

Corporate  
Performance  
Report

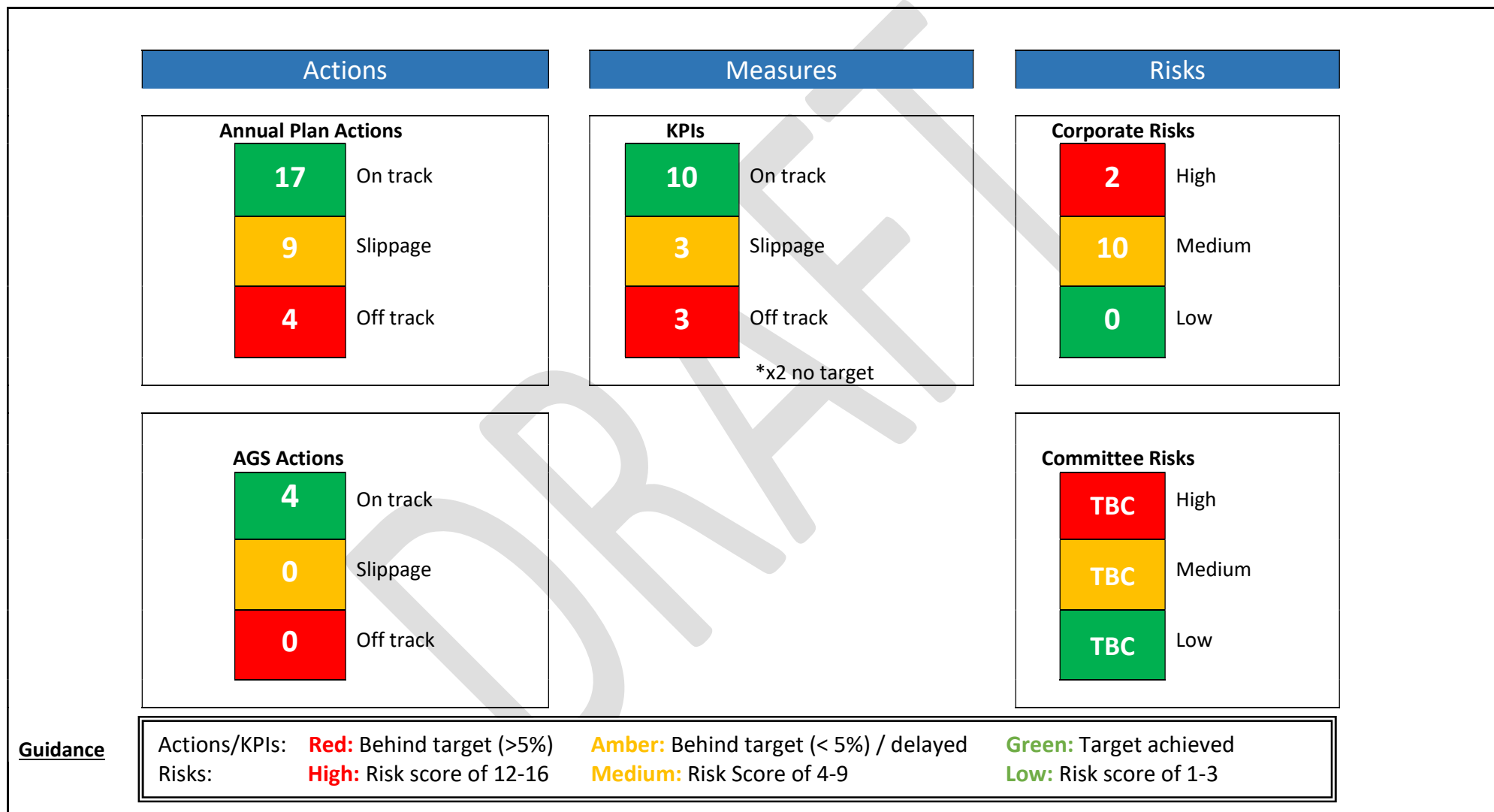
Date: September 2022

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# 1. Summary



## 2. Annual Plan Progress

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

No.	Ctte	Key Deliverables	Responsible Officer	Dates / Key Milestones	RAG Status	Narrative for Ambers and Reds.
1	S&R	Proposals for providing "Pop Up" opportunities within the Borough.	Head of Property and Regeneration	30-Jun-22	Green	* Proposals reported to members
2	S&R	Proposals for delivering flexible work space within the Borough.	Head of Property and Regeneration	30-Jun-22	Green	* Proposals reported to members
3	S&R	Feasibility study to install WIFI capability across the Borough at key identified sites.	Head of Place Development	31-Oct-22	Red	* Action being reviewed by members. It is being considered as part of the Infrastructure Delivery Plan to support the Local Plan and possibly be pursued with the BID if established for a second term.
4	S&R	Enhance engagement activities with businesses to facilitate networking and understand of their needs.	Head of Place Development	31-Oct-22	Green	* July business breakfast held. Local Enterprise Partnership commissioned to undertake work on behalf of the Council.
5	S&R	An ICT Strategy to further improve resident's access to services and support future working requirements.	Head of IT	30-Sep-22	Green	* Strategy due to Strategy & Resources Committee in September 2022.
6	S&R	A Communication Plan to support delivery of the Annual Plan and champion the work of the Council.	Head of Digital and Service Transformation	01-Apr-22 01-Apr-22 30-June-22	Amber	* Draft communications plan finalised. * Members update revamp completed. * Review of social media awaiting arrival of new Communications Manager in October.

