

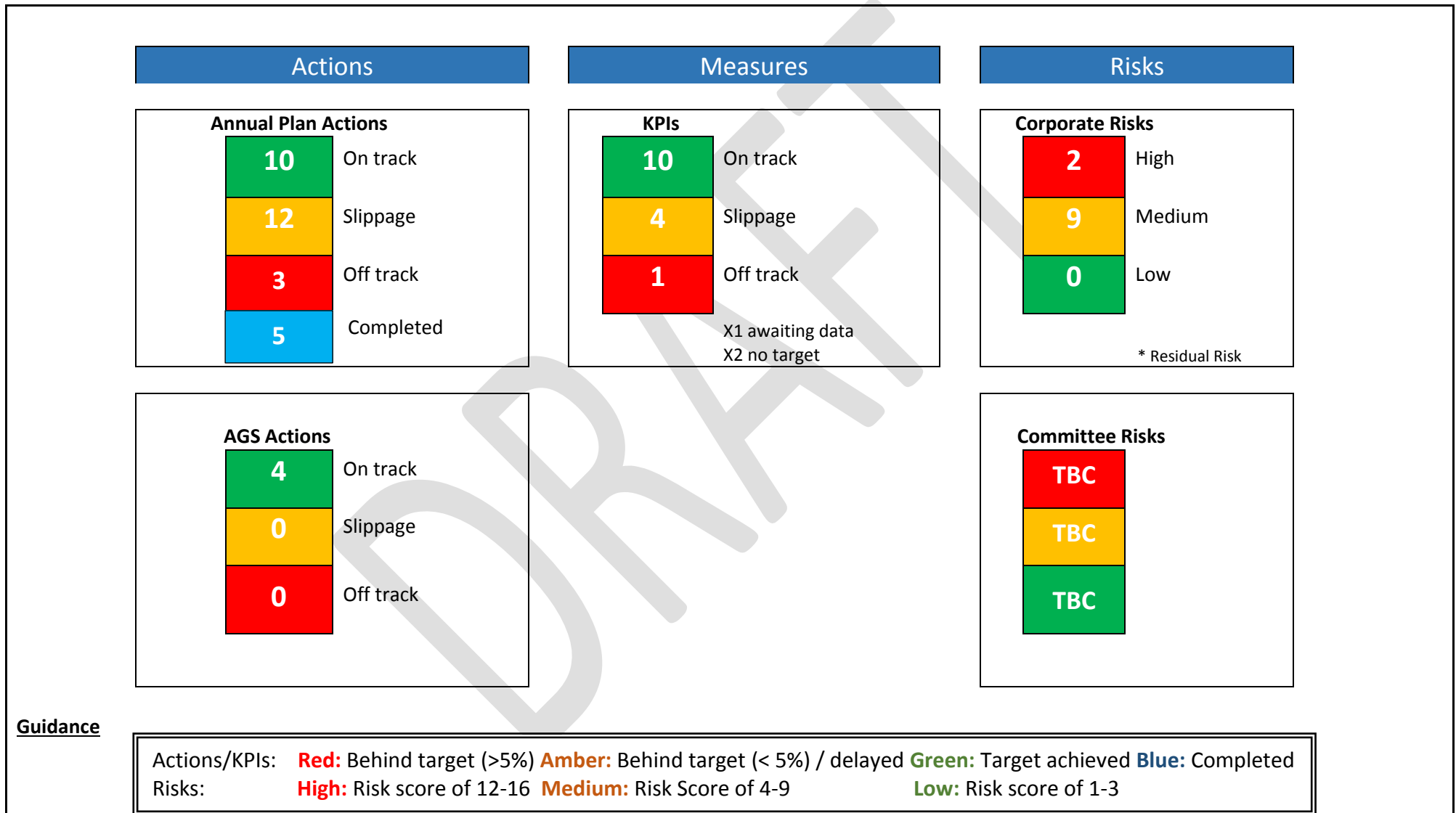
Corporate
Performance
Report

Date: February 2023

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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	Blue	* Briefing report to councillors completed in June 2022. If agreed, proposals will be pursued in 2023-24.
2	S&R	Proposals for delivering flexible work space within the Borough.	Head of Property and Regeneration	30-Jun-22	Blue	* Briefing report to councillors completed in June 2022. If agreed, proposals will be pursued in 2023-24.
3	S&R	Feasibility study to install WIFI capability across the Borough at key identified sites.	Head of Place Development	31-Dec-22	Blue	*Agreed to remove from the Licensing and Planning Policy Committee forward plan indefinitely. This can be reviewed in the future if necessary.
4	S&R	Enhance engagement activities with businesses to facilitate networking and understand of their needs.	Head of Place Development	31-Mar-23	Green	*July business breakfast held. 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 businesses.
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	Red	* New Head of IT started in January 2023. Roadmap and strategy paper due to be presented to committee in September 2023.

