Corporate Performance Report

Quarter 1 2024-2025

Annual Plan Progress

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

Action Expected Outcome	
Completed	2
Off track	1
On track	18
Slippage	3

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Updated
AP24/5.1	Finance Service; Strategy & Resources Committee	Set a balanced budget.	Set balanced budget, progressing towards removing reliance on the use of reserves to fund day-to-day services.	31-Mar-2025	🟢	Budget setting framework agreed at S&R in July 2024, alongside a scheduled programme of service reviews.	07-Aug-2024
AP24/5.2	Executive Office; Strategy & Resources Committee	Sustainable budget plan	Plan developed by completion date, to be followed by implementation as agreed in the plan. Deliver a plan in conjunction with Budget Policy Chairs and Vice Chairs that will have a multi-year programme of prioritised service reviews as part of the budget making process in successive years with the aim of delivering sustainable budgets through the MTFS 2024-28. Consider opportunities for collaborative work with other organisations	31-Jul-2024	🔵	Service Review Plan agreed at July's S&R Committee.	09-Aug-2024

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Updated
AP24/5.3	ICT Service; Strategy & Resources Committee	Deliver ICT Strategy objectives	Deliver the ICT Strategy's 2024/25 road map objectives	31-Mar-2025	🟢	• The ICT Strategy objectives have been reconfirmed with very minor changes in light of information from the last year • Sections around Mobile Telephony have already been completed and a new Cloud based provider for PBX is under small scale live testing with the Playhouse	09-Aug-2024
AP24/5.4	Executive Office; Strategy & Resources Committee	Develop operational project plan for Town Hall move	Regular progress updates on i) and ii) below to be provided via Strategy & Resources Committee Chairs' meetings and budget Policy Chairs.(i) Develop full operational project structure, plan and associated documentation for the Town Hall move to 70 East Street and progress delivery. (ii) Prepare a high level roadmap / timeline for councillors including key workstreams, deliverables and budget/costs	31-Jul-2024	🟢	on track governance in place qs on board detailed work programme now in development	22-Aug-2024
AP24/5.5	Property Regeneration Service ; Strategy & Resources Committee	Proposals for future of current Town Hall site	Decision made by Full Council on the proposals around the development / disposal of the current Town Hall site.	31-Dec-2024	🟢	Three Member Working Group meetings held on 17 April, 17 May and 15 July 2024. The 3rd MWG was postponed from 17 June due to the General Election. All member briefing to be held in September / October 2024 to update members on the outcome of the Outline Strategic Business Case.	12-Aug-2024
AP24/5.6	Policy and Corporate Resources Service; Strategy & Resources Committee	Review and update the Procurement Strategy, CSOs and associated documents	Strategy updated and approved by Strategy & Resources Committee by "Completion Date". This objective is dependent on the when the Government adopts the new legislation.	31-Mar-2025	🟢	• Draft of the CSO done and on schedule to take to S&R in September	06-Aug-2024

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Updated
AP24/5.7	Property Regeneration Service ; Strategy & Resources Committee	Develop the scope and terms of reference for a detailed Asset Management Plan review	Report submitted to Strategy & Resources Committee Chairs by "Completion Date".	31-Jul-2024	🟡	Direction of travel agreed to review Asset Management Plan Annex 1 schedule detailing all property assets. Slight slippage due to competing priorities but due to report to S&R Chairs in September 2024.	12-Aug-2024
AP24/5.8	Property Regeneration Service ; Strategy & Resources Committee	Develop a new Property Strategy	Report submitted to Strategic Leadership Team and agreed at Full Council by "Completion Date".	31-Mar-2025	🟢	Discussion ongoing with Chair / Vice Chair of S&R to develop Property Strategy scope for residential acquisitions.	12-Aug-2024
AP24/5.9	Policy and Corporate Resources Service; Strategy & Resources Committee	Embed a Risk Management Strategy ethos	Embed a Risk Management Strategy ethos in the delivery of services and review of policy. Risk Management Strategy reviewed and approved annually by Strategy & Resources Committee by "Completion Date".	30-Nov-2024	🟢	ADofCS is currently looking to source an external consultant to run risk workshops with Councillors on risk appetite.	06-Aug-2024
AP24/5.10	Executive Office; Strategy & Resources Committee	Corporate Peer Challenge report and adopt an action plan.	Draft report submitted to Strategic Leadership Team and agreed at Full Council by "Completion Date".	30-Sep-2024	🔵	Action Plan adopted at S&R Committee on 23/07/24	16-Aug-2024
AP24/5.11	Licensing & Planning Policy Committee; Place Development Service	Progress the Local Plan toward Regulation 19 submission.	• Progress the Local Plan toward Regulation 19 submission. • Submit the final version of the Town Hall Master Plan to LPPC in Autumn 2024. • Publish the revised Infrastructure Delivery Plan alongside the Regulation 19 Consultation.	31-Mar-2025	🟢	• Reg 19 Plan being prepared for consideration by LPPC in November 2024 • Proposed changes to national planning policy currently subject to consultation	08-Aug-2024

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Updated
AP24/5.12	Licensing & Planning Policy Committee; Place Development Service	Implement CIL spending protocol	Projects evaluated and recommendations taken to Licensing and Planning Policy Committee	30-Nov-2024	🟢	• Spending Protocol Adopted - January 2024 • Annual CIL funding round - complete • CIL Member working group - established	07-Aug-2024
AP24/5.13	Community & Wellbeing Committee; Housing and Communities Service	Deliver of the Arts, Cultural and Heritage Strategy	Deliver 2024-2025 objectives	31-Mar-2025	🟢	Delivery of 2024/25 Action Plan - attributed to Arts, Culture and Heritage Strategy is underway and progressing well.	15-Aug-2024
AP24/5.14	Community & Wellbeing Committee; Housing and Communities Service	Deliver and implement revised Health and Wellbeing Strategy and deliver the 2024/25 objectives	• In year objectives delivered • Strategy submitted to committee 31/07/2024	31-Mar-2025	🔴	The strategy is delayed due to the development and progression of the Neighbourhood Board. The Council wishes for this to be a joint strategy and further work is required.	15-Aug-2024
AP24/5.15	Community & Wellbeing Committee; Housing and Communities Service	Implement the Homelessness and Rough Sleeper Strategy	• In year objectives complete, including updating empty homes policy. • Quarterly reports to the Community & Wellbeing Committee Chairs meeting. • Housing event held • and network operational.	31-Mar-2025	🟢	The majority of actions are either complete or on track. Most recently updated at Community & Wellbeing Committee July 2024	16-Aug-2024
AP24/5.16	Community & Wellbeing Committee; Policy and Corporate Resources Service	Leisure Centre contract retender	• Tender milestones achieved, and • briefing note prepared for S&R and C&W Committee Chairs and Vice Chairs. • In year objectives delivered.	31-Mar-2025	🟢	• Consultant appointed - FMG • Structural survey tender underway • Councillor briefing on 31st July 2024	06-Aug-2024