7	S&R	Implementation of the recommendations arising from the Strategic Asset Reviews.	Head of Property and Regeneration	30-Apr-22 30-Jun-22	Amber	* Ongoing stakeholder discussions to explore options.
8	S&R	Business cases to be prepared which will generate additional income.	Head of Operational Services	Initial report 01-Apr-22  Business cases & implementation Ongoing to 31-Mar-23	Amber	* Considering ideas around sponsorship, for the Playhouse, Bourne Hall and parks/open spaces. Project teams set up for Bourne Hall and parks/opens spaces to discuss possibilities which will include sponsorship of rooms at Bourne Hall and seats at the Playhouse, expanding the C & W Centre catering function and the Bourne Hall café.
9	C&W	Create an identity for creative and cultural excellence which connects with a new generation of creatives.	Director of Policy and Corporate Resources	Programme developed 30-Jun-22  Delivery via items 10, 11 & 12	Amber	* First stakeholder group meeting held Sept 22. Outcomes will be used to develop a collaborative Strategy for the Borough. This will drive the programme of events and activities.
10	C&W	Work with partners to deliver an enhanced programme of cultural and creative events across the Borough and within council venues.	Head of Operational Services	31-Oct-22	Green	* Programme of events in place, this will be the starting off point for the council. Officers have also discussed with Epsom BID management the programme of events they will supply to the town centre. The Community and Wellbeing Centre has arranged, in conjunction with the museum staff, some excursions for its members to include the historic areas within Epsom and Ewell.
11	C&W	Deliver a programme of activities focused on heritage assets which include the delivery of heritage tours across the Borough.	Head of Operational Services	31-Oct-22 31-Mar-23	Green	* As above, Community and Wellbeing excursion tours and planned countryside and Epsom Downs walks.

12	C&W	Develop proposals to explore the use of digital media to promote our heritage	Head of Operational Services	30-Jun-22	Green	* A funding bid has been submitted for the development of digital tours under the Arts, culture and Heritage Strategy work.
13	C&W	Identify the barriers for digital inclusion and deliver the initiatives to address them.	Head of Housing and Communities	Identify barriers 30-Sep-22 Delivery of initiatives Ongoing to 30-Mar-23(+)	Amber	* Amber due to increased service pressures due to the council's refugee and asylum response.
14	C&W	Homelessness and Rough Sleepers Strategy.	Head of Housing and Communities	Strategy 01-Apr-22 Delivery of initiatives Ongoing to 31-Mar-23(+)	Green	* Scheduled for Community & Wellbeing committee in October.
15	C&W	Working with partners to increase housing solutions.	Head of Housing and Communities	Work programme commenced 30-Apr-22 and ongoing to 31-Mar-23(+)	Green	* Strategic housing group looking at additional affordable housing capacity. * Strategic Housing Manager due to start in Quarter 3.
16	C&W	A programme of events which address activity levels, social isolation, domestic abuse and mental health.	Head of Housing and Communities	Programme of events 30-Jun-22 Delivery 31-Mar-23(+)	Amber	* Delayed due to service pressures from loss of key staff and workload from refugees and Homes for Ukraine Scheme. Expect to action later in the year. Mitigation includes successful recruitment of new community development officer and refugee officer.
17	C&W	A Community Panel which reflects the diverse nature of our Borough.	* Head of Housing and Communities * Head of Digital	Proposal 30-Apr-22		* Delayed due to service pressures. Mitigations include a new post being recruited to in the Community

			and Service Transformation	Implementation 30-Jun-22	Red	Development team, and activities underway to increase internal capacity, and capacity of our partners via commissioning, to reduce service pressures.
18	C&W	A series of community conversations to be held with an emphasis on listening to the seldom heard.	Head of Housing and Communities	Programme 30-Jun-22  Conversations 31-Mar-23(+)	Amber	*Delayed due to service pressures from loss of key staff and workload from refugees and Homes for Ukraine Scheme. Expect to action later in the year. Mitigation includes successful recruitment of new community development officer and refugee officer
19	E&SC	Markets operated at additional sites within the Borough.	Head of Operational Services	30-Sep-22	Amber	* New Ewell Market opened last Saturday and was well received. The cost of fuel seems to be causing a difficulty in attracting traders in additional markets whether that is street trading in Stoneleigh or trading in Ewell Village, there is a need to promote this more.
20	E&SC	A feasibility report for providing a pet crematorium and/or cemetery.	Head of Operational Services	1-Oct-22	Green	* Investigations into pet crematorium have started, in early conversations with companies who supply this type of equipment to understand costs and accommodation needs.
21	E&SC	A feasibility report for building a crematorium within the Borough.	* Head of Operational Services * Head of Housing and Communities	30-Jun-22	Red	* Review of previous business case expected in November.
22	E&SC	Working with partners to deliver the Climate Change Action Plan.	Head of Place Development	Working group consider plan 01-April-22	Green	* Ready, going to October as agreed by the Chair of Environment & Safe Communities Committee.