6	S&R	A Communication Plan to support delivery of the Annual Plan and champion the work of the Council.	Director of Corporate Services	01-Apr-22 01-Apr-22 30-June-22	Amber	<ul style="list-style-type: none"> * The Communications Team is producing thorough Communications Plans for all projects and campaigns. * Members Update has been reviewed and is now updated on an ongoing basis. * This work is part of a wider review of the Council Communications function, which is in progress since the Communications & Engagement Manager started in October 2022. It will form part of the wider Communications Strategy which is being developed over the coming months. * Amber due to recruitment of several positions in the Communication's Team in-year.
7	S&R	Implementation of the recommendations arising from the Strategic Asset Reviews.	Head of Property and Regeneration	30-Jun-22	Amber	<ul style="list-style-type: none"> * Report to Strategy and Resources Committee in July 2023. * Contribution required from all services.
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	<ul style="list-style-type: none"> * * 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; and also, expanding the Community and Wellbeing 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 Corporate Services	31-Oct-22 Delivery via items 10, 11 & 12	Amber	<ul style="list-style-type: none"> * First stakeholder group meeting held in September 2022. Outcomes will be used to develop a collaborative strategy for the Borough. * Recruitment of new Arts and Culture Officer in early 2023, hence amber.

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	<ul style="list-style-type: none"> * 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 some excursions for its members to include the historic areas within Epsom and Ewell. * Recruitment of new Arts and Culture Officer in early 2023.
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	<ul style="list-style-type: none"> * As above. * The Community and Wellbeing Centre has arranged some excursions and planned countryside and Epsom Downs walk. * Recruitment of new Arts and Culture Officer in early 2023.
12	C&W	Develop proposals to explore the use of digital media to promote our heritage	Head of Operational Services	30-Jun-22	Green	<ul style="list-style-type: none"> * 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	<ul style="list-style-type: none"> * Budget provision secured for commissioning research. * The progress has been delayed due to service pressure from loss of key staff and the Home for Ukraine Scheme.
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(+)	Blue	<ul style="list-style-type: none"> * The strategy and action plan were agreed at the Community and Wellbeing Committee on 24 November 2022. They cover a period of 5 years and the initiatives will be delivered from 31 March 2023 onwards.

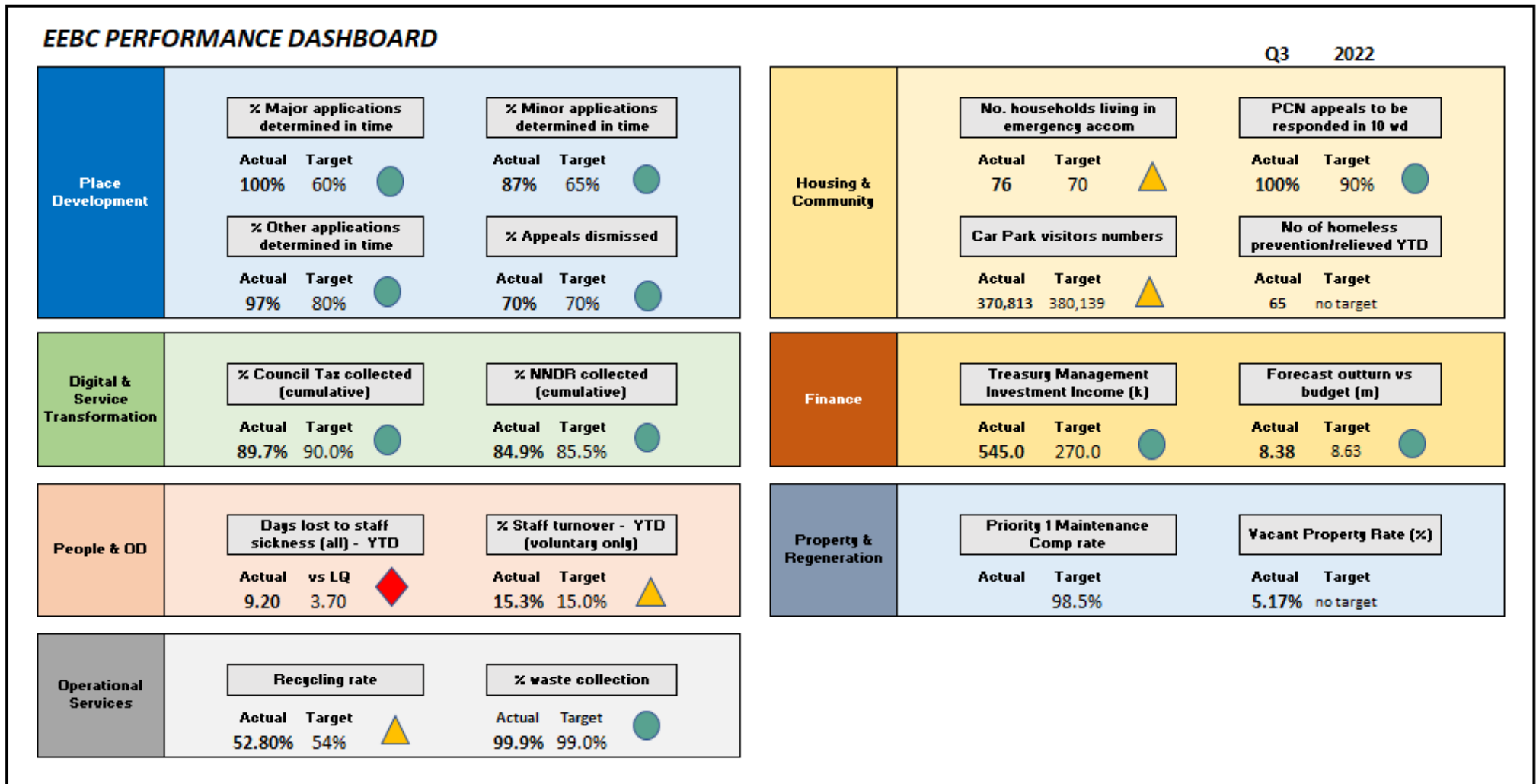
15	C&W	Working with partners to increase housing solutions.	Head of Housing and Communities	Work programme commenced 30-Apr-22 and ongoing to 31-Mar-23(+)	Green	<ul style="list-style-type: none"> * Meetings have been held with two housing associations to look at the opportunities for development for additional housing. * Housing First funding for two new units of accommodation. * Additional government funding for homelessness for 2023-2025.