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Updated
AP24/5.17	Community & Wellbeing Committee; Housing and Communities Service	Implement a programme of "Homelessness pods"	• Report submitted to Strategic Leadership Team and • agreed at with relevant Policy Committee Chairs by "Completion Date".	31-Jul-2024	🟡	Officers are still looking to situate pods on both sites. Fairview Road is due to go to Planning Committee in October, Strategy & Resources (S&R) Committee approved £435,000 towards funding the scheme in January 2023. Proposals for Depot Road are being developed, however, the funding for this project is not yet confirmed. A report is to be provisionally submitted to November S&R Committee.	11-Sep-2024
AP24/5.18	Community & Wellbeing Committee; Operational Services	Venue income generation programme	• Initiatives presented to relevant policy committee Chairs and • quarterly update to Community & Wellbeing Committee Chairs meetings.	31-Mar-2025	🟢	• Initiatives will be presented and updated to the community and Wellbeing Committee Chairs on a quarterly basis. • The success of each initiative will also be reported at these quarterly meetings. • 2024 Financial year income objective will be building on the café, and hire of space within Bourne Hall. • Within the Community Wellbeing Centre we will report back the initiative of higher needs. • The Playhouse will be focusing on the ice cream, snacks and beverage revenue offering after the renovation works have been competed.	21-Aug-2024
AP24/5.19	Environment Committee; Place Development Service	Deliver Climate Change Strategy objectives.	• Deliver the 2024-2025 objectives.	31-Mar-2025	🟢	• Secured recent external funding • Fleet replacement to electric (3 vehicles) complete	08-Aug-2024
AP24/5.20	Environment Committee; Operational Services	Pet crematorium and memorial garden, feasibility and business case	• A feasibility report and business case for providing a pet crematorium and memorial garden in the Borough • Report submitted to S&R Committee for consideration.	31-Oct-2024	🟢	There are now some legalities that need to be checked out by our legal team. It has been agreed by SLT that this project will go from Environment Committee to Strategy & Resources (S&R) Committee. A report will be submitted to S & R in January 2025.	21-Aug-2024

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Updated
AP24/5.21	Environment Committee; Operational Services	Monitor and respond to developments in Government Waste Strategy	• Briefings provided to Environment Committee on any forthcoming developments or opportunities.	31-Mar-2025	🟢	• Estimated as 75% due to fragile nature of Defra timescales. • Defra announced 'Simpler Recycling' in October 2023, which replaced its previously-proposed 'Consistency of Collections' strategy that was scrapped after public consultations. This essentially gives a green light to the Council to keep our current service structure should we wish to. However, Defra has still not published the outcome of its public consultation in November 2023, to which the Council responded: key questions for us were timescales, payment processes and the need to ensure recyclability of the new materials that we will eventually be obligated to collect (cartons, foil, plastic films). • The Council appealed Defra's capital payment of £108k for food waste recycling (to provide a vehicle and bins for food waste recycling at flatted properties still to be provided with food waste recycling – currently we have c.1,500 flatted households still to be provided for), which we consider is insufficient. Defra has said that it will be providing 'resource funding' for the revenue costs of this move, but has not yet advised how much will be paid, or when. • Transport & Waste Services Manager attended a seminar on EPR (packaging producers paying councils to collect packaging waste) in May. We thought this would announce details of how EPR would work, and when, but in fact it was asking us how we would like it to work, and announcing that the EPR Scheme Administrator would be in place by the end of 2024. This suggests that Defra's current launch date of 1/4/25 for EPR payments is in doubt.	13-Aug-2024

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Updated
AP24/5.22	Environment Committee; Operational Services	Develop cemetery lease renewals policy	• Draft policy submitted to the Strategic Leadership Team and • Agreed at Environment Committee by "Completion Date".	30-Nov-2024	🟢	The service is currently extracting the data from the cemetery database system to inform the drafting of the cemetery lease renewal policy. Once this has been completed, the draft policy will be submitted to SLT and then the Environment Committee.	21-Aug-2024
AP24/5.23	Crime & Disorder Committee; Housing and Communities Service	Adopt and deliver the Community Safety Action Plan	• In year objectives delivered.	31-Mar-2025	🟢	consulted and adopted January 2024. Plan runs for 2 years so saying 50% achieved with expectation of 100% by end 2025.	21-Aug-2024
AP24/5.24	Crime & Disorder Committee; Housing and Communities Service	Progress actions from the CSP review recommendations	• Outstanding objectives delivered or funding bids sought	31-Mar-2025	🟡	The more demanding recommendations around increasing the numbers and scope of meetings and of the provision for a dedicated coordinator cannot be delivered without increasing resource as exploration with partners around joint funding has not been fruitful.	11-Sep-2024

Summary of Key Performance Indicators

PI Status		Long Term Trends		Short Term Trends	
🔴	Alert	⬆	Improving	⬆	Improving
🔺	Warning	➖	No Change	➖	No Change
✅	OK	⬇	Getting Worse	⬇	Getting Worse
❓	Unknown				
📈	Data Only				

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	✅
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	✅

Corporate Key Performance Indicator Charts

Traffic Light	
Red	1
Amber	2
Green	17
Data Only	4

Community & Wellbeing Committee

Number of Households Living in Nightly Paid Accommodation
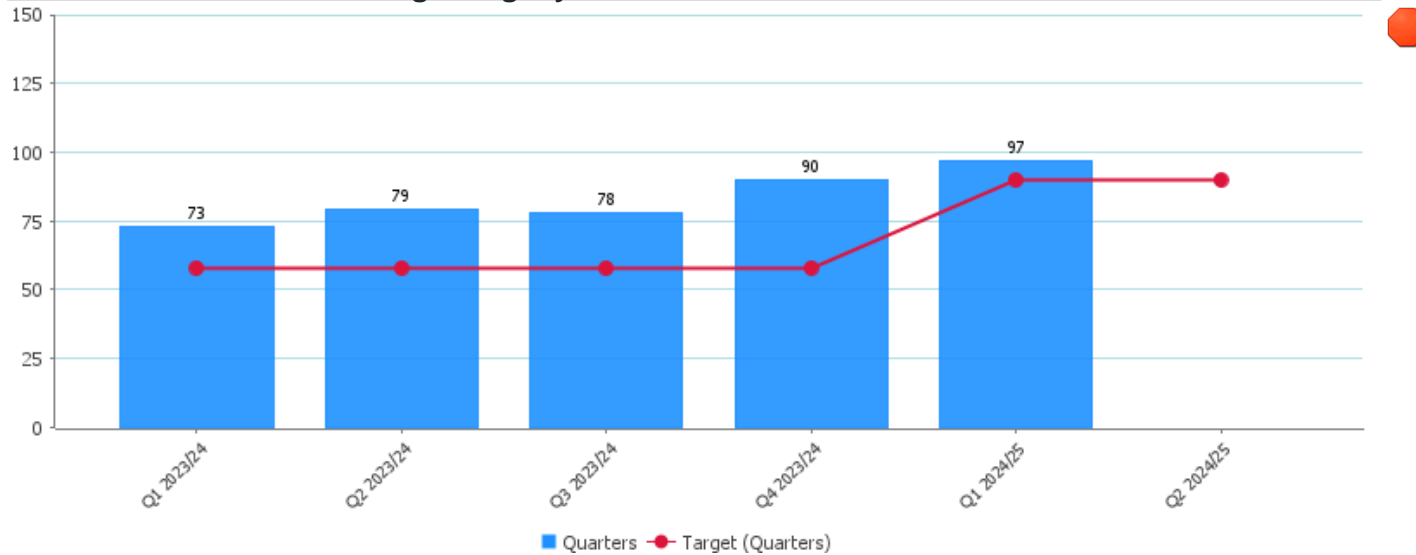
23-Aug-2024

As in previous quarters Homeless pressures continue to rise and this has impacted on the number of households in NPA. Waiting on confirmation of the target for this KPI for 2024/2025.