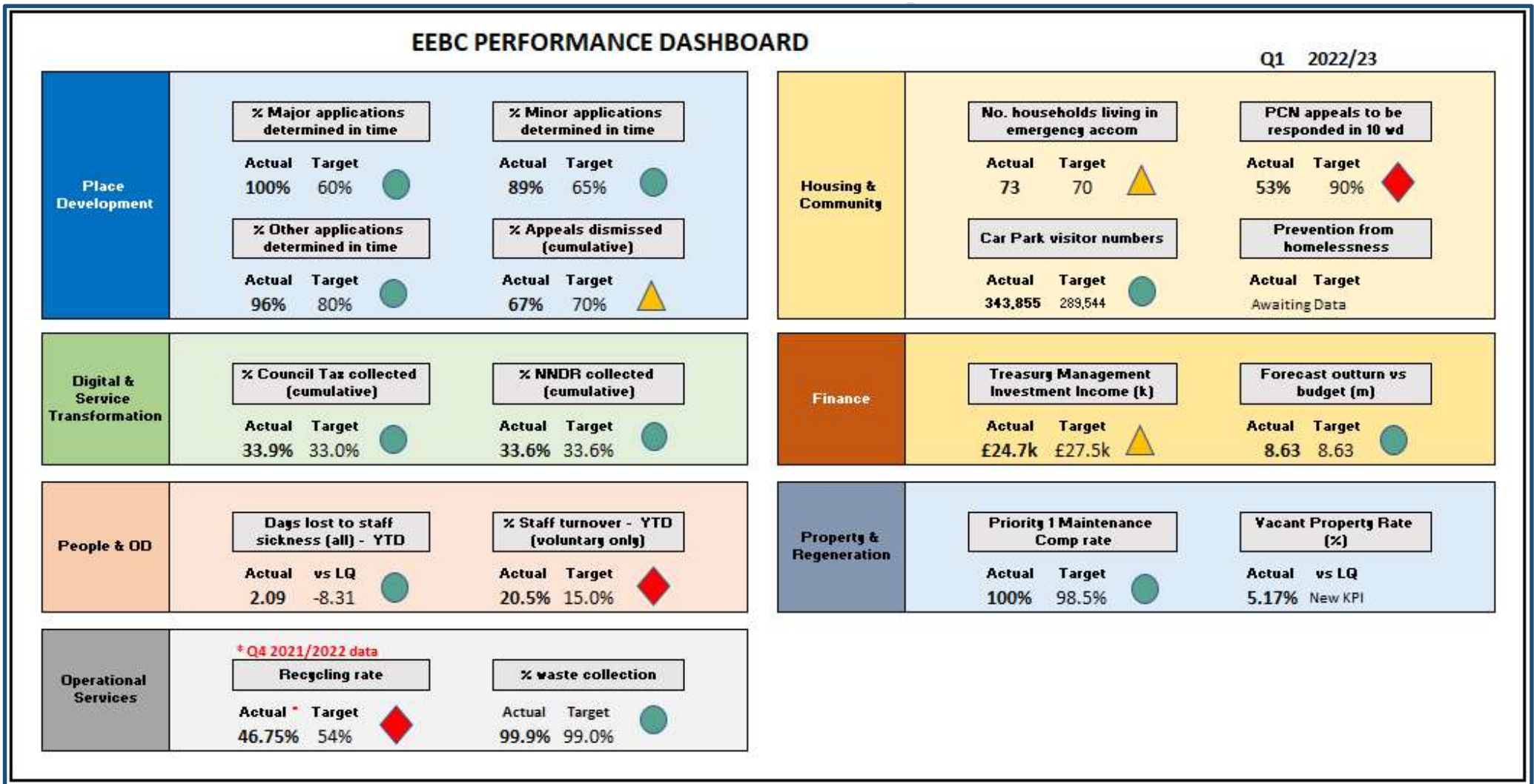
				Agree costed plan action plan 31-Jul-22		
23	E&SC	Seasonal awareness campaigns to promote greener more sustainable living.	Head of Place Development	Communications plan 30-Apr-22  Delivery 31-Mar-23(+)	Green	* Event attended. * Communications campaign underway, promoting available schemes to residents and businesses.
24	E&SC	Visible patrols across the Borough promoting behavioural change to maintain our clean and attractive streets and open spaces.	Head of Housing and Communities	31-Jul-22	Green	* Recruitment undertaken and patrols initiated.
25	E&SC	Tree Planting Strategy with accompanying programme of tree planting.	Head of Place Development	Strategy 30-Apr-22  Planting programme 31-Mar-23	Green	* Ready, going to October as agreed by the Chair of Environment & Safe Communities Committee.
26	E&SC	Review of current CCTV arrangements.	Head of Housing and Communities	31-Aug-22	Green	* Successful safer streets bid, future report due to come to committee.
27	E&SC	Key areas of concern addressed through the Community Safety Partnership and working with partners.	Head of Housing and Communities	Action plan prepared 31-May-22  Issues addressed 01-Jun-22 to 31-Mar-23	Green	
28	LPP	Regulation 18 Consultation undertaken.	Head of Place Development	31-Mar-23	Green	* Going to October Licensing and Planning Policy Committee.
29	LPP	Adoption of a local Heritage List including buildings and objects.	Head of Place Development	30-Sep-22	Amber	* Waiting on response from Surrey County Council.



