



# Corporate Performance Report

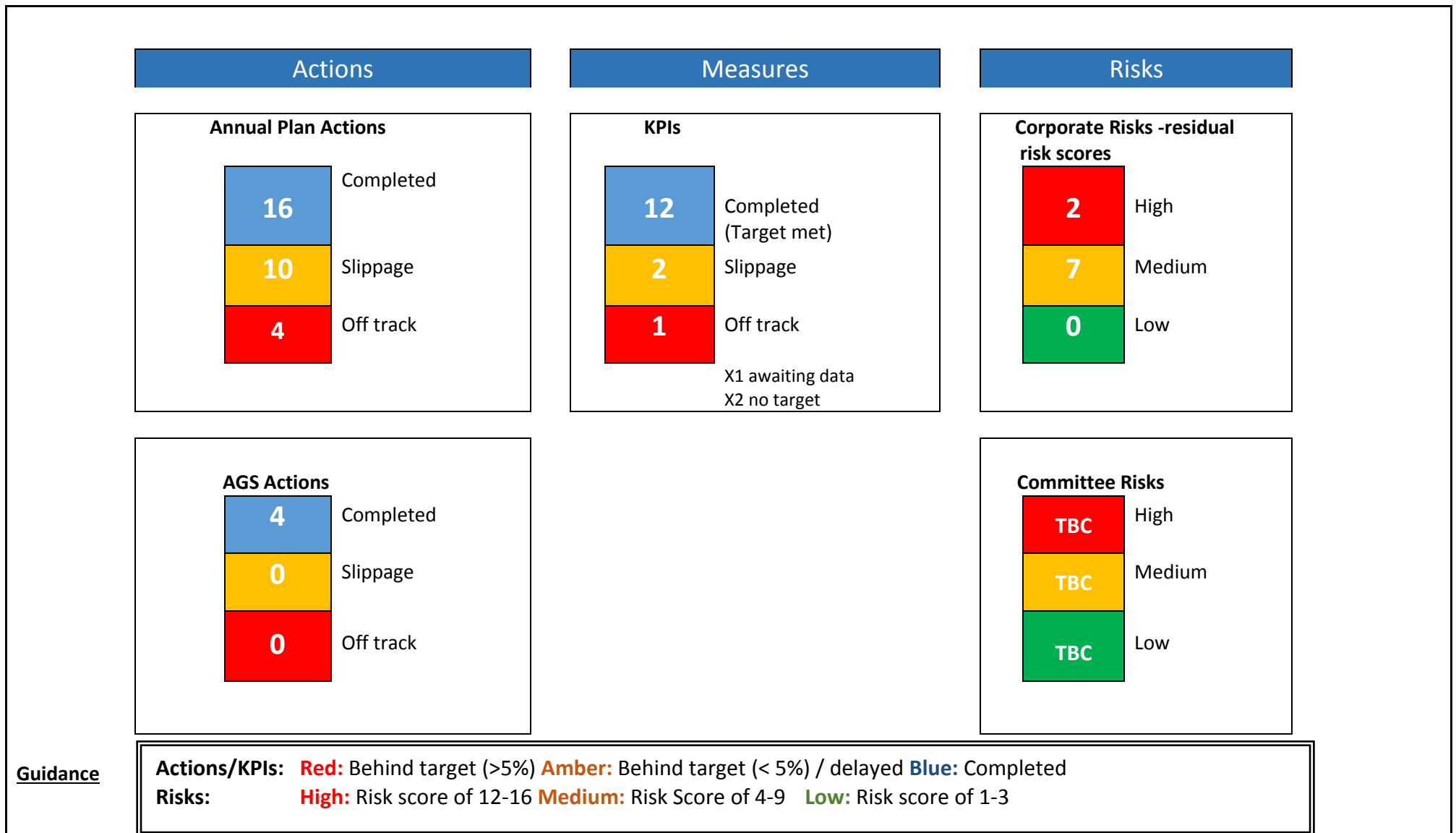
Date: July 2023

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# 1. Summary



## 2. Annual Plan Progress (April 2022 - March 2023)

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	Theme*	Key Deliverables	Responsible Officer	Dates / Key Milestones	RAG Status	Narrative
1	S&R	O&P	Proposals for providing "Pop Up" opportunities within the Borough.	Head of Property and Regeneration	30-Jun-22	Blue	<b>*Completed</b> - Briefing report to councillors completed in June 2022. If agreed, proposals will be pursued in 2023-24.
2	S&R	O&P	Proposals for delivering flexible workspace within the Borough.	Head of Property and Regeneration	30-Jun-22	Blue	<b>* Completed</b> - Briefing report to councillors completed in June 2022. If agreed, proposals will be pursued in 2023-24.
3	S&R	S&C	Feasibility study to install WIFI capability across the Borough at key identified sites.	Head of Place Development	31-Dec-22	Blue	<b>*Completed</b> - 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	S&C	Enhance engagement activities with businesses to facilitate networking and understand of their needs.	Head of Place Development	31-Mar-23	Blue	<b>*Completed</b> - July business breakfast held. Local Enterprise Partnership (LEP) commissioned to undertake work on behalf of the council. LEP engaged with local authorities in East Surrey to develop economies and support businesses.
5	S&R	EC	An ICT Strategy to further improve resident's access to services and support future working requirements.	Head of IT	30-Sep-22	Red	<b>* Unforeseen circumstances</b> have delayed the appointment of a new Head of IT. The new Head was finally recruited in January 2023.



