.</p> <p>* Catering Hub developed to provide catering for events and building trade.</p> <p>* Café in Bourne Hall, launched in May 2023, is expected to generate good footfall and trade.</p> <p>* Media campaign to restart dementia hub for day care.</p>
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HC15	Strategic	Health and wellbeing worsen in the Borough due to increases in the costs of living. * Reduction in health and wellbeing of those who live, work and study in the Borough. * Related socio-economic factors worsen. * Increased demand for council services. * Increased costs related to mitigation activities.	Head of Housing & Community	3	3	9	* Provision of social prescribing through NHS. * Provision of Community and Wellbeing Centre and associated services. * Health Liaison Panel. * Services provided by our community and voluntary sector. * Funding Epsom and Ewell employment hub Household Support Fund. * Continued funding to support key voluntary organisations. * Provide premises for Epsom and Ewell Food Pantry and Primary Care network at Bourne Hall cottage.	2	2	4	No change	* Working with NHS partners to establish new Neighbourhood Boards (PCN, EEBC). * Household Support Fund. * Continued funding to support key voluntary organisations. * Provide premises for Epsom and Ewell Food Pantry. * Development of a Suicide Prevention Action Plan to Health Liaison Panel * Initiated staff training on suicide prevention.
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PD24	Strategic	<p>Not producing arts, heritage & culture (AHC) strategy (inc. reliance on partners to contribute)</p> <ul style="list-style-type: none"> * Not delivering on corporate priorities & Future 40. * Reputational damage. * Missed opportunities. 	Principal Programme Manager	4	3	12	<ul style="list-style-type: none"> * First Stakeholder event held in 2022 and outcomes fed into developing the ACH Strategy for the Borough. * Recruited new Arts, Culture and Heritage Programme Officer in early 2023. * The draft themes and pillars of the ACH strategy were approved by the SMT in April 2023. Consulted on in June 2023 and now form part of the Strategy being presented to C&W Committee in October 2023. * Several activities in the annual plan to deliver arts, heritage, and culture activities underway. 	2	2	4	No change	<p>STRATEGY NOW PUBLISHED – PROPOSAL TO RETIRE RISK AND CONSIDER RISKS TO IMPLEMENTATION</p> <ul style="list-style-type: none"> * Another stakeholder event was held in June 2023. * The final Strategy, along with a costed and resourced action plan, will be submitted to the Community and Wellbeing Committee on 10 October 2023 following a stakeholder consultation event held in June 2023. * Develop comms plan to maintain engagement with key stakeholders.
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Environment Committee Risk Register

ID.	Category	Risk Identified & Potential Consequences	Risk Owner	Likelihood	Impact	Inherent Risk	Mitigations & Controls	Likelihood (2)	Impact (2)	Residual Risk	Direction of Travel (compare d to previous quarter)	Future Actions to Further Mitigate & Control Risk
Page 88 SSO	Operational	Outcome of national waste strategy * Budget implications. * Service delivery implications. * Operational management implications. * Stakeholder management.	Transport & Waste Services (TWS) Manager	4	3	12	* National waste strategy is being constantly monitored by both Transport & Waste Services Manager and Surrey Environment Partnership. * Extended Producer Responsibility (EPR) recently announced as delayed to October 2025 (was due 1/4/24). * Consistency of Collections ('Consistency') also announced as not being implemented until after EPR in October 2025. But still no announcements as to what Consistency will actually mean. * Deposit Return Scheme (DRS) was already announced as for launch October 2025 and that was recently been re-confirmed. * Transport & Waste Services Manager continuing to monitor and advise management and Committee Chair/Vice Chair.	4	3	12	No change	Until further announcements on Consistency are made and analysed, and EPR and DRS are implemented, and their effects understood, it is not possible to properly forecast the cost and service impacts of the national waste strategy. Officers and SEP will continue to monitor and advise.

Page 68	OS21	Strategic	<p>Climate change imperatives (e.g. emissions reduction) requiring significant changes to our fleet vehicles and their management.</p> <ul style="list-style-type: none"> * Increased costs related to adapting / purchasing new vehicles. * Reduced efficiency. * Costs related to staff retraining. * Costs related to depot adaptations. 	Transport & Waste Services (TWS) Manager	4	3	12	<p>* Presentation given to Member Climate Change Group November 2022 highlighted the significant cost and resource issues we face in replacing the current vehicle fleet with eco alternatives.</p> <p>* Similar presentation was given to SMT in January 2023.</p> <p>* Currently investigating with the Climate Change Officer whether we can bid to SCC for grant money to assist in the acquisition of 6 electric vans (3 x Meals-at-Home, 1 x Streetcare, 2 x Parking). SMT to consider before decision on whether bid will be made (other bid options also under consideration).</p> <p>* Transport & Waste Services Manager has joined an SEP working group on developing green fleet options.</p>	4	3	12	No change	The Council has no realistic prospect of introducing electric vehicles without the identification of appropriate funds to accommodate their high price, and without management resources to recognise the challenges of fleet electrification.
	PD22	Financial	<p>Increased costs associated with the new Tree Management Plan (e.g. maintenance)</p> <ul style="list-style-type: none"> * Budgetary pressures. * Public health and safety. * Increased tree planting leads to increased ongoing maintenance costs. * Reputational damage. 	Head of Place Development	4	3	12	<p>* Financial due diligence undertaken.</p> <p>* Tree Management Plan Adopted in March 2023.</p> <p>* Tree maintenance contract in place, any unbudgeted spends are assessed on a case-by-case basis accounting for health and safety implications.</p> <p>* Epsom & Walton Downs Conservators contribute to the maintenance of trees on the Downs.</p>	4	3	12	No change	* Budget requirements are regularly monitored.

Page 90	HC10	Financial	Significant decrease in parking revenue from car parks * Increased budgetary pressures.	Parking & Enforcement Manager	3	4	12	* Budget profile exercise undertaken. * Annual budget setting process. * MTFS. * In July 2022 Strategy & Resources Committee agreed a reduction in Car Park income budgets of £781,000, to reflect the reduction in parking activity levels due to the change of working and lifestyle choices post-pandemic. * Any potential change of use of car park land requires full analysis of revenue implications, e.g., in the form of a committee report detailing financial implications.	2	2	4	No change	* Year to date (September) - car park income is slightly more than for the same month last year, although visitor numbers were slightly down. * Direction of travel has remained the same. * Environment Committee agreed to changes in car park fees with effect from April 2023 and the impact of these changes is under review. * Car parking working group are considering options of future car park charges.
	OS22	Operational	Increasing costs related to maintaining allotments. * Increased budgetary pressures. * Fall in 'quality' of allotments. * Impact on users' health and wellbeing. * Reputational damage.	Streetcare Manager	3	3	9	* Annual budget setting process. * MTFS.	2	2	4	No change	* The Allotment Working Group has been set up. * Review fees and charges in relation to the cost of managing the sites. * Staff needed for administration will be included as part of the planned restructure.

Licensing and Planning Policy Committee Risk Register

ID.	Category	Risk Identified & Potential Consequences	Risk Owner	Likelihood	Impact	Inherent Risk	Mitigations & Controls	Likelihood (2)	Impact (2)	Residual Risk	Direction of Travel (compared to previous quarter)	Future Actions to Further Mitigate & Control Risk
PD7	Financial	Unable to meet costs of essential tree maintenance. * Budgetary pressures. * Public health and safety. * Increased tree planting leads to increased ongoing maintenance costs. * Reputational damage.	Head of Place Development	4	3	12	* Financial due diligence undertaken. * Tree Management Plan Adopted in March 2023. * Tree maintenance contract in place, any unbudgeted spends are assessed on a case-by-case basis accounting for health and safety implications. * Epsom & Walton Downs Conservators.	4	3	12	No change	

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Page 92 PD26	PD26	Project	Failing to submit the Local Plan ahead of legislation changes in July 2025, due to delays in completing critical path items. * Failure to deliver a key corporate objective by the July 2025 deadline. * Additional costs are incurred despite not being able to meet the deadline. * Local Plan work may become paused again and the borough remains with an old out of date plan. * Reputational damage. * Out of date planning policies core strategy.	Planning Policy Manager	4	4	16	* Clearly defined critical path for the project to deliver on time. * Publish and share plan information to all members. * Define go / no-go decision points and key points of the critical path. * Prepare to pause the local plan again if July 2025 cannot be met.	3	4	12		
	PD26	Operational	Planning breaches are not enforced. * Negative impact on neighbouring residents. * Legal challenge. * Reputational damage.	Planning Development & Enforcement Manager	4	4	16	* Interim mitigation Enforcement trainer currently actioning enforcement cases * DM Review Project.	3	3	9		

PD19	Strategic	Macro-economic factors (inc. lack of development) lead to reduced planning income e.g. related to planning applications and CIL fees. * Reduced income to the Council. * Reduction in the LPPC's budget. * Unable to achieve national housing targets. * Unable to deliver CIL projects.	Head of Place Development	3	4	12	* Regular budget monitoring reports produced. * Ability to alter fees for discretionary services. Although impact limited as this is only a small percentage of overall planning income.	3	3	9		
PD3	Operational	Decline in development management performance i.e. threat of designation. * Poor customer service. * Legal / governmental challenge. * Reputational damage. * Staff dissatisfaction.	Planning Development & Enforcement Manager	3	4	12	DM Programme Review.	2	4	8		
PD27	Strategic	The spatial strategy site selection cannot be agreed at Full Council. * Failure to meet the July 2025 deadline. * Failure to meet the transport assessment date with SCC. * Creation of Regulation 19 version of the plan is at risk. * Presentation of Regulation 19 to members at full council could result in the plan being voted down.	Planning Policy Manager	3	4	12	* Briefing sessions with all councillors arranged as promptly as possible. * Ensure all information is shared and any questions or uncertainties are dealt with. * Require a large majority of councillors to agree a decision to take this site selection forward.	2	4	8		

PD28	Strategic	<p>Surrey County Council (SCC) fails to deliver the transport assessment in time to meet our critical path milestones to deliver our Local Plan on or before July 2025.</p> <p>* Fail to meet the July 2025 deadline.</p> <p>* Additional costs are incurred despite not being able to meet the deadline.</p> <p>* Local Plan work may become paused again and the borough remains with an old out of date plan.</p>	Planning Policy Manager	2	4	8	* Define and share the critical path milestones with SCC and ensure that they can deliver to these.	2	4	8		
Page 994	Governance	<p>CIL Governance inadequate.</p> <p>* Lack of consistency re: CIL spending.</p> <p>* Fail to deliver value for money initiatives with CIL funds.</p> <p>* Unclear criteria/policy for CIL applicants.</p> <p>* Legal challenge.</p>	Planning Policy Manager	4	3	12	<p>* CIL Officer in post.</p> <p>* Currently setting up governance processes for this at present.</p> <p>* Approval to spend goes to S&R.</p> <p>CIL/S106 Business case.</p>	2	3	6		
PD8	Operational	<p>Non-recovery of planning fees.</p> <p>* Reduced Council income.</p> <p>* Misalignment of resource costs and income generation.</p> <p>* Reputational damage.</p>	Planning Development & Enforcement Manager	4	3	12	<p>* Planning applications processing KPIs in place.</p> <p>* Budget monitoring in place.</p>	2	3	6		

HC25	Financial	Reduced demand for licensing services due to increased fees/charges. * Reduced income to the Council. * Reduced LPPC budget.	Public Protection Manager	3	3	9	* Service managers review any proposed fee changes before being recommended to LPPC. * Regular budget monitoring reports produced.	2	3	6		
PD20	Strategic	Not preparing for legislative changes related to planning. * Inappropriate governance. * Reduced service performance. * Legal challenge. * Reputational damage.	Head of Place Development	4	4	16	* Watching brief maintained by Head of Place Development, Planning Development and Enforcement Manager, and Planning Policy Manager.	1	4	4		
PD29	Operational	Planning policy officers leaving the council. * Knowledge and experience leaves the council. * Increased timings to produce the Local Plan.	Planning Policy Manager	2	4	8	* Managers working closely with staff to ensure they are able to work on the Local Plan until completion.	1	4	4		
HC16	Operational	Not preparing for legislative changes related to licencing. * Inappropriate governance. * Reduced service performance. * Legal challenge. * Reputational damage.	Public Protection Manager	4	4	16	* Watching brief maintained by Head of Housing and Community and Public Protection Manger.	1	4	4		
Hc23	Operational	Non-recovery of licencing fees. * Reduced Council income. * Misalignment of resource costs and income generation. * Reputational damage.	Public Protection Manager	4	3	12	* Budget monitoring in place - currently achieving targets.	2	2	4		

6. Annual Governance Statement Actions

Every year we publish our Annual Governance Statement, which outlines our assessment of the effectiveness of our systems of internal control. As part of this review, we identify key actions which we feel will improve our corporate governance. The following actions were approved by the Audit and Scrutiny Committee on 18 July 2023 and their first progress update in Quarter 2 is provided in the table below.