30	LPP	Proposal for a plan and budget to review TPOs.	Head of Place Development	30-Sep-22	Red	* Other priorities have taken precedence such as Local Plan, tree strategy, tree maintenance contract, will monitor priority status.
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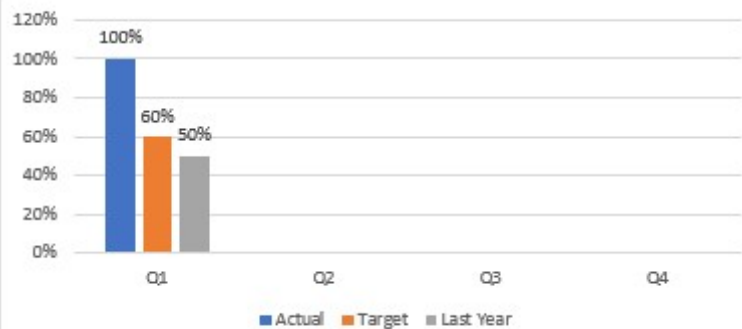
3. Key Performance Indicators The table below contains a summary of our performance against a set of indicators. Further detail is provided in the following individual graphs and commentaries.



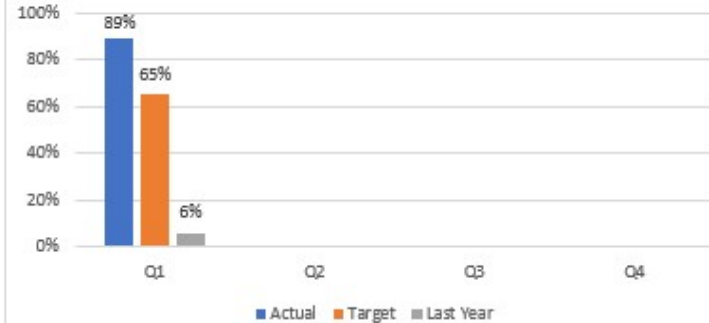


# PLACE DEVELOPMENT

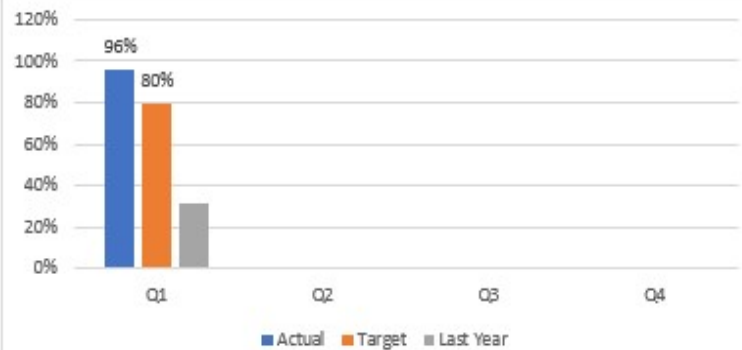
**% of Major applications determined in time**



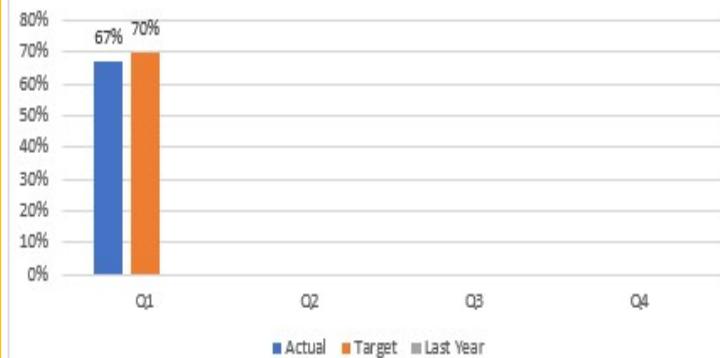
**% of Minor applications determined in time**



**% of Other applications determined in time**



**% of Appeals dismissed against Council's refusal of planning**



Commentary

**% of Major, Minor and Other applications**

Performance of Major, Minor and Other applications decided in time has improved significantly since the beginning of the year.

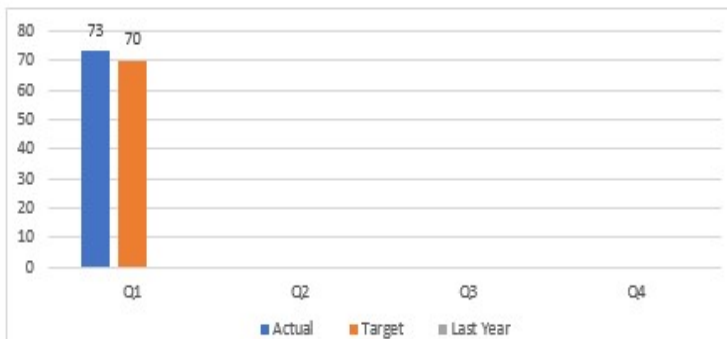
**Appeals dismissed**

Performance generally consistent with the national average of approximately 70% of appeals being dismissed.