9	C&W	C&C	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"> <li>* The outcome of the first stakeholder group meeting in September 2022 fed into the development of a strategy for the Borough.</li> <li>* A new Arts, Culture &amp; Heritage Programme Officer was recruited in early 2023.</li> <li>* Draft themes / pillars of the Arts, Heritage and Culture Strategy were approved by SMT in April 2023.</li> <li>* Several activities below relate to arts, heritage and culture, and are underway.</li> <li>* A new action has been included in the 2023-2024 Annual Plan to continue work in this area, which will be progressed by the new Arts, Culture &amp; Heritage Programme Officer.</li> </ul>
10	C&W	C&C	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	Amber	<ul style="list-style-type: none"> <li>* A programme of events in venues is in place.</li> <li>* Events held in market place.</li> <li>* Epsom BID management will supply the programme of events to the town centre.</li> <li>* This action is also linked to Action 9 above and is encapsulated in a new action in the 2023-24 Annual Plan.</li> </ul>
11	C&W	C&C	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	Amber	<ul style="list-style-type: none"> <li>* The Community and Wellbeing Centre has arranged some excursions and planned countryside and Epsom Downs walk.</li> <li>* This action is linked to Action 9 above and is encapsulated into a new action in the 2023-24 Annual Plan.</li> </ul>
12	C&W	C&C	Develop proposals to explore the use of digital media to promote our heritage	Head of Operational Services	30-Jun-22	Amber	<ul style="list-style-type: none"> <li>* Whilst the cost of a new App has been estimated, the new Arts, Culture &amp; Heritage Programme Officer is exploring options of using a cheaper/free App.</li> <li>* This action is linked to Action 9 above and is encapsulated into a new action in the 2023-24 Annual Plan.</li> </ul>

13	C&W	S&C	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"> <li>* The progress has been delayed due to loss of key staff and the Home for Ukraine Scheme.</li> <li>* Barriers to digital inclusion have been identified and this action will be included as a workstream in the Community Development Plan for 2023-24.</li> </ul>
14	C&W	S&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"> <li>* <b>Completed</b> -</li> <li>* The Strategy (and action plan) were agreed at the Community and Wellbeing Committee on 24 November 2022. It covers a period of 5 years and the initiatives will be delivered from 31 March 2023 onwards.</li> </ul>
15	C&W	S&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(+)	Blue	<ul style="list-style-type: none"> <li>* <b>Completed</b> -</li> <li>* Close working with housing associations to identify development opportunities including Housing First funding for two new units of accommodation.</li> <li>* The Year 1 action plan of the Rough Sleeping and Homelessness Strategy has covered this action and a quarterly report has been submitted to the relevant committee Chair.</li> <li>* Additional government funding for homelessness is available for 2023-2025.</li> </ul>
16	C&W	S&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	<ul style="list-style-type: none"> <li>* The progress has been delayed due to service pressure from loss of key staff and the Homes for Ukraine Scheme.</li> <li>* Mitigation includes successful recruitment of new community development officer and refugee officer.</li> <li>* This action will be included in the Community Development Plan for 2023-24.</li> </ul>

17	C&W	S&W	A Community Panel which reflects the diverse nature of our Borough.	* Head of Housing and Communities * Head of Digital and Service Transformation	30-Sep-22	Red	* The progress has been delayed due to service pressure from loss of key staff and the Homes for Ukraine Scheme. * This action has been encapsulated in a new action in the 2023-24 Annual Plan.
18	C&W	S&W	A series of community conversations to be held with an emphasis on listening to the seldom heard.	*Head of Housing and Communities *Communications and Engagement Manager	Programme 30-Jun-22 Conversations 31-Mar-23(+)	Amber	* The programme of conversation was developed with the Communication Teams in June 2022 and the briefing report has been provided for the Chair. * The programme has been used to inform the work for the related action in the 2023-24 Annual Plan. * The progress has been delayed due to service pressure from loss of key staff and the Homes for Ukraine Scheme.
19	E&SC	EC	Markets operated at additional sites within the Borough.	Head of Operational Services	30-Sep-22	Blue	* <b>Completed</b> - * Artisan Market in Ewell Village * Street trading in Stoneleigh * Street trading in Epsom
20	E&SC	EC	A feasibility report for providing a pet crematorium and/or cemetery.	Head of Operational Services	1-Oct-22	Amber	* 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. * This action has been carried forward to the 2023-24 Annual Plan.
21	E&SC	EC	A feasibility report for building a crematorium within the Borough.	* Head of Operational Services * Head of Housing and Communities	30-Jun-22	Blue	* <b>Completed</b> – *A decision has been made not to progress with this action based on the feasibility report.



22	E&SC	G&V	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	Blue	* <b>Completed</b> - *(a) An updated Climate Change Action Plan and progress report have been agreed by the Environment and Safe Communities Committee on 24 January 2023. *(b) The Action Plan and progress report have included detailed costings.
23	E&SC	G&V	Seasonal awareness campaigns to promote greener more sustainable living.	Head of Place Development	31-Mar-23	Blue	* <b>Completed</b> - * The communications plans were developed. Two community events were attended and communications put out on anti-idling, recycling and food waste.
24	E&SC	G&V	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	* <b>Completed</b> - *Enforcement officers recruited, and patrols initiated.
25	E&SC	G&V	Tree Planting Strategy with accompanying programme of tree planting.	Head of Place Development	Strategy 30-Oct-22  Planting programme 31-Mar-23	Blue	* <b>Completed</b> - * Tree Management Plan (TMP) was adopted (subject to minor amendments) by the Environment and Safe Communities Committee on 21 March 2023. * Tree planting plan included within the TMP which will begin to deliver in the 2023-24 monitoring year.
26	E&SC	S&W	Review of current CCTV arrangements.	Head of Housing and Communities	31-Aug-22	Blue	* <b>Completed</b> - * The successful bid for the 'Safer Streets' funding led to the installation of new digital CCTV in town centre, which is now in operation. It is intended to address violence against women and girls, and protecting the night-time economy of the town centre.