Number of Successful Preventions From Homelessness

14-Aug-2024

Chart data:
- Q1 2023/24: 17
- Q2 2023/24: 28
- Q3 2023/24: 51
- Q4 2023/24: 68
- Q1 2024/25: 19
- Q2 2024/25: (no value)

Legend: Quarters — Target (Quarters)
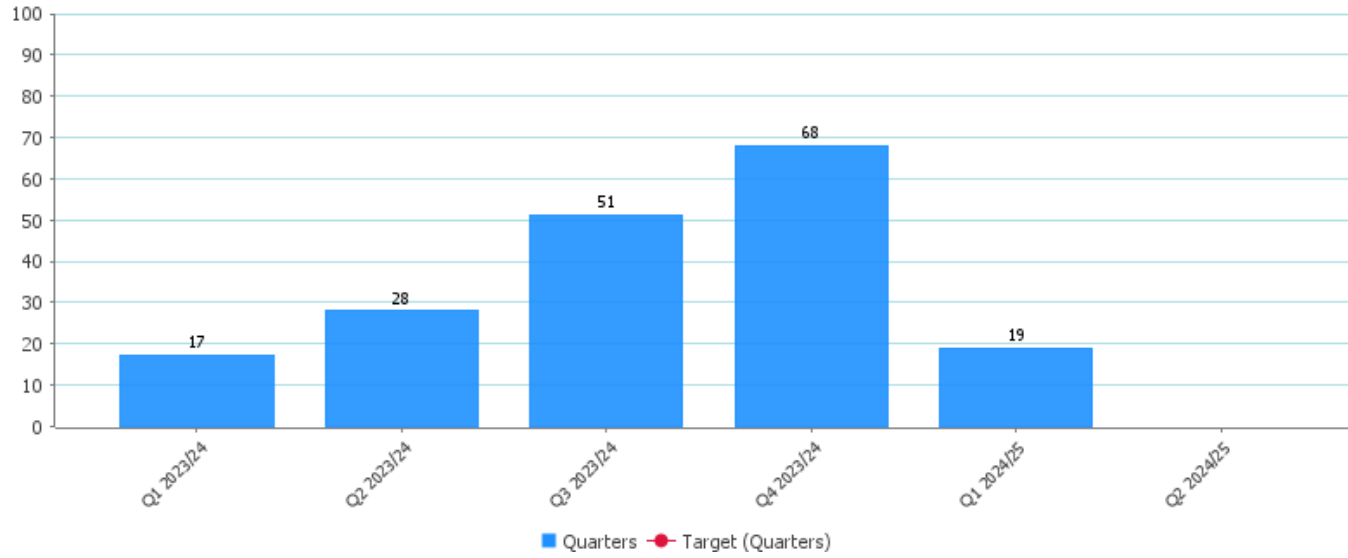
In addition to the number of homeless applications that have been prevention/relieved the Housing Services team have also had a further 68 successful advice and assistance interventions at the pre duty initial approach stage.