Issues identified	Action to be undertaken	Update	RAG Status <i>Updated in Quarter 2</i>
1. To develop a new Medium Term Financial Strategy (MTFS), in support the Council's annual service objectives and to maintain and improve the Council's financial resilience	Finance – <ul style="list-style-type: none"> Strategic Financial Planning report to the Strategy and Resources (July 2023) Budget/MTFS report to Full Council (February 2024) 	The Strategic Financial Planning report was agreed by the Strategy and Resources Committee on 13 July 2023. It sets out the approach to be taken to 2024/25 budget setting and the Medium-Term Financial Strategy 2024-28.	Green
2.Community Infrastructure Levy (CIL)	Place Development – Review and update CIL policies and procedures (inc. Neighbourhood CIL) (31 December 2023)	A paper will be submitted to the LPPC in early 2024.	Amber
3.Development Management	Place Development – Review the Development Management transformation project to ensure the council is no longer under 'threat of designation' (30 September 2023)	Whilst the government has confirmed that the Council won't be designated, our performance data will be submitted to the Government at the end of December 2023. The actions of the Development Management Improvement Plan are being implemented.	Amber

4.The Local Plan	Place Development – Ensure there is adequate resourcing in place to the Local Plan is progressed in the most efficient way possible. (31 March 2024)	Following the Council’s decision to ‘un-pause’ the Local Plan on 24 October 2023, a revised timetable (Local Development Scheme) was approved by the LPPC on 22 November 2023. A financial update was also provided at the meeting. The budget request will be considered by the Strategy & Resources Committee in mid-December 2023.	Amber
5.Homelessness	Housing & Community – Review governance arrangements around the Homelessness and Rough Sleeper Strategy. (31 March 2024)	Quarterly update and progress reports on Homelessness and Rough Sleeper Strategy have been provided to the Chair and Vice-Chair of Community & Wellbeing Committee (C&WB). Half yearly report on Homelessness budget reported to C&WB Committee in October 2023.	Green
6.Business Continuity	Policy & Corporate Resources – Review and update as necessary all team’s business continuity plans. (31 March 2024)	The business continuity plans of all services have been reviewed and updated.	Green
7.Health and Safety	All Services/ Policy & Corporate Resources- Continue to gather assurance on the effectiveness of health and safety management across all council services and venues. (31 March 2024)	The first round of assurance checks was completed in Sept 2023 and it is now business as usual.	Green
8.Human Resources	People & Organisational Development (OD)- Enhance the resilience of the People & Organisational Development Service by recruiting vacant posts and continuing with	The 3 recruitment campaigns between Oct 2022 and Mar 2023 to appoint an HR Business Partner on a 6-month fixed-term contract were unsuccessful. Vacancy was re-advertised in Aug and Oct/Nov 2023 as	Amber

	multi-role training for new team members. (31 March 2024)	a 12-month fixed-term OD Business Partner but no appointment. An HR Apprentice was appointed in Sept 2023. A secondment from Surrey County Council to the Head of HR post has been arranged from January 2024.	
9.Recruitment and retention	All Services/ People & Organisational Development – Review and enhance recruitment and retention policies and procedures for key roles across the council. (31 March 2024)	Policies and procedures to be updated as part of the People's Framework by the end of March 2024.	Green
10.IT Strategy	IT- Approval of IT Strategy with associated funding and implementation plan. (30 September 2023)	At its meeting on 21 September 2023, the Strategy and Resources Committee approved the IT Strategy including the indicative funding implications for delivering the defined IT Roadmap in 2023-2027.	Blue
11.IT policies	IT- Review and update IT policies as necessary (31 March 2024)	The IT policies are being reviewed and updated for formal approval	Amber
12.Information governance	Corporate Services- Establish officer information governance scrutiny and oversight group (30 September 2023)	This is still work in progress.	Amber
13.Officer schemes of delegation	Legal Services – Review, and update as required, the officer schemes of delegation. (30 September 2023)	Completed - A paper was submitted to the Council on 12/12/2023 for decision.	Blue

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COMPLAINTS REPORT – FEBRUARY 2024

Head of Service:	Andrew Bircher, Interim Director of Corporate Services
Wards affected:	(All Wards);
Appendices (attached):	None

Summary

This report contains information on council complaints, including those from the Local Government and Social Care Ombudsman (LGSCO) and the Information Commissioner's Office (ICO).

Recommendation (s)

The Committee is asked to:

- (1) Note and comment on the complaint's information provided in report.

1 Reason for Recommendation

- 1.1 To ensure the committee is kept apprised of complaints raised against the council, and actions taken to remedy those where the council is found at fault.

2 Background

- 2.1 This is a new report brought to the committee to gather all complaints related information in one place for review.
- 2.2 Information in this report may reference other sources of complaints data, such as:
 - 2.2.1 **LGSCO Annual Letter:** The council receives an annual letter from the LGSCO, detailing ombudsman complaints they've reviewed in the year. This letter is brought to the next available committee meeting following its receipt, usually late summer.

2.2.2 **Performance indicator data:** Stage 1 and 2 data related to the number of complaints received, and the time taken to process these complaints, features in the Corporate Performance Report, which is also regularly brought to this Committee. The narrative from the most recent quarterly data is included in Sections 3.1 and 3.2 below.

2.2.3 **Annual complaints report:** an annual complaints report will also be brought to this committee. This is currently scheduled for March 2024. The annual report will replace this report in March.

3 Council complaints – Quarter 2 2023-2024

3.1 Number of Stage 1 and Stage 2 Complaints Received

3.1.1 Cancelled garden waste collections in July and August 2023 caused a high number of Stage 1 and Stage 2 complaints, which also fed into September. The root cause of this was staffing and access to HGV drivers and loaders. To address this on a short-term basis alternative collection arrangements were put in place until a more sustainable solution could be found.

3.1.2 See the Quarter 2 Corporate Performance Report on this meeting's agenda for the quantitative data.

3.2 Time Take to Process Stage 1 and Stage 2 Complaints

3.2.1 Processing time for both Stage 1 and Stage 2 complaints achieved the council's target of fifteen days, which is an improvement compared to earlier periods and reflects the work that is being done to respond to unsatisfactory performance previously.

3.2.2 See the Quarter 2 Corporate Performance Report on this meeting's agenda for the quantitative data.

3.3 LGSCO

3.3.1 Since the last committee the council has been informed of one LGSCO complaint where it was found at fault. The complaint relates to planning enforcement.

3.3.2 The council was found to not have followed its enforcement policy, which sets out its procedure for dealing with requests for enforcement action. The complainant waited for six months to receive acknowledgement of their request for enforcement action, which should have taken five days. Following the assignment of a case to an officer, it took a further two months and a formal complaint to move the case forward in a meaningful way; again running contra to the council's procedure.

- 3.3.3 Although there were some extenuating personal circumstances that prevented the council from actively moving the case forward straight away, the council did not inform the complainant of this, and they were left to think the matter had been forgotten.
- 3.3.4 The council agreed to apologise to the complainant and make a modest payment to acknowledge the distress experienced by the complainant and the lengthy delay in progressing the case. Further, the ombudsman's decision in this case was shared with all enforcement officers with a reminder about the customer service requirements set out in the Enforcement Policy.
- 3.3.5 The council provided the evidence requested to the Ombudsman in November 2023, and have received written confirmation that they are satisfied that the remedies have been completed (i.e., the apology, payment, and sharing the decision with the planning enforcement team). There is a process set up for this as part of the council's Ombudsman Complaint handling procedure, which is dealt with by the link officer. In a more recent follow-up action related to this case, the council was found to be following the appropriate process.
- 3.3.6 In addition, the Council will use the lessons learned from this case as part of wider complaint training that is currently being developed.
- 3.3.7 The council is aware of significant gaps in its governance around planning enforcement during the time period of this case (Winter 2021 – Autumn 2022). To address this, it commissioned its internal auditors to review this function as part of the 2023-2024 audit plan. It also appointed a new dedicated Enforcement Officer. Several other procedural improvements have been put in place and actions are being formulated to address observations raised in the audit.

3.4 ICO

- 3.4.1 No complaints received.

4 Risk Assessment

Legal or other duties

4.1 Equality Impact Assessment

- 4.1.1 No direct implications. Any equality related complaints will be detailed in the main body of the report.

4.2 Crime & Disorder

- 4.2.1 No direct implications.

4.3 Safeguarding

4.3.1 No direct implications.

4.4 Dependencies

4.4.1 No direct implications.

4.5 Other

4.5.1 None.

5 Financial Implications

5.1 The financial implications of any complaints will be detailed in the relevant sections above.

5.2 **Section 151 Officer's comments:** None arising from the contents of this report.

6 Legal Implications

6.1 The legal implications of any complaints will be detailed in the relevant sections above.

6.2 **Legal Officer's comments:** None arising from the contents of this report.

7 Policies, Plans & Partnerships

7.1 **Council's Key Priorities:** The following Key Priorities are engaged:

- Effective Council.

7.2 **Service Plans:** The matter is not included within the current Service Delivery Plan.

7.3 **Climate & Environmental Impact of recommendations:** No direct implications.

7.4 **Sustainability Policy & Community Safety Implications:** No direct implications.

7.5 **Partnerships:** No direct implications.

8 Background papers

8.1 The documents referred to in compiling this report are as follows:

Previous reports:

- None.

Other papers:

- None.

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COMMITTEE WORK PROGRAMME

Head of Service:	Andrew Bircher, Interim Director of Corporate Services
Wards affected:	(All Wards);
Appendices (attached):	None

Summary

This report presents the Committee with its annual Work Programme.

Recommendation (s)

The Committee is asked to:

- (1) **Note and agree the ongoing Work Programme as presented in Section 2.**

1 Reason for Recommendation

- 1.1 Paragraph 4.6 of the Constitution states that the Committee “can scrutinise decisions made by the Full Council or policy committees”¹. Paragraphs 1.3(i) and 1.3(iii) of Annex 4.6 of the Council Operating Framework also states that the Committee “will be responsible for arranging the overview and scrutiny functions on behalf of the council” as well as “approving an annual overview and scrutiny Work Programme”.² Therefore the Committee is able to maintain oversight of its Work Programme and make any additions or adjustments it wishes.