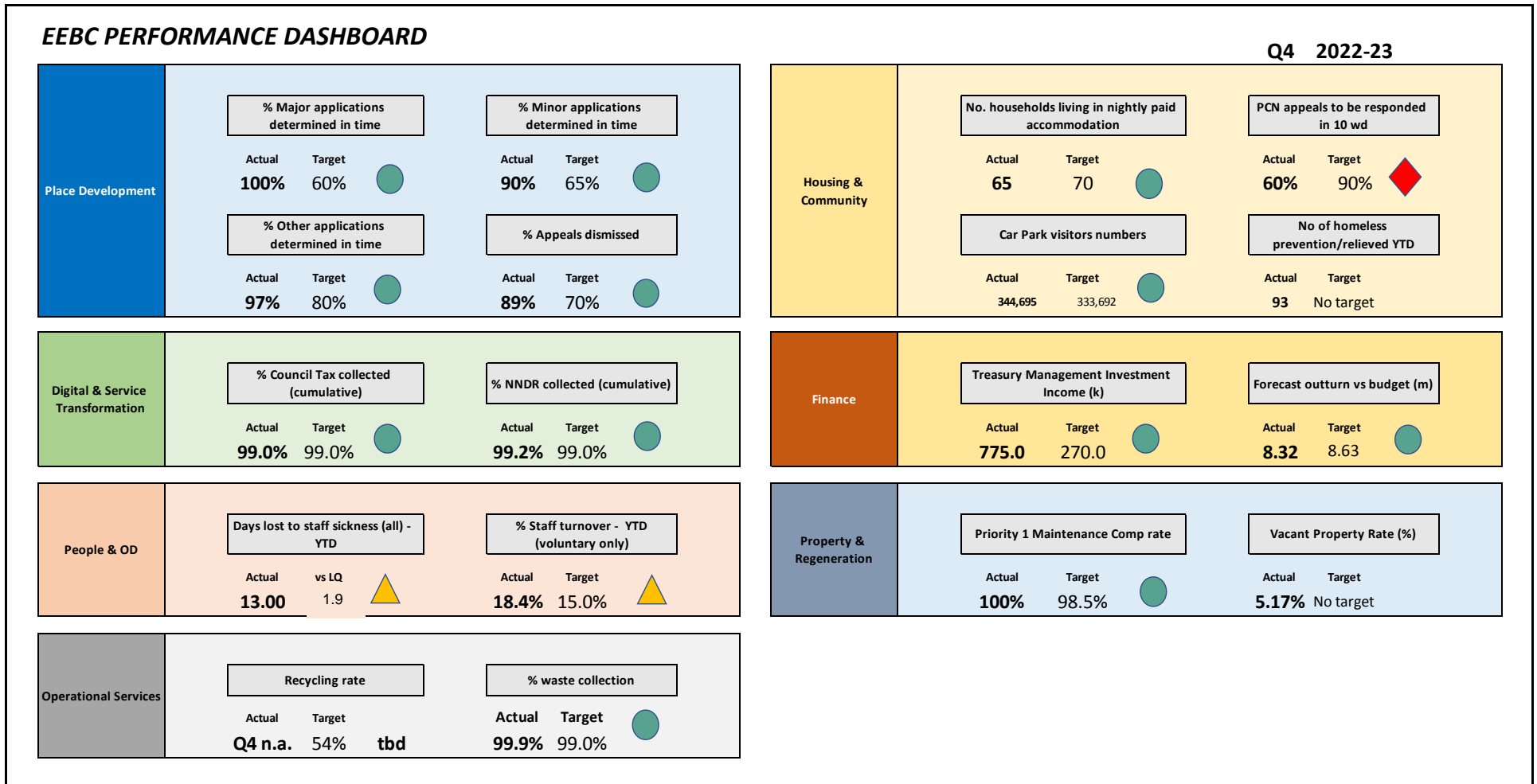
27	E&SC	S&W	Key areas of concern addressed through the Community Safety Partnership and working with partners.	Head of Housing and Communities	Action plan prepared 31-May-22  Issues addressed 01-Jun-22 to 31-Mar-23	Blue	* <b>Completed</b> - *The Community Safety Action Plan 2022-24 has been developed and the progress against the key areas of concern has been reported in the annual review to the Community Safety Partnership and the Audit & Scrutiny Committee in February 2023.
28	LPP	G&V	Regulation 18 Consultation undertaken.	Head of Place Development	31-Mar-23	Blue	* <b>Completed</b> - * Consultation on the Regulation 18 Draft Local Plan has been undertaken. More than 1,500 responses have been received.
29	LPP	C&C	Adoption of a local Heritage List including buildings and objects.	Head of Place Development	31-Mar-23	Red	* Delayed due to awaiting further information from Surrey County Council before reporting to the Licensing and Planning Policy Committee in June 2023. * This action has been carried forward to 2023-24 Annual Plan.
30	LPP	G&V	Proposal for a plan and budget to review Tree Preservation Orders.	Head of Place Development	30-Sep-22	Red	* Delayed. This action has been carried forward to the 2023-24 Annual Plan.