Car Park Visitor Numbers
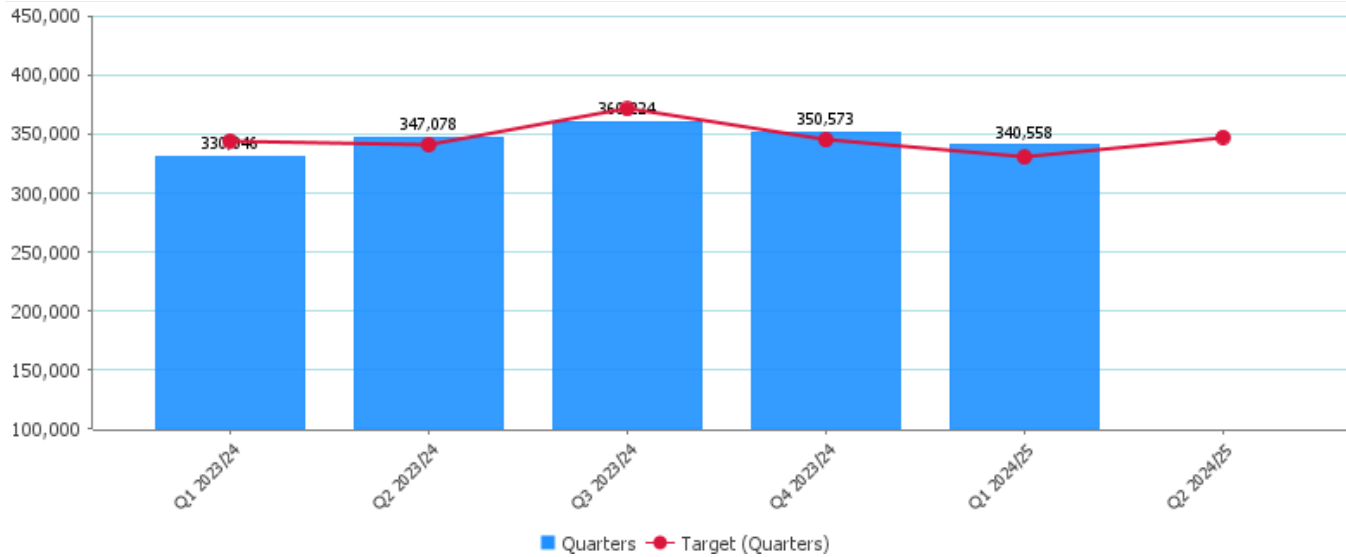
11-Sep-2024

Visitor numbers have increased from same period last year

Car Park Revenue (£k)
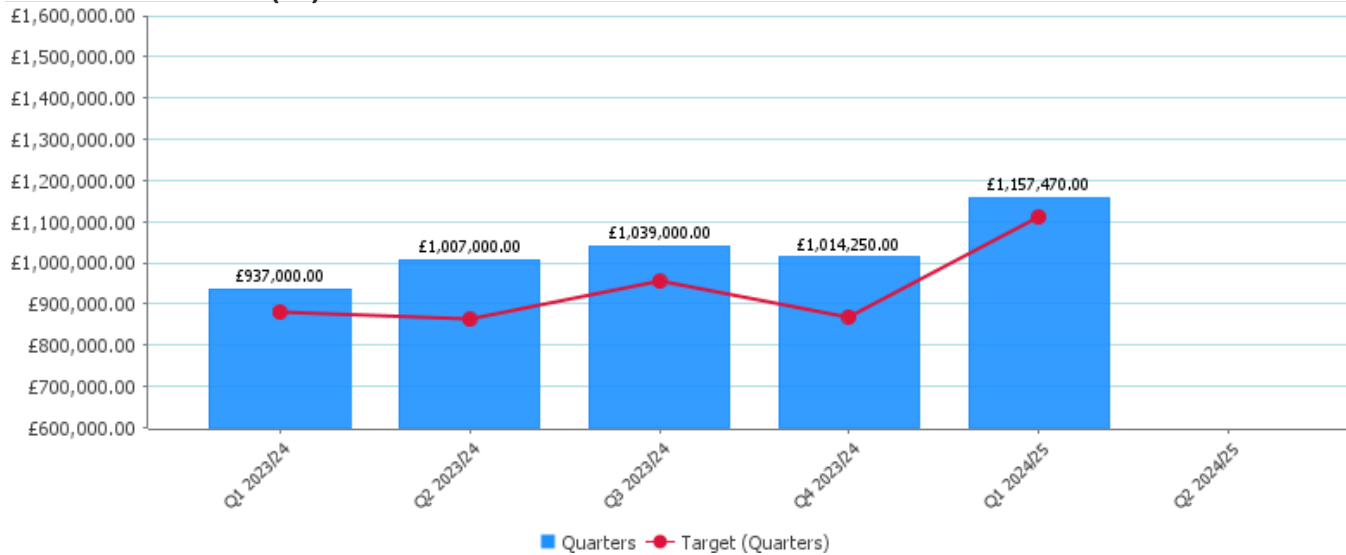
14-Aug-2024

Targets now amended to reflect comparison against budget targets rather than the kpi target method used last year.

Parking Penalty Charge Notice Appeals Responded to in 10 Working Days
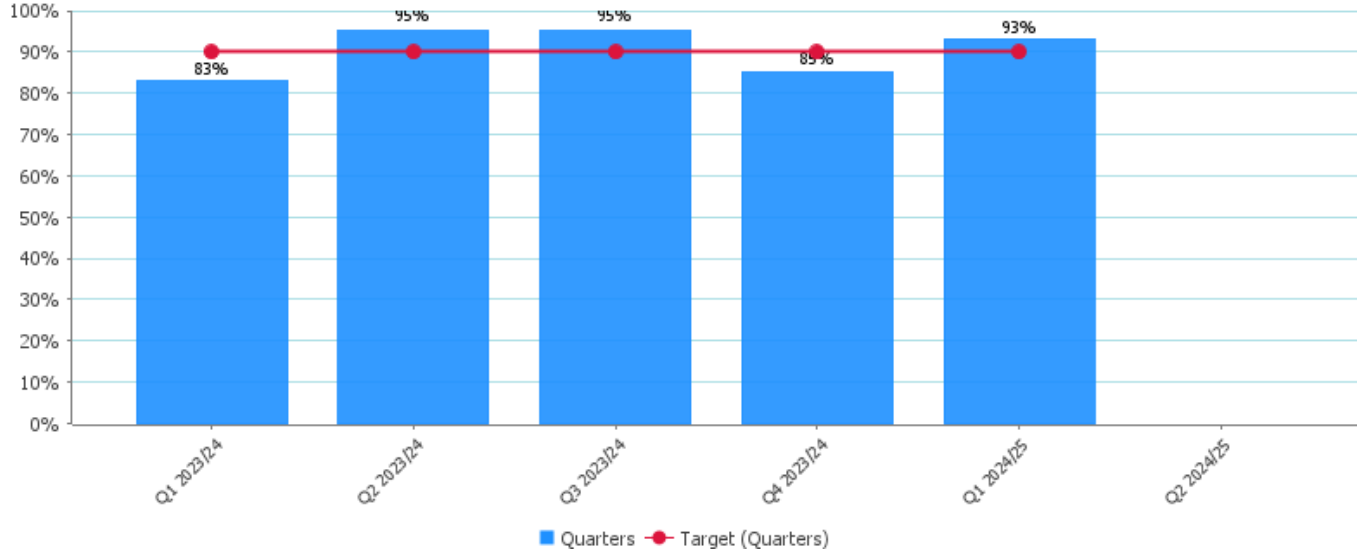
Appeal numbers have been fairly consistent, some fluctuation due to RingGo outages. All appeals responded to within statutory timescales, any that did not meet 10 working days were due to additional information being needed from colleagues in the Parking Office. Annual leave and other external factors may have slowed down the response on these.

Waste Collected
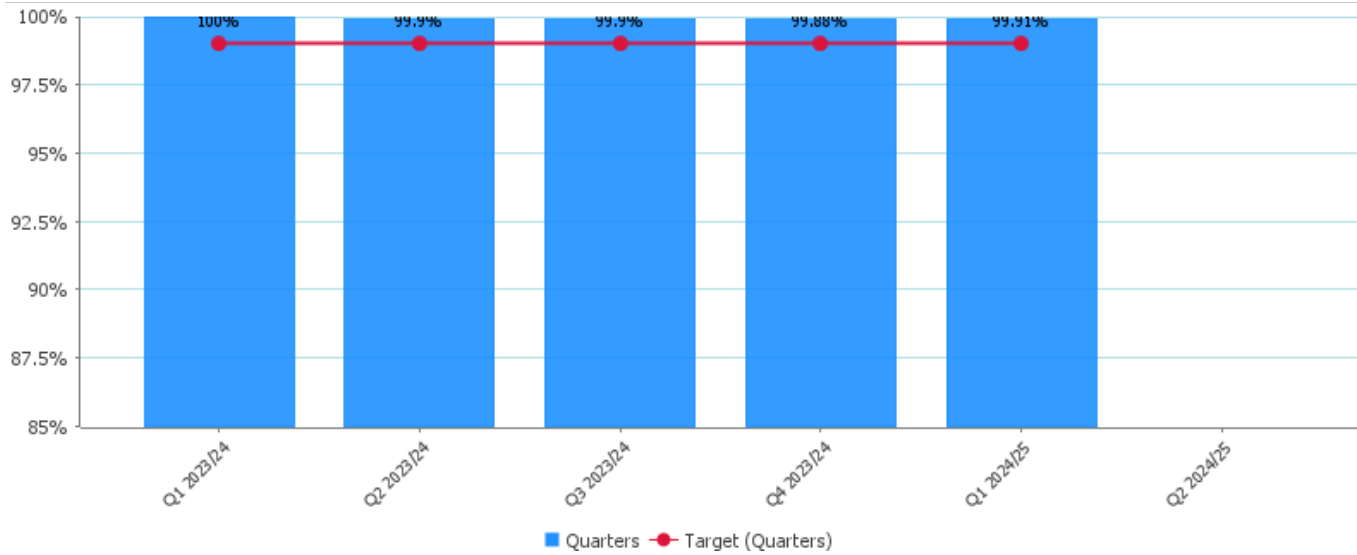
Target is 99% of waste containers (bins, boxes, caddies) collected on time.