16	C&W	A programme of events which address activity levels, social isolation, domestic abuse and mental health.	Head of Housing and Communities	<p>Programme of events 30-Jun-22</p> <p>Delivery 31-Mar-23(+)</p>	Amber	<ul style="list-style-type: none"> * The progress has been delayed due to service pressure from loss of key staff and the Homes for Ukraine Scheme. * 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.	<ul style="list-style-type: none"> * Head of Housing and Communities * Head of Digital and Service Transformation 	30-Sep-22	Amber	<ul style="list-style-type: none"> * The progress has been delayed due to service pressure from loss of key staff and the Homes for Ukraine Scheme. * Mitigating action includes recruitment of new community development officer.
18	C&W	A series of community conversations to be held with an emphasis on listening to the seldom heard.	<ul style="list-style-type: none"> *Head of Housing and Communities *Communications and Engagement Manager 	<p>Programme 30-Jun-22</p> <p>Conversations 31-Mar-23(+)</p>	Amber	<ul style="list-style-type: none"> * The programme of conversation was developed with the Communication Teams in June 2022 and the briefing report has been provided for the Chair. * The progress has been delayed due to service pressure from loss of key staff and the Homes for Ukraine Scheme.
19	E&SC	Markets operated at additional sites within the Borough.	Head of Operational Services	30-Sep-22	Amber	<ul style="list-style-type: none"> * New Ewell Market 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	* Funding for consultancy has been secured, and research into options undertaken. Currently reviewing consultancy requirements on the basis of the research. Detailed proposals will be brought back to Strategy and Resources Committee.
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	* Further work being undertaken into feasibility requirements.
22	E&SC	a) Continue to deliver the Climate Change Action Plan. b) Produce a costed climate change plan, including options appraisals for actions that require significant investment	Head of Place Development	31-Mar-23 Agree costed action plan 31-Oct-22	Green	*An updated Climate Change Action Plan and progress report have been submitted to the Environment and Safe Communities Committee on 24 January 2023.
23	E&SC	Seasonal awareness campaigns to promote greener more sustainable living.	Head of Place Development	31-Mar-23	Green	* Part of the climate change action plan. * Require Communications support.
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	Blue	* Enforcement officers recruited, and patrols initiated.
25	E&SC	Tree Planting Strategy with accompanying programme of tree planting.	Head of Place Development	Strategy 30-Oct-22 Planting programme 31-Mar-23	Amber	* A committee report to the Environment and Safe Communities Committee on 21 March 2023. * Tree Management Plan in progress. * No budget associated with its implementation such as tree planting.
26	E&SC	Review of current CCTV arrangements.	Head of Housing and Communities	31-Aug-22	Amber	* Successful safer streets bid.

