Corporate Performance Report

Quarter 4 2023-2024

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.

Action Expected Outcome	
Completed	13
Slippage	9

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary
AP23/4.1	Finance Service; Strategy & Resources Committee	Review financial framework	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	30-Sep-2023	🔵	**Completed:** At its meeting on 25 July 2023, the Full Council approved the recommendations by the Standards and Constitution Committee
AP23/4.2	ICT Service; Strategy & Resources Committee	A costed and funded ICT Strategy	Approved by Strategy and Resources Committee	30-Sep-2023	🔵	**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.
AP23/4.3	Executive Office; Strategy & Resources Committee	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.	30-Nov-2023	🔵	**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.

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary
AP23/4.4	Property Regeneration Service; Strategy & Resources Committee	Development of full options proposals around the development/disposal of current Town Hall site if Item 4.3 is approved for progression.	• Programme plan completed and agreed at S&R then • put to Council for approval.	30-Nov-2023	🟡	• The first Member Working Group meeting (consisting of members and officers) was held on 17/04/2024 to discuss options of the Town Hall site. Two more meetings have been scheduled for 17/5 and 17/6. • The potential options will be shared with the consultant who will then conduct feasibility study to identify viable options. These options will be presented to S&R and Council in December for final decision-making. • The reasons for delay in completing this action are due to the time required to obtain approval of relocating to 70 East Street and the appointment of consultant. • This action will be carried forward to the 2024/25 Annual Plan (see action 5).
AP23/4.5	Place Development Service; Strategy & Resources Committee	a) Identification of business start-up premises through Town Centre Masterplan, Local Plan and Economic Work, b) Hold Pop-up shops/displays in Bourne Hall	a) Proposals for locations considered in the Local Plan/Town Centre Master Plan work. New Economic Development Strategy produced and agreed. b) 4 Pop-Ups, 1 per quarter.	31-Mar-2024	🟡	a) A revised Local Plan timetable was approved by LPPC in November 2023 after a pause period between March and October 2023. The consultation responses on the Draft Epsom Town Centre Master Plan in December 2023 have been considered with the consultant to progress into the final version for the LPPC in Autumn 2024. It will feed into the development of Local Plan. Officers are working towards the public consultation on a Regulation 19 Local Plan in Jan-Feb 2025. This action will be carried forward to 2024-2025 (encapsulated by action 11). b) **Completed:** Various events have been taken place in Bourne Hall since April 2023 including 7 'Cash in the wardrobe'. In December, we held 4 pop ups of local stalls and the first Christmas event which increased the footfall within the venue.

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary
AP23/4.6	Place Development Service; Strategy & Resources Committee	Clarify committee ownership of the Economic Development activity and identify resource requirements and funding to progress further	• 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.	30-Sep-2023	🔵	**Completed:** 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. Following these discussions, economic development can be reviewed by the Strategy and Resources Committee.

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary
AP23/4.7	Licensing & Planning Policy Committee; Place Development Service	a)Regulation 18 & 19 consultations on Local Plan, b) Working with Business Improvement District Partners, c) Introduction of Community Infrastructure Levy Protocol	Consultation commenced. Evidence of ongoing engagement	31-Mar-2024	🟡	a)The Regulation 18 consultation was completed in March 2023. The pause on the Local Plan between 22 March and 24 October 2023 delayed the Regulation 19 consultation. The revised timetable and the additional funding were approved by the LPP Committee on 22 November 2023 and the S&R Committee on 12 December 2023 respectively. Officers are working on track to submit a report to the LPPC in November and the full Council in December 2024 for the commencement of the Regulation 19 consultation in January 2025. This action will be carried forward to 2024-2025 (encapsulated by action 11). b) **Completed:** Monthly meetings were held between the Council and Business Improvement District Partners throughout 2023-24. The Council is in the process of reviewing our engagement with the business community via the Business Leaders Breakfast. c) **Completed:** A draft Community Infrastructure Levy (CIL) Spending Protocol was approved by the LPPC on 18 January 2024. A briefing for the members was held in March 2024. Both the strategic and neighbourhood CIL funding rounds were launched in May 2024.

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary
AP23/4.8	Licensing & Planning Policy Committee; Place Development Service	Draft Infrastructure Delivery Plan published alongside the Local Plan consultation.	• 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.	31-Mar-2024	🟡	A revised Infrastructure Delivery Plan was produced to support the launch of CIL funding rounds in May 2024. This revised plan will feed into the Regulation 19 consultation on the Local Plan in January 2025. This action will be carried forward to 2024-25 (encapsulated by actions 11 and 12).
AP23/4.9	Licensing & Planning Policy Committee; Place Development Service	Additional resource to enable a Tree Preservation Order Review.	Business case taken to committee by completion date.	30-Sep-2023	🔵	**Completed:** The business case was agreed and the resource was put in place during the first quarter of 2024.
AP23/4.10	Licensing & Planning Policy Committee; Place Development Service	Business case for additional resource to enable a Tree Replacement Notice Review & process	Business case taken to committee by completion date.	31-Oct-2023	🔵	**Completed:** The business case was agreed and the resource was put in place during the first quarter of 2024.
AP23/4.11	Licensing & Planning Policy Committee; Place Development Service	Produce a Local Heritage List	Approved by committee for targeted consultation	30-Sep-2023	🟡	The progression of the Local Heritage List was paused in parallel to the Local Plan. Following the Council's decision to 'unpause' the Local Plan on 24 October 2023, a targeted consultation with asset owners has been undertaken. The responses to the consultation along with the proposed Local Heritage List will be reported to LPPC in September 2024.

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary
AP23/4.12	Community & Wellbeing Committee; Operational Services	Increased surplus from Bourne Hall	• Flying Saucer Cafe launched. • Increased retail activity. • Completion of charges review.	31-Dec-2023	🔵	**Completed:** • The business plan has been agreed by SLT. • There has been an increased cafe retail activity since April 2023. The income generated between April 2023 and January 2024 has exceeded the target for this financial year by approx. 35%.
AP23/4.13	Community & Wellbeing Committee; Place Development Service	A costed and resourced Arts, Cultural and Heritage (ACH) Strategy.	Approved by Community and Wellbeing Committee and stakeholder group.	31-Oct-2023	🔵	**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.

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary
AP23/4.14	Community & Wellbeing Committee; Place Development Service	Programme of tours/events/digital to promote heritage assets	Approved by C&W Committee.	31-Mar-2024	🔵	**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 digital 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 NESCOT 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.

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary
AP23/4.15	Community & Wellbeing Committee; Housing and Communities Service	a)Implement year 1 actions of Homelessness and Rough Sleeper Strategy, b)Arrange Housing stakeholder event(s), c) A plan for private rented sector inspections and stock condition surveys	• 85% of Year 1 actions complete, with quarterly reports to the committee Chairs. • Housing event held and network operational • Consultation completed and any recommendations from DLUHC considered - member briefing paper produced if appropriate	31-Mar-2024	🟡	a) **Completed**: 85% of Year 1 actions have been completed and quarterly reports were provided to the Chair and Vice-Chair of Community & Wellbeing Committee. Half yearly budget report was submitted to the Committee in October 2023. A full year report on Homelessness budget is due in July 2024. b) **Completed:** A stakeholder analysis has been completed and a programme of engagement has been developed which is in operation. c) There are no current resources to conduct proactive private rented housing inspections and stock condition surveys as the team is currently focussing on reactive work of private rented housing inspections and the mandatory HMO licensing scheme. A letter has been written to the Secretary of State to request funds to conduct stock condition surveys in the private rented sector. This will be sent after the election as parliament has been dissolved.
AP23/4.16	Community & Wellbeing Committee; Policy and Corporate Resources Service	Community Feedback	Approach approved by the Strategic Leadership Team / Policy Chairs.	30-Sep-2023	🔵	**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.
AP23/4.17	Environment Committee; Place Development Service	Implementation of Priority 1 2023-2024 Climate Change Action Plan actions.	85% of actions completed	31-Mar-2024	🔵	**Completed:** Eight out of the nine identified actions have been completed/on track (89%). One action has made limited progress. A progress report on delivery of Climate Change Action Plan was submitted to the Environment Committee on 23 Jan 2024.

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary
AP23/4.18	Environment Committee; Place Development Service	a) Implement of Priority 1 2023-2024 Tree Strategy actions, b) Progress plan for a National Nature Reserve feasibility study	• 85% of actions completed; 100 trees planted • Implementation of a NNR feasibility study	31-Mar-2024	🟡	a)Tree Management Plan was formally approved in June 2023 and the initial focus has been on: • applying and securing funding for tree planting plans (£10k secured from SCC Empty Homes Reallocation Fund; awaiting outcome of our large funding bid submitted to Local Authority Treescape Fund). In 2023/24, 97 trees were planted. • adopted the new Ash Dieback Action Plan and a working group has been set up. • the Tree Planting Fees & Charges Policy has been developed and agreed. b) **Completed:** 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. This discussion was put to a halt by Natural England in February 2024 due to lack of resources.
AP23/4.19	Environment Committee; Operational Services	A feasibility report and business case for providing a pet crematorium and memorial garden in the Borough	Report submitted to committee for consideration.	31-Oct-2023	🟡	• Initial investigatory work has begun, and the feasibility work is on-going before a formal presentation to SLT and then Members which is expected in the next few months.

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary
AP23/4.20	Environment Committee; Operational Services	To continue to monitor developments in Government Waste Strategy	Briefings provided to Environment Committee on any forthcoming developments or opportunities.	31-Mar-2024	🔵	• For this reporting period, the council monitored the development in Government Waste Strategy. In October 2023, the government announced that it was scrapping 'Consistency of Collections' in favour of a new strategy which is called 'Simpler Recycling'. Both the Council and Surrey Environment Partnership responded to this government consultation in November. • There has been no official response to the consultation by the government yet, but Defra has now disbursed the £108k allocated to the council for 'universal' food waste in January 2024. After the council's query to Defra about this insufficient fund, Defra has responded that it will be providing 'resource funding' for the expansion of food waste in 2024/25, which may help to bridge the gap.
AP23/4.21	Crime & Disorder Committee; Housing and Communities Service	Complete the mobilisation phase of the new CCTV arrangements	Completed by completion date, including being compliant with ICO regulations.	31-May-2023	🟡	The video surveillance system policy was approved by the Council on 12 December 2023 and the new town centre CCTV cameras are now in operation. A consultant has audited the operation of the policy and produced a report. The Council is currently in discussion with the town centre operator regarding the recommendations to conclude this action.
AP23/4.22	Crime & Disorder Committee; Housing and Communities Service	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.	29-Feb-2024	🔵	**Completed:** an annual review of the CSP work was submitted to the Audit and Scrutiny Committee on 1 February 2024.

Summary of Key Performance Indicators

Community & Wellbeing Committee

Key Performance Indicator	Status
Number of Households Living in Nightly Paid Accommodation	🛑
Number of Successful Preventions From Homelessness	📈

Environment Committee

Key Performance Indicator	Status
Car Park Visitor Numbers	✅
Car Park Revenue (£k)	✅
Parking Penalty Charge Notice Appeals Responded to in 10 Working Days	⚠️
Waste Collected	✅
Waste Sent for Recycling	❓

Licensing & Planning Policy Committee

Key Performance Indicator	Status
Major Planning Applications Decided in Time	✅
Minor Planning Applications Decided in Time	✅

| Key Performance Indicator	Status
Other Planning Applications Decided in Time	✅
Planning Appeals Against the Council's Refusal of Planning Dismissed by the Inspector	✅

Strategy & Resources Committee

Key Performance Indicator	Status
Council Tax Collected	✅
Non Domestic Rates Collected	✅
Forecast Outturn vs Budget (£m)	⚠️
Income from Treasury Management Investment (£k)	✅
Number of Stage 1 Complaints Received	📈
Number of Stage 2 Complaints Received	📈
Average Time Taken (days) to Process Stage One Complaints	✅
Average Time Taken to Process Stage Two Complaints	✅
Average Number of Days of Staff Sickness	⚠️
Short-term Staff Sickness	⚠️
Council Owned Vacant Property Rate (%)	✅
Completion Rates for ALL Property Maintenance Works	✅
Completion Rate for PRIORITY 1 Property Maintenance Works	✅