Waste Sent for Recycling
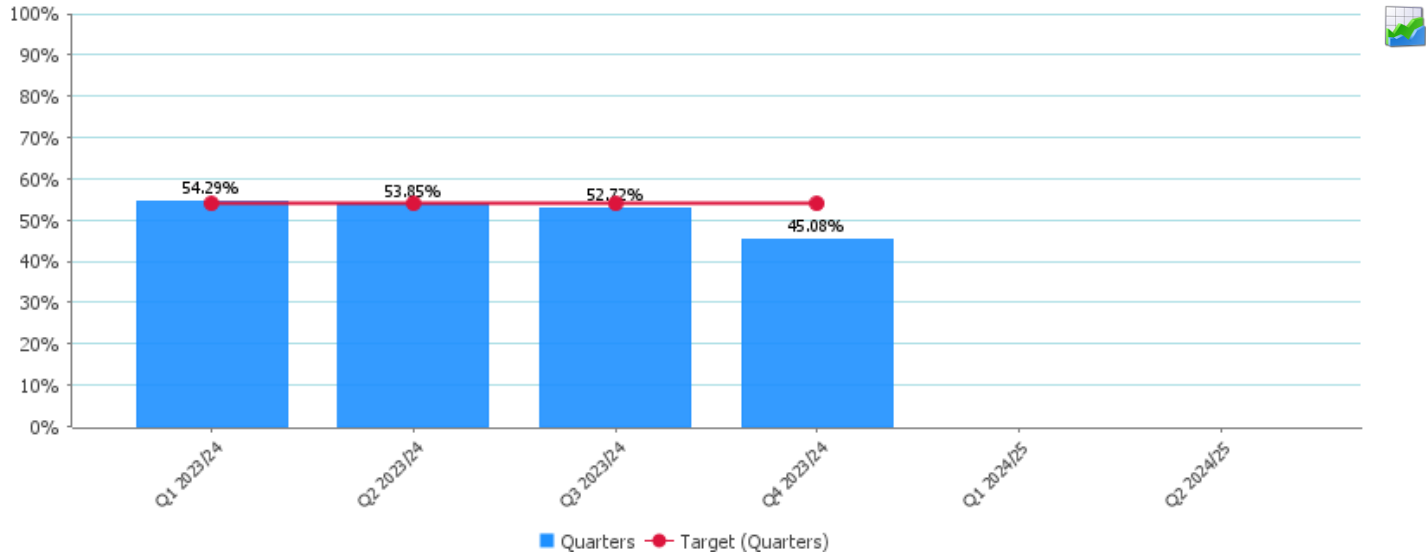
Q4 is a 2.27% improvement on the same period last year. The reason for the improvement is largely due to garden waste, which was up by 13% due to better growing condition conditions (it was warmer much deeper into the winter last year, promoting growth).

Q1 figures are not yet available due to general time-lag of receiving confirmed tonnage figures from SCC/SEP data system. Figures will be updated ASAP.

Major Planning Applications Decided in Time
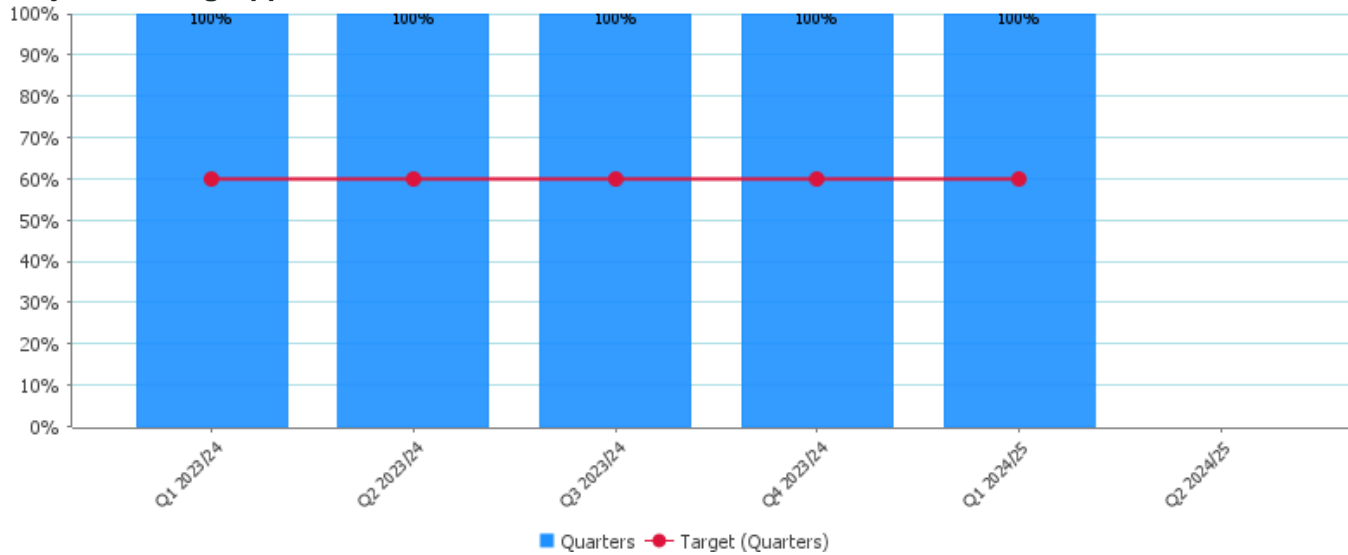
31-Jul-2024

Performance remains strong. A number of improvement actions have been implemented.

Minor Planning Applications Decided in Time
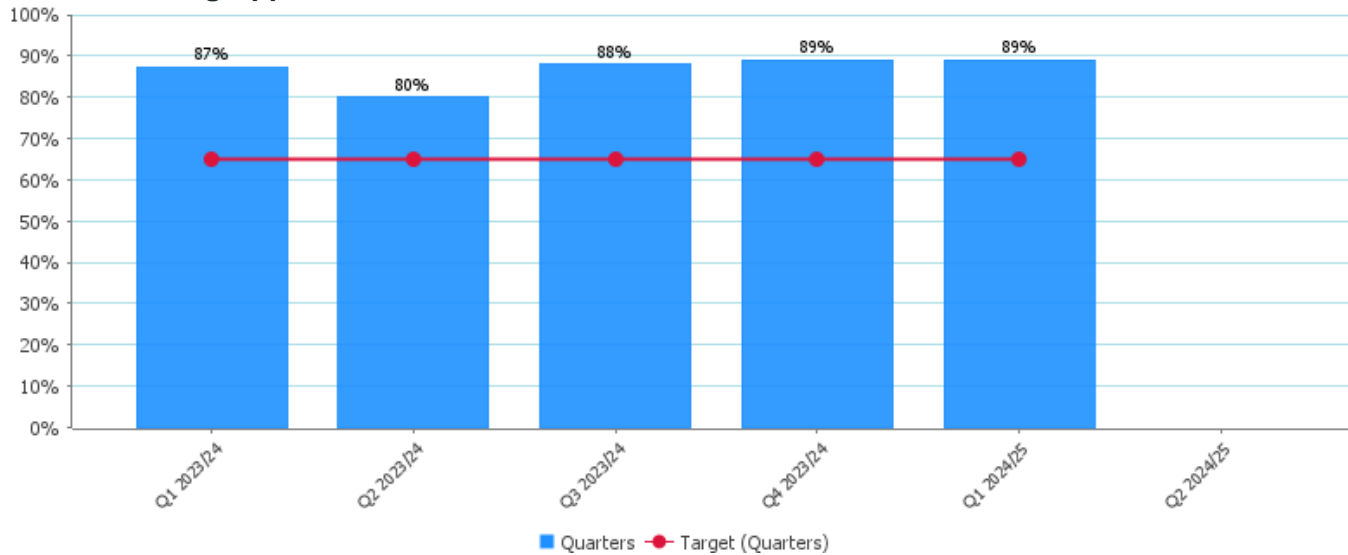
31-Jul-2024

Performance remains strong. A number of improvement actions have been implemented.