						* Currently identifying committee for future report.
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	* Annual review of Community Safety Partnership in February 2023. * Scrutiny at the Audit and Scrutiny Committee.
28	LPP	Regulation 18 Consultation undertaken.	Head of Place Development	31-Mar-23	Green	* Consultation undertaken. * A committee report to the Licensing and Planning Policy Committee on 30 January 2023.
29	LPP	Adoption of a local Heritage List including buildings and objects.	Head of Place Development	31-Mar-23	Amber	* Awaiting the response from Surrey County Council before reporting to the Licensing and Planning Policy Committee in March 2023.
30	LPP	Proposal for a plan and budget to review TPOs.	Head of Place Development	30-Sep-22	Red	* If a proposal is approved to continue this work, resource will need to be added. No resource to undertake this review.

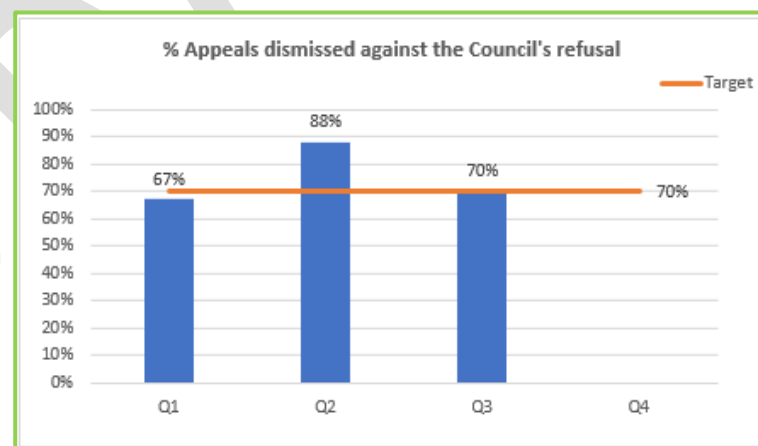
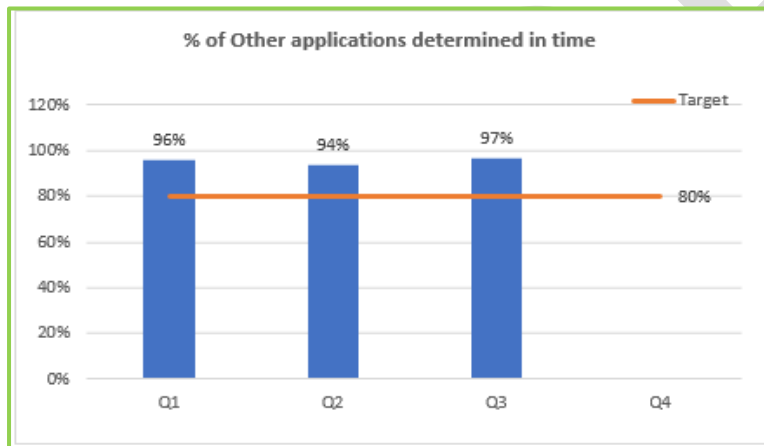
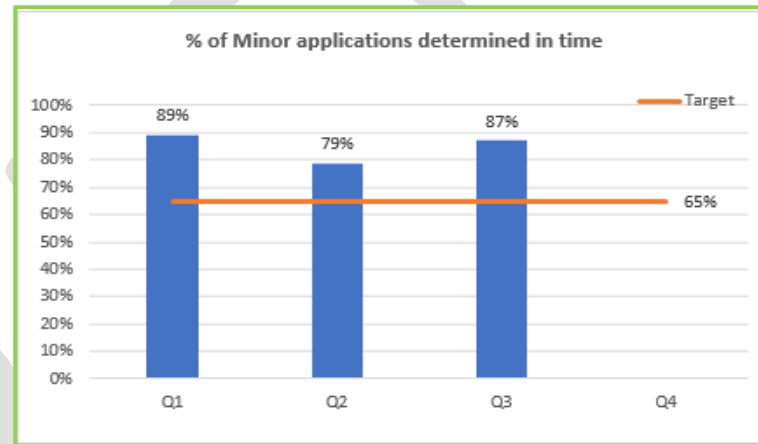
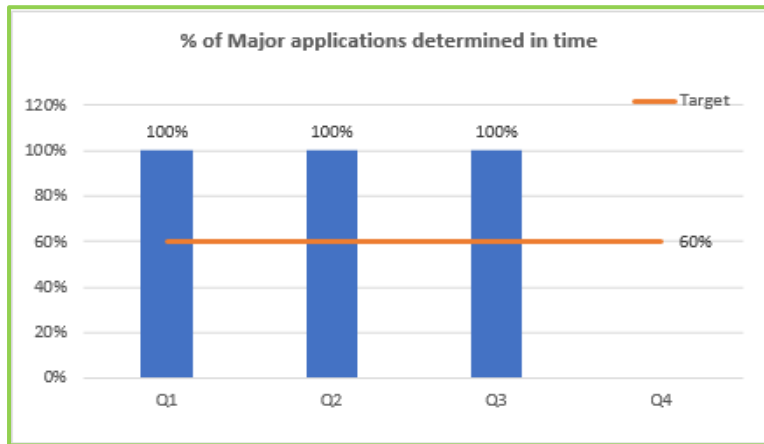
3. Key Performance Indicators