Key Performance Indicator Charts

Traffic Light	
Red	1
Amber	4
Green	15
Data Only	3
Unknown	1

Community & Wellbeing Committee

Number of Households Living in Nightly Paid Accommodation

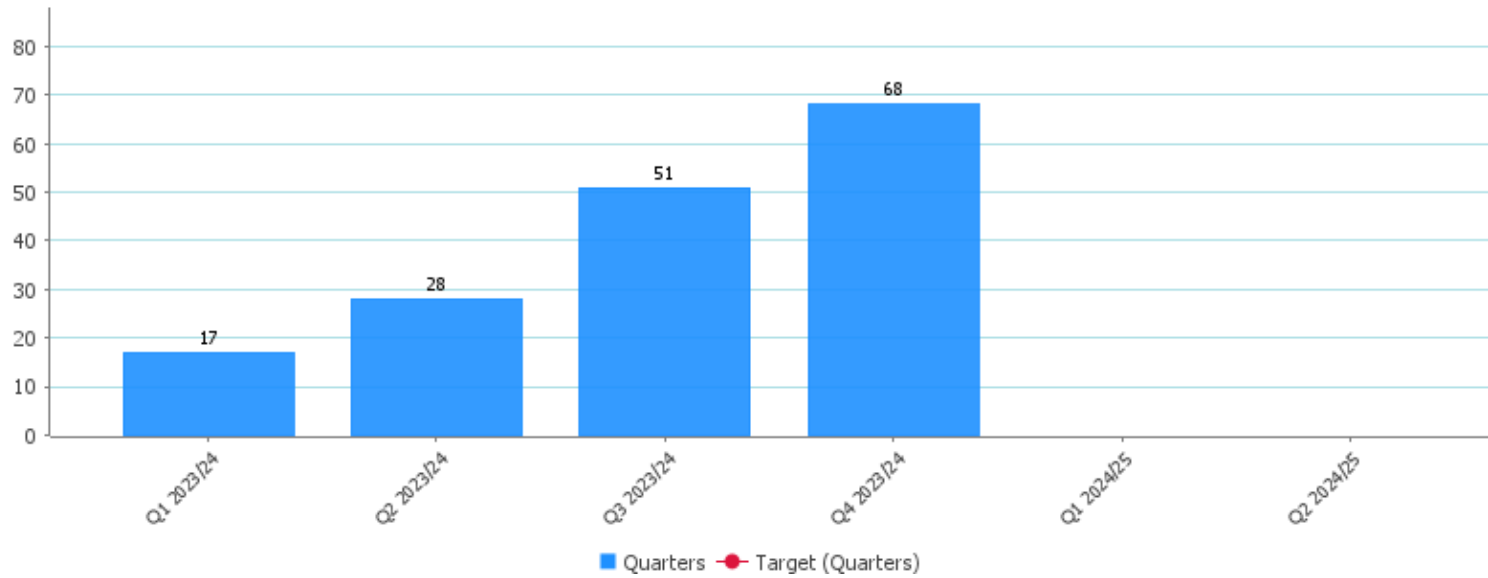**Number of Households Living in Nightly Paid Accommodation**
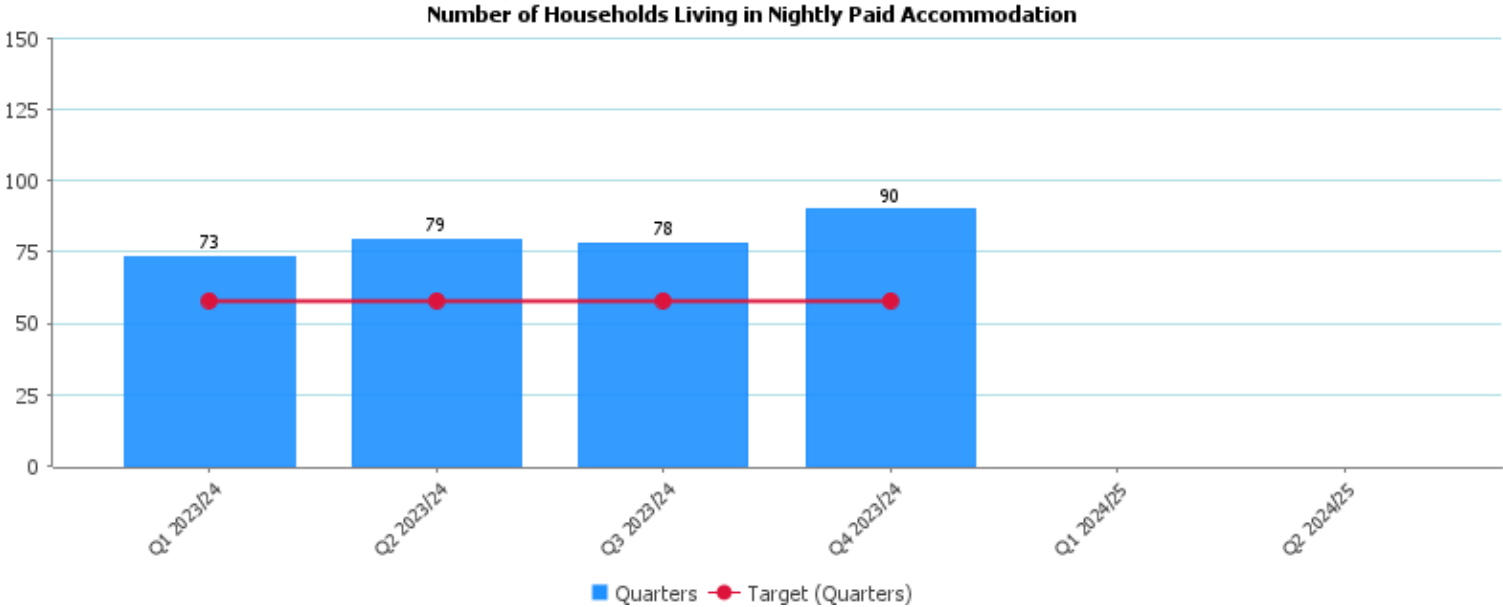
Commentary

• Homeless pressures continue to rise, with a 40% increase in the number of homeless applications in Q4 as compared with Q3. This has impacted on the number of households in NPA.
• Q4 target = 58.

Number of Successful Preventions From Homelessness

Number of Successful Preventions From Homelessness

Bar chart showing Number of Successful Preventions From Homelessness by quarter:
- Q1 2023/24: 17
- Q2 2023/24: 28
- Q3 2023/24: 51
- Q4 2023/24: 68
- Q1 2024/25: (no data)
- Q2 2024/25: (no data)

Legend: Quarters, Target (Quarters)

Commentary

A new Housing Options Officer that deals with homelessness preventions work started on 19 February 2024. This role has been largely vacant since August.
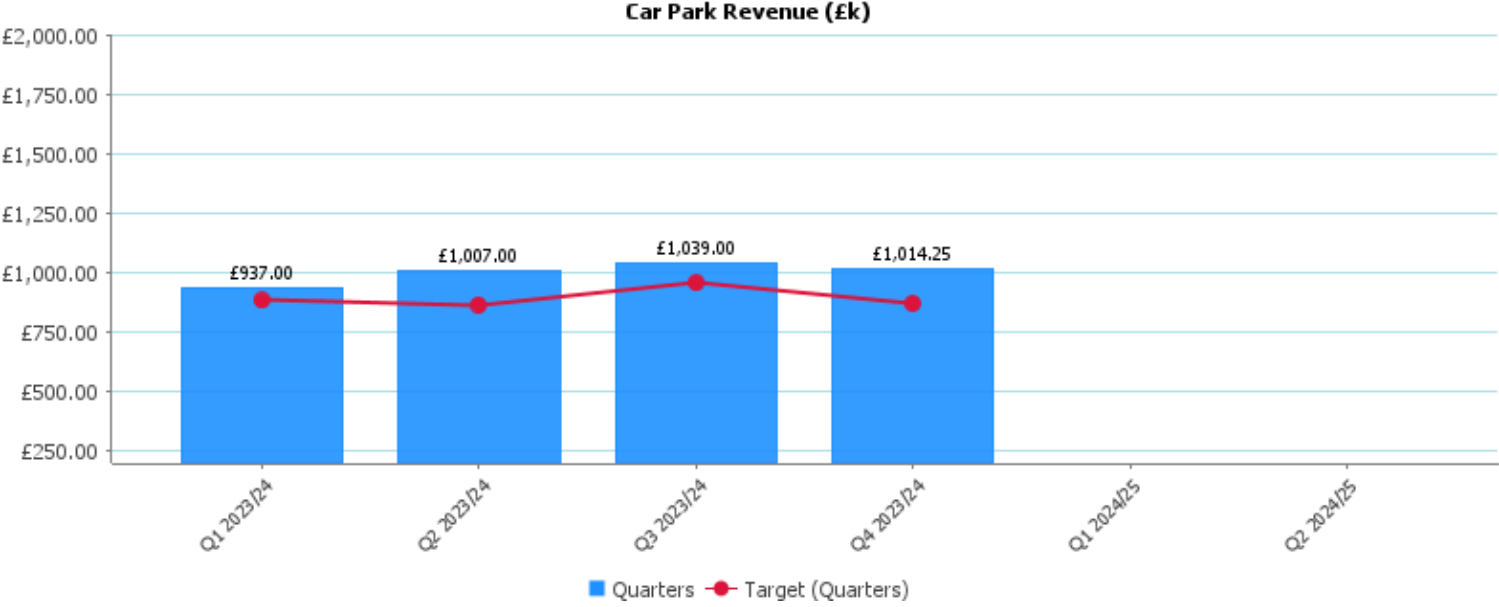
Environment Committee

Car Park Visitor Numbers
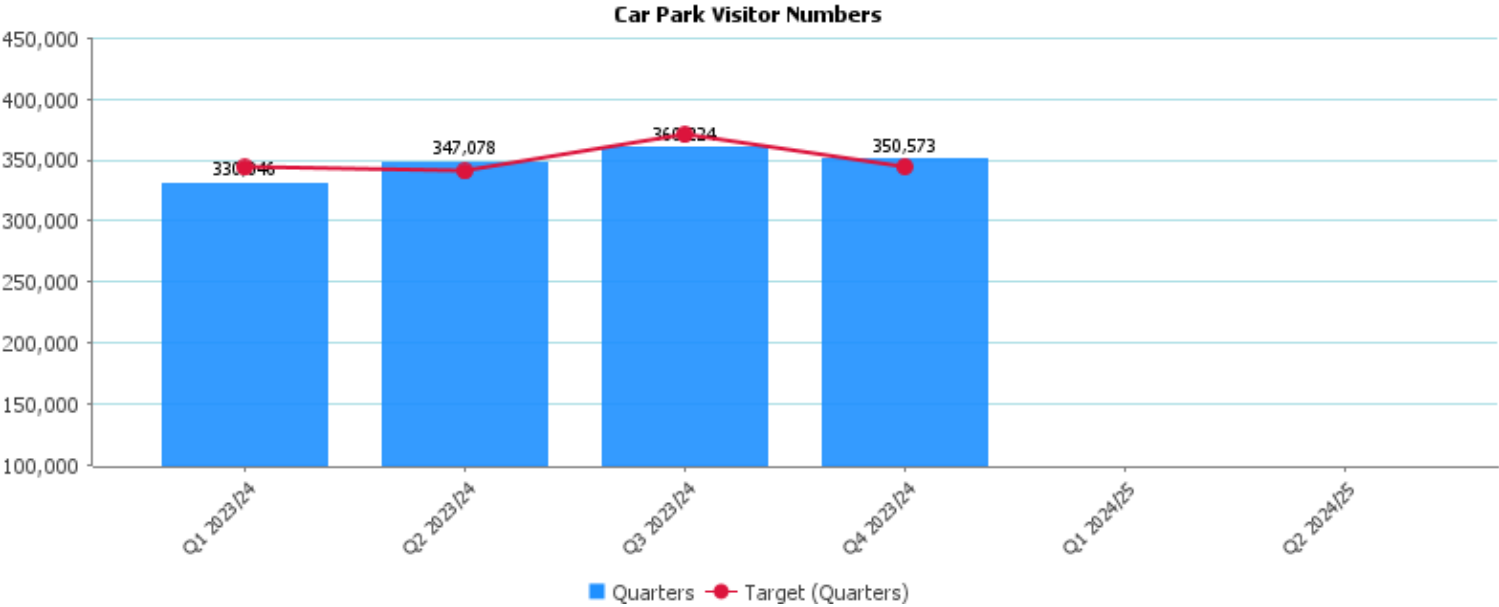
Commentary

• Visitor numbers increased in Q4 compared to the previous year primarily due to increased visitors to the Ashley Centre car park in Feb/March.
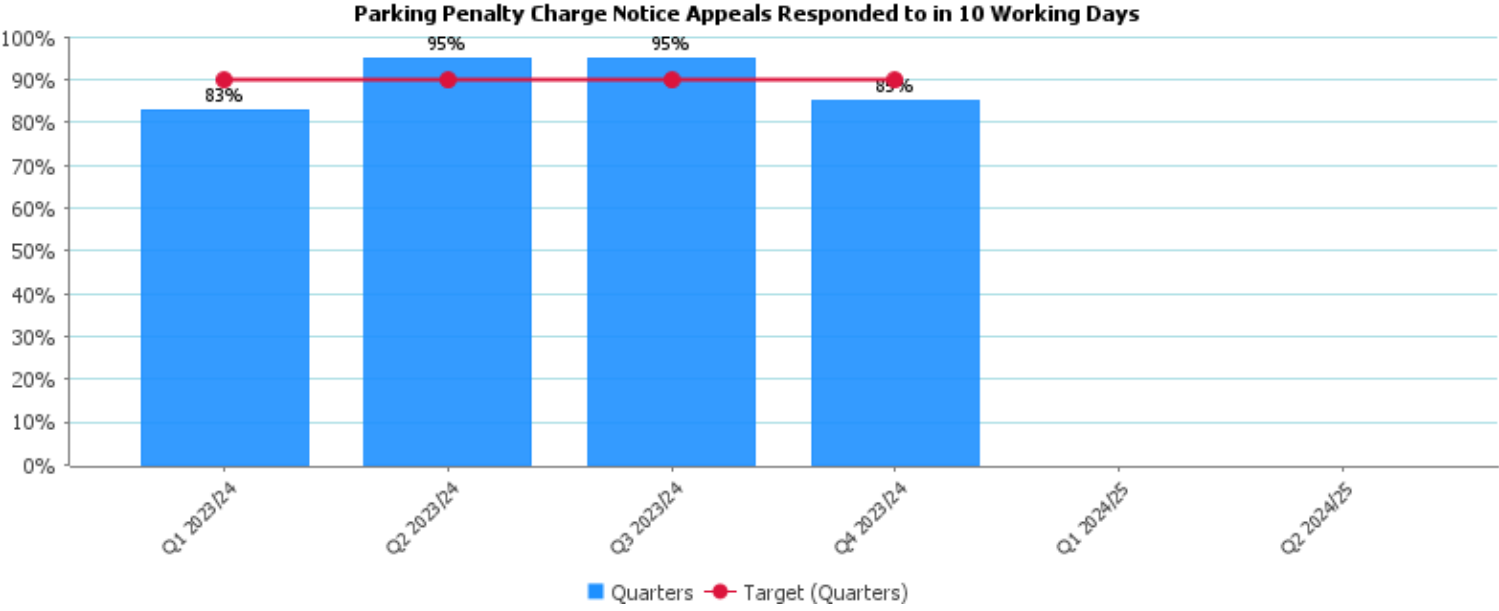• Q4 target = 344,695

Car Park Revenue (£k)

Commentary

• Revenue has significantly increased throughout 23/24 when compared to the previous years income.
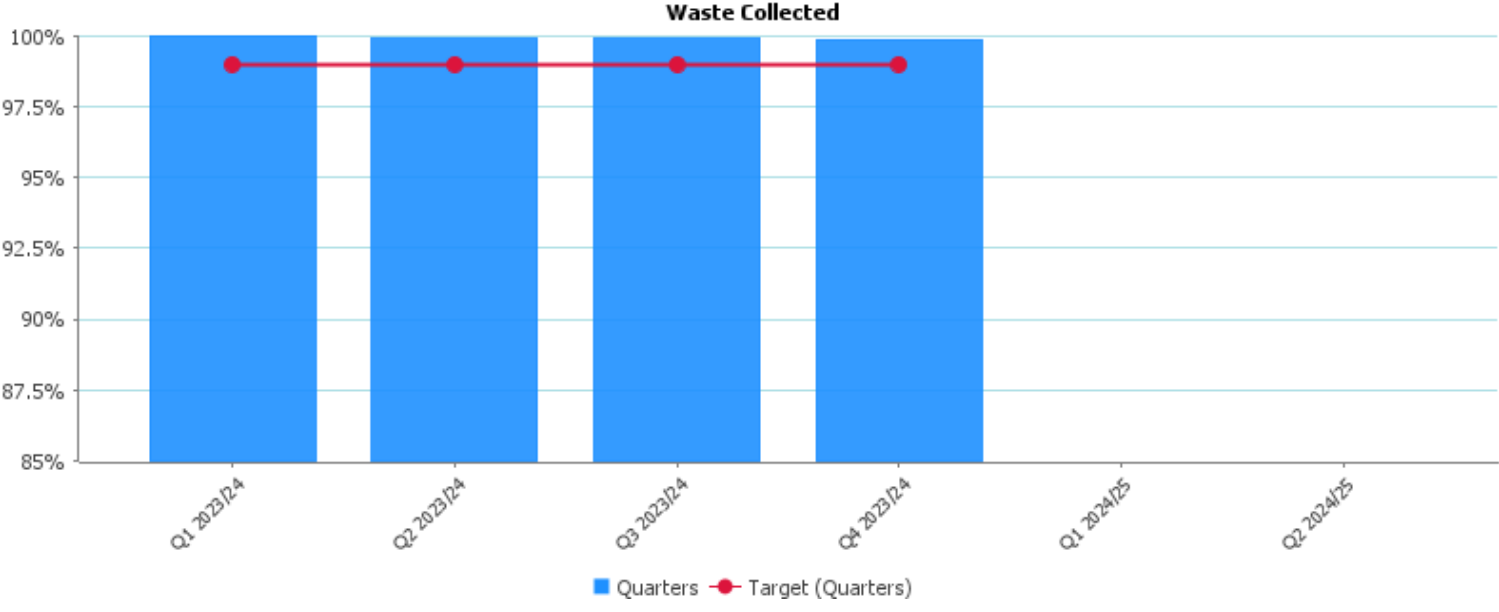• Q4 target = £869k

16

Parking Penalty Charge Notice Appeals Responded to in 10 Working Days

Parking Penalty Charge Notice Appeals Responded to in 10 Working Days

Bars (Quarters): Q1 2023/24 = 83%, Q2 2023/24 = 95%, Q3 2023/24 = 95%, Q4 2023/24 = 85%. Target (Quarters) line shown at approximately 90%.