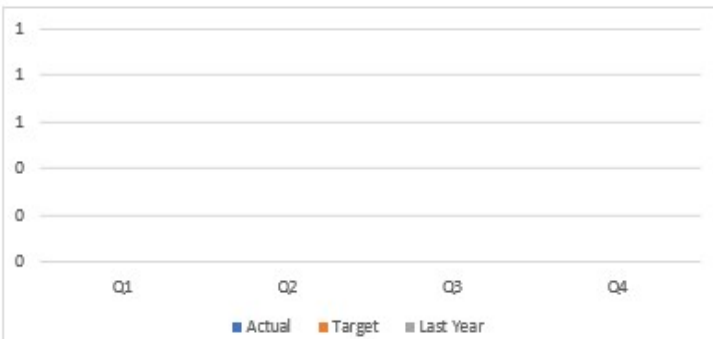


# HOUSING & COMMUNITY

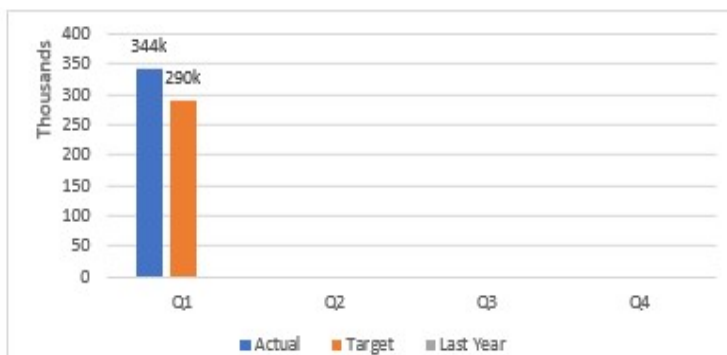
**No. households living in emergency accommodation**



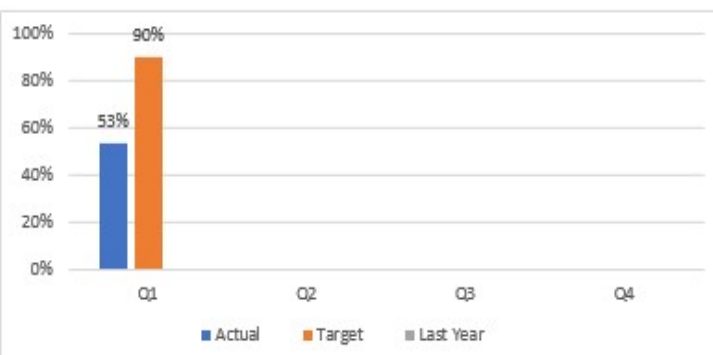
**Number of successful prevention from homelessness**



**Car Park visitor numbers**



**% PCN appeals responded in 10wd**



Commentary

**No of households living in emergency accommodation**

An additional 14 homeless households are in Defoe Court and 156 are in temporary accommodation with Housing Association/Council managed or owned temporary accommodation.

**Prevention from homelessness**  
Awaiting data.

**Car park visitors**

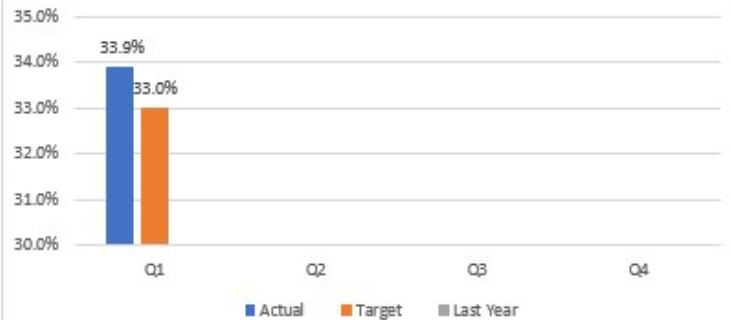
Limited data for Hook Road April 2022 due to power outage. Visitor numbers up on last year but still partial Covid restrictions in Apr/May 2021.

**PCN appeals response time**  
Behind internal target due to end of year renewal process and staff leave, still in line with government policy requirement of 56 days.

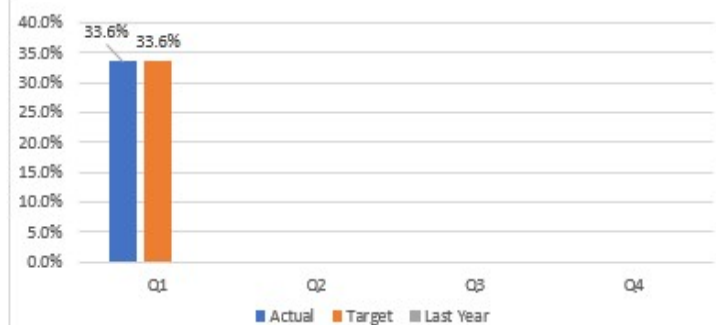


# DIGITAL SERVICE & TRANSFORMATION

### % of Council Tax Collected



### % of Non-Domestic Rates Collected



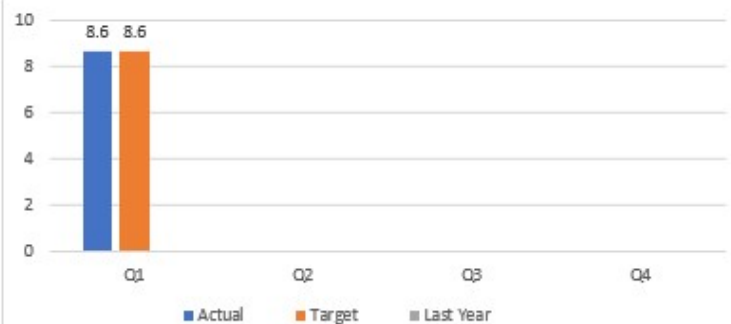
### Commentary

Both KPIs achieved target, collection figures as of 01/07/2022.