Other Planning Applications Decided in Time
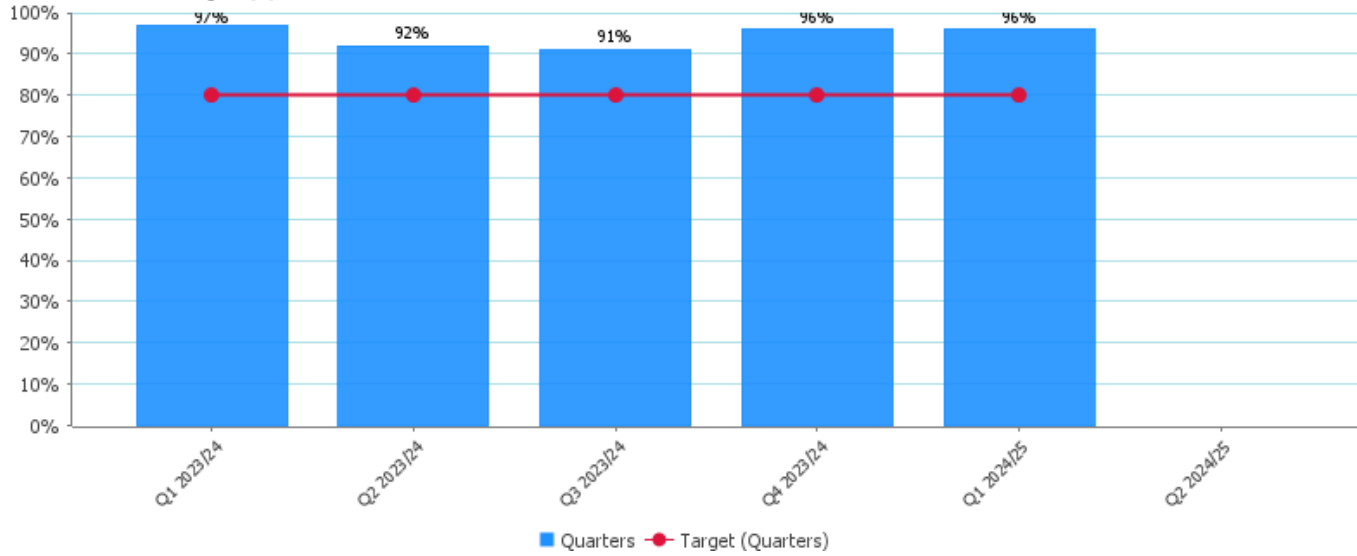
Performance remains strong. A number of improvement actions have been implemented.

Planning Appeals Against the Council's Refusal of Planning Dismissed by the Inspector
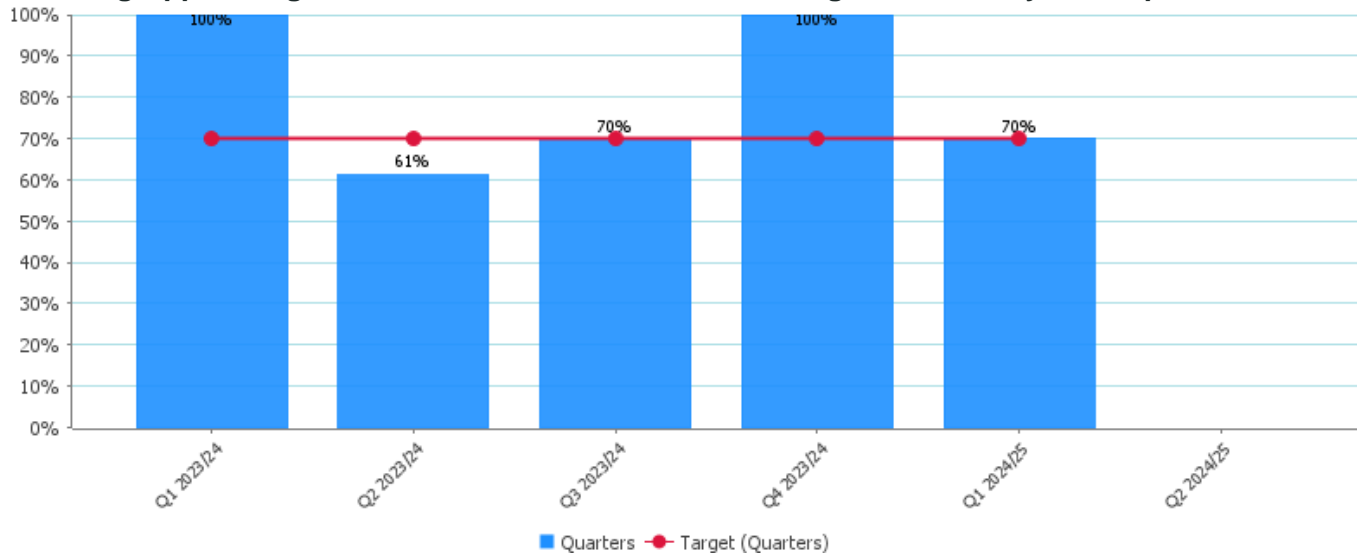
Average appeal performance remains strong, although the small number of appeals per Quarter (10 this Quarter) means a small number of decisions can impact the overall percentage.