Legend: ■ Quarters ─●─ Target (Quarters)

Commentary

• This has dropped slightly as Q4 is busier due to end of year renewals for parking permits as well as other end of year processes for other areas we work on.
• We have seen a slight drop in appeal numbers overall this year due to on-street parking being taken back by SCC.
• Although only 85% were responded to within 10 working days, all appeals were dealt with within statutory timescales.
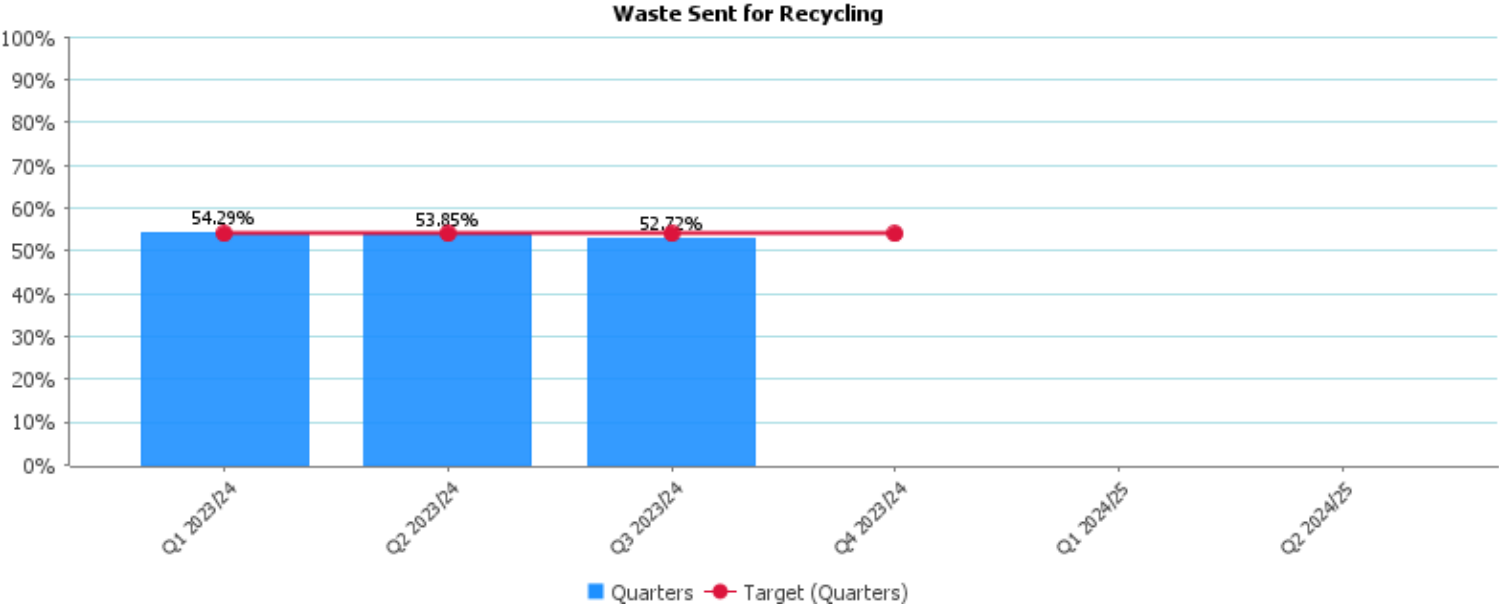• Q4 target = 90%.

Waste Collected

Waste Collected

Bars (Quarters): Q1 2023/24 = 100%, Q2 2023/24 = 100%, Q3 2023/24 = 100%, Q4 2023/24 = 100%. Target (Quarters) line shown at approximately 99%.

Legend: ■ Quarters ─●─ Target (Quarters)

Commentary

• Q3 impacted by effects of three garden waste suspensions on 2/2, 19/2 and 23/2 but still above target.
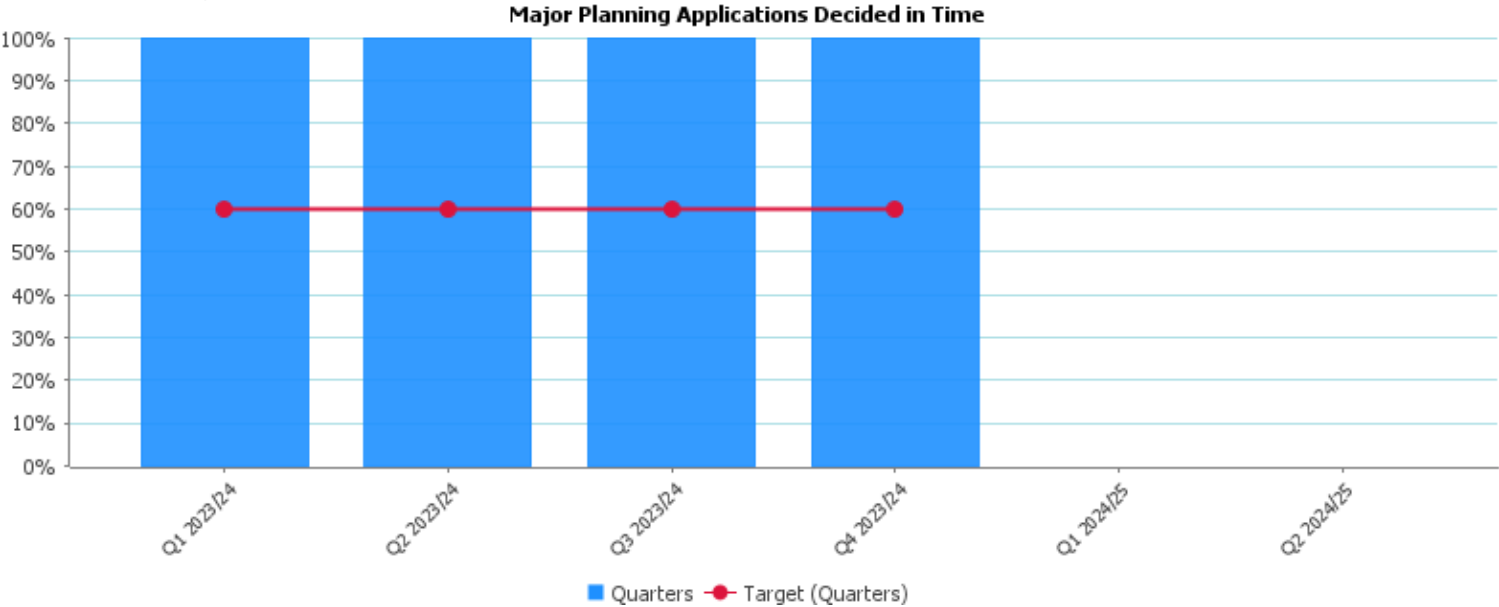• Q4 target = 99%.

Waste Sent for Recycling

Waste Sent for Recycling

Chart values:
- Q1 2023/24: 54.29%
- Q2 2023/24: 53.85%
- Q3 2023/24: 52.72%

Legend: ■ Quarters ●— Target (Quarters)

Commentary

- Q4: data not yet available yet due to standard processing time by contractors Suez.
- Note: 54% target is for full year. Quarterly figures shown are for the respective individual quarters.
- Q1: 0.97% higher than Q1LY, largely due to higher garden waste tonnages.
- Q2: 2.82% higher than Q2LY, again responding to higher garden waste tonnages (because we did not have the very high temperatures that we saw in Q2 last year).
- Q3: Down 1.43% points on Q3LY. Garden waste slipped back a bit, as did glass.
- Q4: figures just received and will be entered shortly.
- Year to date: On track for improvement over last year but unlikely to hit 54%.
- Underlying trend in general recycling across Surrey is static or slight slippage.
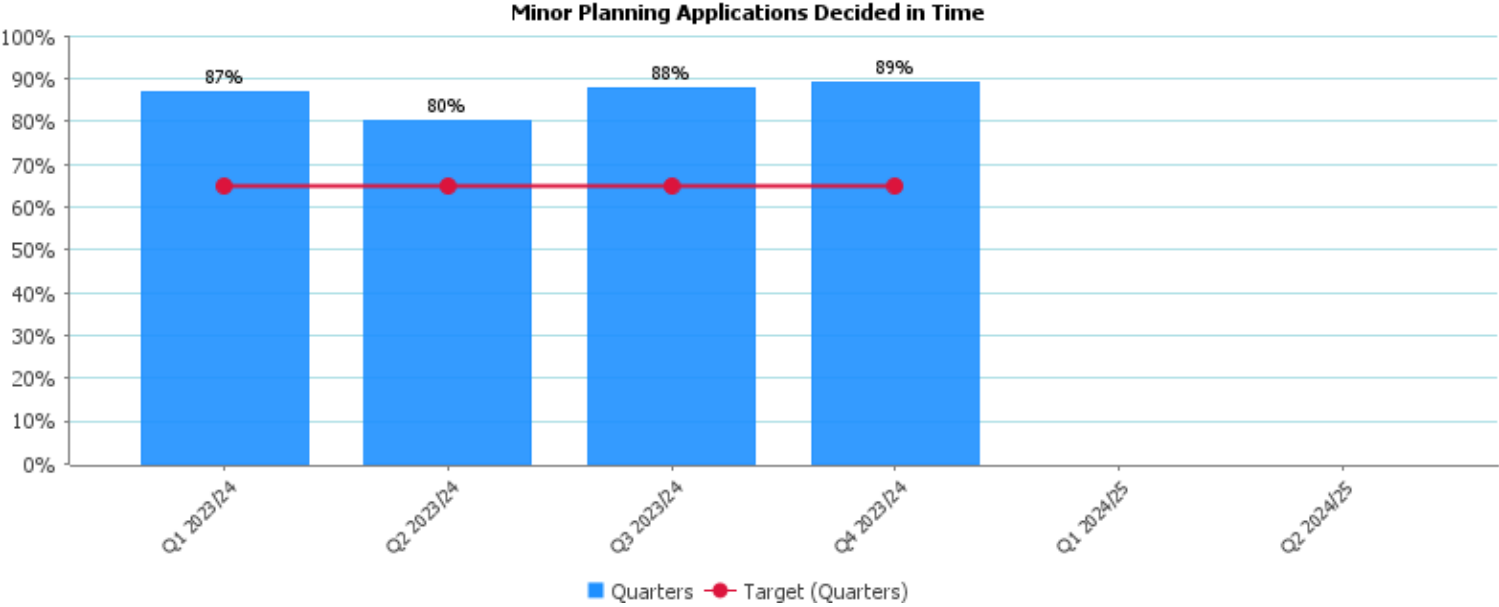
Licensing & Planning Policy Committee

Major Planning Applications Decided in Time

Commentary

• Performance remains strong. A number of performance improvement actions have been implemented.
• Q4 target = 60%.

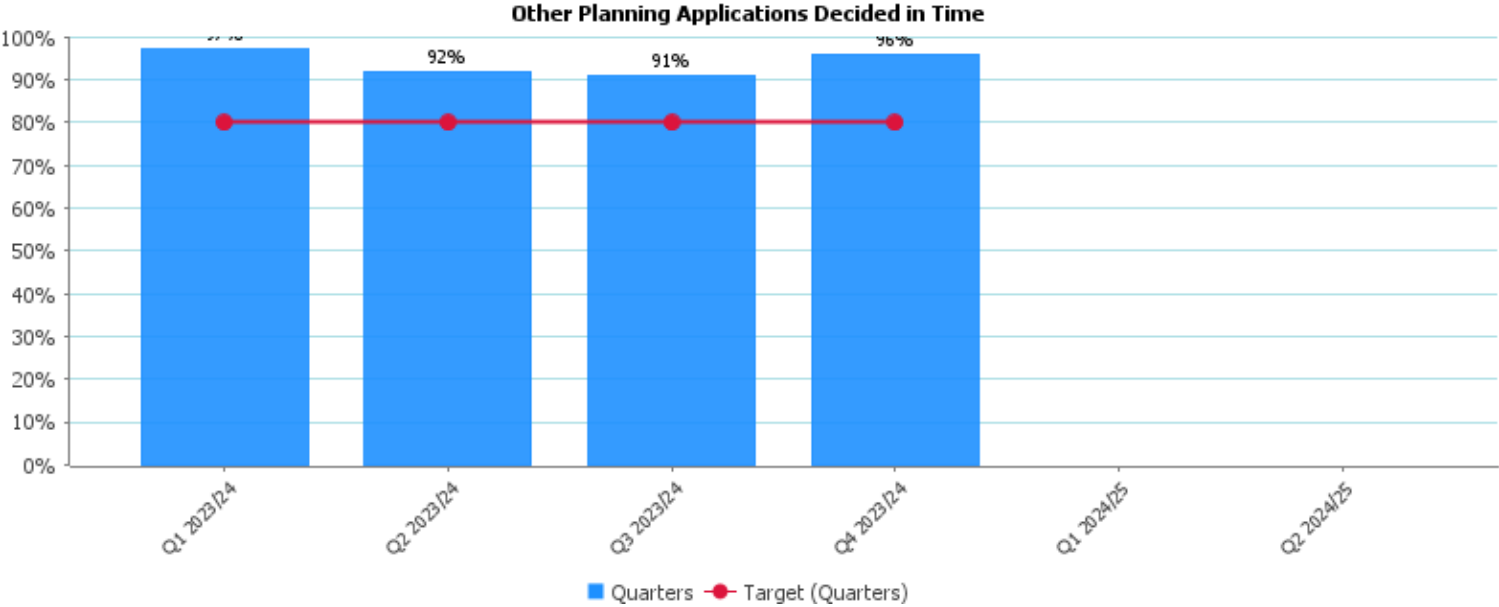### Minor Planning Applications Decided in Time

Commentary

• Performance remains strong. A number of performance improvement actions have been implemented.
• Q4 target = 65%.

Other Planning Applications Decided in Time

Other Planning Applications Decided in Time

Commentary
• Performance remains strong. A number of performance improvement actions have been implemented. • Q4 target = 80%.