#### The six themes of the Four Year Plan:

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

### 3. Key Performance Indicators

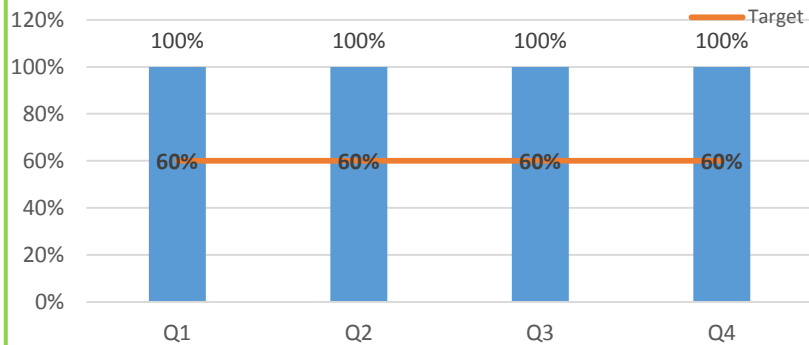
The table below contains a summary of our performance against a set of indicators. Further detail is provided in the following individual graphs and commentaries.



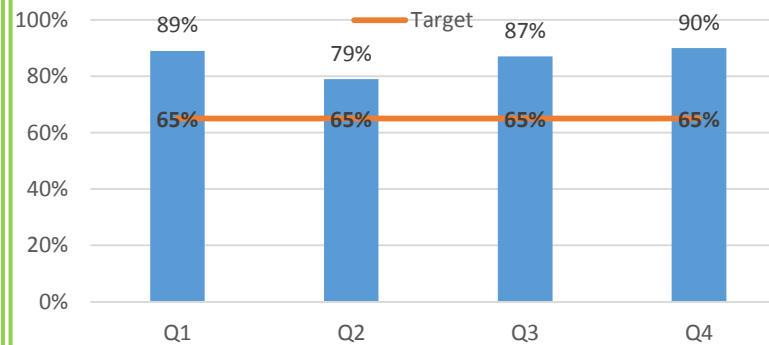


# PLACE DEVELOPMENT

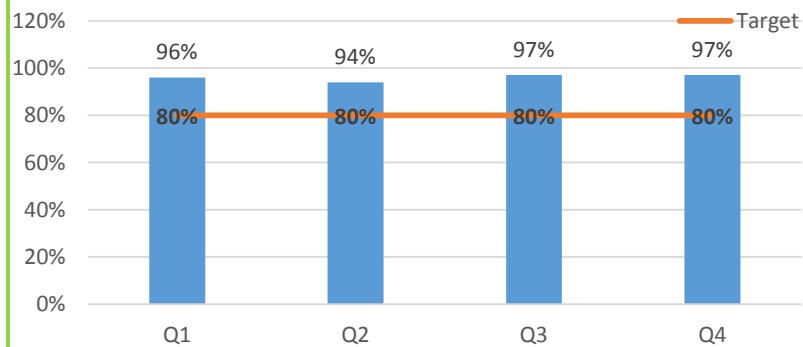
**% of Major applications determined in time**



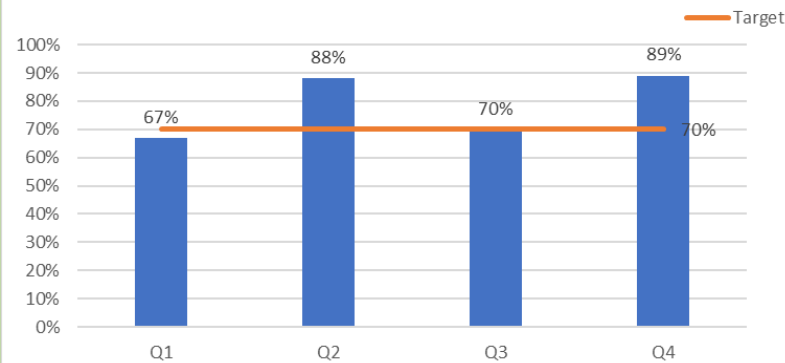
**% of Minor applications determined in time**



**% of Other applications determined in time**



**% Appeals dismissed against the Council's refusal**



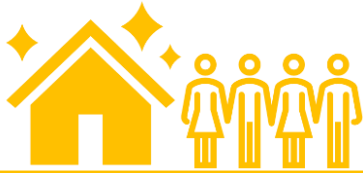
## Commentary

### **\* Major, Minor and Other applications**

Performance of Major, Minor and Other applications decided in time has continued to be strong throughout the year.