2 Background

- 2.1 The committee Work Programme is presented below. The programme includes reports that relate to the committee’s areas of responsibility, as stipulated in its terms of reference.³

¹See *Constitution of Epsom and Ewell Borough Council*, p.3. Online available: <https://democracy.epsom-ewell.gov.uk/documents/s27178/Constitution%20of%20Epsom%20and%20Ewell%20Borough%20Council.pdf> [Last accessed 18/05/2023]

² See *Council Operating Framework, Annex 4.6: Overview, Audit and Scrutiny*, p.1. Online available: <https://www.epsom-ewell.gov.uk/sites/default/files/documents/council/about-council/governance/Annex%204-6%20-%20Overview%20Audit%20and%20Scrutiny.pdf> [Last accessed 18/05/2023].

³ See *Audit and Scrutiny Committee-Terms of Reference*, Online available:

2.2 Work Programme:

Meeting		Agenda
Past	28 September 2023	<ul style="list-style-type: none"> • 2022-2023 External audit update • Revenue Budget Monitoring – Quarter 1 (2023-2024) • Capital Budget Monitoring – Quarter 1 (2023-2024) • Internal Audit: Progress Report – September 2023 • Performance & Risk Report - September 2023 • Local Government and Social Care Ombudsman Annual Letter • Work Programme 2023-2024
Past	16 November 2023	<ul style="list-style-type: none"> • Code of Corporate Governance Annual Review • Counter-Fraud and Whistleblowing Annual Report (inc. gifts and hospitality) • External Audit Update (if required) • Work Programme
Present	1 February 2024	<ul style="list-style-type: none"> • Community Safety Partnership Update • Revenue Budget Monitoring – Quarters 2 & 3 (2023-2024) • Capital Budget Monitoring – Quarters 2 & 3 (2023-2024) • External Audit Update • Equality and Diversity (inc. modern slavery) Annual Report • Internal Audit: Progress Report - February 2024 • Performance and Risk Report – February 2024 • Complaints Report – February 2024⁴ • Work Programme
Future	28 March 2024	<ul style="list-style-type: none"> • Internal Audit: Annual Plan 2024-2025 & Internal Audit Charter • Internal Audit: Progress Report - March 2024 • External Audit Update • Review of the Council's Scheme of Delegation⁵ • Performance and Risk Report – March 2024 • Committee Annual Report 2023-2024 (to be presented to Full Council) • Regulation of Investigatory Powers Act (2000) Annual Report • Annual Complaints Report⁶ • Work Programme

<https://democracy.epsom-ewell.gov.uk/mgCommitteeDetails.aspx?ID=157>

[Last accessed 18/05/2023].

⁴ Complaints reports have been added to the agenda for all future meetings.

⁵ This report was provisionally listed for the February 2024 meeting, however this could not be achieved due to officer capacity and committee report lead in times.

⁶ This report has been moved from November as the original author left the council in October 2023 and the work has been reassigned.

Future	July 2024	<ul style="list-style-type: none"> • External Audit Update – Annual Auditor’s Report • Internal Audit: Annual Report & Opinion 2023-2024 • Internal Audit: Progress Report – June/July 2024 • Annual Governance Statement 2023-2024 • Performance and Risk Report – July 2024 • Use of Delegated Powers Annual Report • Complaints Report – July 2024 • Work Programme
Future	September 2024	<ul style="list-style-type: none"> • 2023-2024 External audit update • Revenue Budget Monitoring – Quarter 1 (2024-2025) • Capital Budget Monitoring – Quarter 1 (2024-2025) • Internal Audit: Progress Report – September 2024 • Performance & Risk Report - September 2024 • Local Government and Social Care Ombudsman Annual Letter • Complaints Report - September 2024 • Work Programme

3 Risk Assessment

Legal or other duties

3.1 Equality Impact Assessment

3.1.1 No direct implications arising from this report.

3.2 Crime & Disorder

3.2.1 The annual scrutiny of the Community Safety Partnership is proposed to be held at this February 2024 committee meeting.

3.3 Safeguarding

3.3.1 No direct implications arising from this report.

3.4 Dependencies

3.4.1 The committee does rely on some of the council’s partners, and other committees, to deliver its work programme as proposed in Section 2 (e.g. internal and external audit, and the Community Safety Partnership).

3.5 Other

3.5.1 No other direct implications arising from this report.

4 Financial Implications

4.1 None for the purposes of this report.

4.2 **Section 151 Officer's comments:** None arising from the contents of this report.

5 Legal Implications

5.1 None for the purposes of this report.

5.2 **Legal Officer's comments:** None arising from the contents of this report.

6 Policies, Plans & Partnerships

6.1 **Council's Key Priorities:** The following Key Priorities are engaged:

- Effective Council: Strengthen the council's financial independence.
- Effective Council: Improve openness, transparency and customer service.
- Safe & Well: Work with partners to keep our borough safe and secure.

6.2 **Service Plans:** The matter is not included within the current Service Delivery Plan.

6.3 **Climate & Environmental Impact of recommendations:** No direct implications arising from this report.

6.4 **Sustainability Policy & Community Safety Implications:** See Section 2, February 2024 meeting.

6.5 **Partnerships:** No direct implications arising from this report.

7 Background papers

7.1 The documents referred to in compiling this report are as follows:

Previous reports:

- Committee Work Programme, *Audit and Scrutiny Committee*, 16th November 2023. Online available: [Epsom and Ewell Democracy \(epsom-ewell.gov.uk\)](https://www.epsom-ewell.gov.uk), item no. 73 [last accessed 20/12/2023].

Other papers:

- None.

EXTERNAL AUDIT UPDATE

Head of Service:	Brendan Bradley, Head of Finance
Wards affected:	(All Wards);
Urgent Decision?	No
If yes, reason urgent decision required:	N/A
Appendices (attached):	None

Summary

This report presents a progress update on the external audit of 2022/23's Statement of Accounts.

Recommendation (s)

The Committee is asked to:

- (1) Note the progress update on the 2022/23 external audit.

1 Reason for Recommendation

- 1.1 The annual audit is an integral part of the controls in place for ensuring that the Council achieves its key Four Year Plan priority of being an Effective Council.
- 1.2 The recommendation updates the Committee on progress on the external audit.

2 Background

- 2.1 Grant Thornton provides the Council's external audit work.
- 2.2 In July 2023, this Committee received a letter from Grant Thornton informing members that, due to capacity issues in the audit sector, the 2022/23 external audit would be delayed from its original summer start date until October 2023.
- 2.3 The Committee subsequently approved the 2022/23 External Audit Plan at its September meeting.

- 2.4 The following data, collated by sector specialist LG Improve, shows that EEBC remains in a minority of councils (just 134 out of 314) to successfully have 2021/22 final accounts signed off by the external auditor, as at January 2024:

Accounts Status by type of authority

	21/22 Not Published	21/22 Draft	21/22 Final	22/23 Not Published	22/23 Draft	22/23 Final
ILB	2	6	4	2	9	1
OLB	3	10	7	4	15	1
Met	2	18	16	3	31	2
Unitary	7	31	21	15	40	4
County	0	6	17	3	19	1
District	16	79	69	48	109	7
Total	30	150	134	75	223	16

*ILB/OLB = Inner/Outer London Borough.

- 2.5 For 2022/23, the table shows that only 16 councils in the country – a figure that includes just 7 districts – have had 2022/23 accounts signed off by the external auditor. These low numbers demonstrate the scale of challenges faced by local authorities and auditors to resource and progress audits to successful completion in the current environment.

3 EEBC 2022/23 Progress Update

- 3.1 The external audit commenced as planned in October 2023. As had been predicted, it was not possible to avoid this coinciding with other peak workstreams for the finance team, such as in-year 2023/24 budget monitoring and 2024/25 budget setting.
- 3.2 Although formal Quarter 2 budget monitoring reports were deferred to assist with managing these competing pressures, a period of significant staff turnover in the finance team has presented additional challenges since the Autumn. To resolve this, new staff have been recruited and there is now just one vacancy in the team remaining to be filled, with a recruitment campaign underway.
- 3.3 Despite these challenges, officers have continued to move the audit forward. The audit is considered to be progressing well (especially relative to other local authorities), albeit not as quickly as initially hoped due to the aforementioned capacity constraints.
- 3.4 With 2024/25 budget setting work due to complete shortly, officers will be able to resume focus on servicing external audit queries. The latest expectation is that the audit will complete in time to report to Audit & Scrutiny Committee on 26 March 2024.

4 Risk Assessment

Legal or other duties

4.1 Equality Impact Assessment

4.1.1 None arising from the contents of this report.

4.2 Crime & Disorder

4.2.1 None arising from the contents of this report.

4.3 Safeguarding

4.3.1 None arising from the contents of this report.

4.4 Dependencies

4.4.1 None arising from the contents of this report.

4.5 Other

4.5.1 While the audit remains outstanding, there is a risk that prior year adjustments could arise that impact on the Council's financial position (favourably or unfavourably), although the risk of material adjustments is considered low.

4.5.2 Should the audit not complete as planned before year-end, further deferrals may arise as the finance team has to switch focus to closing 2023/24's accounts. In addition, there is a risk that further deferrals could result in additional audit fees.

4.5.3 The separate Surrey Pension Fund audit remains in progress, and assurance must be received from this audit before Grant Thornton can sign-off the Council's accounts. EEBC has no control over this separate audit, which is managed between Surrey County Council and Grant Thornton. Officers have been informed that the Surrey Pension Fund audit is expected to complete in time for EEBC's accounts to be signed-off in March 2024, however, should this separate audit be delayed, there is a risk that it could impact on completion of EEBC's audit.

5 Financial Implications

5.1 The audit fee for 2022/23 is set-at £67,548, as reported to this Committee in September 2023.

5.2 Any fee adjustments would remain subject to independent review and approval by Public Sector Audit Appointments Ltd (PSAA).

5.3 **Section 151 Officer's comments:** The next scheduled external update report will be provided to this Committee in March 2024.

6 Legal Implications

- 6.1 The Local Audit and Accountability Act 2014 sets out the framework for audit of local authorities. Grant Thornton's work is undertaken in the context of the Statement of Responsibilities of Auditors and Audit Bodies issued by the Comptroller and Auditor General.
- 6.2 The Council has met its statutory obligations by placing a public notice on its website to explain the reasons for the later-than-planned audit completion.
- 6.3 **Legal Officer's comments:** None arising from the contents of this report.

7 Policies, Plans & Partnerships

- 7.1 **Council's Key Priorities:** The following Key Priorities are engaged: Effective Council
- 7.2 **Service Plans:** The matter is included within the current Service Delivery Plan.
- 7.3 **Climate & Environmental Impact of recommendations:** No specific implications.
- 7.4 **Sustainability Policy & Community Safety Implications:** No specific implications.
- 7.5 **Partnerships:** No specific implications.

8 Background papers

- 8.1 The documents referred to in compiling this report are as follows:

Previous reports:

- External Audit Update – Audit & Scrutiny Committee, 24 September 2023.
- External Audit Update – Audit & Scrutiny Committee, 16 November 2023.

Other papers:

- None.

CAPITAL BUDGET MONITORING QUARTER 3

Head of Service:	Brendan Bradley, Head of Finance
Wards affected:	(All Wards);
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A
Appendices (attached):	Appendix 1: Update of Capital Project Progress

Summary

This report presents the capital monitoring position at Quarter 3 for the current financial year 2023/24, covering the period 01/04/2023 to 31/12/2023. The Committee is asked to review the progress of capital projects as set out in Appendix 1.