Planning Appeals Against the Council's Refusal of Planning Dismissed by the Inspector

Planning Appeals Against the Council's Refusal of Planning Dismissed by the Inspector
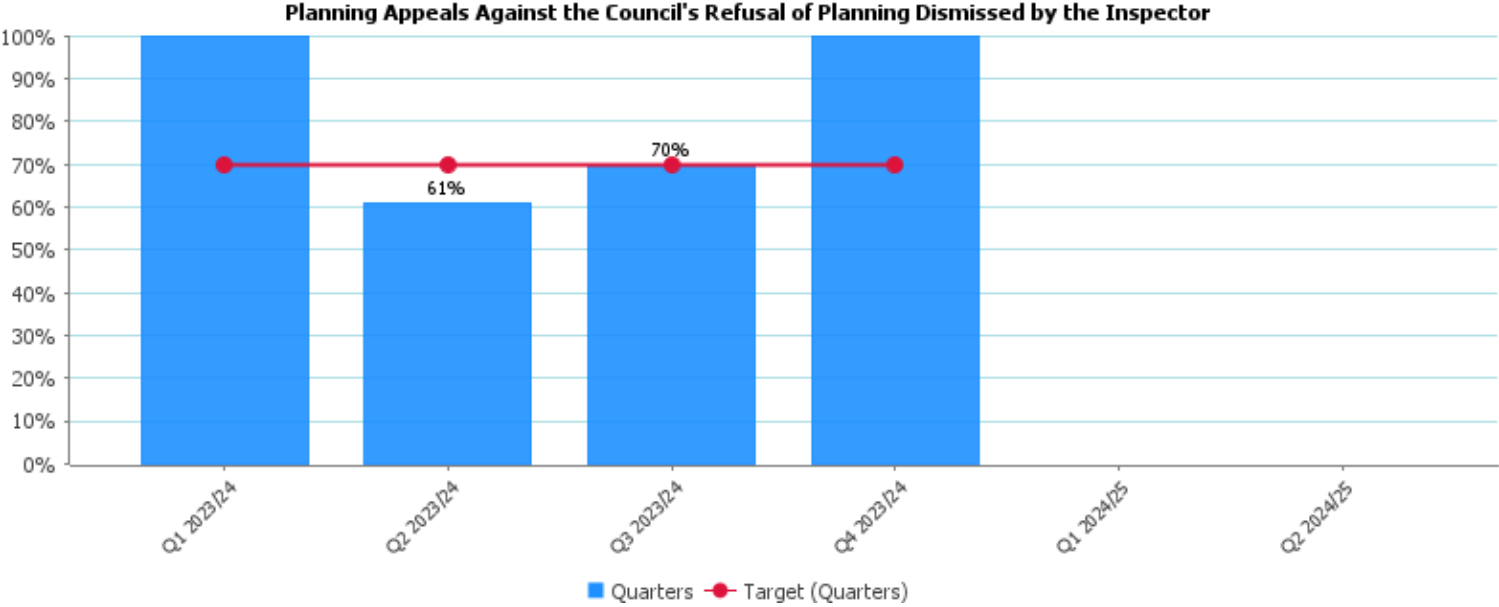
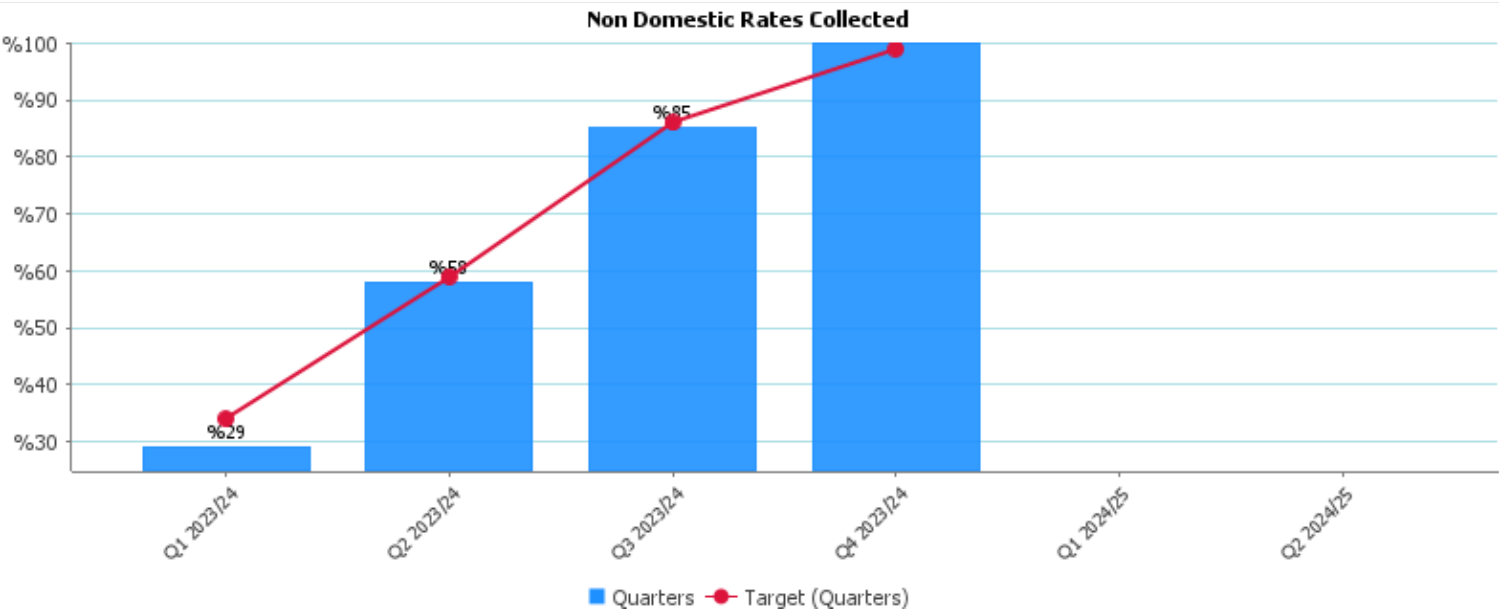| Commentary |
| --- |
| • Average trend remains strong, however relatively few appeal decisions are received per quarter (5 this quarter) and a few decisions to allow appeals can disproportionately skew the figures.
• Q4 target = 70%. |

Strategy & Resources Committee

Council Tax Collected
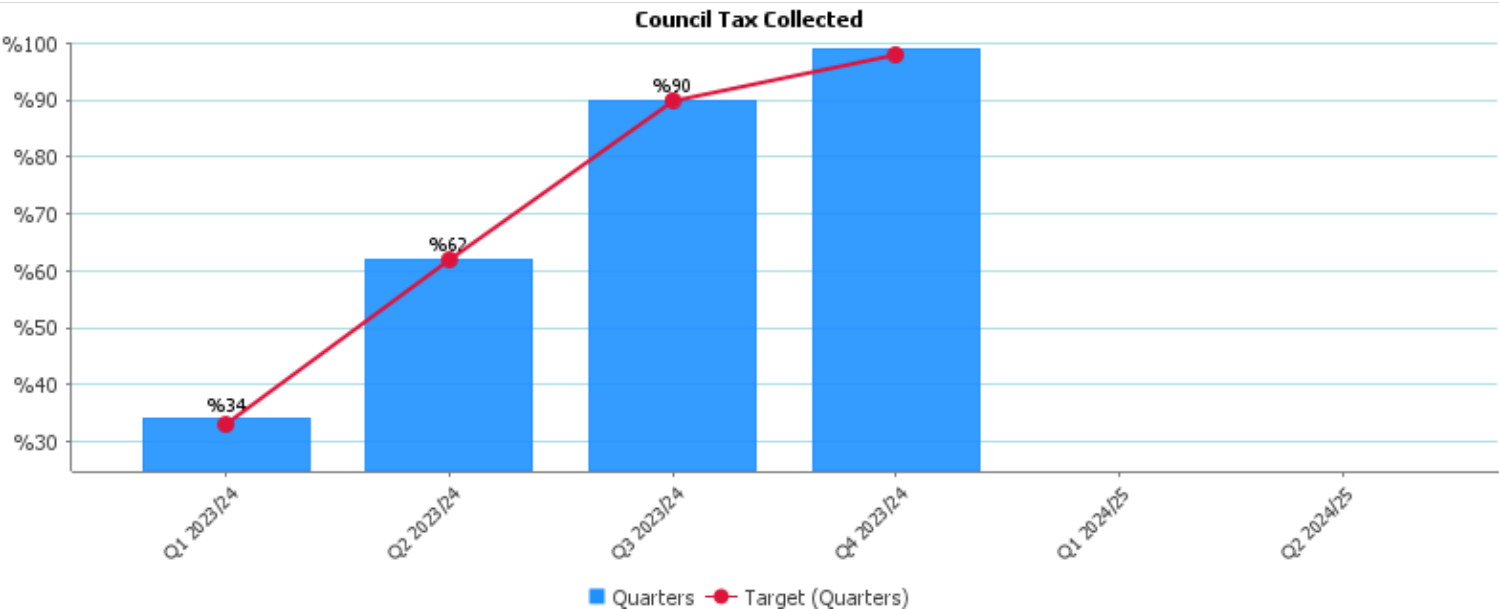
Commentary
- The service has met and exceeded target collection rates.
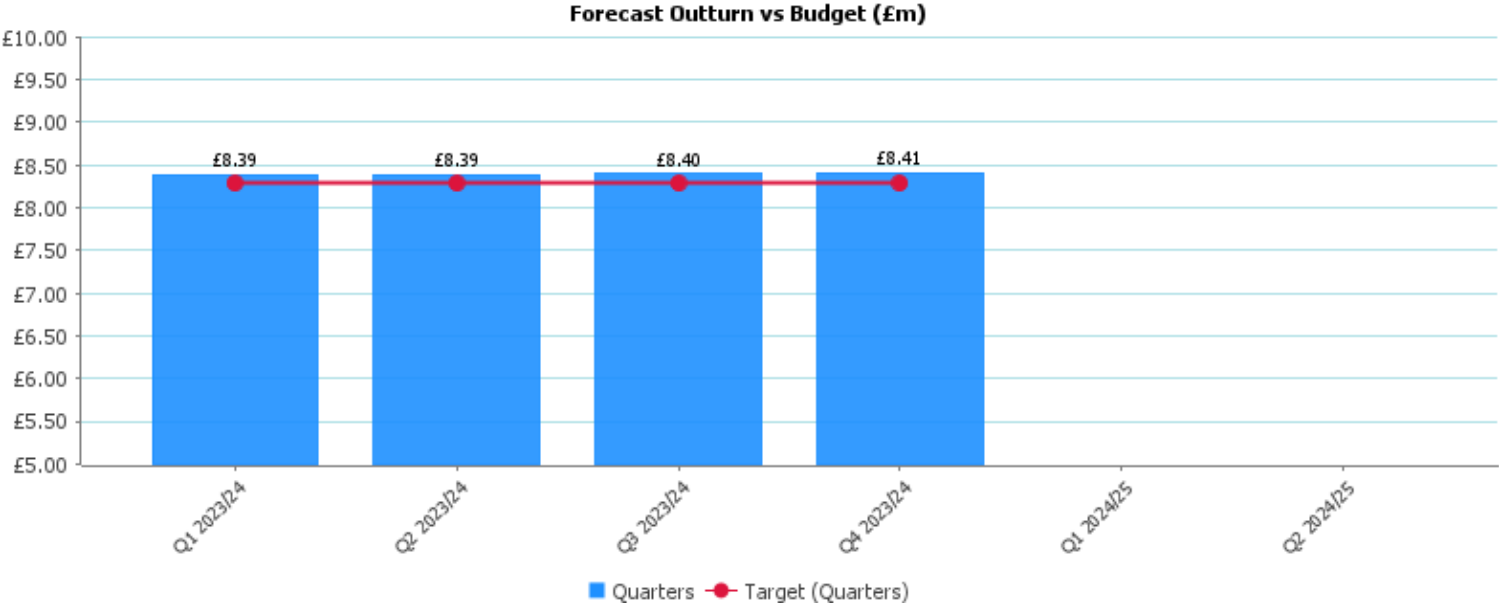- Q4 target = 98%.

Non Domestic Rates Collected

Commentary
- The service has met and exceeded target collection rates.
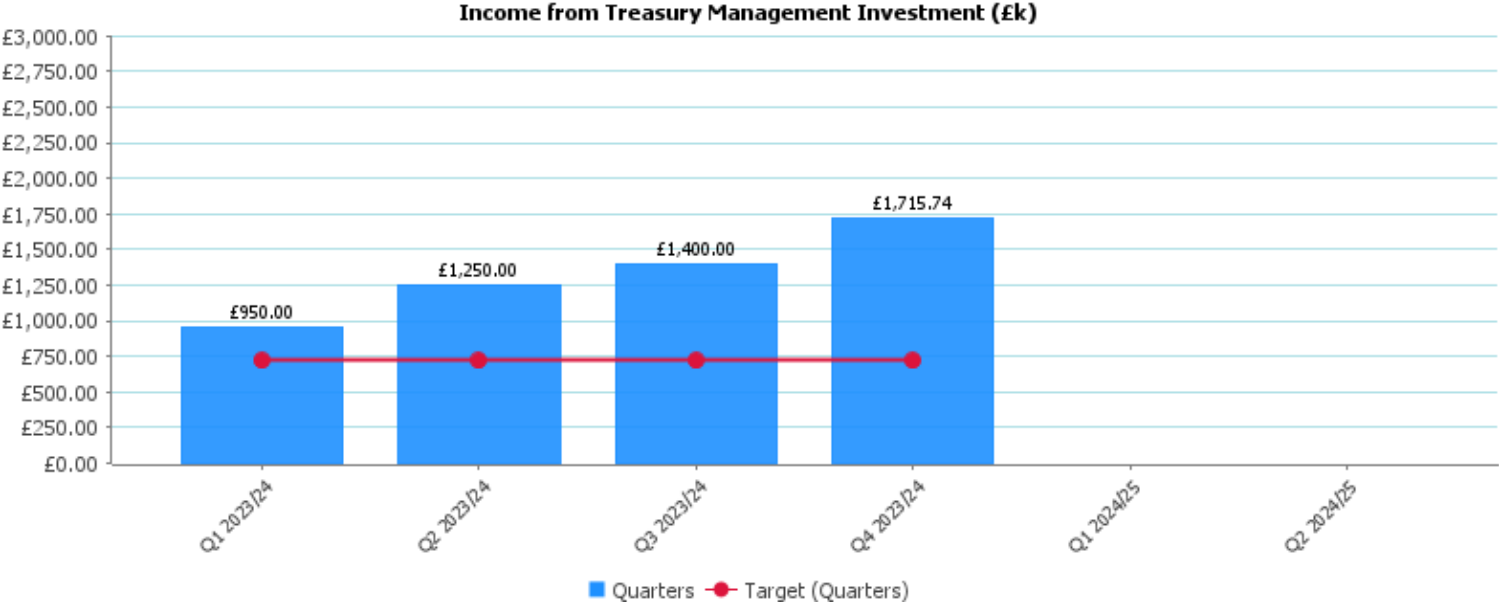- Q4 target = 99%.