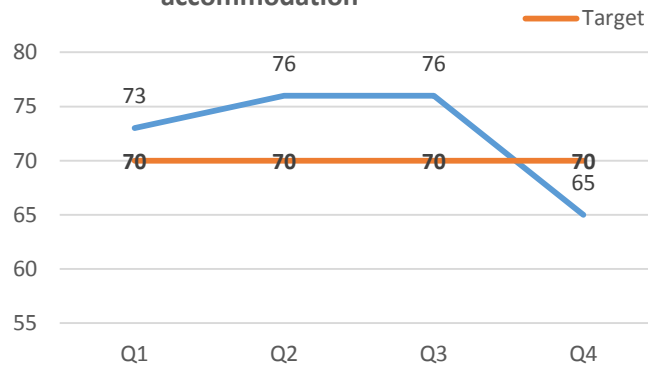
### **\* Appeals dismissed**

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

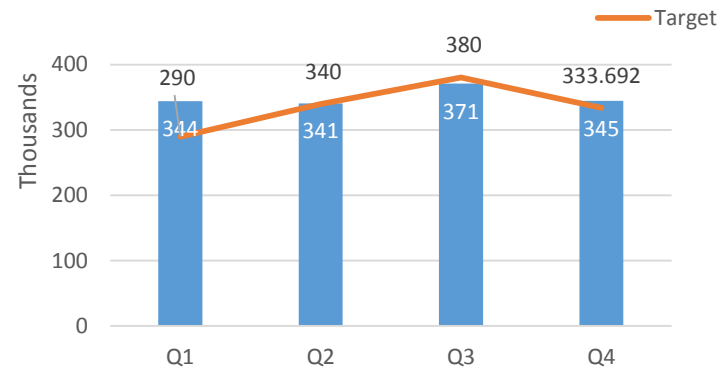


# HOUSING & COMMUNITY

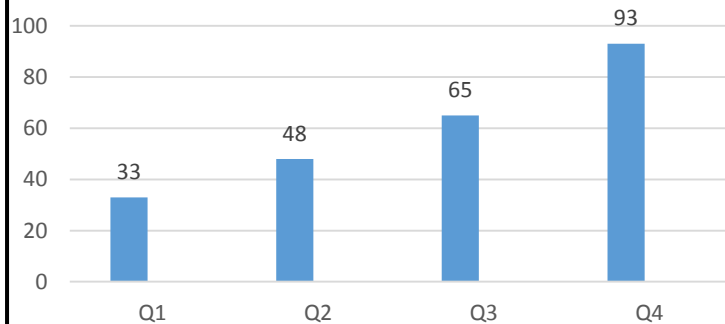
**No of household living in nightly paid accommodation**



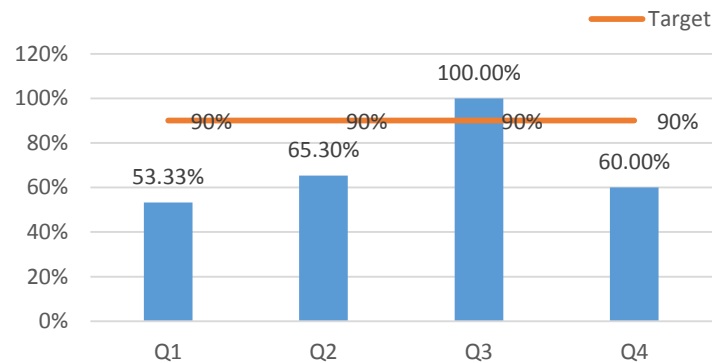
**Car Park visitor numbers**



**No of homeless application prevention - YTD**



**PCN appeals to be responded in 10wd**



Commentary

**\* No. of households living in emergency accommodation**

There was a fall in Q4 as a result of successful advice, prevention and relief interventions and because a new build social housing scheme come on-line, which moved homelessness households on from temporary accommodation.

**\* Prevention from homelessness**

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

**\* PCN appeals: 3-month average.**

Staff annual leave, Driver and Vehicle Licensing Agency (DVLA) audit and off-street parking permit renewals all impacted on response times. All responses have been sent within statutory time frames and these KPIs are internal targets.

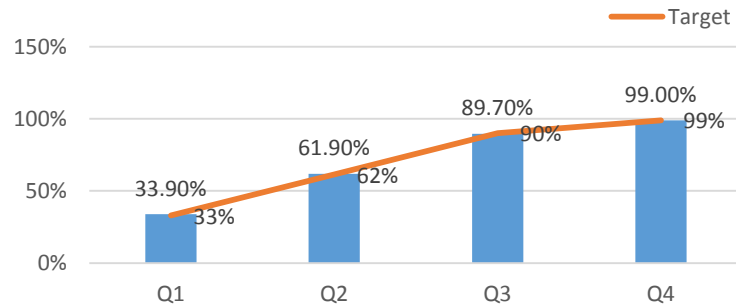
**\* Car park visitors: Change of use in**

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.

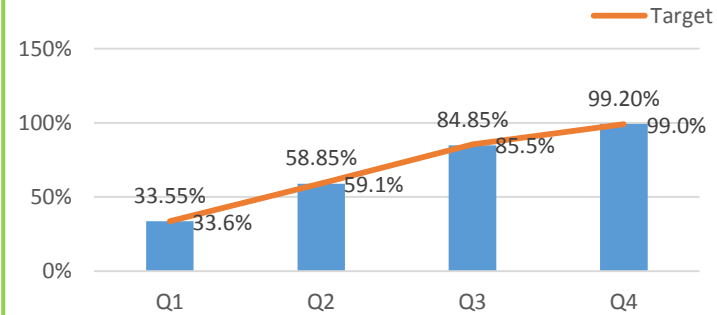


# DIGITAL SERVICE & TRANSFORMATION

### Council Tax Collected YTD



### %NNDR collected YTD



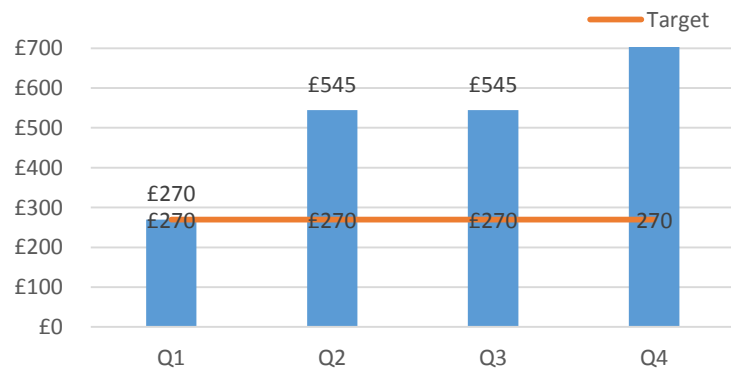
#### Commentary

**\* Council Tax and NNDR**  
Performance consistently close to target throughout the year, with our target being achieved in Q4 for both indicators.