Recommendation (s)

The Committee is asked to:

- (1) Receive the capital monitoring position at Quarter 3, as set out in the report.

1 Reason for Recommendation

- 1.1 To present the capital budget monitoring position to members for Quarter 3 and to provide an update on the progress of individual capital projects.

2 Background

- 2.1 This report summarises the capital monitoring information at the end of the third quarter of 2023/24, covering the period 01/04/2023 to 31/12/2023. It details actual capital expenditure and receipts against capital budgets and financing. The report also provides the forecast outturn position and variances at year-end.
- 2.2 The core capital programme does not include investments made through the property acquisition funds; this activity is summarised within section 5.

3 Core Capital Programme

- 3.1 The expenditure budget per Committee for the core capital programme is shown in the following table:

Committee	2023/24 Original Budget £'000	Carry forwards from 2022/23 £'000	Additions during 2023/24 £'000	2023/24 Current Approved Schemes £'000
Strategy & Resources	0	318	1,000	1,318
Environment	281	768	105	1,154
Community & Wellbeing	1,183	1,106	234	2,523
Licensing & Planning Policy	0	0	0	0
Total Core Capital Programme	1,464	2,192	1,339	4,995

3.2 The 2023/24 budget was agreed by Full Council in February 2023. The budgets carried forward from 2022/23 were approved at S&R Committee on 13 July 2023.

3.3 The additions include:

- 3.3.1 £500k CIL funding for the Step Free Access project at Stoneleigh Station, agreed by S&R on 24 October 2018;
- 3.3.2 £440k for the ICT Programme of Works agreed by S&R Committee on 28 March 2023;
- 3.3.3 £60k for the Tea Rooms Electrical Supply at Ewell Court House, agreed by S&R Committee on 26 July 2022;
- 3.3.4 £33k for Playhouse refurbishment works, agreed by the Chair of S&R Committee in March 2023;
- 3.3.5 £145k of Affordable Housing S106 funds earmarked for a Rough Sleeper accommodation project agreed at S&R Committee in September 2021;
- 3.3.6 £56k for a new playground at Bourne Hall agreed by Environment Committee, and the Chair of S&R Committee, in March 2023;
- 3.3.7 £105k for the Poole Rd pavilion roof scheme, agreed at S&R Committee on 21 September 2023.

3.4 Actual expenditure on the core capital programme to the end of December 2023 and a full year forecast is summarised below:

Committee	2023/24 Current Approved £'000	YTD Expenditure £'000	Forecast Outturn £'000	Forecast Variance £'000
Strategy & Resources	1,318	277	746	(572)
Environment	1,154	101	847	(307)
Community & Wellbeing	2,523	1,047	2,304	(219)
Licensing & Planning Policy	0	0	0	0
Total Core Capital Programme	4,995	1,425	3,897	(1,098)

- 3.5 On the core capital programme, projected expenditure for the full year is £3.897m, £1.098m less than the £4.995m budget. Of the £1.098m forecast variance, £335k relates to the Plan E project which is not expected to incur any further expenditure; £300k relates to the ICT Programme of Works; £272k relates to the Replacement of CRM and Data Warehouse project which is expected to continue into 2024/25; and £135k relates to the Alex Rec Dojo scheme which is on hold until further funding can be identified; £69k relates to the project to install solar PV panels to the Playhouse roof which has come in under budget due to fewer storage batteries being required than had been assumed in the original proposal.
- 3.6 These favourable variances are partially offset by £19,780 relating to the new fence enclosure to the Court Rec Astro turf facility, and £8,000 relating to the Ashley Centre car park expansion joints scheme, due to inflationary increases on tender prices.
- 3.7 In general terms, global events and rising inflation is causing firms to significantly increase their quotes for works, which is having an impact on the ability to source contractors within budget. It is expected this will continue to impact council projects for the foreseeable future.
- 3.8 An update on the progress of individual schemes is set out in Appendix 1.

4 Financing of Capital Expenditure 2023/24

- 4.1 The financing of the 2023/24 core capital programme is summarised below:

Financing of Core Capital Programme	2023/24 Current Approved Budget £'000
Capital Receipts Reserve	1,173
Capital Grants – DFG	1,743
Budgeted Revenue Contributions	500
Revenue Reserves	67
S106	281
Community Infrastructure Levy	1,231
Total	4,995

5 Property Acquisition Funds

Commercial Property

- 5.1 The Council retains one in-Borough commercial property acquisition fund, which has a remaining balance of £49.6m available for investment. Please note, this is not a reserve that the Council holds; it is a limit (approved by Full Council) up to which borrowing could be undertaken.

Residential Property

- 5.2 In 2016/17, the Council established a £3m fund to purchase residential property, principally to assist the council to manage homelessness and reduce associated costs.
- 5.3 To date, no new purchases have been identified during 2023/24.
- 5.4 The remaining balances on the Property Acquisition Funds are shown in the following table.

Committee	Commercial Property (in- Borough) £'000	Residential Property £'000	Total £'000
Opening fund balance	80,000	3,000	83,000

Purchases during 2016/17	(19,206)	(811)	(20,017)
Purchases during 2017/18	(5,148)	(562)	(5,710)
Purchases during 2018/19	0	(257)	(257)
Purchases during 2019/20	(6,077)	(20)	(6,097)
Purchases during 2020/21	0	(95)	(95)
Purchases during 2021/22	0	(238)	(238)
Purchases during 2022/23	0	(39)	(39)
Purchases during 2023/24	0	0	0
Current commitments	0	0	0
Fund balances at 31/12/2023	49,569	978	50,547

5.5 The properties owned by the Council are detailed within the Strategic Asset Management Plan, which can be found here: [Four Year Plan | Epsom and Ewell Borough Council \(epsom-ewell.gov.uk\)](https://www.epsom-ewell.gov.uk/Four-Year-Plan).

6 S106 Developer Funds

6.1 The balance of S106 funds held by the authority are set out in the following table:

Section 106 Balances	Earmarked	Total
	£'000	£'000
Section 106 funds held as at 1 April 2023		2,311
Section 106 net receipts to 31 December 2023		0
Section 106 payments made		(461)
Balance of S106 Funds held as 31 December 2023		1,850
Less:		
Funds held due to SCC and other organisations	(130)	
Funds committed and approved for specific schemes	(706)	
		(836)
Unallocated S106 funds as at 31 December 2023		1,014

- 6.2 S106 agreements specify for what purpose the funds may be spent. The breakdown of current unallocated balances against the different categories is detailed in the following table:

Breakdown of unallocated S106 balances	£'000
Affordable Housing	1,014
Total	1,014

- 6.3 The remaining uncommitted S106 balances are within Affordable Housing; this funding is used to facilitate provision within the borough where the development is not financially viable without additional funding. Planning officers work with providers to identify schemes where the affordable housing would not be deliverable without the additional support.
- 6.4 The £706k funds allocated for specific schemes include £435k to support the delivery of temporary accommodation at Fairview Road agreed at S&R in January 2023; and £125k to refurbish Ewell Court House Flat 1 for use as temporary accommodation agreed at S&R in September 2023. The balance of £146k is earmarked to fund a number of smaller ad hoc schemes.

7 Community Infrastructure Levy

- 7.1 The council generated £731k of Community Infrastructure Levy (CIL) for the period 1 April 2023 to 31 December 2023.
- 7.2 5% is used for administering the scheme and 15% is ring fenced for a local spending fund comprising two schemes, a CIL Neighbourhood Scheme and a Borough Investment Fund. CIL balances are set out in the following table:

	Main Fund (80%) £'000	Community Fund (15%) £'000	Admin Fee (5%) £'000	Total £'000
CIL funds held at 1 April 2023	7,859	1,243	194	9,296
CIL invoices raised to 31 Dec 2023	585	110	37	731
Invoices outstanding at 31 Dec 2023	(196)	(37)	(12)	(245)
Receipt held as charge against property	(1)	0	0	(1)
CIL Payments made to 31 Dec 2023	(101)	(65)	0	(166)
CIL Funds held at 31 Dec 2023	8,146	1,251	218	9,615
<i>Less commitments:</i>				
Plan E contribution	(335)	0	0	(335)
Stoneleigh Station	(400)	0	0	(500)
Replacement of EEBC Lamp Columns	(396)	0	0	(396)
CIL Neighbourhood Fund 2022/23	0	(61)	0	(61)

CIL Neighbourhood Fund 2023/24	0	(250)	0	(250)
Monitoring CIL scheme in 2023/24	0	0	(118)	(118)
Unallocated CIL funds at 31 Dec2023	7,016	1,189	101	8,306

- 7.3 Large sums are collected in instalments so not all the cash has been received at this date. Of the £245k of invoices raised but not yet collected, only £15k is prior to 2022; £25k relates to 2022 and the balance to 2023.

8 CIL Neighbourhood Scheme

- 8.1 Updates on CIL 15% Neighbourhood Fund projects will be reported separately through the new Member News channel.

9 Capital Receipts

- 9.1 The expected balance of capital receipt reserves is shown below:

Capital Reserves	Capital Receipts Reserve £'000
Balance brought forward at 1 April 2023	3,940
Estimated use to fund the 2023/24 capital programme	(1,068)
Capital receipts received to 31 Dec 2023	0
Estimated Balance at 31 March 2024	2,872

10 Risk Assessment

Legal or other duties

10.1 Equality Impact Assessment

- 10.1.1 The impact of each scheme is assessed during the capital bidding process.

10.2 Crime & Disorder

- 10.2.1 None arising directly from the contents of this report.

10.3 Safeguarding

- 10.3.1 None arising directly from the contents of this report.

10.4 Dependencies

10.4.1 None arising directly from the contents of this report.

10.5 Other

10.5.1 As detailed in section 3, global events and rising inflation have caused firms to significantly increase their quotes for works, having an impact on the Council's ability to source contractors within budget. This is likely to impact on both current and future capital projects.

11 Financial Implications

11.1 Financial implications are set out in the body of the report.

11.2 **Section 151 Officer's comments:** If members have a detailed question(s) on particular capital projects, it is requested that these be submitted in advance where possible, to enable officers to investigate with the relevant scheme manager.

11.3 The provisional outturn position for 2023/24 will be reported to Strategy & Resources in July and the final audited position will be brought back to Audit and Scrutiny Committee in the autumn.

11.4 The Policy Committees will have considered proposed capital schemes for the 2024/25 programme at their January meetings, and the final programme will be presented to Full Council at its meeting in February.

12 Legal Implications

12.1 There are no direct legal implications arising from this report.

12.2 **Legal Officer's comments:** None arising from the content of this report.

13 Policies, Plans & Partnerships

13.1 **Council's Key Priorities:** The following Key Priorities are engaged: Effective Council

13.2 **Service Plans:** The matter is included within the current Service Delivery Plan.

13.3 **Climate & Environmental Impact of recommendations:** The impact of each scheme is assessed during the capital bidding process.

13.4 **Sustainability Policy & Community Safety Implications:** None arising directly from the contents of this report.

13.5 **Partnerships:** None arising directly from the contents of this report.

14 Background papers

14.1 The documents referred to in compiling this report are as follows:

Previous reports:

- Budget Report to Full Council – 14 February 2023.

Other papers:

- None.