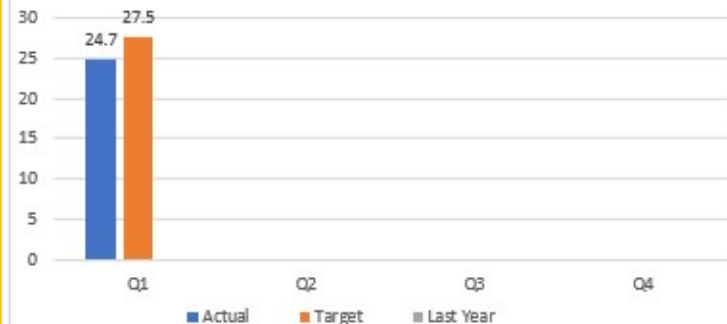


# FINANCE

### Forecast outturn vs budget (m)



### Treasury Management Investment Income (k)



### Commentary

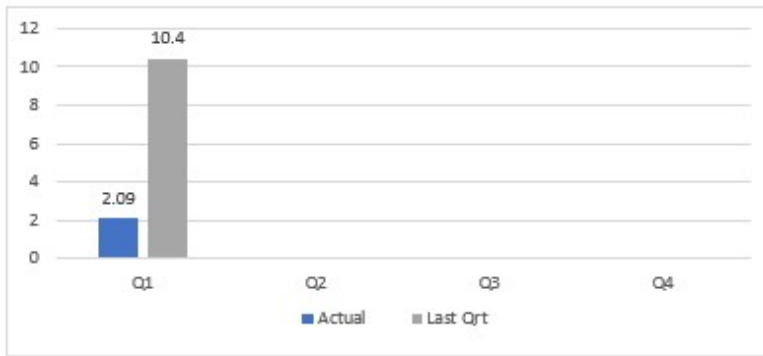
**Forecast outturn vs budget**  
Currently forecast on budget, although an updated Q1 figure will become available in late August/early September.

**Treasury management investment income**  
Unadjusted for interest due on maturity of investments.

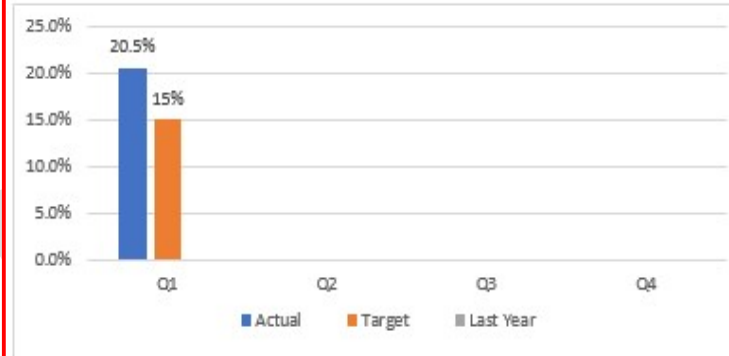


## PEOPLE AND OD

**Days lost to staff sickness (long+short term)**



**% of Staff turnover (voluntary reasons)**



Commentary

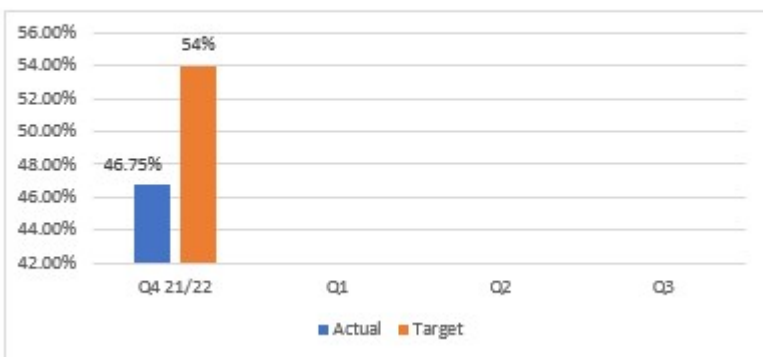
**Days lost to staff sickness**  
Top 3 reasons: Stress, Covid-19, muscle pain / sprain.

**Turnover**  
We continue to see a higher than normal turnover rate, in common with the national trend. Reasons include: lifestyle changes, personal reasons, higher salaries and career development. Positively, we are filling vacancies at a good rate.