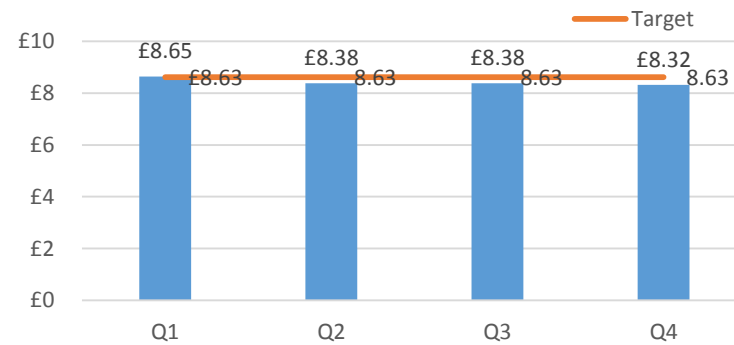


# FINANCE

### Treasury Management Investment Income (£k)



### Forecast Outturn vs budget (£m)



#### Commentary

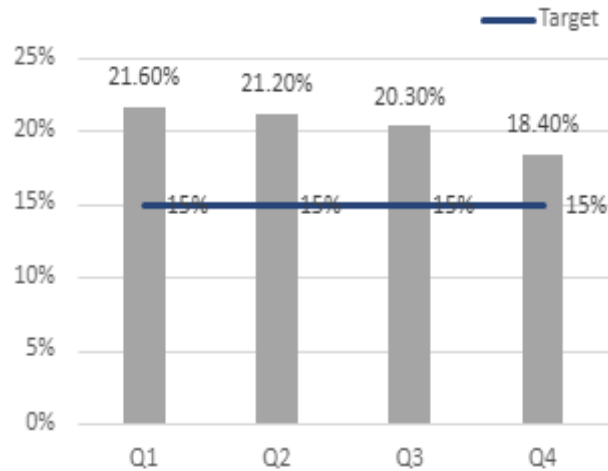
**\* Treasury Investment Income**  
Increase in interest rates giving higher returns on investments.

**\* Forecast Outturn**  
Forecast £304k underspend at Q3, and this figure has been used for Q4 as it remains the latest verified position.

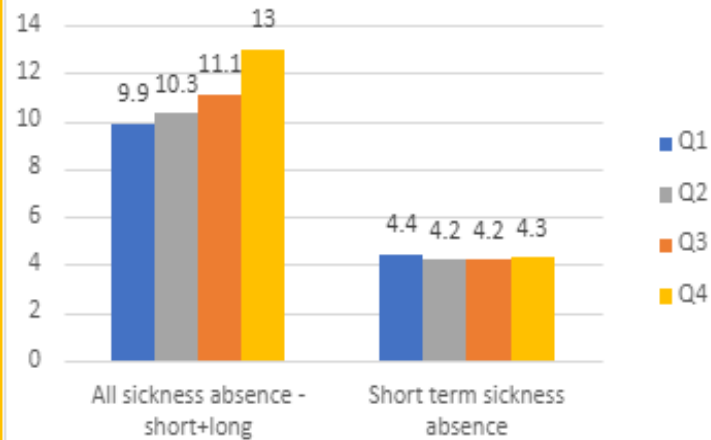


# PEOPLE AND OD

### Staff Turnover (voluntary) rolling YTD



### Avg days lost to Staff Sickness (rolling YTD)



#### Commentary

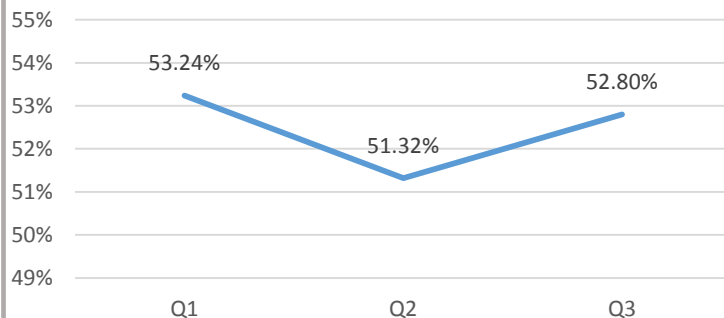
**\* Turnover** The continued decrease in voluntary turnover is contradictory to the XpertHR survey 2022, where most respondents indicated that labour turnover had increased within their organisation over the past 12 months. Fierce competition for candidates continues to create pressure on employers to offer higher salaries and/or more flexible working arrangements to recruit and retain employees. The HR team continue to carry out exit discussions and collate feedback from employees who are leaving.

**\* Sickness absence** The figure for All Sickness is primarily due to a high number of long-term sickness cases in the 12-month period. HR continue to support managers with sickness absence in line with the council's procedure and works with employees and Occupational Health to reduce the number of days lost. Covid-19 still has a considerable impact on the Council's absence levels. The level of absence relating to musculoskeletal issues is primarily attributable to our manual workforce. Our trends are broadly in line with the CIPD H&W at Work Report 2022.