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Capital Project Progress – 2023/24 Quarter 3

Project	Current Approved Budget £	Actuals to Q3 2023/24 £	Year End Forecast 2023/24 £	Estimated Variance £	Comments from Manager	Original Target Completion
Disabled Facilities Grants and Small Repairs Grants	1,742,643	520,372	1,742,643	0	The DFG programme continues to support residents requiring adaptations to enable them to continue living in their own homes.	Ongoing
Ashley Centre Car Park Expansion Joints Phase 2	37,000	0	45,000	8,000	An order has been placed for the installation of a mechanical expansion joint across the entrance and exit lanes of the multi storey car park. Works will be carried out in dry weather.	March 2023 <i>Revised date: May 2024</i>
Wellbeing Centre - Replacement of Boilers and Controls	Original: 105,000 Balance for 23/24: 20,705	7,540	20,705	0	All works finished and project now complete.	March 2023 <i>Revised date: Spring 2023</i>
ICT Programme of Works	445,968	113,579	145,968	(300,000)	Network refresh has been delayed due to unforeseen complexities of the unique-designed network. A contract for the Revs & Bens DMS replacement is being drawn up and work will commence in May 2024. Resourcing issues mean some of the work scheduled for 2023/24 will now take place in 2024/25.	March 2024 <i>Revised date: March 2025</i>
Playhouse Refurbishment - Seating	110,000	109,873	110,000	0	Works are now complete.	March 2021– <i>Revised date: Sept 2023</i>
Playhouse Refurbishment - Carpets	51,000	44,515	51,000	0	All carpets have been fitted in time for the end of the summer closure period.	March 2021– <i>Revised date: Sept 2023</i>

Capital Project Progress – 2023/24 Quarter 3

Project	Current Approved Budget £	Actuals to Q3 2023/24 £	Year End Forecast 2023/24 £	Estimated Variance £	Comments from Manager	Original Target Completion
Plan E	335,083	0	0	(335,083)	All works finished and the final invoice has been accrued. No further payments are anticipated, but the budget has been retained until the final invoice is settled.	May 2020 – <i>Revised date: Mar 2022</i>
Bourne Hall - Patio for outside seating area for café	98,000	82,289	84,195	(13,805)	All works complete and in use, scheme has completed under budget.	September 2023
Replacement of CRM and Data Warehouse	312,384	11,692	40,000	(272,384)	The new allotments module is ready go to live, awaiting agreed templates. Migration of all Firmstep forms into My Council Service is complete, thus avoiding having to renew the old software. Work on Waste modules continues but was delayed to prioritise the Firmstep forms migration. In 2024/25, work will focus on bookings and decommissioning the old CRM system.	Phase 1 - March 2020 <i>Revised: March 2025</i>
Replacement of EEBC Lamp Columns	395,990	759	395,990	0	An order has been placed, prestart meetings held, some investigations undertaken which have revealed faults in the wiring in the ground. Further investigations are underway to establish the layout of the cable runs. Start date is now end of February 2024. A further proposal has been submitted for the 2024/25 capital programme to carry out a second phase of works.	March 2022 – <i>Revised date: March 2024</i>
New fence enclosure to the Court Rec Astro turf facility	81,000	100,780	100,780	19,780	The works are now complete.	December 2023

Capital Project Progress – 2023/24 Quarter 3

Project	Current Approved Budget £	Actuals to Q3 2023/24 £	Year End Forecast 2023/24 £	Estimated Variance £	Comments from Manager	Original Target Completion
Playhouse Installation of Solar PV to roofs	130,000	60,550	60,550	(69,450)	The works were completed in early September. The project is expected to be well under budget due to less storage batteries being required.	December 2023
Poole Road Pavilion - Roof replacement	255,000	0	255,000	0	Strategy & Resources Committee agreed additional budget in September to proceed with the works. An order has been placed, and the 8-week schedule is due to start beginning of February, dependent on weather conditions.	March 2024
Alex Rec Dojo	170,000	28,467	35,000	(135,000)	Tenders received exceeded the budget. Discussions are underway to obtain additional grant funding from Surrey County Council to cover the additional expenditure required.	March 2024 <i>Revised: March 2025</i>
Ashley Centre Car Park - Waterproofing joints to level 4D	50,000	0	50,000	0	This scheme will need to be undertaken in the summer, in tandem with the works being undertaken by the contractors for the new anchor tenant.	March 2022 <i>Revised: Sept 2024</i>
ECH Tea Rooms Electrical Supply	60,000	52,086	60,000	0	Works are now complete.	March 2024
Stoneleigh Station Step free access	500,000	100,000	500,000	0	The Council's agreed contribution of CIL funding towards the Network Rail project to create step free access at Stoneleigh Station is expected to be paid in January 2024.	March 2024

Capital Project Progress – 2023/24 Quarter 3

Project	Current Approved Budget £	Actuals to Q3 2023/24 £	Year End Forecast 2023/24 £	Estimated Variance £	Comments from Manager	Original Target Completion
Bourne Hall playground	55,860	47,906	55,860	0	The project is complete, except for two gates which are due to be delivered in late January. The playground is open and being well utilised.	January 2024
Rough Sleeper Accommodation Initiative	145,000	145,000	145,000	0	In September 2021 Strategy & Resources Committee agreed a £145k contribution of S106 funds to support a bid to the Ministry of Housing Communities and Local Government (MHCLG) under their Rough Sleepers Accommodation Programme (RSAP), for the purchase of two properties within the borough, by Transform Housing & Support, to provide accommodation and support to those are either homeless, rough sleeping or at risk of rough sleeping. This funding has now been paid over.	March 2024

REVENUE BUDGET MONITORING - QUARTER 3

Head of Service:	Brendan Bradley, Head of Finance
Wards affected:	(All Wards);
Urgent Decision?	No
If yes, reason urgent decision required:	N/A
Appendices (attached):	None

Summary

This report presents the forecast revenue outturn position for the current financial year 2023/24, as at Quarter 3, covering the period 01/04/2023 to 31/12/2023.

Recommendation (s)

The Committee is asked to:

- (1) Receive the revenue budget monitoring report, which sets-out a projected deficit of £146,000 for 2023/24;
- (2) Note that specific reports have been taken to Licensing & Planning Policy Committee (November 2023) and Community & Wellbeing Committee (October 2023) to address the most significant adverse budget variances;
- (3) Note that the final outturn position will be reported to Strategy & Resources in July 2024, then to this committee alongside the Statement of Accounts in autumn.

1 Reason for Recommendation

- 1.1 To present the 2023/24 forecast revenue outturn position to members, as at Quarter 3.

2 Background/Executive Summary

- 2.1 In February 2023, Full Council agreed a net expenditure budget of £8.29m for 2023/24. The budget included a contribution of £2.4m from earmarked reserves to balance.

- 2.2 At Quarter 1, the council had forecast to be £98,000 over budget at year-end. This report provides the latest forecast outturn, covering the period 01/04/2023 to 31/12/2023.
- 2.3 At Quarter 3, the Council is expected to be within 1.8% of the overall budget at year-end, with a £146,000 deficit forecast. The projected deficit is mainly due to the combined impact of higher demand for housing/homelessness services and reduced planning income. These adverse variances are partially offset by increased licensing income and higher treasury management income on the Council's investments.
- 2.4 Specific reports have already been taken to Licensing & Planning Policy Committee (Planning Fee Income/Budget, November 2023) and Community & Wellbeing Committee (Homelessness Half Year Update, October 2023) to address the most significant adverse budget variances.
- 2.5 It is important to acknowledge that uncertainty remains heightened around future projections, mainly due to the cost-of-living crisis and its potential impact on residents and the demand for temporary accommodation.
- 2.6 The budget position will continue to be monitored closely in the run-up to year-end, with the outturn position due to be reported to Strategy & Resources Committee in July 2024, then to this Committee alongside the 2023/24 Statement of Accounts in autumn 2024.

3 Forecast Position

A summary of the forecast outturn position by service area for 2023/24 is shown in the following table:

Forecast Outturn by Service	Current Approved Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
<u>Strategy & Resources Committee</u>			
Democratic & Civic	866	866	0
Corporate Functions	695	695	0
Corp Financial Management	1,256	696	(560)
Tax Collection & Benefits	147	147	0
Land Charges	19	19	0
Land & Property	(3,302)	(3,350)	(47)
Economic Dev. & Prosperity	74	74	0
Employee and Support Services	67	74	8
Building Control Contract	90	90	0
Subtotal Strategy & Resources	(88)	(688)	(600)
<u>Environment Committee</u>			
Car Parking	(1,483)	(1,305)	178
Environmental Services	3,600	3,695	95
Community Safety	100	100	0
Contract Management	197	197	0
Environmental Health	335	365	30
Countryside, Parks & Open Spaces	2,235	2,235	0
Subtotal Environment	4,984	5,287	303
<u>Community and Wellbeing Committee</u>			
Housing	2,088	2,338	250
Community Services (Route Call, Meals from Home, Community Alarm)	482	482	0
Support for Voluntary Orgs.	246	246	0
Community Centre	495	548	53
Health & Wellbeing	233	233	0
Sports, Leisure & Cultural	1,371	1,371	0
Precepting & Levying Bodies (NJMC & EWDC)	388	388	0
Subtotal Community & Wellbeing	5,303	5,606	303
<u>Licensing & Planning Policy Committee</u>			
Place Development	887	1,137	250
Licensing	(127)	(237)	(110)
Subtotal Licensing & Planning Policy	760	900	140
Capital Charges	(2,669)	(2,669)	0
Total General Fund	8,290	8,436	146

- 3.1 The £146,000 projected budget deficit across services for 2023/24 would result in a contribution from the General Fund reserve at year-end, decreasing the balance from £3.12m to £2.97m.
- 3.2 The following section of the report details the individual budget variances that make up the projected deficit of £146,000 within services.

4 Budget Variances

- 4.1 The main variances to budget are shown by Committee in the following tables.

Strategy & Resources Committee	Adverse / (Favourable) Variance £'000	Detail
Corporate Financial Management	(230)	With the Bank of England's base rate remaining higher than anticipated when setting 2023/24's budget, finance officers project that with continued diligent cash management, at least £1,400,000 of interest income will be achieved for the year, £680,000 higher than the budgeted target. This is partly offset an anticipated transfer of £450,000 to an interest equalisation reserve to help smooth interest returns and protect against lower interest rates in the future.
Corporate Financial Management	(330)	There is a forecast favourable variance of £330,000 on the Council's corporate inflation contingency which assists to offset the adverse variances within services. This contingency was established to protect the Council against elevated energy and fuel prices and other inflationary pressures and is functioning as intended.
Land & Property	(47)	The favourable variance in Land & Property relates to additional income following a rent review that was not agreed until after the 2023/24 budget setting period. The increased income will be factored into the 2024/25 budget setting process.