Forecast Outturn vs Budget (£m)

Forecast Outturn vs Budget (£m)

Quarter	Value
Q1 2023/24	£8.39
Q2 2023/24	£8.39
Q3 2023/24	£8.40
Q4 2023/24	£8.41
Q1 2024/25	
Q2 2024/25	

Legend: ■ Quarters ● Target (Quarters)

Commentary

• 2023/24 provisional outturn is a £121k adverse variance compared to the agreed budget.
• This had mainly been forecasted at Q3 and will be reported in full to S&R in July.
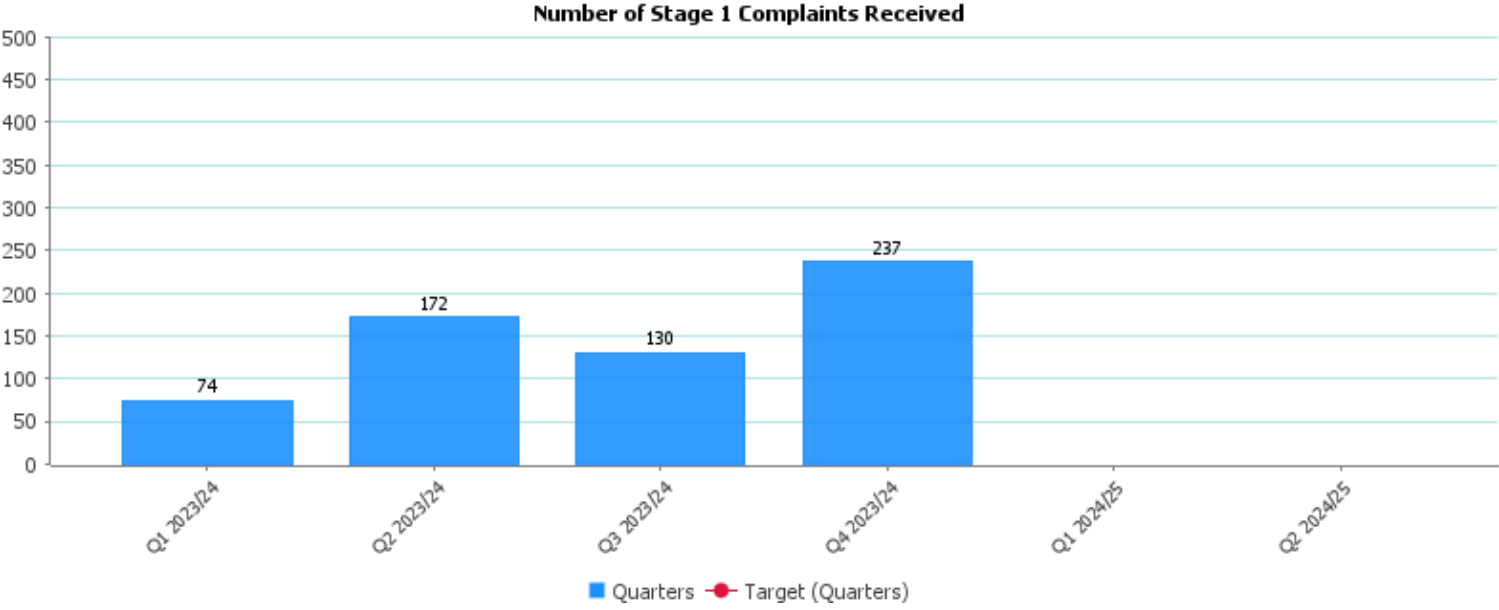• Q4 target = £8.29m

Income from Treasury Management Investment (£k)

Income from Treasury Management Investment (£k)

Quarter	Value
Q1 2023/24	£950.00
Q2 2023/24	£1,250.00
Q3 2023/24	£1,400.00
Q4 2023/24	£1,715.74
Q1 2024/25	
Q2 2024/25	

Legend: ■ Quarters ● Target (Quarters)

Commentary

• Income has exceeded the target, assisted by elevated interest rates.
• Q4 target = £720k

Number of Stage 1 Complaints Received

Number of Stage 1 Complaints Received

Quarter	Value
Q1 2023/24	74
Q2 2023/24	172
Q3 2023/24	130
Q4 2023/24	237
Q1 2024/25	
Q2 2024/25	

■ Quarters —●— Target (Quarters)
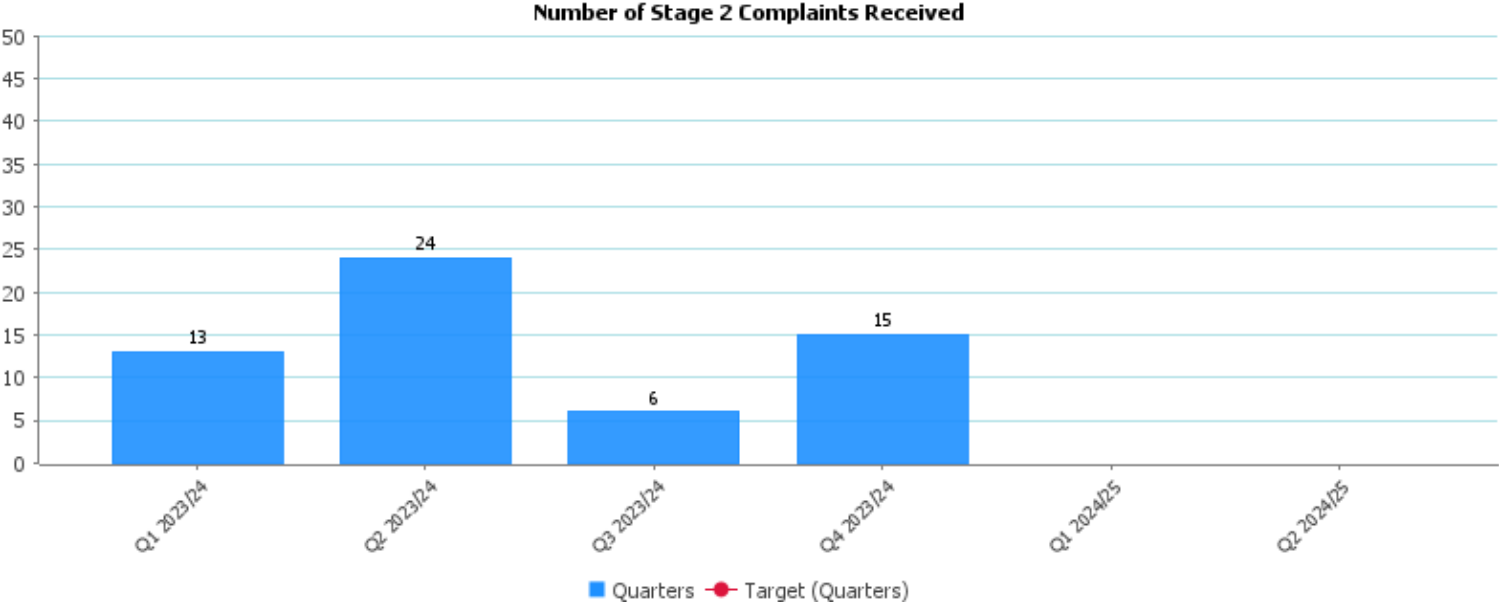
Commentary

• From mid-November 2023 all 'complaints' are logged as complaints whereas previously many were logged as comments/unofficial complaints.
• This is likely to lead to an increase in the no. of complaints at this point when compared with previous periods.
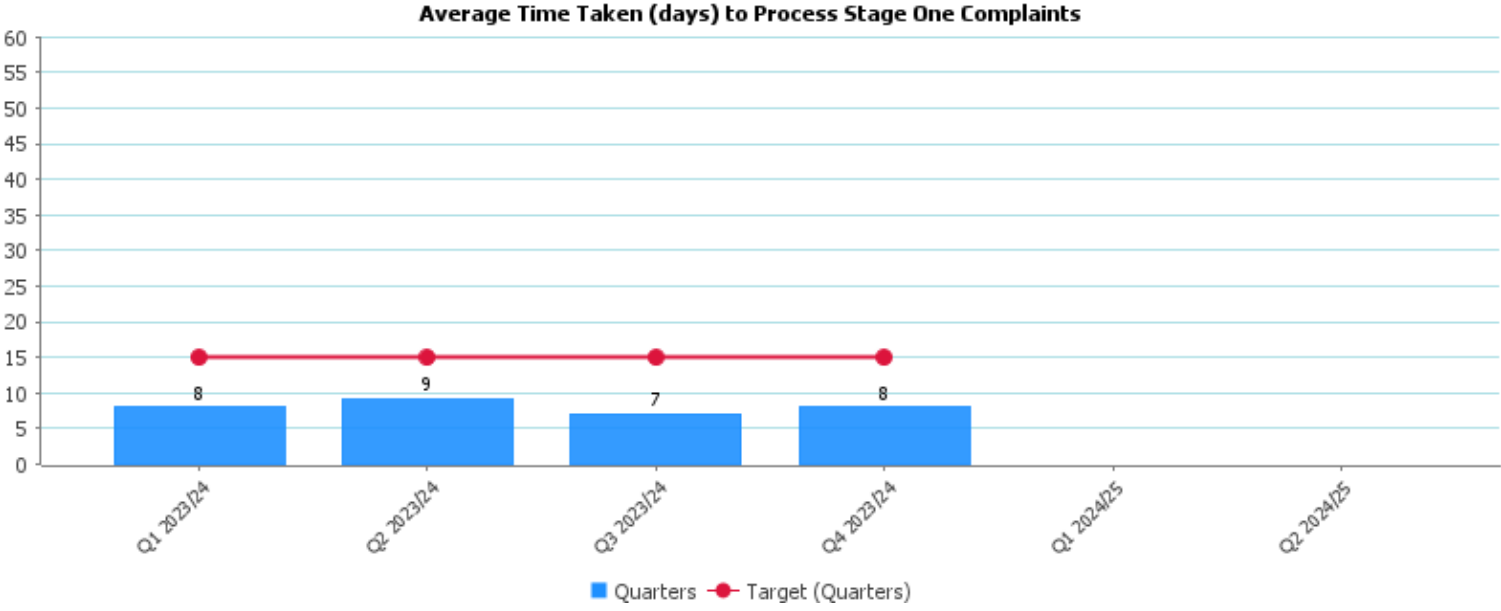
Number of Stage 2 Complaints Received

Number of Stage 2 Complaints Received

Quarter	Value
Q1 2023/24	13
Q2 2023/24	24
Q3 2023/24	6
Q4 2023/24	15
Q1 2024/25	
Q2 2024/25	

■ Quarters —●— Target (Quarters)

Commentary

• From mid-November 2023 all 'complaints' are logged as complaints whereas previously many were logged as comments/unofficial complaints.
• While the number of Stage 2 complaints received has increased since Q3 it is at a similar to the same quarter (Q4) last year.
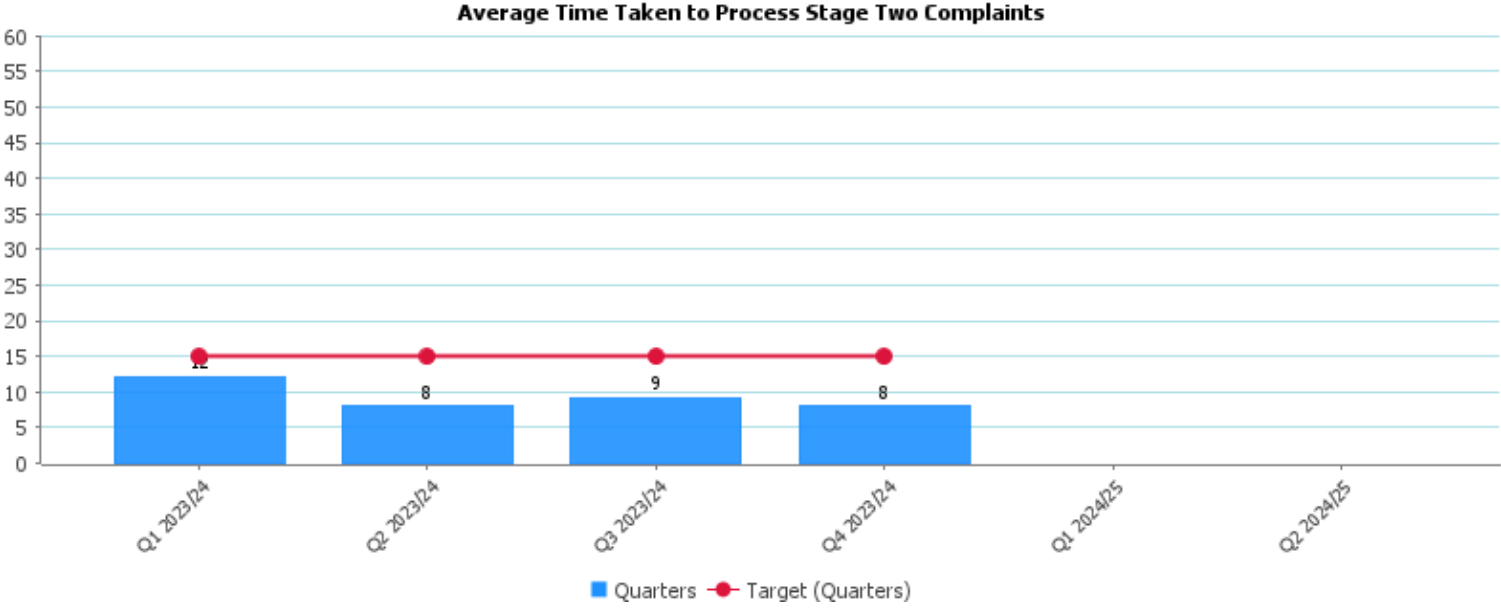
Average Time Taken (days) to Process Stage One Complaints

Average Time Taken (days) to Process Stage One Complaints

Quarter	Value
Q1 2023/24	8
Q2 2023/24	9
Q3 2023/24	7
Q4 2023/24	8

■ Quarters ●━ Target (Quarters)

Commentary

• The average no. of days for both processing of Stage 1 and Stage 2 complaints has outperformed the target, being almost half of the 15 days target for the year.
• Logging resilience and monitoring of complaints has been improved, procedures have been created and documented so all the team are clear, and we have a draft complaints policy ready for approval.
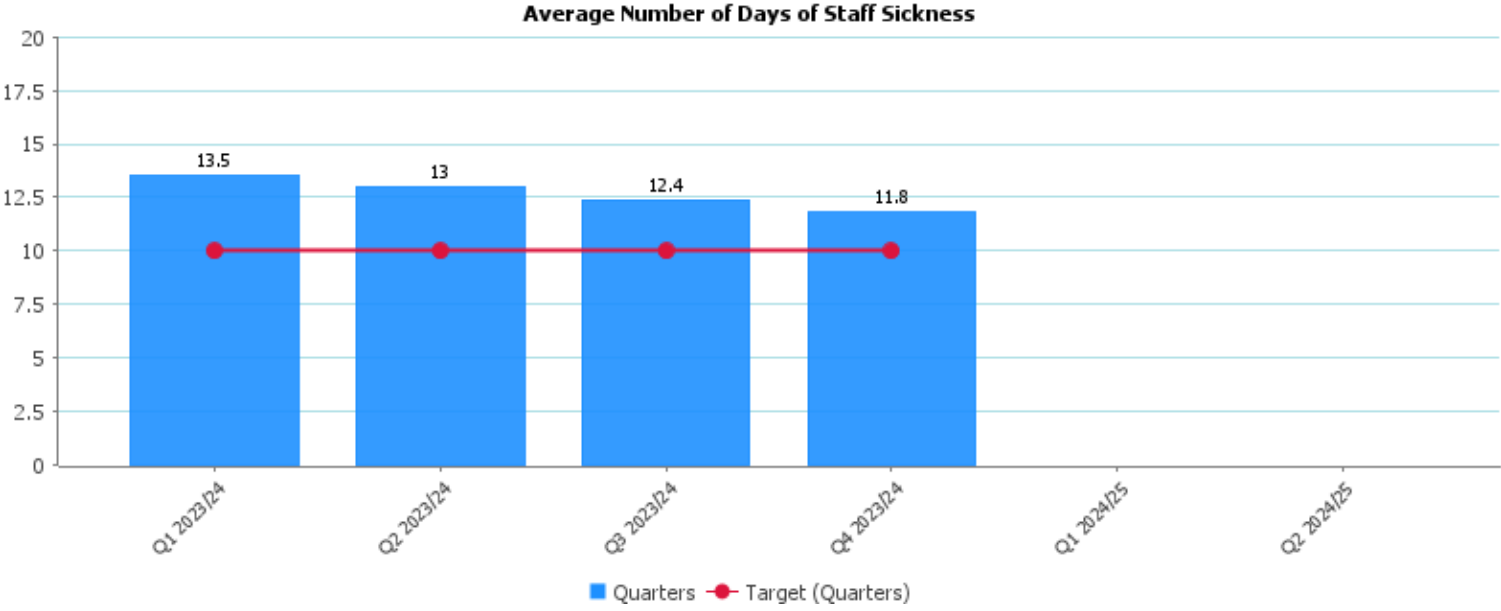• Q4 target = 15.