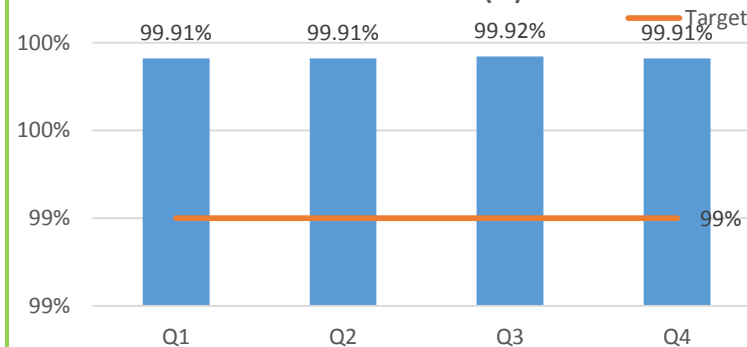


# OPERATIONAL SERVICES

### Recycling Rate (%)



### Waste Collection (%)



#### Commentary

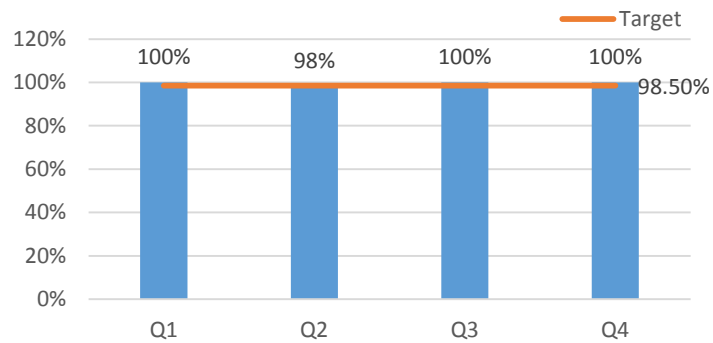
**\* Recycling rate (target 54%)** Q4 data not yet available from data supplier partner. Slight rise in contamination in Q3 meant that the quarter ended 1.01% below Q3 2021/22.

**\* Waste collection** Slight increase in reported missed bins in February and March due to snow and short-staffing events (the latter affecting garden waste collections only).

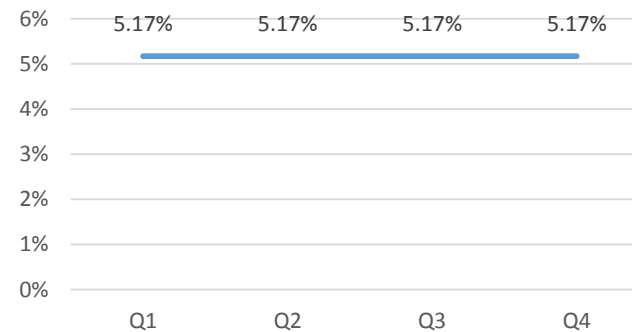


# PROPERTY AND REGENERATION

### Priority 1 Maintenance Completion Rate



### Vacant property rate %



### Commentary

**\* Maintenance completion**  
Rates were close to target throughout the year.

**\* 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.

<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
	<i>Multiplier</i>	<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			Direction of Travel	Future Actions to Further Mitigate & Control Risk	
					Likelihood (2)	Impact (2)	Residual Risk						
PD14	Project	Failing to deliver a local plan (e.g. due to budget, staffing, legislative changes, legal objection/ challenge)	<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>	4	4	16	Worsened	<ul style="list-style-type: none"> <li>* 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.</li> </ul>
IT6	Operational	Failure or interruption to IT services	<ul style="list-style-type: none"> <li>* Damage caused by successful cyber-attack.</li> <li>* Loss of data.</li> <li>* Service delays.</li> <li>* Reputational damage.</li> <li>* Staff satisfaction.</li> </ul>	Head of IT	4	4	16	<ul style="list-style-type: none"> <li>* On-going implementation of new IT Strategy.</li> <li>* On-going Business continuity planning.</li> <li>* Maintain effective ICT security procedures and processes.</li> <li>* Security operation centre monitoring systems 24/7.</li> </ul>	3	4	12	New Risk	<ul style="list-style-type: none"> <li>* Approve and implement full IT Strategy.</li> <li>* Robust management of programme to implement strategy inc. regular reviews to track progress and effectiveness.</li> <li>* New risk consolidates related IT Divisional risks).</li> </ul>

PD1	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>	3	3	9	No change	<ul style="list-style-type: none"> <li>* Member Working Group meets bi-monthly.</li> <li>* Cross-organisational Working Group also meets frequently to ensure a co-ordinated approach.</li> </ul>
HC9	Financial	Risk of homelessness expenditure exceeding budget provision	<ul style="list-style-type: none"> <li>* Unable to meet statutory duties.</li> <li>* Pressure to increase spending on accommodation in locations further outside of Borough.</li> <li>* Need to source funding from outside current budget and knock-on reductions to other budgets.</li> <li>* Potential damage to reputation.</li> </ul>	Head of Housing & Community	3	4	12	<ul style="list-style-type: none"> <li>* Additional posts to support PSL and Move On activities.</li> <li>* Commissioning Reigate and Banstead Fraud Team to investigate claims.</li> <li>* New strategic housing manager in post.</li> <li>* Approved Homelessness and Rough Sleeping Strategy and Action Plan.</li> </ul>	3	3	9	No Change	<ul style="list-style-type: none"> <li>* Council working group developing mitigation measures.</li> <li>* Business process review of housing.</li> <li>* Microhomes proposal.</li> <li>* New staff to focus on single homeless.</li> <li>* Housing First funding for two new units of accommodation.</li> <li>* Additional government funding for homelessness for 2023-2025.</li> </ul>