Other miscellaneous variances	7
Total Strategy & Resources Variance	(600)

Environment Committee	Adverse / (Favourable) Variance £'000	Detail
Car Parking	178	Car parking income is currently tracking slightly behind budget at Q3, resulting in a forecast adverse variance of £178,000 at year-end. Once a new anchor tenant opens at the Ashley Centre, it is anticipated it will provide a favourable benefit to the town centre and associated car park utilisation. Car parking usage is reviewed by the Council's Car Park Working Group and the 2024/25 budget has been set to take account of latest projected volumes.
Domestic Waste (<i>Environmental Services</i>)	95	High rates of staff sickness and a tight supply of staff in the labour market have resulted in a forecast adverse variance of £90,000 on employee costs, due to elevated use of agency staff in the winter months. This is partly offset by a favourable variance of £40,000 on garden waste income. There is also an adverse variance of £45,000 to hire a replacement vehicle for the refuse vehicle which remains impounded, resulting in an overall adverse variance of £95,000.
Cemetery (<i>Environmental Services</i>)	30	Cemetery income is forecast to under recover by £30,000 as usage of cemetery services is affected by a number of factors outside the Council's control.
Total Environment Variance	303	

Community & Wellbeing Committee	Adverse / (Favourable) Variance £'000	Detail
Housing/Homelessness	250	<p>The Council budgeted to accommodate an average of 58 households in nightly paid accommodation. Due to ongoing elevated demand, the Council is currently supporting an average of 78 households to date in nightly paid accommodation.</p> <p>Although government has awarded EEBC an additional £165,000 of Homelessness Prevention Grant to assist with the demand pressures, based on the current run-rate of households requiring support, an adverse variance of £250,000 is still forecast for the year, £50,000 higher than reported at Q1.</p> <p>The Council holds a Homelessness Grant Reserve which may be applied to mitigate the budget pressure in the short term, and a report was taken to Community & Wellbeing Committee in October to consider progress against the Homelessness Action Plan and options for how elevated demand can be managed. A further report is due to be taken to Community & Wellbeing Committee in March.</p>
Wellbeing Centre	53	<p>The Wellbeing Centre is forecast to under achieve income by £53,000 on its higher needs service. Officers are undertaking an advertising campaign to promote the service and continue to work on initiatives to share resource across the council's venues to maximise efficiencies and increase income.</p>
Total Community & Wellbeing Variance	303	

Licensing & Planning Policy Committee	Adverse / (Favourable) Variance £'000	Detail
Place Development	250	The adverse variance is due to a forecast under-recovery of income. £74,000 of this relates to planning applications, the balance relates to advisory services. The Government increased planning application fees from December 2023 which is expected to help the position for the next financial year. A report has been taken to LPPC Committee in November 2023 to analyse the income achievable in this service area, and the income shortfall has been addressed in 2024/25's budget.
Licensing	(110)	The £110k favourable variance is due to the acquisition of several new taxi operators that have chosen to licence their drivers and vehicles with EEBC.
Total Licensing & Planning Policy Variance	140	

5 Employee Costs

5.1 At the end of Quarter 3, the Council is tracking broadly in line with its year-to-date employee budget, with committed spend of £10.46m compared to the budget of £10.53m, resulting in a small favourable variance of £75,000.

5.2 Employee costs are monitored monthly to ensure any adverse variances are flagged promptly to Heads of Service, thereby enabling prompt mitigating action to be taken.

6 Epsom & Ewell Property Investment Company (EEPIC)

6.1 The Council's original budget included £1.29m expected dividend income from Epsom and Ewell Property Investment Company, generated from its two commercial properties. However, as approved at S&R Committee in March 2023, a lease amendment at one of the properties is expected to reduce this dividend income by £700k in both 2023/24 and 2024/25. The reduction in dividend income will be mitigated by an appropriation from the Property Income Equalisation Reserve.

7 Update on 2023/24 Savings/Additional Income Delivery

- 7.1 The 2023/24 budget requires new savings/additional income totalling £1.25m to be delivered during the year. The delivery status of these savings is summarised in the following table.

Summary of Budgeted Additional Income/Savings - 2023/24	Committee	Achieved	In progress	Unlikely to be Achieved in Current Year
		£000	£000	£000
Review of Commercial Estate	S&R	-	321	-
Income from Commercial Property	S&R	-	96	-
Reduction in cost of managing homelessness	C&W	-	-	243
Additional Car Parking Income	Env	-	45	178
Additional EEPIC Dividend Income	S&R	-	-	100
Reduce Subsidy of Community & Wellbeing Centre	C&W	-	-	53
Operational efficiencies	All	-	46	-
Additional Licensing Income	LPPC	-	40	-
Other Service Efficiencies	All	-	36	-
Review of Playhouse Opportunities	C&W	-	30	-
Reduce Benefits Administration Costs	S&R	-	33	-
Additional Planning Income	LPPC	-	-	25
Total Savings		0	647	599

- 7.2 The RAG rating indicates whether the additional income/saving is considered at either low risk of non-delivery (green), medium risk (amber), or high risk of not being delivered in year (red). Commentary on the highest value and highest risk savings is provided in the following paragraphs:

- 7.2.1 The Review of Commercial Estate (£321,000) and Income from Commercial Property (£96,000) targets are on track to be achieved, through higher rental income at industrial estate plots following rent reviews agreed in 2022/23. In addition, the commercial property acquired in March 2020 generates £326,000 income per year and contributes towards the income target.

- 7.2.2 The £243,000 targeted reduction in the cost of managing homelessness will not be achieved in the year, mainly due to the cost-of-living crisis placing elevated demands on this service, as explained in the budget variance table in section 4. A report was prepared for Community & Wellbeing Committee in October 2023 to consider progress against the Homelessness Action Plan and options for how elevated demand and costs can be managed and mitigated. A further report is due to be taken to Community & Wellbeing Committee in March 2024. The 2024/25 budget has been set to take account of
- 7.2.3 Car parking income is currently forecast to be net £178,000 under target at year end, meaning the additional income target is currently only partially forecast to be achieved during the year. It is anticipated that a new anchor tenant at the Ashley Centre in the new year will increase car park usage in the town and assist in delivery of this saving in 2024/25.
- 7.2.4 The target for £100,000 additional income from EEPIC was set in February 2023, prior to S&R Committee agreeing a lease amendment with a commercial property tenant in March 2023. This will temporarily reduce income received by the Council from EEPIC until 2025/26. As such, the originally targeted additional income will not be delivered in the current year. It is expected that the additional income will now become achievable from 2025/26 onwards, on expiry of the amended lease period. In the meantime, the reduced income will be mitigated by an appropriation from the Property Income Equalisation reserve.
- 7.2.5 The additional targeted income of £53,000 from the Higher Needs service at the Wellbeing Centre is no longer expected to be achieved in this financial year. Capacity issues leading to a later start of the proposed advertising campaign have led to a delay in boosting numbers at the centre. With the campaign now underway numbers are expected to increase in the 2024/25 financial year.
- 7.2.6 The additional targeted income of £25,000 from the planning service is no longer expected to be achieved in the year, while demand for planning advisory services remains depressed, as set-out in the committee variance table. A report to Licensing & Planning Policy Committee has been produced to identify mitigating options for the reduced planning income.

8 Revenue Reserves

- 8.1 At Q1, the general fund balance is forecast to reduce to £2.97m (from £3.12m) by the end of this year.

8.2 Other uncommitted revenue reserves are projected to stand at £12.7m at 31 March 2024, however, £9.8m of this balance is to manage specific risks and contingencies, including the loss of commercial property income and business rates income in future years. These reserves have enabled the council to temporarily endure the loss of two key tenants in recent years, without having to make urgent, short-term cuts to services to reflect the loss of income. A full review of revenue reserves and commitments is due to be reported to Financial Strategy Advisory Group in June 2024.

8.3 The following table shows a breakdown of the council's revenue reserves, with only the General Fund working balance and corporate projects reserve available for general use:

8.4 Summary of Revenue Reserves

General Fund Revenue Reserves	01 April 2023 Opening Balance £'000	31 March 2024 Forecast Uncommitted Balance £'000
General Fund	3,117	2,974
Corporate Projects Reserve	4,148	1,538
Contingencies unavailable for general use	17,145	9,779
Ringfenced funds/grants for specific use	3,406	1,828
Total	27,816	16,119

8.5 Council has committed to hold a minimum balance of £1 million in the corporate projects reserve and £2.5 million in the general fund working balance to manage unforeseen risks.

8.6 This leaves just £1 million of available reserves, which the Council allocates on a business case basis, to ensure limited resources are utilised in line with corporate priorities.

8.7 A full table of revenue reserves was reported to Strategy & Resources Committee in July 2023.

9 Actions and Next Steps

9.1 To address the projected budget deficit for 2023/24, the Council's senior management is progressing the following key initiatives:

9.1.1 A report to Licensing & Planning Policy Committee in November considered the reduced forecast planning income and identified mitigation options, including the impact of government's review of planning fees. The 2024/25 budget setting process addresses the expected fee income level for the next financial year.

9.1.2 A report to Community & Wellbeing Committee in October 2023 considered the increased level of expenditure on meeting the Council's homelessness obligations and set out the actions to minimise the uplift and identified funding to cover additional expenditure. A further update to C&W Committee is scheduled for March 2024, to update members on the latest homelessness reduction initiatives.

9.1.3 Finance officers will continue to monitor the funding landscape to ensure the Council is kept aware of any new government (or other external) funding opportunities.

9.2 The Council's budget position is continuously monitored by the finance team and budget managers. It is expected that the provisional outturn position will be reported to Strategy & Resources Committee in July, followed by the audited outturn position and Statement of Accounts to Audit & Scrutiny in the autumn.

10 Risk Assessment

Legal or other duties

10.1 Equality Impact Assessment

10.1.1 None arising directly from the contents of this report.

10.2 Crime & Disorder

10.2.1 None arising directly from the contents of this report.

10.3 Safeguarding

10.3.1 None arising directly from the contents of this report.

10.4 Dependencies

10.4.1 None arising directly from the contents of this report.

10.5 Other

10.5.1 Ultimately, all services will be impacted in some way by the Council's overall budget position over the long term.

10.5.2 A full budget risk assessment is presented to Full Council within February's budget report each year.

11 Financial Implications

11.1 Financial implications are set out in the body of the report.

11.2 **Section 151 Officer's comments:** For 2023/24, the Council currently expects to remain relatively close to its overall budget.

11.3 However, there are clear pressures in some services that can be linked to the cost-of-living crisis, particularly within the housing/homelessness team. It is important that the Council continues to pursue initiatives to enable the service to be managed within budget.

11.4 2024/25 budget plans presented to Full Council in February will include additional income/savings targets agreed by policy committees to mitigate budget pressures.

12 Legal Implications

12.1 There are no direct legal implications arising from this report.

12.2 **Monitoring Officer's comments:** None arising from the contents of this report.

13 Policies, Plans & Partnerships

13.1 **Council's Key Priorities:** The following Key Priorities are engaged: Effective Council.

13.2 **Service Plans:** The matter is included within the current Service Delivery Plan.

13.3 **Climate & Environmental Impact of recommendations:** None arising directly from the contents of this report.

13.4 **Sustainability Policy & Community Safety Implications:** None arising directly from the contents of this report.

13.5 **Partnerships:** None arising directly from the contents of this report.

14 Background papers

14.1 The documents referred to in compiling this report are as follows:

Previous reports:

- Budget Report to Full Council – February 2023
- Quarter 1 Revenue Budget Monitoring – Audit & Scrutiny Committee, September 2023.

Other papers:

- 2024-25 Strategic Financial Planning – July 2023
- Planning Fee Income/Budget Report – Licensing & Planning Policy Committee, November 2023)
- Homelessness Half Year Update Report, Community & Wellbeing Committee, October 2023

SIAP INTERNAL AUDIT PROGRESS REPORT - FEBRUARY 2024

Head of Service:	Andrew Bircher, Acting Director of Corporate Services
Wards affected:	All Wards
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	N/A

Appendices (attached):	Appendix 1: Internal Audit Progress Report – February 2024 Appendix 2: Part 2 Exempt Paper
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Summary

This report summarises progress against the Internal Audit Plan 2023-2024.

Recommendation (s)

The Committee is asked to:

- (1) **Note the internal audit progress report 2023-2024 from Southern Internal Audit Partnership (SIAP) attached at Appendix 1.**

1 Reason for Recommendation

- 1.1 This Committee has overall responsibility for the audit and governance frameworks, including the functions of an audit committee.
- 1.2 The Committee receives regular internal audit progress reports which update the Committee on progress made against the annual audit plan and the outcomes of individual audits.

2 Background

- 2.1 Southern Internal Audit Partnership (SIAP) was appointed as the Council's internal auditors from April 2019.
- 2.2 The Internal Audit Plan and Charter was endorsed by the Committee on 6 April 2023.