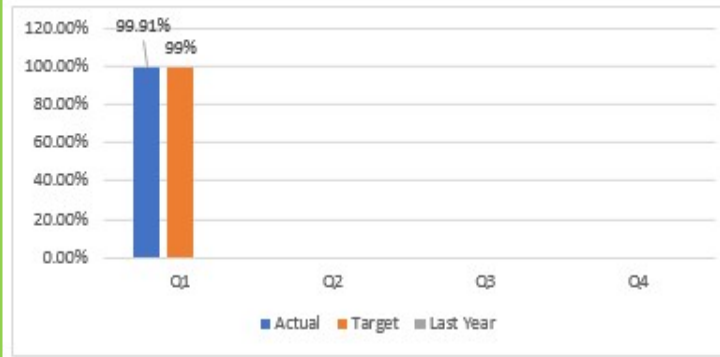


## OPERATIONAL SERVICES

**Recycling rate (%)**



**Waste collection (%)**



Commentary

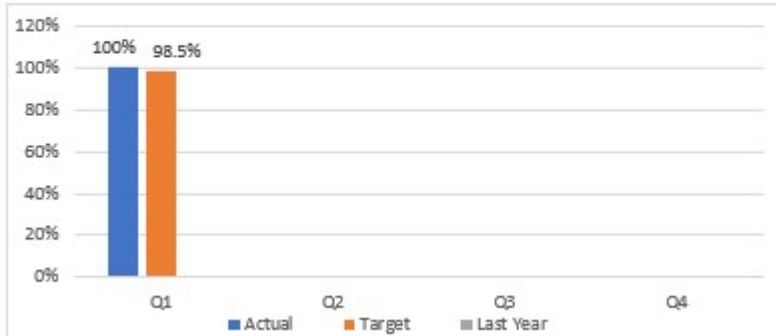
**Recycling rate**  
Q1 not yet available.  
Q4 21/22 was 2.58% down on Q4 20/21 largely due to high contamination.  
Q4 typically lower than average due to low garden waste tonnages in winter.

**Waste collection**  
This is approx. our normal performance.

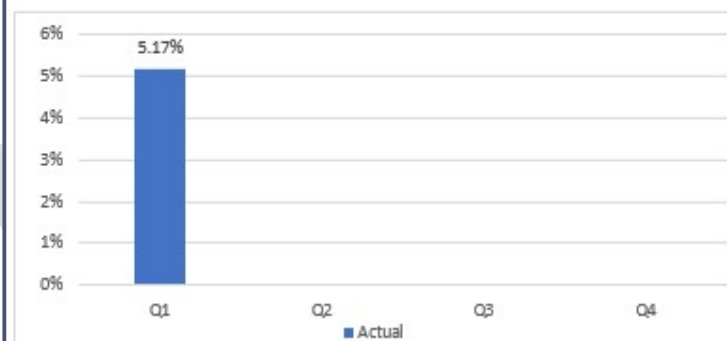


# PROPERTY & REGENERATION

### Priority 1 Maintenance Completion Rate



### Vacant Property Rate (%)



### Commentary

**Priority 1 maintenance completion rate**  
Target achieved.

**Vacant property rate**  
Namely due to one property which is being considered for refurbishment. Report to S&R Committee in September.

## 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.

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

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



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	Future Actions to Further Mitigate & Control Risk
CRR-89	Strategic	Non-delivery of annual plan objectives, Housing and Community Service, due to our response to refugee crisis' (Syrian, Afghan, Ukrainian)	* Unable to deliver strategic objectives in the annual plan / Four Year Plan.	Head of Housing & Community	4	4	16	* Recruitment: we have filled a vacant post, having recruited a new and experienced 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, although they are reaching capacity too.	4	3	12	N/A	* Currently tolerating residual risk at present, as the team is working at full capacity and our response requires immediate attention. However once the new officers join the risk will be re-assessed.
CRR-107	Financial	Reduced central government funding for homelessness activities.	* Unbudgeted expenditure.	Head of Housing & Community	3	4	12	* Responded to government consultation and proposed new funding model. * Business process review of housing. * Fraud investigations. * New strategic housing manager recruited (due in post in September).	3	4	12	N/A	* Council working group developing mitigation measures. Yet as the final funding outcome is unknown at present, the risk remains high.

CRR-6	Financial	Property portfolio fails to generate expected financial revenue due to loss of commercial tenant	<ul style="list-style-type: none"> <li>* Significant loss of income.</li> <li>* Costs associated with replacing a tenant.</li> <li>* Budgetary pressures.</li> </ul>	Head of Property & Regeneration	3	4	12	<ul style="list-style-type: none"> <li>* Tenant sustainability checks undertaken before lease awarded.</li> <li>* Commercial properties chosen on criteria that mitigates risk of lack of high-quality commercial tenants.</li> <li>* Reporting to members - including options appraisals.</li> </ul>	2	4	8	N/A	
CRR-8	Financial	Significant rise in oil, gas and electricity prices	<ul style="list-style-type: none"> <li>* Additional budget requirement for utilities reduces other budgets available for service delivery.</li> </ul>	Chief Finance Officer	4	4	16	<ul style="list-style-type: none"> <li>* Quarterly budget monitoring.</li> <li>* Competitive procurement of utilities - take advantage of fixed terms deals if demonstrate value for money.</li> <li>* Inflationary pressures being reflected in future budget plans.</li> </ul>	4	2	8	N/A	* Consider energy reduction options.
CRR-97	Financial	Increasing EPC requirements	<ul style="list-style-type: none"> <li>* Potential increased costs due to investment required to meet changing EPC requirements.</li> </ul>	Head of Property & Regeneration	4	4	16	<ul style="list-style-type: none"> <li>* Asset reviews being undertaken at present.</li> </ul>	4	2	8	N/A	