Council Tax Collected
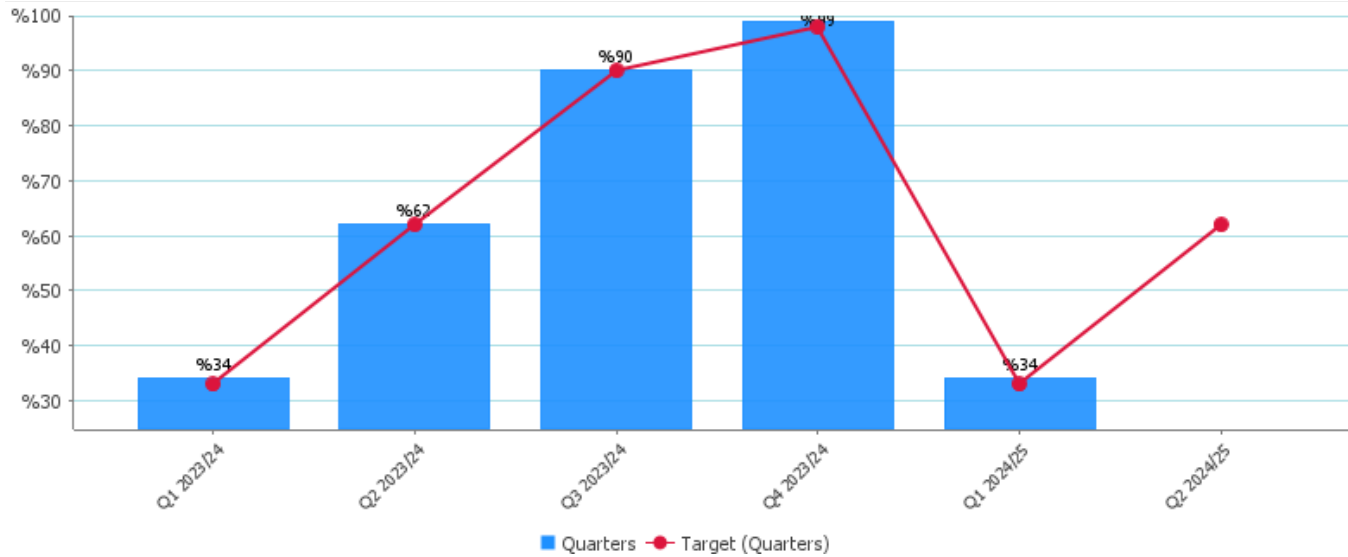
09-Aug-2024

1. Above profile Target of 33%

Non Domestic Rates Collected
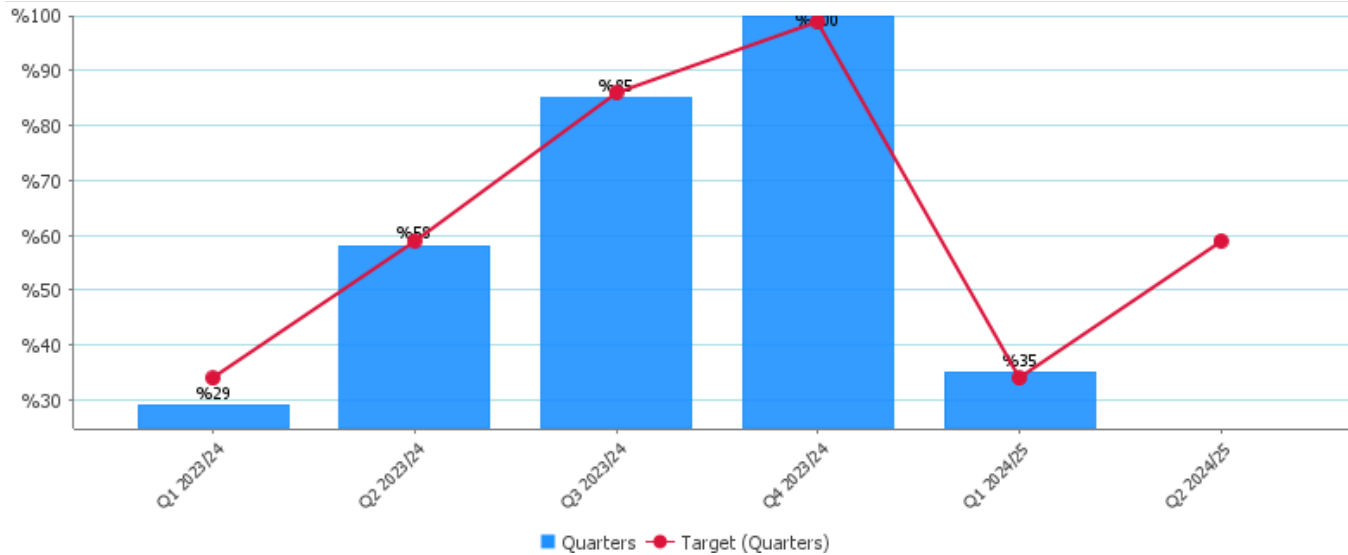
09-Aug-2024

1. above profile target of 33.6%

Forecast Outturn vs Budget (£m)
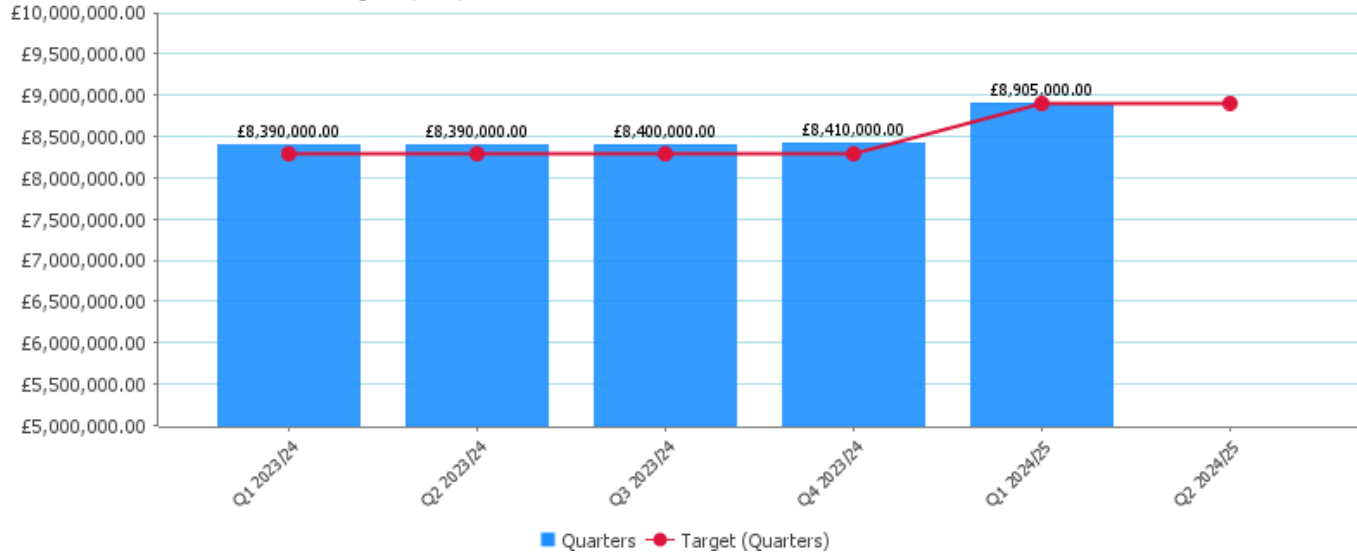
Currently forecast on budget, but this will be updated and superseded by the Q1 budget monitoring report to Audit & Scrutiny Committee in September 2024.

Income from Treasury Management Investment (£k)
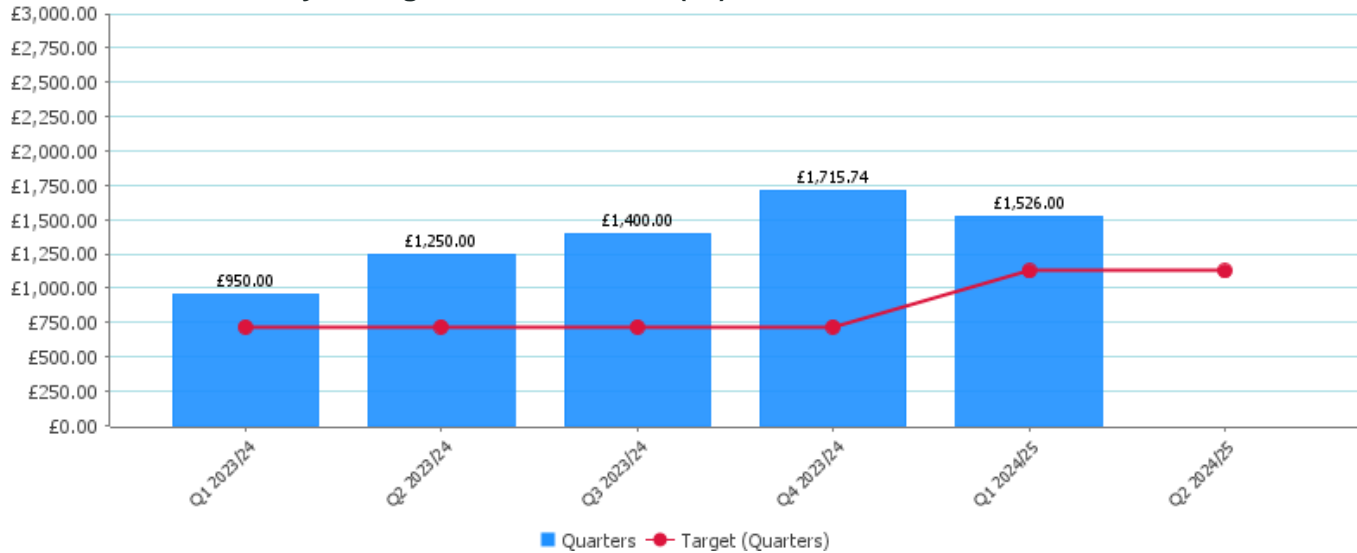
19-Aug-2024

Target achieved for Q1.