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



Commentary

% of Major, Minor and Other applications

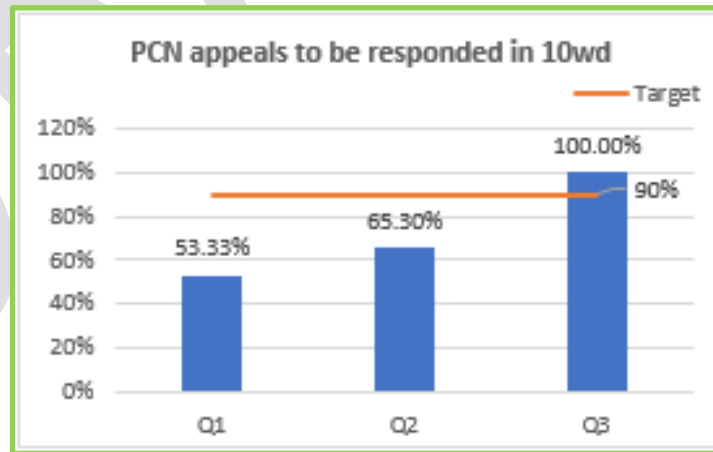
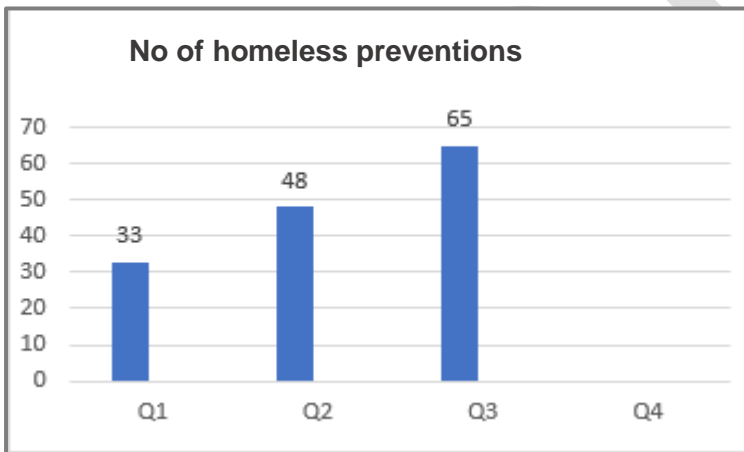
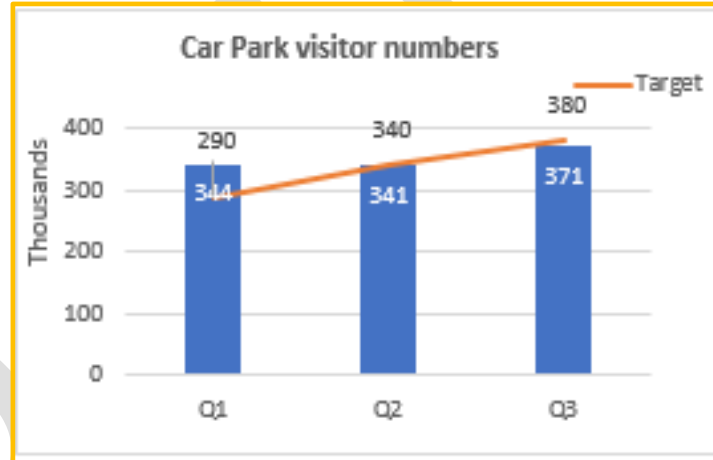
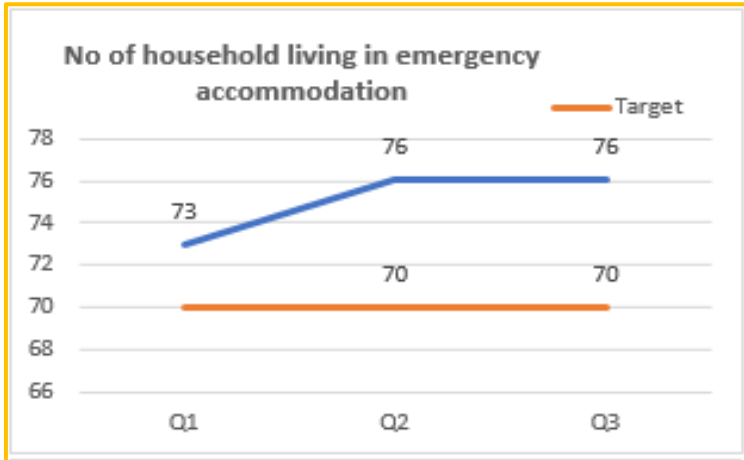
Performance of Major, Minor and Other applications decided in time has improved significantly since the beginning of the year.

Appeals dismissed

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



HOUSING & COMMUNITY



Commentary

No of households living in emergency accommodation
 Snapshot of homeless households in nightly paid emergency accommodation as of 31st December was same as previous period.

Prevention from homelessness
 Year to date figures shown in the chart, currently baselining on this year's figures.

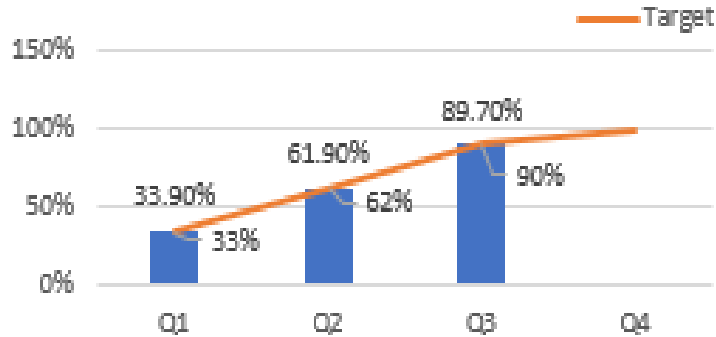
Car park visitors
 Change of use in Town Hall / Hope Lodge has reduced appearance of some visitor numbers as those staff / Councillors / residents etc. with paper permits no longer leave a footprint.

PCN appeals response time
 100% answered within 10 working days in October, November and December.