HR5	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>	3	3	9	No change	<ul style="list-style-type: none"> <li>* We continue to fill vacancies at a good rate.</li> </ul>
F2	Financial	Failure to balance the budget annually (inc. mitigating the ongoing financial impacts of Covid-19, energy cost increases, and meeting EPC requirements) & MTFS	<ul style="list-style-type: none"> <li>* Fail to perform statutory duty and issue of Section 114 notice allowing potential Government intervention and potential cuts to services</li> <li>* Reduced assurance over the Council's financial sustainability.</li> <li>* Significant damage to reputation.</li> <li>* Additional budget requirement for energy and EPC mitigation reduces budgets available for 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.</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> <li>* Quarterly budget monitoring.</li> <li>* Competitive procurement undertaken for utilities (options reviewed in Oct 2022).</li> <li>* Asset reviews underway.</li> <li>* Ongoing programme of improvement to energy efficiency of council buildings (inc. reporting to councillors at committee).</li> </ul>	4	2	8	No change	<ul style="list-style-type: none"> <li>* New MTFS for 24-28 to be produced.</li> <li>* Council to review energy options as Government support is due to be downgraded.</li> </ul>
PCR18	Operational	Failure to respond effectively to a major incident or civil emergency	<ul style="list-style-type: none"> <li>* Loss of business continuity.</li> <li>* Health and wellbeing of residents.</li> <li>* Reputational damage.</li> </ul>	Head of Policy & Corporate Resources	4	4	16	<ul style="list-style-type: none"> <li>* Partnered with Applied Resilience to provide specific emergency planning and business continuity resource (inc. response) and advice.</li> <li>* Suite of emergency plans in place, with scheduled testing.</li> <li>* Suite of service business continuity plans in place.</li> <li>* Council responders trained in various response roles.</li> <li>* Emergency call out numbers shared with all relevant officers.</li> <li>* Internal audit of emergency planning recently completed.</li> </ul>	2	3	6	New Risk	<ul style="list-style-type: none"> <li>* Business Continuity audit [scheduled in Audit Plan 2023-2024].</li> <li>* Business continuity tests.</li> </ul>

PCR13	Operational	Failure to successfully prevent a significant health and safety incident	<ul style="list-style-type: none"> <li>* Harm to staff, visitors, members of the public and / or contractors.</li> <li>* HSE Prosecution.</li> <li>* Reputational damage.</li> <li>* Unable to maintain service delivery.</li> </ul>	Head of Policy and Corporate Resources	2	4	8	<ul style="list-style-type: none"> <li>* Health &amp; Safety Group, inc. accident reporting.</li> <li>* Health &amp; Safety Officer.</li> <li>* Health and safety risk register.</li> <li>* Annual report to SMT.</li> <li>* Health and safety budget.</li> <li>* Health and safety E-Hub page (new website launched).</li> <li>* Suite of health and safety policies, guidance and forms.</li> <li>* Comms sent out in staff updates.</li> </ul>	1	4	4	No change	<ul style="list-style-type: none"> <li>* Complete Health and Safety Audit (2022) actions. [underway].</li> <li>* Complete this round of assurance checks [underway, running to Jul 23].</li> <li>* Publish new managers' H&amp;S checklist [underway].</li> <li>* Review reporting on near misses.</li> <li>* All managers trained in H&amp;S and understand their responsibilities.</li> <li>* Risk assessments in place and reviewed regularly.</li> </ul>
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PCR16	Operational	Failure to comply with GDPR/Data protection 2018	<ul style="list-style-type: none"> <li>* Harm to, and breach of rights of, owners of the personal (inc. sensitive) data that has been breached.</li> <li>* A range of sanctions from Information Commissioner's Office (ICO), including prosecution and unlimited fines.</li> <li>* Reputational damage.</li> </ul>	Data Protection Officer	2	4	8	<ul style="list-style-type: none"> <li>* Review and update relevant data policies and processes.</li> <li>* Continue to raise staff awareness and skills required, including annual refresher training.</li> <li>* Review long term resourcing requirements.</li> </ul>	2	2	4	New Risk	<ul style="list-style-type: none"> <li>* Establish assurance process for senior management team, including the creation of new Information Governance Management Group [underway].</li> </ul>
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## 5. Committee Risk Registers

Committee risks are progressing. Three out of four policy committees have risks assigned, which have been reviewed by the Chairs and relevant senior officers. The next step will be to confirm risks for Licensing and Planning Policy Committee, and confirm the risk registers with the newly confirmed committee Chairs (following the May election).

## 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 a 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 and Resources Committee in July 2022.</p> <p>Updated budgets for 2023/24, factoring in latest government funding announcements, were approved at Full Council in February 2023, in line with the Council's budget setting framework.</p>	<b>Completed</b>
Existing strategies in relation to changes in risk relating to investment properties may need reviewed	This has been reviewed and no changes are required to the strategies. However, a revised investment strategy will be prepared by March 2024, as agreed with the internal auditors.	<b>Completed</b>
The arrangements for Information Governance and data protection need to be reviewed to ensure they are fully compliant with legislation and ICO guidance	A Data Protection Officer has been in post since 1 August 2022 and has reviewed and updated the Data Protection Policy. A Record Management and Retention Policy has been drafted and approved. The Information Asset Registers have been mostly updated. Initial steps have been taken to establish an Information Governance Management Team.	<b>Completed</b>
Strengthening and updating the Constitution	The updated constitution was approved by the full Council on 14 February 2023. It came into effect as of 4 May 2023.	<b>Completed</b>