3 Internal Audit Plan 2023- 2024

- 3.1 The report attached at Appendix 1 outlines the progress made against the Internal Audit Plan 2023-2024 and analysis of live audit reports and outstanding management actions. Appendix 2 contains a management action update, which can be reviewed under Part 2 business.

4 Outstanding Management Actions

- 4.1 Page 6 of Appendix 1 contains details of the completed management actions as well as the outstanding management actions from previous audits. Thirty actions are overdue. A breakdown of the overdue actions by priority is provided in the table below.

Overdue actions by priority	This report	Previous report
High	6	4
Medium	19	17
Low	5	4
Total	30	25

Further verbal updates can be provided by officers during the meeting.

5 Risk Assessment

Legal or other duties

5.1 Equality Impact Assessment

5.1.1 None for the purposes of this report.

5.2 Crime & Disorder

5.2.1 None for the purposes of this report.

5.3 Safeguarding

5.3.1 None for the purposes of this report.

5.4 Dependencies

5.4.1 None

5.5 Other

5.5.1 None for the purposes of this report.

6 Financial Implications

- 6.1 There are no financial implications in this report.
- 6.2 **Section 151 Officer's comments:** None arising from the contents of this report.

7 Legal Implications

- 7.1 There are no legal implications arising from this report.
- 7.2 **Legal Officer's comments:**

The council is required by statute (under the Regulations 3 & 5 of the Accounts and Audit Regulations 2015 and section 151 of the Local Government Act 1972) to have an adequate and effective internal audit function. Regulation 3 of the Accounts and Audit Regulations 2015 requires the council to ensure that it has a sound system of internal control which (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives; (b) ensures that the financial and operational management of the authority is effective; and (c) includes effective arrangements for the management of risk. Regulation 5 of the Accounts and Audit Regulations 2015 requires the council to undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.

In addition, the council must each financial year conduct a review of the effectiveness of the system of internal control and prepare an annual governance statement (Regulation 6 (1) of the Accounts and Audit Regulations 2015). SIAP are the appointed council's internal auditors. The purpose of this report is to detail the summary findings of completed audit reports and follow-up reviews since the report submitted to the last meeting of this Committee.

8 Policies, Plans & Partnerships

- 8.1 **Council's Key Priorities:** The following Key Priorities are engaged:
 - 8.1.1 Effective Council: Engaging, responsive and resilient Council.
- 8.2 **Service Plans:**
 - 8.2.1 The matter is not included within the current Service Delivery Plan.
- 8.3 **Climate & Environmental Impact of recommendations:**
 - 8.3.1 No relevance for the purpose of this report.
- 8.4 **Sustainability Policy & Community Safety Implications:**

8.4.1 No relevance for the purpose of this report.

8.5 **Partnerships:**

8.5.1 The council's arrangements with partners, such as shared services, are considered within the remit of Internal Audit.

9 Background papers

9.1 The documents referred to in compiling this report are as follows:

Previous reports:

- *Internal Audit Progress Report -September 2023*, Audit and Scrutiny Committee, 28 September 2023. Online available: <https://democracy.epsom-ewell.gov.uk/documents/s28608/Internal%20Audit%20Progress%20Report%20-%20September%202023.pdf> [Last accessed: 06/12/2023]
- *Internal Audit Plan 2023-2024 and Internal Audit Charter 2023-2024*, Audit and Scrutiny Committee, 6 April 2023. Online available: <https://democracy.epsom-ewell.gov.uk/documents/s26991/SIAP%20Internal%20Audit%20Plan%202023-2024%20and%20Internal%20Audit%20Charter.pdf> [Last accessed 11/08/2023]



Southern Internal Audit Partnership

Assurance through excellence
and innovation

EPSOM & EWELL BOROUGH COUNCIL INTERNAL AUDIT PROGRESS REPORT 2023-24

Prepared by: Natalie Jerams, Deputy Head of Partnership

December 2023

Agenda Item 12
Appendix 1

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1. Role of Internal Audit

The requirement for an internal audit function in local government is detailed within the Accounts and Audit (England) Regulations 2015, which states that a relevant body must:

‘Undertake an effective internal audit to evaluate the effectiveness of its risk management, control and governance processes, taking into account public sector internal auditing standards or guidance.’

The standards for ‘proper practices’ are laid down in the Public Sector Internal Audit Standards [the Standards – updated 2017].

The role of internal audit is best summarised through its definition within the Standards, as an:

‘Independent, objective assurance and consulting activity designed to add value and improve an organisations’ operations. It helps an organisation accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes’.

The Council is responsible for establishing and maintaining appropriate risk management processes, control systems, accounting records and governance arrangements. Internal audit plays a vital role in advising the Council that these arrangements are in place and operating effectively.

The Council’s response to internal audit activity should lead to the strengthening of the control environment and, therefore, contribute to the achievement of the organisations’ objectives.

2. Purpose of report

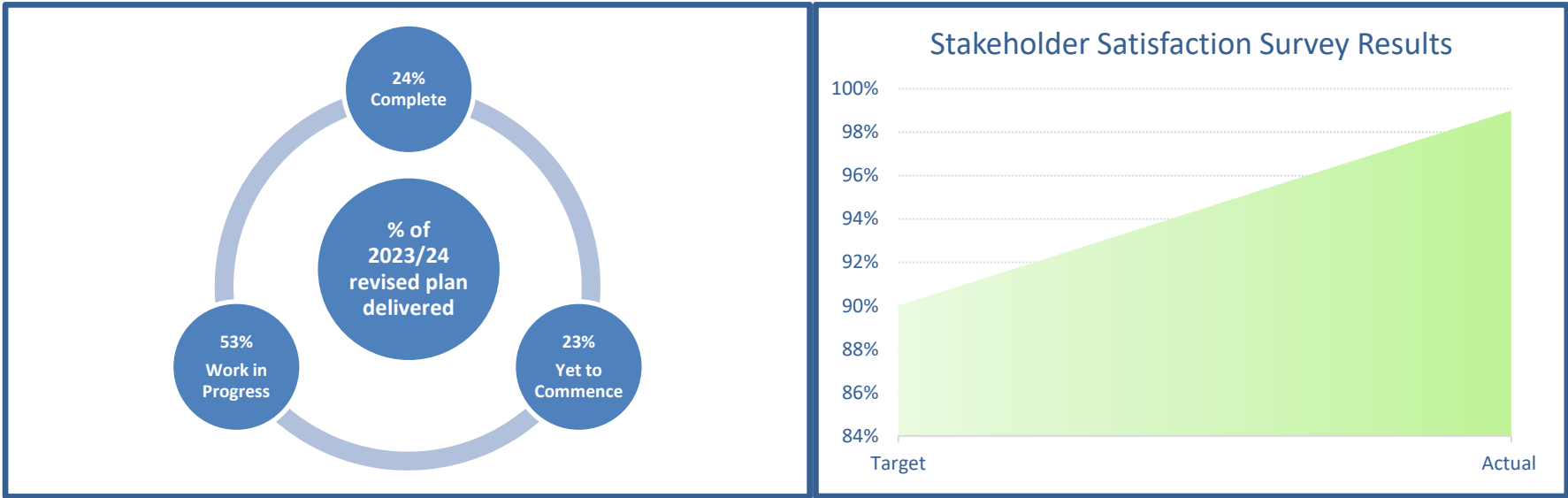
In accordance with proper internal audit practices (Public Sector Internal Audit Standards), and the Internal Audit Charter the Chief Internal Auditor is required to provide a written status report to ‘Senior Management’ and ‘the Board’, summarising:

- The status of ‘live’ internal audit reports;
- an update on progress against the annual audit plan;
- a summary of internal audit performance, planning and resourcing issues; and
- a summary of significant issues that impact on the Chief Internal Auditor’s annual opinion.

Internal audit reviews culminate in an opinion on the assurance that can be placed on the effectiveness of the framework of risk management, control and governance designed to support the achievement of management objectives of the service area under review. The assurance opinions are categorised as follows:

Substantial	A sound system of governance, risk management and control exists, with internal controls operating effectively and being consistently applied to support the achievement of objectives in the area audited.
Reasonable	There is a generally sound system of governance, risk management and control in place. Some issues, non-compliance or scope for improvement were identified which may put at risk the achievement of objectives in the area audited.
Limited	Significant gaps, weaknesses or non-compliance were identified. Improvement is required to the system of governance, risk management and control to effectively manage risks to the achievement of objectives in the area audited.
No	Immediate action is required to address fundamental gaps, weaknesses or non-compliance identified. The system of governance, risk management and control is inadequate to effectively manage risks to the achievement of objectives in the area audited.

3. Performance dashboard



Compliance with Public Sector Internal Audit Standards

An External Quality Assessment of the Southern Internal Audit Partnership was undertaken by the Institute of Internal Auditors (IIA) in September 2020. The report concluded:

'The mandatory elements of the IPPF include the Definition of Internal Auditing, Code of Ethics, Core Principles and International Standards. There are 64 fundamental principles to achieve with 118 points of recommended practice. We assess against the principles. It is our view that the Southern Internal Audit Partnership conforms to all 64 of these principles. We have also reviewed SIAP conformance with the Public Sector Internal Audit Standards (PSIAS) and Local Government Application Note (LGAN). We are pleased to report that SIAP conform with all relevant, associated elements.'

4. Analysis of 'Live' audit reviews

Audit Review	Report Date	Audit Sponsor	Assurance Opinion	Total Management Actions*	Not Yet Due	Complete	Overdue		
							L	M	H
Accounts Payable	18/05/2021	CFO	Reasonable	6(0)	0(0)	5(0)	1		
HR & OD Performance Management	20/05/2022	HofHR&OD	Limited	11(7)	0(0)	8(6)		2	1
Data Management	30/05/2022	HofIT	Limited	7(5)	0(0)	6(5)		1	
Health and Safety	30/05/2022	HofP&CR	Limited	11(2)	0(0)	10(2)		1	
Information Security	30/05/2022	HofIT	Reasonable	5(1)	0(0)	3(1)	1	1	
Information Governance	30/05/2022	HofP&CR	Limited	10(3)	0(0)	8(3)		2	
Environmental Health	06/06/2022	HofH&C	Reasonable	4(1)	0(0)	3(1)	1		
Operational Services	01/11/2022	HofOS	Reasonable	4(3)	0(0)	3(2)			1
Affordable Housing Delivery	03/01/2023	HofH&C	Limited	14(7)	3(2)	11(5)			
Investments	28/02/2023	HofP&R	Reasonable	2(0)	2(0)	0(0)			
Council Tax	02/02/2023	HofF	Reasonable	1(0)	1(0)	0(0)			
Development Management - CIL	22/03/2023	HofPD	Limited	11(3)	0(0)	6(3)		5	
Ethical Governance	11/05/2023	HofP&CR	Reasonable	11(2)	6(0)	3(1)		1	1
Emergency Planning	02/06/2023	HofP&CR	Reasonable	3(0)	0(0)	2(0)	1		
Network Management	05/06/2023	HofIT	Limited	10(3)	0(0)	3(0)		4	3
Savings Realisation Governance	22/06/2023	HofF	Reasonable	2(0)	1(0)	0(0)		1	
Accounts Receivable & Debt Management	03/10/2023	HofF	Reasonable	5(0)	0(0)	3(0)	1	1	
Complaints	04/01/2024	ADofCS	Limited	8(0)	7(0)	1(0)			
HR – Recruitment	10/01/2024	ADofCS	Reasonable	14(9)	13(8)	1(1)			
Total				139(46)	33(10)	76(30)	5	19	6

*Total number of actions (total number of high priority actions)

5. Executive Summaries of reports published concluding a ‘Limited’ or ‘No’ assurance opinion

There has been one new final report published concluding a “limited” assurance opinion since the last progress report in September 2023.