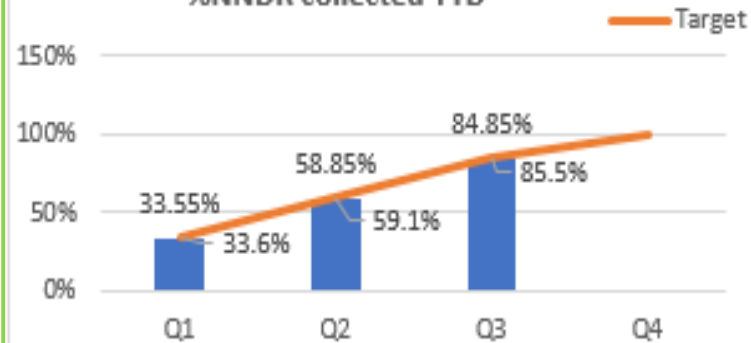


DIGITAL SERVICE & TRANSFORMATION

Council Tax Collected YTD



%NDR collected YTD



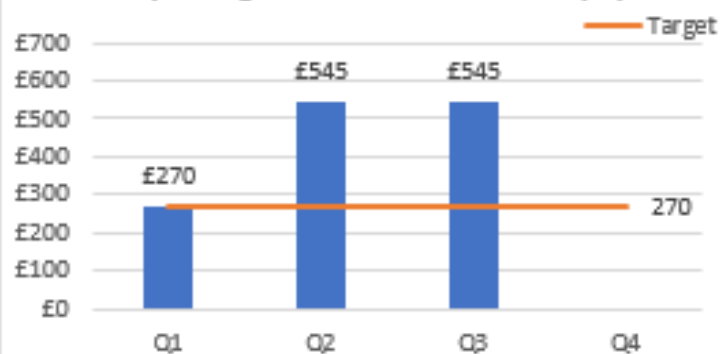
Commentary

Both KPIs marginally behind target.

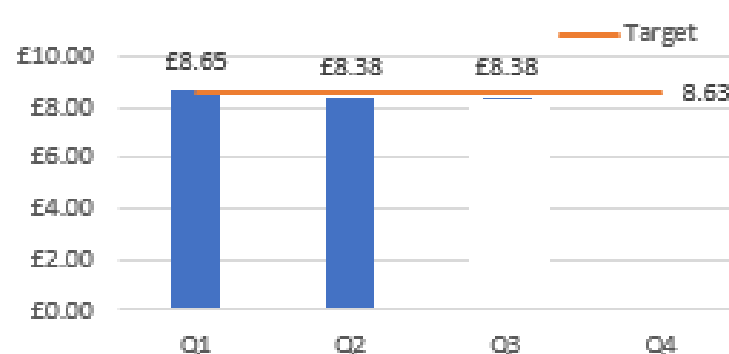


FINANCE

Treasury Management Investment Income (£k)



Forecast Outturn vs budget (£m)



Commentary

Treasury management investment income

Increase in interest rates giving higher returns on investments.

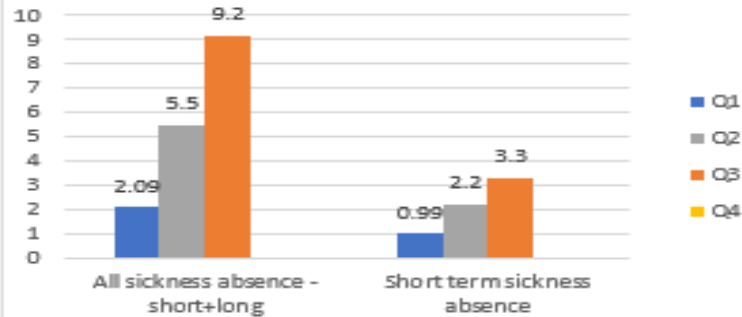
Forecast outturn vs budget

Forecast £243k underspend at Q2. An updated Q3 forecast outturn should be finalised around mid-January to be reported separately to ACDS Committee in February.

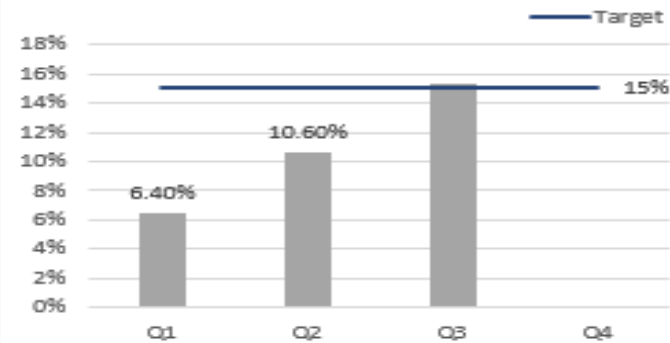


PEOPLE AND OD

Avg days lost to Staff Sickness (rolling YTD)



Staff Turnover (voluntary) rolling YTD



Commentary

Days lost to staff sickness
Upward trend in all sickness absence figures.

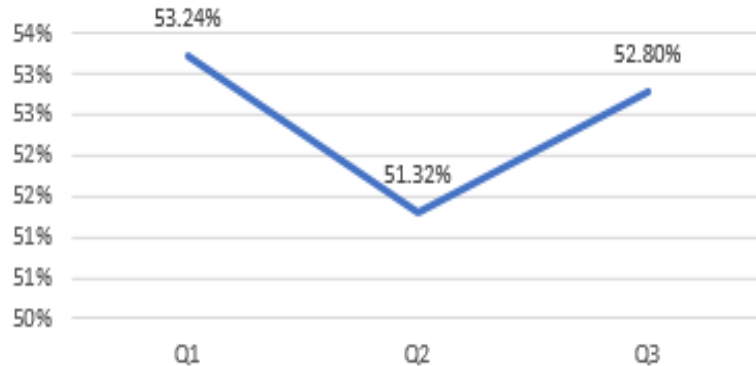
Staff Turnover

12 month voluntary turnover for Jan22- Dec22 is 20.3%, voluntary and non-voluntary turnover figure is 23.1%. See Risk CRR-86.