Average Time Taken to Process Stage Two Complaints

Average Time Taken to Process Stage Two Complaints

Quarter	Value
Q1 2023/24	12
Q2 2023/24	8
Q3 2023/24	9
Q4 2023/24	8

■ Quarters ●━ Target (Quarters)

Commentary

• The average no. of days for both processing of Stage 1 and Stage 2 complaints has outperformed the target, being almost half of the 15 days target for the year.
• Logging resilience and monitoring of complaints has been improved, procedures have been created and documented so all the team are clear, and we have a draft complaints policy ready for approval.
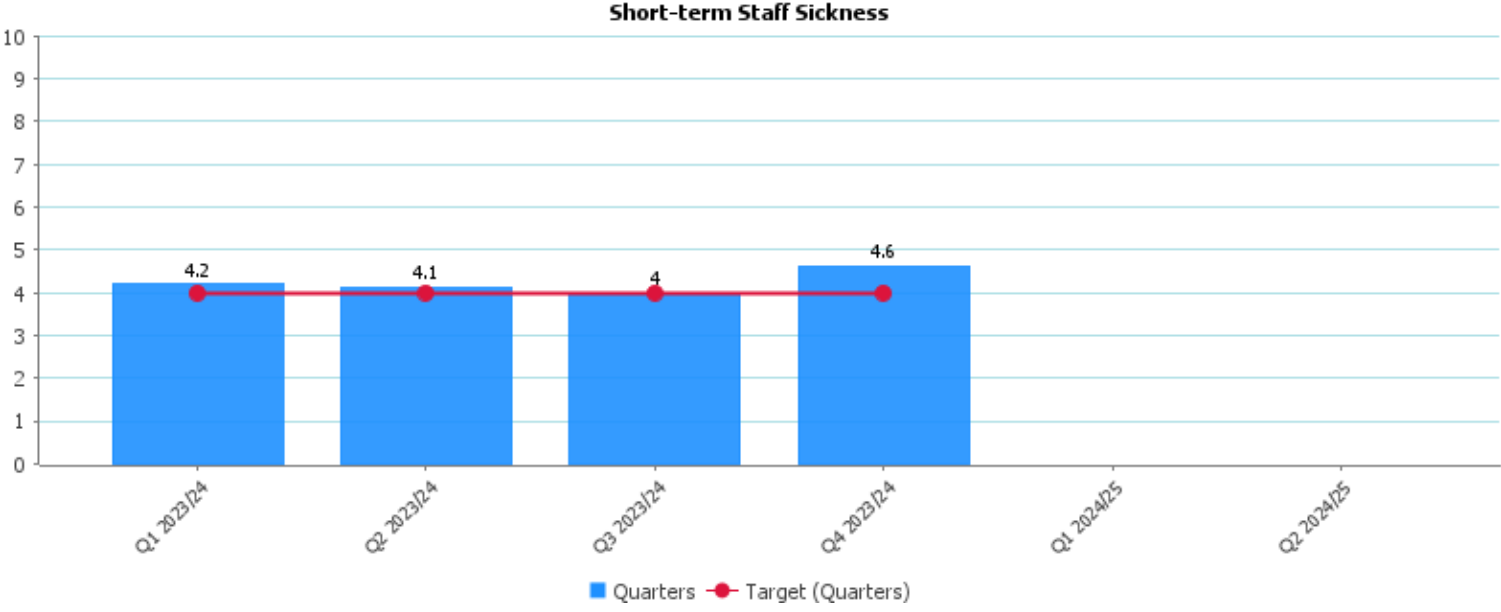• Q4 target = 15.

Average Number of Days of Staff Sickness

Average Number of Days of Staff Sickness

Commentary
• Position has improved throughout the financial year, however this is significantly above the national average for of 3.7. • Q4 target = 10.

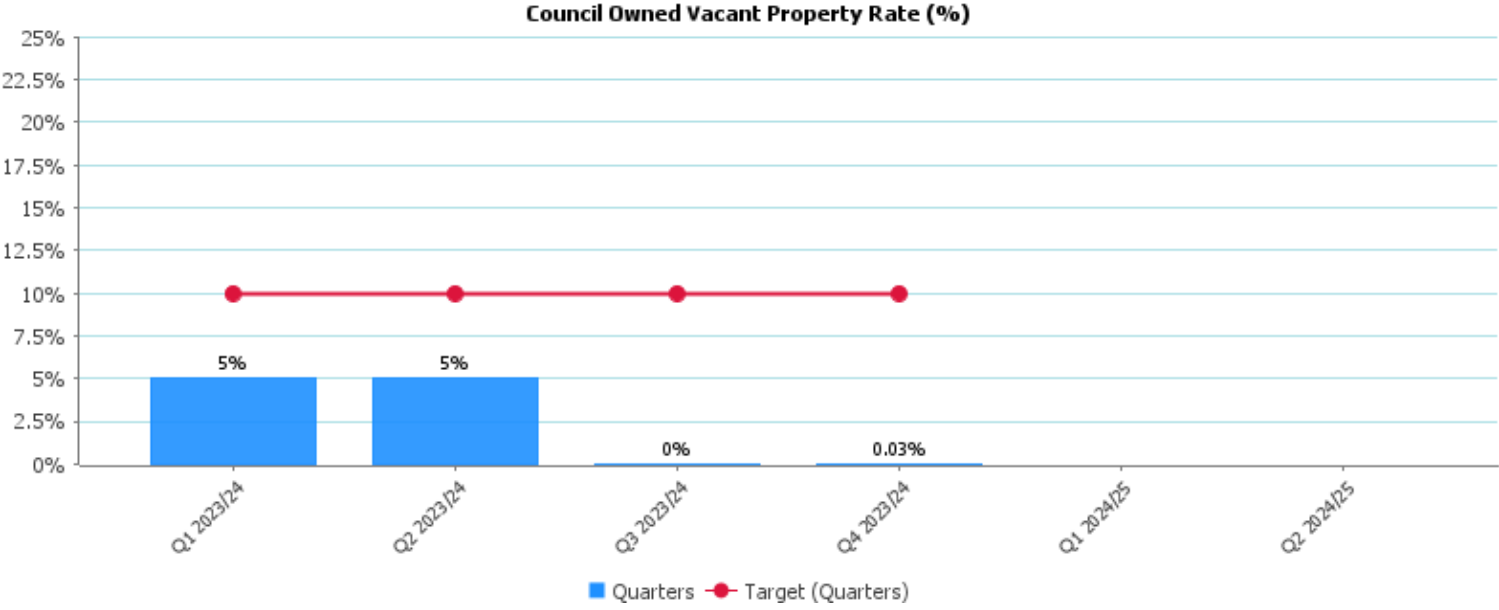## Short-term Staff Sickness

Short-term Staff Sickness

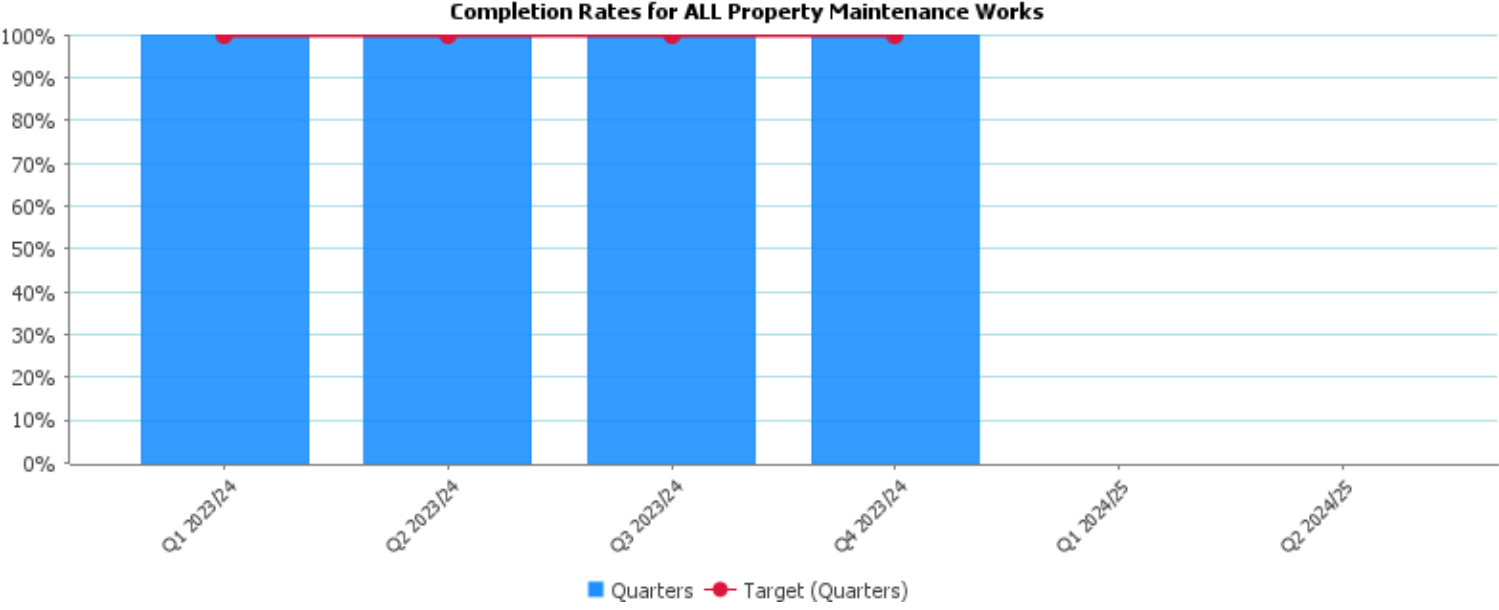| Commentary |
| --- |
| • Slight increase in Q4 however the average has remained consistent, this is consistent with national average (4.4) for long term absence.
• Q4 target = 4. |

25

Council Owned Vacant Property Rate (%)

Council Owned Vacant Property Rate (%)

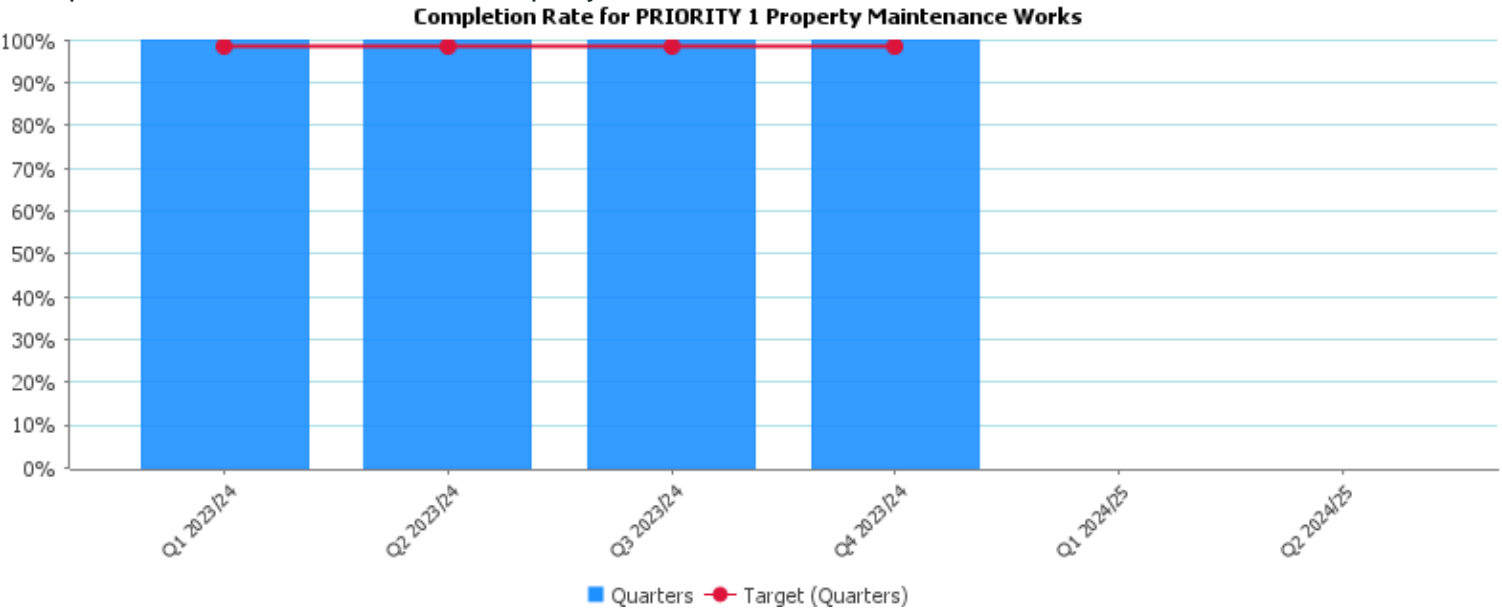|	Commentary
(chart)	• Valuation of the vacant properties divided by the total valuation of council's owned properties and then multiplied by 100 to arrive at this percentage. • Valuations reflected last year's value. • Q4 target = 10%.

Chart values:
- Q1 2023/24: 5%
- Q2 2023/24: 5%
- Q3 2023/24: 0%
- Q4 2023/24: 0.03%
- Target: 10%

Legend: ■ Quarters ●— Target (Quarters)

Completion Rates for ALL Property Maintenance Works

Completion Rates for ALL Property Maintenance Works

	Commentary
(chart)	• All maintenance (statutory and planned) have been completed within the target and on time. • Q4 target = 100%.