Complaints			
Audit Sponsor	Assurance opinion	Management Actions	
Acting Director of Corporate Services	Limited	<div>Low 0</div>	<div>Medium 8</div> <div>High 0</div>
<p>Summary of key observations:</p> <p>This review sought assurance that complaints are dealt with promptly and to the customer’s satisfaction, thereby minimising escalation to stage two or to the Local Government Ombudsman (LGO).</p> <p>Whilst there are documented procedures in place setting out the process to follow with complaints referred to the LGO, there are currently no documented procedures for the complaints process at stages one and two. Additionally, although training on complaints and comments processing has been previously provided, this has not been revisited to ensure staff are kept up to date or new staff are trained.</p> <p>A quarterly dashboard report is produced for the Corporate Management Team, which includes graphs of the number of complaints received and average time taken to respond to complaints each quarter.</p> <p>There was evidence of delays in the Council responding to requests for information by the LGO during 2021/22 but this has improved in 2022/23 and therefore no observation has been raised. However, stage one and stage two complaints are not always responded to within the required timeframes. Our review of the stage two complaints received during 2022/23 found that some could have been prevented if the stage one complaint had been processed within the timescales set within the complaints policy.</p> <p>There is not a consistent approach to whether a contact should be logged as a complaint or a comment through the triage process. Comments are not subject to the same formal response expectations and are not part of complaints monitoring and therefore if contacts are not correctly categorised then customer relations could be further damaged.</p>			

Lessons learned/action taken as a result of a complaint are identified by the Customer Contact Centre from responses made to the complainant and are recorded. However, there is currently no formal process to review or share lessons learned or actions taken with a view to increasing customer satisfaction levels and minimising further complaints.

An annual report is received from the LGO in July each year that sets out the complaints forwarded to them in which the Council was found to be at fault. This is reported to the Audit and Scrutiny Committee to ensure members are aware of any issues. The report for 2021/22 was not taken to Audit and Scrutiny Committee until April 2023, although there had been two earlier meetings of the Audit and Scrutiny Committee following receipt of the report. However, the LGO report for 2022/23 was presented to the Audit and Scrutiny Committee meeting of 28 September 2023 which was the first possible committee meeting following its receipt and therefore, no observation has been made.

6. Planning & Resourcing

The internal audit plan for 2023-24 was presented to the Senior Management Team and the Audit & Scrutiny Committee in April 2023. The audit plan remains fluid to provide a responsive service that reacts to the changing needs of the Council. Progress against the plan is detailed within section 7.

Through discussions with the Acting Director of Corporate Services and Business Assurance Manager adjustments have been made to the plan and are detailed within section 8 of this report. This is in response to EEBC Officer's capacity to respond and engage with the Internal Audit reviews that are remaining for 2023/24. The adjustments to the plan will not impact on SIAP's ability to deliver the Annual Report and Opinion for 2023/24 but the reduction of audit days is not sustainable across multiple years.

7. Rolling Work Programme

Audit Review	Sponsor	Scoping	Terms of Reference	Fieldwork	Draft Report	Final Report	Assurance Opinion	Comment
2022/23 reviews								
Human Resources & OD - Recruitment	ADofCS	✓	✓	✓	✓	✓	Reasonable	
HR Follow Up – Performance Management	ADofCS	✓	✓	✓				
Accounts Receivable/Debt Management	CFO	✓	✓	✓	✓	✓	Reasonable	

Audit Review	Sponsor	Scoping	Terms of Reference	Fieldwork	Draft Report	Final Report	Assurance Opinion	Comment
Main Accounting	CFO	✓	✓	✓				
2023/24 reviews								
Corporate								
Asset Management (Statutory Checks)	HofP&R	✓	✓	✓				
Four Year Plan	ADofCS	✓	✓	✓	✓	✓	Substantial	
Governance								
Risk Management	ADofCS							Q4 - scoping meeting scheduled for 31/1/2024
Fraud Framework	ADofCS	✓	✓	✓				
Health and Safety – Follow Up	ADofCS	✓	✓	✓				Close of audit scheduled for 29/1/2024
Business Continuity	ADofCS	✓	✓	✓	✓			
Information Governance	ADofCS							Q4 – scoping meeting scheduled for 24/1/2024
Complaints	ADofCS	✓	✓	✓	✓	✓	Limited	
Capital Programme	HofP&R							Q4 – scoping meeting scheduled for 2/2/2024
Information Technology								
Legacy Systems	HofIT	✓	✓	✓				
Cyber Security	HofIT							Q4 – scoping meeting to be arranged
Core Financial Reviews								
Accounts Payable	HofF	✓	✓	✓				

Audit Review	Sponsor	Scoping	Terms of Reference	Fieldwork	Draft Report	Final Report	Assurance Opinion	Comment
Safe and Well								
Homelessness	HofH&C	✓	✓					
Planning Enforcement	HofPD	✓	✓	✓	✓			
Green and Vibrant								
Tree Inspections	HofPD	✓						
Other								
EWDC Conservators Account	CFO/HofF	✓	✓	✓	n/a	✓	n/a	
Biodiversity Net Gain Grant	CFO/HofF	✓	n/a	✓	n/a	✓	n/a	Grant certification

Audit Sponsor

ADofCS	Acting Director of Corporate Services	ADofEHR	Acting Director of Environment, Housing & Regeneration
HofPD	Head of Place Development	HofOS	Head of Operational Services
HofHR&OD	Head of HR and OD	HofP&R	Head of Property & Regeneration
CFO	Chief Finance Officer	HofF	Head of Finance
HofLS	Head of Legal Services & Monitoring Officer	HofIT	Head of IT
HofH&C	Head of Housing & Community	HofP&CR	Head of Policy & Corporate Resources (vacant)

8. Adjustment to the Internal Audit Plan

There have been the following amendments to the 2023/24 internal audit plan:

Plan Variations	
Added to the plan	Reason
Biodiversity Net Gain Grant	The grant conditions required an internal audit review and sign off by the Chief Internal Auditor.
Removed from the plan	Reason
Savings Realisation	Please see section 6 of the report.
Human Resources	
Housing Benefits	

Overdue 'High Priority' Management Actions

HR & OD Performance Management – Limited Assurance

Observation:

The Induction Checklist clearly states that by the end of the second month a discussion and agreement of personal targets for a Personal Development Plan must be undertaken.

The policy states that both managers and employees are responsible for monitoring progress on the agreed goals/objectives.

A sample of new starters were tested, and we confirmed that their progress is being reviewed and the relevant probationary meetings are being held to provide feedback and take any necessary actions. However, goals and objectives have not yet been set and we were advised that this task will be completed at the beginning of the new financial year.

We acknowledge that the new starters within our sample only recently joined the council (within the last three months), including temporary staff, but the expectation on setting goals/targets remains the same and should be completed as set by the policy.

Management Action	Original Due Date	Revised Due Date	Latest Service Update
Conduct a survey of new starters post April 2022 to understand how they are settling in and whether they have clear goals/objectives set and a PDP set out.	30.06.2022	31.03.2024	A revised induction pack for new starters has been drafted for SMT consideration. At the end of the induction period, a survey will be conducted which forms part of the induction pack.

Operational Services – Reasonable Assurance**Observation:**

The service does not currently have a consistent method of ensuring that garden waste is only collected for households that hold a current subscription.

240-litre brown garden waste bins cost £62.70 each per year and there are in the region of 12,000 subscribers.

Due to the increasing numbers of subscribers, the original methods of tracking this have become unsustainable and have since ceased, with action being taken instead on a case by case basis as cases with no subscription come to the teams attention.

We have been advised that the service has already recognised this risk prior to the audit and have obtained a new electronic in-cab system, which will inform operatives who has a subscription in each road, allowing them to more easily filter out the bins that should not be collected. There has been a delay to the implementation for the garden waste service due to Covid-19 and other service implementation priorities, but it is planned for this to be put in place in 2023.

Management Action	Original Due Date	Revised Due Date	Latest Service Update
Launch My Council Services module for garden waste.	31.05.2023	30.09.2024	Re-scheduled for development after launch of main waste collections module as agreed with Head of Operational Services. There are some technical issues with the main module which the supplier is working on to correct. Once these issues are fixed, testing will commence. In view of the IT team's capacity, this seems likely, therefore, that the garden waste module may not now be delivered until the end of Q2 2024/25.

Ethical Governance – Reasonable Assurance**Observation:**

Training records are held within an e-learning system. We reviewed reports from this system which documented completion of training related to ethical governance and behaviours. Our review highlighted that more than 50% of training was noted as outstanding.

The Business Assurance Manager advised that there is currently a technical issue within the system whereby if completion dates are revised then they are lost – deeming this record unusable at the moment. We were further advised that the Council has introduced a workaround to manage this until the e-learning system is fixed, and that policy documentation will be updated to reflect the workaround.

Due to the timing of this review, we were not in a position to test the effectiveness of the workaround.

Management Action	Original Due Date	Revised Due Date	Latest Service Update
Complete the technical fix, relating to accurately recording completion dates, with our e-learning provider.	30.06.2023	31.03.2024	This issue has been raised with the system provider, who has worked with EEBC to understand and resolve this issue. HR has reviewed the instructions to reconfigure the system and it will be completed by end of December 2023. It will then be rolled out afterwards.

Network Management – Limited Assurance			
Observation: Please see separate report.			
Management Action	Original Due Date	Revised Due Date	Latest Service Update
Please see separate report.			

Annex 2

Overdue 'Low & Medium Priority' Management Actions

Audit Review	Report Date	Opinion	Priority	Due Date	Revised Due Date
Accounts Payable	18.05.2021	Reasonable	Low	31.12.2021	31.03.2024
HR & OD Performance Management	20.05.2022	Limited	Medium	30.09.2022	31.03.2024
			Medium	30.09.2022	31.03.2024
Data Management	30.05.2022	Limited	Medium	31.03.2023	31.01.2024
Health and Safety	30.05.2022	Limited	Medium	31.11.2022	31.03.2024
Information Security	30.05.2022	Reasonable	Medium	30.09.2022	31.12.2023
			Low	31.12.2022	31.12.2023
Information Governance	30.05.2022	Limited	Medium	30.09.2022	31.03.2024
			Medium	23.12.2022	31.03.2024
Environmental Health	06.06.2022	Reasonable	Low	31.10.2022	31.03.2025
Development Management (Community Infrastructure Levy)	22.03.2023	Limited	Medium	31.05.2023	01.03.2024
			Medium	31.05.2023	01.03.2024
			Medium	30.06.2023	01.03.2024
			Medium	30.06.2023	01.03.2024
			Medium	30.06.2023	01.03.2024
Ethical Governance	11.05.2023	Reasonable	Medium	31.07.2023	31.03.2024
Emergency Planning	02.06.2023	Reasonable	Low	31.08.2023	31.03.2024
Network Management	05.06.2023	Limited	Medium	30.06.2023	31.01.2024
			Medium	30.11.2023	31.01.2024
			Medium	30.11.2023	31.01.2024
			Medium	30.11.2023	31.01.2024
Savings Realisation Governance	22.06.2023	Reasonable	Medium	30.09.2023	15.02.2024
Accounts Receivable & Debt Management	03.10.2023	Reasonable	Medium	31.12.2023	31.03.2024
			Low	31.12.2023	31.03.2024

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