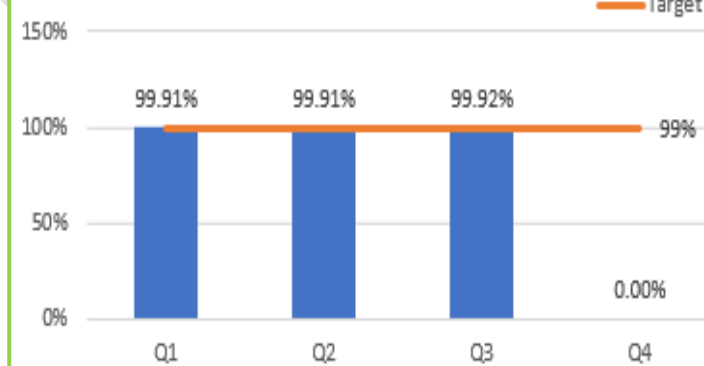


OPERATIONAL SERVICES

Recycling Rate (%)



Waste Collection (%)



Commentary

Recycling rate

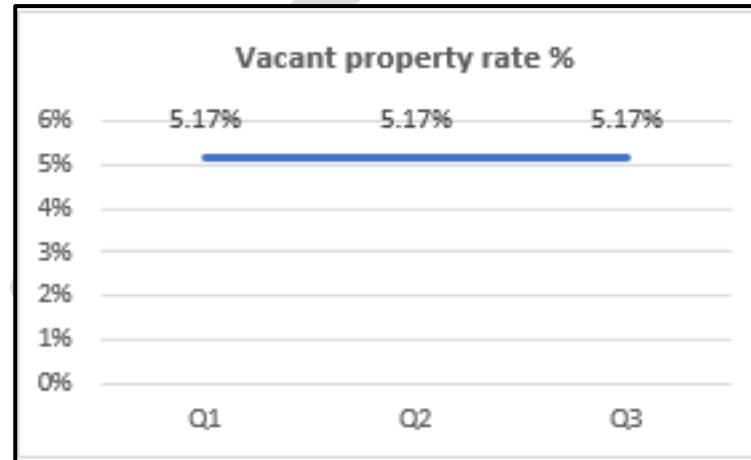
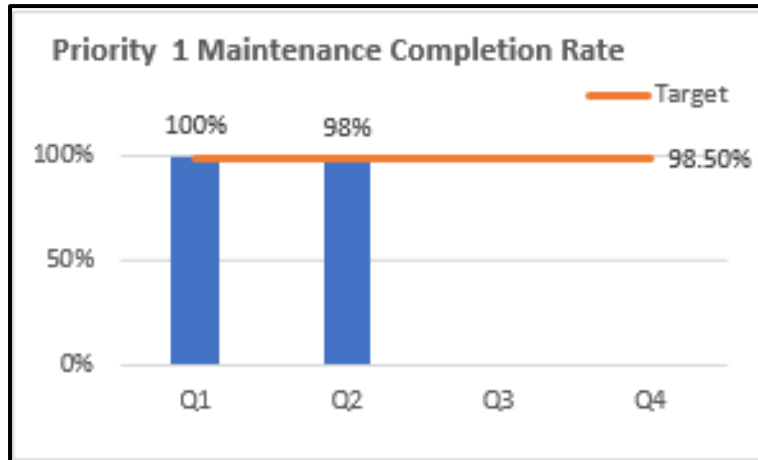
Q1 and Q2 shows actuals. Q3 figure estimated as December tonnage results will not come until mid-February. YTD Dec shows slippage from 55.2% to 52.91% due to steep drop in garden waste caused by the 2022 heatwave.

Waste collection

Particularly good performances in Oct and Nov (99.93%).



PROPERTY & REGENERATION



Commentary

Priority 1 maintenance completion rate

Awaiting Q3 data from our contractor, expecting end of January 2023.

Vacant property rate

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.

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	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
	<i>Multiplier</i>	1	2	3	4
		Insignificant	Medium	High	Severe
		Impact			

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
					4	4	16		3	4	12		
CRR-46	Project	Failing to deliver a local plan (e.g. due to budget, staffing, legislative changes, legal objection/challenge)	<ul style="list-style-type: none"> * 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	<ul style="list-style-type: none"> * Local plan project risk register in place. * Regular reporting to key stakeholders. * Project plan funding arrangements. * Resourcing arrangements. 	3	4	12	Worsened	<ul style="list-style-type: none"> * Risk re-assessed at higher level. * Consultation running for six weeks from 30 January 2032. * Following the election in May 2023, briefing sessions will be held to ensure that councillors have a clear and shared understanding of the development of the Local Plan.