Chart values:
- Q1 2023/24: 100%
- Q2 2023/24: 100%
- Q3 2023/24: 100%
- Q4 2023/24: 100%
- Target: 100%

Legend: ■ Quarters ●— Target (Quarters)

Completion Rate for PRIORITY 1 Property Maintenance Works

Completion Rate for PRIORITY 1 Property Maintenance Works

Commentary
• Q4 target = 98.5%.

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 (<u>with no mitigations or controls</u>).

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

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

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		Insignificant	Medium	High	Severe
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** Insignificant	**2** Medium	**3** High	**4** Severe
			Impact		

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

Traffic Light

Green = 1 (10%)
Red = 2 (20%)
Amber = 7 (70%)

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	Direction of Travel	Approach	Commentary / Future Actions
HC9	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. • Potential damage to reputation	4	4	16	Fraud team investigation Additional staff Working Group Strategy in place Housing First funding in place Additional Government Funding Homelessness Action Plan	4	4	16	▬	Treat	• Homelessness Action Plan added to controls following CLT 5 June 2024. • Successfully recruited apprentice April 2024. • Homelessness and TA audit undertaken Q4 with 'reasonable' rating. • End-year report to C&W Committee due July 2024.

ID	Risk	Consequences	L	I	Score	Controls	L	I	Score	Trend	Response	Comments
IT6	Failure or interruption to IT services	• Damage caused by successful cyber-attack. • Loss of data. • Service delays. • Reputational damage. • Staff satisfaction.	4	4	**16**	Business Continuity Plan IT Strategy IT processes and procedures Security Operations Centre Cyber Security Strategy	3	4	**12**	▬	Treat	• The approach to treat this risk is by the continued use of software tools and techniques to reduce the likelihood of a compromise taking place augmented with the physical redesign of the network. • Additional works to protect the 'perimeter' and reduce the attack surface. • Robust management of programme to implement IT strategy including regular reviews to track progress and effectiveness. • On-going cyber security training and education for all officers and members. • Definition and adoption of a Cyber Strategy. • Risk level will likely reduce when the network refresh has been completed.
EO13	Town Hall Move	• Wasted resources used to progress the project. • Reputational damage. • Negative staff moral. • Unable to achieve cost savings associated with the move.	4	4	**16**	Internal Audit Full Council Approval Appoint external consultant EEBC Procurement process Steering Group appointed Business case Project Plan	3	3	**9**	⬇	Tolerate	• Updated following CLT 5 June 2024: • Moved to Corporate from S&R register. • Added further mitigations/controls • Moveworks expertise. • Steering Group created. • Procurement process adopted. • Business Case created. • Project Plan in place. • Future SIAP Audit planned.
PD1	Failure to deliver the climate change strategy	• Unable to deliver the Council's climate change objectives. • Fail to reduce the Council's carbon emissions. • Damage to reputation.	4	4	**16**	Budget Additional staff Working Group Climate Change Action Plan Member Working Group	3	3	**9**	▬	Tolerate	• New plan for 2025 to be prepared and agreed by Committee Chair and Working Group. • Linked to risk OS21 'fleet emissions' managed by E Committee. Fleet carbon emissions will contribute to delivering our climate strategy and currently account for approx. 29% of our total carbon emissions and the proportion is likely to grow as we reduce emissions elsewhere eg in our buildings.

PD14	Failing to deliver a local plan	• 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.	4	4	**16**	Budget Local Plan Risk Register Report to Stakeholders Member briefing Timetable and plan in place Full staffing in place Partners fully engaged Political support to fund and deliver	3	3	**9**	⬇	Treat	• Considering additional controls likelihood lowered to 3. • Workshops in relation to spatial strategy held during Nov and Dec 2023, further planned for coming months.
F2	Failure to balance the budget annually & MTFS	• 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. • Reliance on commercial property income. • Significant damage to reputation. • Additional budget requirement for energy and EPC mitigation reduces budgets available for service delivery.	4	4	**16**	Budget Monitoring Annual Budget Setting Competitive Procurement of Utilities Manage financial reserves Savings targets Discretionary service review Asset review	2	4	**8**	▬	Treat	• New MTFS for 24-28 to be produced. • Statutory/discretionary service and asset reviews planned for 24/5. (See AP24/5)

| HC5 | Non-compliance with safeguarding legislation, internal policies, and best practice. | • Negative impact on resident and staff health & safety. • Legal challenge. • Financial penalty. • Reputational damage | 4 | 4 | 16 | Staff Update
Staff training
Safeguarding Policy
Knowledge sharing
Register of vulnerable residents
E hub
Internal safeguarding group | 2 | 4 | 8 | ▬ | Treat | • Impact remains high but likelihood given the controls considered to be less than 40%. • Adult Safeguarding audit undertaken and Child Safeguarding Audit (S11) due 2024 • Implement staff training plan, delayed by loss of key staff. • Exploring additional resources funded by Refugee Funding which includes safeguarding activities. |
| PCR16 | Failure to comply with GDPR/Data protection | • 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. | 4 | 4 | 16 | Internal Audit
eLearning
Data protection policies and processes
Staff training
Working Group
Information Governance Working Group
Breaches log
Data Protection Officer
Data/information management prep for building movetionailsation programme
Email warnings and checks | 2 | 4 | 8 | ⬇ | Treat | Further actions to improve involve:

• setting out a programme of work for the IGWG • enhancing the support from the DPO service • reduction of levels of storage • removal of autofill on emails |

PCR13	Failure to successfully prevent a significant health and safety incident	• Harm to staff, visitors, members of the public and / or contractors. • HSE fine. • Reputational damage. • Unable to maintain service delivery.	2	4	8	Staff Update	1	4	4	➖	Tolerate	No change since last assessment.
						Assurance Checks Undertaken						
						Health & Safety Officer						
						Health & Safety Group						
						Health & Safety Risk Register						
						Health & Safety Policies						
						Intranet Site						
						Budget						
						SLT Reporting						
						eLearning						
						Performance Monitoring						
						Guidance Documents						
PCR18	Failure to respond effectively to a major incident or civil emergency	• Loss of business continuity. • Health and wellbeing of residents. • Reputational damage. • Unable to support strategic and operational / service deliver partners.	4	4	16	Applied Resilience	1	3	3	⬇	Tolerate	• Updated to lower likelihood following CLT 5 June 2024.
						Emergency Plans						
						Business Continuity Plan						
						Council responders						
						Internal Audit						

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.

Likelihood		Impact			
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** Insignificant	**2** Medium	**3** High	**4** Severe

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

Traffic Light

Green = 4 (9%)
Red = 7 (16%)
Amber = 32 (74%)

Community & Wellbeing Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	Direction of Travel	Approach	Commentary / Future Actions
HC13	Inadequate budget for homelessness over medium-long term	• Unbudgeted expenditure. • Pressure on statutory service. • Need to source funding from outside current budget envelope.	4	4	16	Anti-Fraud & Corruption Strategy and Response Plan RBBC Counter-Fraud Service Service/Function Review Medium Term Financial Strategy Responded to Government Consultation Strategic Housing Manager New Units for Accommodation Secured Government Funding - Additonal	4	3	12	▬	Treat	• Approved Homelessness and Rough Sleeping Strategy and Action Plan. • Microhomes planning application to be submitted Q1 "024/25 and further sites considered. • Apprentice added to the TA team April 2024, which will help expand PSL scheme. • Mid-year report to C&W Committee (10 Oct) carried out and follow up actions completed.

| HC14 | Lack of affordable housing in the Borough | • Changes to Borough demographics.
• Homelessness.
• Provision for key workers. | 4 | 3 | **12** | Partnership Working

Strategic Housing Manager

Strategic Housing Group | 3 | 3 | **9** | ▬ | Treat | • Affordable Housing Delivery Improvement Plan completed and reviewed at Housing Delivery Group.
• Engagement with key stakeholders on potential for development - East Street scheme of 31 homes approved at planning Committee.
• Working with key RP to maximise AH in scheme. |
| HC6 | Non-delivery of annual plan objectives, Housing and Community Service, due to our response to refugee crises | • Unable to deliver strategic objectives in the annual plan / Four Year Plan.
• Reputational damage. | 4 | 4 | **16** | Performance Management

Recruited Additional Team Members

Partnership Working | 3 | 3 | **9** | ⬇ | Tolerate | • Likelihood lowered to 3, because service continues to deliver on key objectives, even though some may slip.
• 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.
• 'Thank you' payment to the hosts of Homes for Ukraine Scheme will now continue for another year. |

OS20	Not maximising commercialisation opportunities at council venues and parks / open spaces	• Less income to the council, leading to service pressures. • Financial sustainability of assets.	4	3	**12**	Project Management Governance Bourne Hall Cafe Project Management Resource Revenue Assessment Required for Change of Land Use	2	3	**6**	▬	Treat	• Established project groups for increasing commercialisation in parks. • Business cases developed for pet crematorium, considered to be too high risk, now considering working in partnership with a private operator, this has taken time to establish how this may work but now is starting move forward and we are panning with the private operator to produce a option is paper on the possibilities moving forward. • Catering Hub developed to provide catering for Bourne hall café and events business has grown and Increased its revenue. • Café in Bourne Hall, launched in May 2023, is expected to generate good footfall and trade this has proved to be successful. • Media campaign to restart dementia hub for day-care, but the numbers and revenue expected is not yet been achieved to be reviewed 2024-25.
HC15	Health and wellbeing worsen in the Borough due to increases in the costs of living	• Less income to the council, leading to service pressures. • Financial sustainability of assets.	3	3	**9**	NHS Provide Services Community & Wellbeing Centre Health Liaison Panel Voluntary Sector Provide Services Epsom & Ewell Employment Hub Household Support Fund Funding Provided to Voluntary Organisations Epsom & Ewell Food Pantry Bourne Hall Cottage - PCN Using	2	2	**4**	▬	Treat	• Continue working with the Epsom and Ewell Poverty Trust Commission. • Household support fund delivered to support households in need.

37

PD30	The Wells access road being closed	• Residents and visitors unable to access the Wells.	4	4	16	Partnership Working	1	4	4	⬇	Treat	• New risk. • Prepared and clarification of roles with partners in the event risk event occurs.

Crime & Disorder Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	Direction of Travel	Approach	Commentary / Future Actions
HC31	Upcoming changes to the Criminal Justice Bill	• Misunderstand the changes. • Legal challenge. • Unable to effectively meet our obligations. • Unbudgeted expenses.	3	4	12	Watching Brief Maintained Access to legal advice	2	3	6	▬	Treat	• Newly added, no change.
HC33	Ineffective governance regarding PREVENT and PROTECT	• Unable to meet objectives of PREVENT and PROTECT. • Legal challenge. • Health and safety. • Unbudgeted expenses.	4	4	16	Budget Monitoring Community Safety Action Plan	2	3	6	▬	Tolerate	• Newly added, no change.
HC30	Ineffective Public Space Protection Order (PSPO) governance	• Ineffective PSPOs. • Lack of evidence for PSPOs. • Ineffective relationships with key partners, e.g. the Police. • Partial records. • Delayed enforcement.	4	3	12	Partnership Working Information Published on Website Policy in place Knowledge sharing Service Manager Review	2	2	4	▬	Tolerate	• Newly added, no change.
HC32	Ineffective partnership working on anti-social behaviour case reviews	• Ineffective outcomes for victims. • Undeliverable actions assigned to the council.	3	3	9	Partnership Working	2	2	4	▬	Tolerate	• Newly added, no change.
HC29	Failing to maintain adequate governance over Crime & Disorder Committee's budget	• Delays to the committee fulfilling its obligations and decision making. • Interruption to the recruitment (when necessary) of the community safety / safeguarding officer.	1	3	3	Budget Monitoring Constitution Ringfenced budget	1	2	2	▬	Tolerate	• No change since last quarter.

39

Environment Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	Direction of Travel	Approach	Commentary / Future Actions
OS21	Climate change - Fleet emissions	• Increased costs related to adapting / purchasing new vehicles. • Reduced efficiency. • Costs related to staff retraining. • Costs related to depot adaptions.	4	3	12	Climate Change Group SEP Green Fleet Working Group Grant Funding Secured - Electric MealsOnWheels Vehicles	4	3	12	▬	Tolerate	• Overall, there is no change to our overall status with regard to electrifying the fleet which remains currently financially unviable and our fleet suppliers are not yet in a position to provide the reliability we require. • Fleet carbon emissions contribute to delivering our climate strategy (See also Corporate Risk PD1). They currently account for approx. 29% of our total carbon emissions and this proportion is likely to grow as we reduce emissions elsewhere eg our buildings. • However, we have recently won SCC grant funding for 3 x electric Meals-at-Home vehicles to replace current diesel vans. Arrangements in progress, delivery expected no earlier than beginning of 03/2024. • The Council has no realistic prospect of introducing electric vehicles as a general principle without the identification of appropriate funds to accommodate their high price and requirement for charging infrastructure, and without management resources to recognise the challenges of fleet electrification. • SEP working group has identified general opportunities for use of greener fuel as an interim measure, but these are unlikely to be suitable for EEBC, which has no fuel bunkering capacity. The Council has recently secured three electric vehicles to deliver its meals at home service.

Ref	Risk	Consequences	I	L	Score	Controls	I	L	Score	Trend	Response	Actions
PD22	Increased costs associated with the Tree Management Plan	• Budgetary pressures. • Public health and safety. • Increased tree planting leads to increased ongoing maintenance costs. • Reputational damage.	4	3	**12**	Budget Monitoring Financial Due Diligence Tree Management Plan Tree Maintenance Contract Epsom & Walton Downs Conservators	4	3	**12**	➡	Tolerate	**• Proposal to merge with PD7 (Unable to meet costs of essential tree maintenance) and replace with PD31 Unable to meet costs associated with the Tree Management Plan e.g. unplanned maintenance)** **• Proposal for PD31 overseen by Environment Committee.**
HC24	Lack of officer capacity related to environmental health work	• Statutory duties not completed. • Increased costs incurred when appointing an external company to conduct statutory checks. • Poor performance. • Decrease in staff morale. • Reputational damage.	3	4	**12**	Internal Audit Additional staff	3	3	**9**	⬇	Treat	**• New Risk** • Exploring Agency and external Councils to take on some of workload. • Identifying Licensing Manager to do work in this area.
HC26	Car park equipment reaching end of life without a replacement in place	• Hook Road Car Park becomes inoperative to visitors, staff, local business users. • Loss of income. • Reputational damage.	4	4	**16**	SLT Reporting Options appraisal Supplier communications	2	4	**8**	⬇		**• New Risk.** • ANPR (Automatic Number Plate Recognition) in the Ashley Centre due for completion Autumn 2024. • Hook Road barrier controls also being considered with a detailed options appraisal for SLT.
OS5	Outcome of national waste strategy	• Budget implications. • Service delivery implications. • Operational management implications. • Stakeholder management.	4	3	**12**	Monitoring for Government Announcements Simpler Recycling	2	3	**6**	⬇	Tolerate	• Although impact could be high, the likelihood of a high impact on Council and residents is considered to be less than 40%, given expected pressure on government for trial period, compensation of loss, national media campaigns etc.

41

| PD31 | Unable to meet costs associated with the Tree Management Plan (e.g. unplanned maintenance, Ash dieback) | • Budgetary pressures.
• Public health and safety.
• Increased tree planting leads to increased ongoing maintenance costs.