CRR-29	Project	Failing to deliver the climate change strategy	<ul style="list-style-type: none"> <li>* Unable to achieve Council's climate change ambitions.</li> <li>* Fail to reduce the Council's carbon emissions.</li> </ul>	Planning Policy Manager	4	4	16	<ul style="list-style-type: none"> <li>* Climate Change Action Plan.</li> <li>* Environment and sustainability Officer in post.</li> <li>* Capital bids submitted to reduce the council's carbon emissions.</li> </ul>	2	2	4	N/A	
CRR-46	Project	Failing to deliver a local plan (e.g. due to budget, staffing, legislative changes)	<ul style="list-style-type: none"> <li>* Unable to provide robust planning policy for development in the Borough.</li> <li>* Impact on other council activities that link to the local plan, e.g. housing.</li> <li>* Unable to demonstrate value for money on investment in developing the plan.</li> <li>* Government intervention.</li> </ul>	Head of Place Development	4	4	16	<ul style="list-style-type: none"> <li>* Local plan project risk register in place.</li> <li>* Regular reporting to key stakeholders.</li> <li>* Project plan funding arrangements.</li> <li>* Resourcing arrangements.</li> </ul>	2	4	8	N/A	

CRR-48	Operational	Issues with ICT infrastructure resilience, security and capacity	<ul style="list-style-type: none"> <li>* Business continuity.</li> <li>* Data breach.</li> <li>* Service delays and other associated impacts.</li> <li>* Reputational damage.</li> <li>* Staff satisfaction.</li> </ul>	Head of IT	4	4	16	<ul style="list-style-type: none"> <li>* Back-ups tested.</li> <li>* Annual penetration tests.</li> <li>* Annual business continuity exercise.</li> <li>* Servers in good condition and supported.</li> </ul>	2	2	4	N/A	* Move infrastructure to the cloud [underway].
CRR-51	Finance	Fail to balance the budget annually (inc. mitigating the ongoing financial impacts of Covid-19) & MTFS	<ul style="list-style-type: none"> <li>* Fail to perform statutory duty</li> <li>* Reduced assurance over the Council's financial sustainability.</li> <li>* Threat to service delivery.</li> </ul>	Head of Finance	4	4	16	<ul style="list-style-type: none"> <li>* Budget setting framework agreed by S&amp;R Committee.</li> <li>* Budget reports scheduled on committee forward plan at regular intervals, which includes budget forecasting.</li> <li>* Reserves proactively managed.</li> <li>* Savings targets are set to deliver balanced budget.</li> </ul>	2	4	8	N/A	* New MTFS for 24-28 to be produced.
CRR-56	Operational	Cyber attack	<ul style="list-style-type: none"> <li>* Ransomware attack and lost data.</li> <li>* Data breach.</li> <li>* ICT systems unusable.</li> <li>* Reputational damage.</li> </ul>	Head of IT	3	4	12	<ul style="list-style-type: none"> <li>* Business continuity plans in place.</li> <li>* ICT security procedures and processes in place.</li> <li>* Able to restore from back-ups, inc. cloud.</li> <li>* Security operation centre monitoring systems 24/7.</li> </ul>	2	3	6	N/A	* ICT Strategy: detection and response system implemented, cyber training for employees, laptops with approved software for employees [over next two years].

CRR-63	Operational	Unsupported legacy applications	<ul style="list-style-type: none"> <li>* CRM system becomes inoperative.</li> <li>* Increased resources required to manage.</li> <li>* Weaker security due to lack of up to date patches.</li> <li>* Increased costs.</li> </ul>	Head of IT	4	4	16	<ul style="list-style-type: none"> <li>* Business continuity via MS 365 for emails/communications.</li> <li>* Support contract in place with CRM experts who can address issues that arise.</li> </ul>	4	2	8	N/A	<ul style="list-style-type: none"> <li>* Move CRM to new platform [project underway].</li> </ul>
CRR-86	Operational	Failing to recruit to vacant positions promptly with quality candidates, and retain existing talent	<ul style="list-style-type: none"> <li>* Increased workload for existing staff.</li> <li>* Delays to delivering corporate and service objectives.</li> </ul>	Head of HR & OD	4	3	12	<ul style="list-style-type: none"> <li>* All vacant positions advertised in multiple platforms.</li> <li>* ICT based recruitment system in place.</li> <li>* Succession planning.</li> <li>* CPD.</li> <li>* Exit interviews.</li> <li>* My performance conversations.</li> </ul>	2	2	4	N/A	<ul style="list-style-type: none"> <li>* Although we are experiencing higher than average turnover in common with the national trend, we continue to fill vacancies at a good rate.</li> </ul>

## 5. Committee Risk Registers

Our committee registers are currently in development. Officers are meeting with all policy committee Chairs at present, to produce their risk registers. The format will be the same as in Section 4.

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## 6. Annual Governance Statement Actions

Every year we publish our Annual Governance Statement, which outlines our assurance on our systems of internal control. As part of this review, we identify several key actions which we feel will improve our corporate governance. In this section we have provided an progress update on those actions.

Issues identified	Action taken	RAG Status
Uncertainty regarding local government funding which will impact on the current Medium Term Financial Strategy financial stability	A rebasing exercise of the budget for 2022/23 was undertaken in Spring 2022 to ensure budgets are re-aligned to post-Covid service demand levels.	GREEN
Existing strategies in relation to changes in risk relating to investment properties may need reviewed	A number of strategic asset reviews are being undertaken to assess if operational assets remain fit for purpose and continue to provide value for money.	GREEN
The arrangements for Information Governance and data protection need to be reviewed to ensure they are fully compliant with legislation and ICO guidance	Complete the recruitment of a new Data Protection officer who will bring together and progress our information governance improvements.	GREEN
Strengthening and updating the Constitution	The Member Working Group has agreed a programme of work to update the Constitution supported by the Monitoring Officer and this will be reported to the Standards Committee.	GREEN