CRR-63	Operational	Unsupported legacy applications	<ul style="list-style-type: none"> * CRM system becomes inoperative. * Increased resources required to manage. * Weaker security due to lack of up to date patches. * Increased costs. 	Head of IT	4	4	16	* The council has multi-layer security which provides some level of mitigation with regards to security.	4	3	12	Worsened	<ul style="list-style-type: none"> * Further mitigation is required. A strategic review of applications is underway as part of the development of the council's new IT strategy. It will set out the core principles for the council's IT architecture and the services/applications permitted to use it. * Head of IT to review by 31/3/2023.
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CRR-107	Financial	<p>Reduced central government funding for homelessness activities.</p> <p>[Following the recent government's funding announcement, the description for this risk will be amended as follows: Risk of homelessness expenditure exceeding budget provision.]</p>	<ul style="list-style-type: none"> * Unbudgeted expenditure. * Pressure on statutory service. * Need to source funding from outside current budget envelope. 	Head of Housing & Community	3	4	12	<ul style="list-style-type: none"> * Business process review of housing. * Fraud investigations. * New strategic housing manager recruited 	3	3	9	Improved	<ul style="list-style-type: none"> * Council working group developing mitigation measures. * Approved Homelessness and Rough Sleeping Strategy and Action Plan. * Microhomes proposal. * New staff to focus on single homeless. * Housing First funding for two new units of accommodation. * Additional government funding for homelessness for 2023-2025.
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CRR-29	Project	Failing to deliver the climate change strategy	<ul style="list-style-type: none"> * Unable to achieve Council's climate change ambitions. * Fail to reduce the Council's carbon emissions. 	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 bi-monthly. *Cross-organisational Working Group also meets frequently to ensure a co-ordinated approach. 	3	3	9	Worsened	<ul style="list-style-type: none"> * Risk re-assessed: an updated Climate Change Action Plan submitted to the Environment and Safe Communities Committee on 24 Jan 2023 along with the progress report to ensure progression of the strategy.
CRR-86	Operational	Failing to recruit to vacant positions promptly with quality candidates, and retain existing talent	<ul style="list-style-type: none"> * Increased workload for existing staff. * Delays to delivering corporate and service objectives. 	Head of HR & OD	4	3	12	<ul style="list-style-type: none"> * All vacant positions advertised in multiple platforms. * ICT based recruitment system in place. * Succession planning. * CPD. * Exit interviews. *My performance conversations. 	3	3	9	Worsened	<ul style="list-style-type: none"> * Although we are experiencing higher than average turnover, this is in common with the national trend. We are looking at improving our terms and conditions / offers, and investigating more creative recruitment processes.

CRR-8	Financial	Significant rise in oil, gas and electricity prices	* Additional budget requirement for utilities reduces other budgets available for service delivery.	Head of Property & Regeneration	4	4	16	* Quarterly budget monitoring. * Competitive procurement of utilities - take advantage of fixed terms deals if demonstrate value for money. * Inflationary pressures being reflected in future budget plans. * Recently reviewed options in Oct 2022.	4	2	8	Stable	* Consider energy reduction options.
CRR-97	Financial	Increasing EPC requirements	* Potential increased costs due to investment required to meet changing EPC requirements.	Head of Property & Regeneration	4	4	16	* Asset reviews being undertaken at present. * Ongoing improvement in buildings. * Reporting to members at committee	4	2	8	Stable	

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"> * Fail to perform statutory duty * Reduced assurance over the Council's financial sustainability. * Threat to service delivery. 	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. 	2	4	8	Stable	* New MTFS for 24-28 to be produced.
CRR-56	Operational	Cyber attack	<ul style="list-style-type: none"> * Ransomware attack and lost data. * Data breach. * ICT systems unusable. * Reputational damage. 	Head of IT	3	4	12	<ul style="list-style-type: none"> * Business continuity plans in place. * ICT security procedures and processes in place. * Able to restore from back-ups, inc. cloud. * Security operation centre monitoring systems 24/7. 	2	4	8	Worsened	* ICT Strategy: detection and response system implemented, cyber training for employees, laptops with approved software for employees [over next two years]. Head of IT to review security by 31/3/2023

CRR-48	Operational	Issues with ICT infrastructure resilience, security and capacity	<ul style="list-style-type: none"> * Business continuity. * Data breach. * Service delays and other associated impacts. * Reputational damage. * Staff satisfaction. 	Head of IT	4	4	16	<ul style="list-style-type: none"> * Back-ups tested. * Annual penetration tests. * Annual business continuity exercise. * Servers in good condition and supported. 	2	2	4	Stable	<ul style="list-style-type: none"> * New Head of IT recruited. Currently drawing up a review of infrastructure * Development, agreement and phased implementation of IT Strategy which meets agreed levels of service performance, resilience and security. * Internal penetration test.
	Operational	Significant health and safety incident occurs	<ul style="list-style-type: none"> * Harm to staff, visitors, members of the public and / or contractors. * HSE fine. * Reputational damage. 	Head of Policy and Corporate Resources	2	4	8	<ul style="list-style-type: none"> * Health & Safety Committee, which includes 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. 	1	4	4	Stable	<ul style="list-style-type: none"> * Complete Health and Safety Audit (2022) actions. * Complete this round of assurance checks * Publish new managers' H&S checklist

5. Committee Risk Registers

Committee risks are progressing. Three out of four policy committees have risks assigned, which have been reviewed by the relevant senior officers. The next step will be to confirm risks for Licensing and Planning Policy Committee, and share the updated risks for the other policy committees with the relevant Chairs and Vice Chairs. The committee risks will be included in the next edition of this report.

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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	<p>The re-basing exercise was reported to, and agreed by, Strategy & Resources Committee in July 2022.</p> <p>Updated budgets for 2023/24, factoring in latest government funding announcements, are currently being prepared for January policy committees and Full Council in February 2023, in line with the Council's budget setting framework.</p>	GREEN
Existing strategies in relation to changes in risk relating to investment properties may need reviewed	A revised investment strategy for 2023-2025 is being prepared. It is anticipated that this will be brought to committee in the next six months.	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 Constitution Working Group has agreed a proposal for an updated constitution. The proposal is due to Standards and Constitution Committee on 25 January 2023.	GREEN