• Reputational damage. | 4 | 3 | 12 | Budget Monitoring
Financial Due Diligence
Tree Management Plan
Tree Maintenance Contract
Policy in place
New Policy and fees and charges approved for third party tree planting requests to cover council's costs
Epsom & Walton Downs Conservators contribute to the maintenance of trees on the Downs. | 2 | 3 | 6 | ⬇ | | • **Proposed New Risk**
• **Merger of risks PD7** (Unable to meet costs of essential tree maintenance overseen by LPP committee) **and PD22** (Increased costs associated with the Tree Management Plan overseen by E Committee).
• Assigned to Environment Committee following CLT review 5 June 2024.
• Reduced likelihood given annual contract in place, well resourced budgets and risk based approach to spend.
• New Policy and fees and charges approved for third party tree planting requests to cover council's costs.
• We are following a risk-based approach, trees are managed within the tree maintenance contract which focuses on highest risk trees as a priority.
• If more high priority trees require work than accounted for, then these are dealt with on a case by case funding request. |
| OS22 | Increasing costs related to maintaining allotments | • Increased budgetary pressures.
• Fall in 'quality' of allotments.
• Impact on users' health and wellbeing.
• Reputational damage. | 3 | 3 | 9 | Annual Budget Setting
Medium Term Financial Strategy
Working Group | 2 | 2 | 4 | ▬ | Treat | • The Allotment Working Group has been set up.
• Review fees and charges in relation to the cost of managing the sites.
• Staff in need for administration will be included as part of the planned restructure.
• Allotment Forum meeting which will be attended by Chair of Allotment WG, has taken place. |

HC10	Significant decrease in parking revenue from car parks	• Increased budgetary pressures.	3	4	**12**	Annual Budget Setting	1	2	**2**	▬	Treat	• Year to date (March) - car park income is slightly above the same period last year, although visitor numbers remain comparable with last year. • Direction of travel has remained the same. • Environment Committee agreed to changes in car park fees with effect from April 2024, together with minor changes in April 2024, in consultation with Car Parking Working Group.
						Medium Term Financial Strategy						
						Revenue Assessment Required for Change of Land Use						
						Budget Profile Exercise						

Licensing & Planning Policy Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	Direction of Travel	Approach	Commentary / Future Actions
PD26	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.	4	4	16	Project Critical Path Established Councillor Engagement Project Contingency Plan	3	4	12	▬	Tolerate	• **Recommend merge with PD 14 and retire PD26**. • Develop clearly defined critical path for the project to deliver on time, including defined go / no-go decision points and other key points.
PD7	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.	4	3	12	Financial Due Diligence Tree Management Plan Tree Maintenance Contract Epsom & Walton Downs Conservators	4	3	12	▬	Tolerate	• **Proposal to merge with PD22** (Increased costs associated with the Tree Management Plan)**and replace with PD31** (Unable to meet costs associated with the Tree Management Plan e.g. unplanned maintenance) • **Proposal for PD31 overseen by Environment Committee.**
PD2	Planning breaches are not enforced	• Negative impact on neighbouring residents. • Legal challenge. • Reputational damage.	4	4	16	Enforcement Trainer Actioning Cases Development Management Project	3	3	9	▬	Tolerate	• Review potential addition of a planning enforcement KPI with new Chair.

ID	Risk	Consequences	L	I	Score	Controls	L	I	Score	Trend	Response	Update
PD27	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.	3	4	**12**	Full Council Approval Councillor Engagement Transport modelling	2	4	**8**	▬	Tolerate	• Transport modelling deadline met (spatial strategy options submitted for testing) to mitigate risk of site changes.
PD28	Surrey County Council fails to deliver the transport assessment in time to meet our critical path milestones to deliver our Local Plan	• Fail to meet 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.	2	4	**8**	Engagement w/ Surrey County Council	2	4	**8**	▬	Tolerate	• Defined and shared the critical path milestones with SCC and in regular discussion to ensure that they can deliver to these.
HC25	Reduced demand for licensing services due to increased fees/charges	• Reduced income to the Council. • Reduced LPPC budget.	3	3	**9**	Reports submitted to committee for approval Budget Monitoring Service Manager Review	2	3	**6**	▬	Tolerate	• **Risk added** following LPPC Call over 3 Jan 24. • Income levels likely to remain comparable or improved from previous year owing to new operators offsetting the loss of one other.
HC27	Out of date licensing policies	• Gaps in governance framework. • Reputational damage.	4	4	**16**	Additional staff Access to legal advice Committee training	3	2	**6**	⬇		• **New Risk** - added at LPP monthly chairs meeting. • Resource specified, awaiting SLT approval.

Ref	Risk	Consequences	L	I	Score	Controls	L	I	Score	Trend	Response	Update
PD19	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.	3	4	**12**	Budget Monitoring Ability to Alter Discretionary Service Fees	2	3	**6**	⬇	Tolerate	• Report taken to LPPC in Dec 2023 re setting appropriate budget targets. • New fee setting process in place Dec 23 which has informed 2024-25 budget setting.
PD8	Non-recovery of planning fees	• Reduced Council income. • Misalignment of resource costs and income generation. • Reputational damage.	4	3	**12**	Performance Monitoring Budget Monitoring	2	3	**6**	▬	Tolerate	• **Recommendation to retire this risk** • Planning fees are paid at the time of application so the risk of non-recovery can't occur. • If the risk is of 'a reduction in fees' it will be covered in Risk PD19. • No other update made to this risk at this point.
HC16	Not preparing for legislative changes related to licencing	• Inappropriate governance. • Reduced service performance. • Legal challenge. • Reputational damage.	4	4	**16**	Watching Brief Maintained	1	4	**4**	▬	Tolerate	• Timetable for policy reviews identified. • Seeking SLT approval for additional capacity to enable policy reviews within timeframe.
HC23	Non-recovery of licencing fees	• Reduced Council income. • Misalignment of resource costs and income generation. • Reputational damage.	4	3	**12**	Budget Monitoring	2	2	**4**	▬	Tolerate	• No further update at this stage.
PD20	Not preparing for legislative changes related to planning	• Inappropriate governance. • Reduced service performance. • Legal challenge. • Reputational damage.	4	4	**16**	Watching Brief Maintained Monthly briefing to Chair and Vice-Chair	1	4	**4**	▬	Tolerate	• No further update at this stage.

PD29	Planning policy officers leaving the council	• Knowledge and experience leaves the council. • Increased timings to produce the Local Plan.	2	4	8	Managers working closely with staff	1	4	4	▬	Tolerate	• Two key roles now made permanent.
PD3	Decline in development management performance i.e. threat of designation	• * Poor customer service. • Legal / governmental challenge. • Reputational damage. • Staff dissatisfaction.	3	4	12	Development Management Project	1	4	4	⬇	Tolerate	• Threat of designation has now been removed however on-going performance likely to be a continuing risk.
PD6	CIL Governance inadequate	• Lack of consistency re: CIL spending. • Fail to deliver value for money initiatives with CIL funds. • Unclear criteria/policy for CIL applicants. • Legal challenge.	4	3	12	Reports submitted to committee for approval Governance Framework CIL Officer CIL/S106 Business Case	1	3	3	⬇	Tolerate	• **Proposed to retire** given the new effective governance arrangements are now in place.

47

Strategy & Resources Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	Direction of Travel	Approach	Commentary / Future Actions
PR14	Not delivering a value for money result regarding the future of the current Town Hall site	• Loss of significant (future) income / capital receipts. • Unable to deliver corporate and Borough objectives. • Reputational damage.	3	4	12	Member Working Group Appoint external consultant	3	4	12	⬆	Treat	• **New risk** added at March S&R Chairs meeting. • June S&R Chairs noted Councillors agreement on the way forward on town hall site not yet confirmed, so 'score' should remain 4I x 3L. • Appointment of leading property consultants Jones Lang Lasalle to advise officers and members on future of Town Hall site. • Establishment of member working group and key officers to identify acceptable VFM options.
PR3	Property Portfolio	• Significant loss of income. • Costs associated with replacing a tenant. • Budgetary pressures.	3	4	12	Tenant Sustainability Checks Commercial Property Acquisition Criteria Reports submitted to committee for approval Engagement w/ Finance Service	3	4	12	⬆	Tolerate	• Revised Q4 'score' following S&R chairs meeting. • Due to potential challenge to rents. • Continued close management of Landlord/Tenant relationships.
PCR21	Retendering of leisure centre contract	• Reputational damage. • Health and wellbeing of residents compromised. • Loss of business continuity. • Financial impact due to reduction of management fee.	3	4	12	SLT sign-off - Feasibility Engaged with Procurement Contract Management Procurement Strategy Contract Standing Orders Project Contingency Time	3	3	9	⬆	Tolerate	• Assessment 'score' revised following June S&R Committee meeting. • Original 'score' also revised at same meeting from 2L x 4I, to accommodate transition into P-Hub framework. • On track: The tender for the consultants closed on the 6th June. Officers will now begin evaluating the submitted bids.

Ref	Risk	Cause/Impact	L	I	Score	Controls	L	I	Score	Direction	Response	Update
PD21	Declining economic vitality in the Borough	• Lack of economic drive and contributions in the Borough. • Reduced opportunities for residents and businesses.	4	3	**12**	BID Support Annual Plan Objective Local Enterprise Partnership Working w/ Neighbouring Authorities	3	3	**9**	▬	Tolerate	• Currently no resource available to progress.
DST10	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).	3	4	**12**	Staff training Information Published on Website Complaints Management Governance Complaints Meetings	2	2	**4**	▬	Tolerate	• No change to 'score' this quarter. • Business Support have introduced new complaints process. • New Complaints policy introduced.
EO8	Ineffective communication to key stakeholders	• 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.	3	3	**9**	Service/Function Review Communications Strategy Regular review of communication channels Communications Campaigns Internal Client - Account Manager Process Comms standards	2	2	**4**	▬	Tolerate	• Various priority actions from the Communications Strategy will take place in 2024-25, which will further mitigate against this risk. • These include leading cross-organisation work to develop a narrative to tell the council's story, updating our brand and editorial guidelines and embedding them across the organisation.

Ref	Risk	Impact	L	I	Score	Controls	L	I	Score	Trend	Response	Actions
F10	Failure to deliver services within agreed budget envelope (e.g. increase in operational costs, staffing, energy etc.)	• Negative impact on council budget. • Service changes.	3	3	**9**	Budget Monitoring / Annual Budget Setting / Competitive Procurement of Utilities	2	2	**4**	▬	Tolerate	• Regular budget monitoring.
HR11	Lack of leadership and skills to deliver strategies objectives	• Do not meet financial targets. • Unable to implement corporate strategies and plans. • Unable to implement revenue generating initiatives / opportunities.	2	3	**6**	Recruitment Strategy / Retaining Talent Policy / Succession Planning / Performance Management / My Performance Conversations / Risk Management Strategy / Project Management Governance	2	2	**4**	⬇	Treat	• Assessment 'score' revised following June S&R Committee meeting. • Original risk 'score' also revised at same meeting, from 3L x 4I, to accommodate transition into P-Hub framework. • Permanent appointment for Director of EHR, and Head of IT, S151 and Head of HR. • Continuing interim arrangement for Director of Corporate Resources and Head of Place Development on-going recruitment. • Leadership and management development programme in development.
EO3	Implications of a County deal	• Changes to service delivery and level of influence over services. • Centralisation of some services e.g. taxi licencing. • Centralisation of economic development activity.	2	2	**4**	Working Group / Stakeholder group / Collaboration with other councils / Chief Executive working groups across the county.	1	2	**2**	⬇	Tolerate	Future actions will be to: • Continue productive engagement with Surrey and other councils on partnership working. • Consider our economic development policy and see that alongside Surrey wide economic development work.

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 key actions which we feel with improve our Corporate Governance.

Issues Identified	Due Date	Latest Update	RAG Status
AGS23/4.1 -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	29-Feb-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 (MTFS) 2024-28. The budget and MTFS report was submitted to the full Council on 13 February 2024 for approval.	🔵
AGS23/4.2 -Review and update CIL policies and procedures (inc. Neighbourhood CIL)	31-Dec-2023	A draft CIL Protocol was approved by LPPC on 18 January 2024 and the Members' training was held in March 2024. CIL policies and procedures (including Neighbourhood CIL) were reviewed and updated.	🔵
AGS23/4.3 - Review the Development Management transformation project to ensure the council is no longer under 'threat of designation'	30-Sep-2023	The government has confirmed that the Council will not be designated. The Development Management transformation project is complete.	🔵
AGS23/4.4-Ensure there is adequate resourcing in place to the Local Plan is progressed in the most efficient way possible	31-Mar-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 and the additional funding was also approved by the Strategy & Resources Committee on 12 December 2023.	🔵
AGS23/4.5 -Review governance arrangements around the Homelessness and Rough Sleeper Strategy	31-Mar-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. Full year report on Homelessness budget is due to be reported to the Committee in July 2024.	🟡
AGS23/4.6 -Review and update as necessary all team's business continuity plans	31-Mar-2024	It is confirmed that this action has been completed.	🔵
AGS23/4.7-Continue to gather assurance on the effectiveness of Health and Safety (H&S) management across all council services and venues	31-Mar-2024	H&S practices have been further embedded over the year, and managers are aware of their responsibilities. There has been improved incident reporting and, in particular, investigations are demonstrating better levels of understanding. H&S assurance checks have been conducted throughout the year, and Venues now have a nominated health and safety role within their team.	🔵
AGS23/4.8-Enhance the resilience of the People & Organisational Development Service by recruiting vacant posts and continuing with multi-role training for new team members	31-Mar-2024	Previous recruitment of a Business Partner role in Oct/Nov 2023 and Jan/Feb 2024 have been unsuccessful. A permanent HR&OD Business Partner role is being advertised in May with support from recruitment agency to seek a wider and experienced pool through proactive methods. A permanent HR Advisor role is also out to advert, with interim support in place. Permanent Head of People & OD will start in June 2024. All roles expected to be filled across summer 2024.	🟡

Issues Identified	Due Date	Latest Update	RAG Status
AGS23/4.9-Review and enhance recruitment and retention policies and procedures for key roles across the council	31-Mar-2024	The policies and procedures are being reviewed as part of the People Framework. Due to scope of the project to create and update these employment policies, the timescale will need to be extended due to the capacity of the HR team and its timescale for completion is dependent on the recruitment of the HR roles.	🟡
AGS23/4.10-Approval of IT Strategy with associated funding and implementation plan	30-Sep-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.	🔵
AGS23/4.11-Review and update IT policies as necessary	31-Mar-2024	A holistic view is being taken in regards to the policies and their updating is being considered with other ICT priorities. It is expected that the policy updates will be completed by the end of 2024.	🟡
AGS23/4.12-Establish officer information governance scrutiny and oversight group	30-Sep-2023	The Group has been set up with terms of reference and three meetings have been held so far.	🔵
AGS23/4.13 -Review, and update as required, the officer schemes of delegation	30-Sep-2023	A paper was submitted to the Council on 12/12/2023 for decision.	🔵
AGS23/4.14-PSN Certificate	31-Mar-2024	Work is progressing and will complete next year, hence action carried forward.	🟡