Number of Stage 1 Complaints Received

02-Sep-2024

Number of Stage 2 Complaints Received
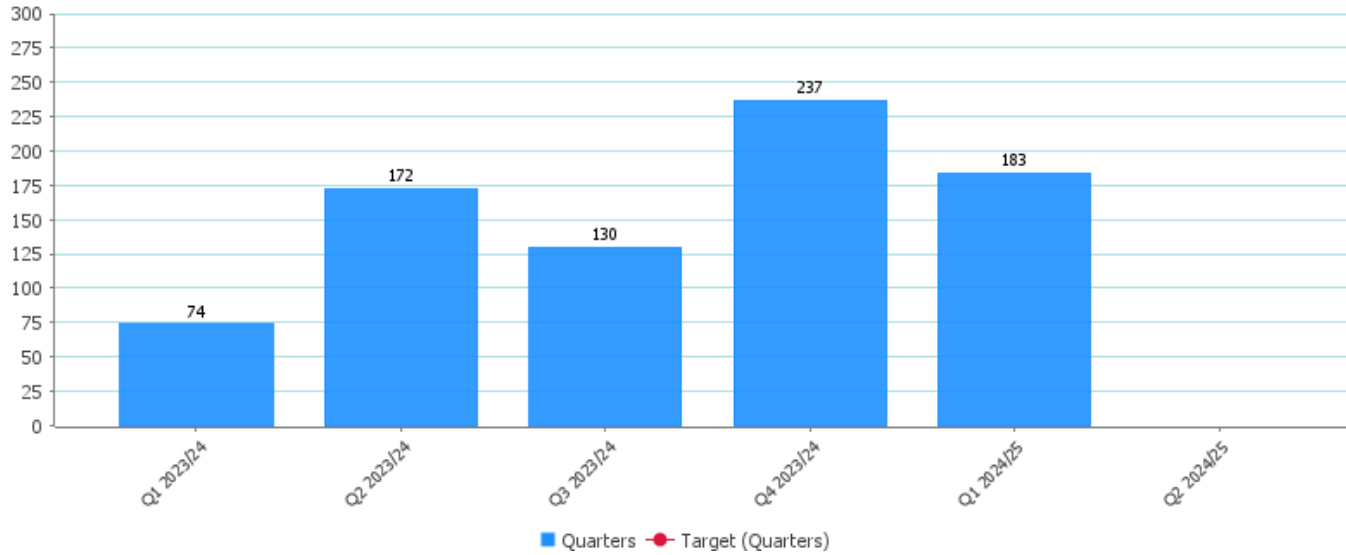
There has been a significant decrease in the number of stage 1 complaints received since last quarter, showing that the comments/complaints change implemented has settled.

There has been a rise in the number of Planning complaints due to a particular Planning Committee meeting held about Hobbledown. Many of these also went to stage 2.

We also received an influx of stage 1 complaints about the rise in Car Park charges following the Fees & Charges update after April 2024, and the fact that the tennis courts across the borough are now chargeable and require an access code for entry. Other than this, the majority were from residents unhappy with the Refuse and Recycling service, complaining about missed bins and the set back of their bins.

We have also implemented more of the Complaints project following the audit, and have moved complaints off CRM completely. We now use spreadsheets and the complaints mailbox to monitor, chase, and close complaints.

02-Sep-2024

There is a slightly higher amount of Stage 2 complaints due to complaints received about a planning committee meeting that all then went to stage 2. These make up 11 of the Stage 2 complaints for this quarter.

Average Time Taken (days) to Process Stage One Complaints
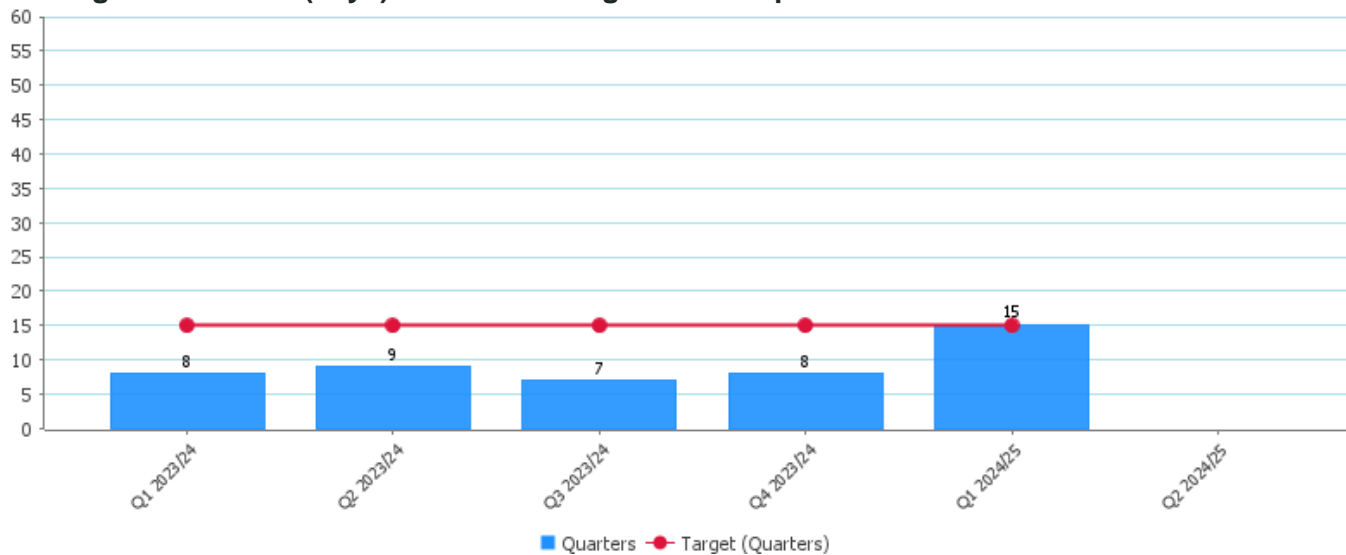
09-Aug-2024

From the 183 stage 1 complaints received, the average completion time was 15 days. This is right on target. However, the response for 22 planning complaints was 48 days each, pushing the average up.

Average Time Taken to Process Stage Two Complaints

16-Aug-2024

22
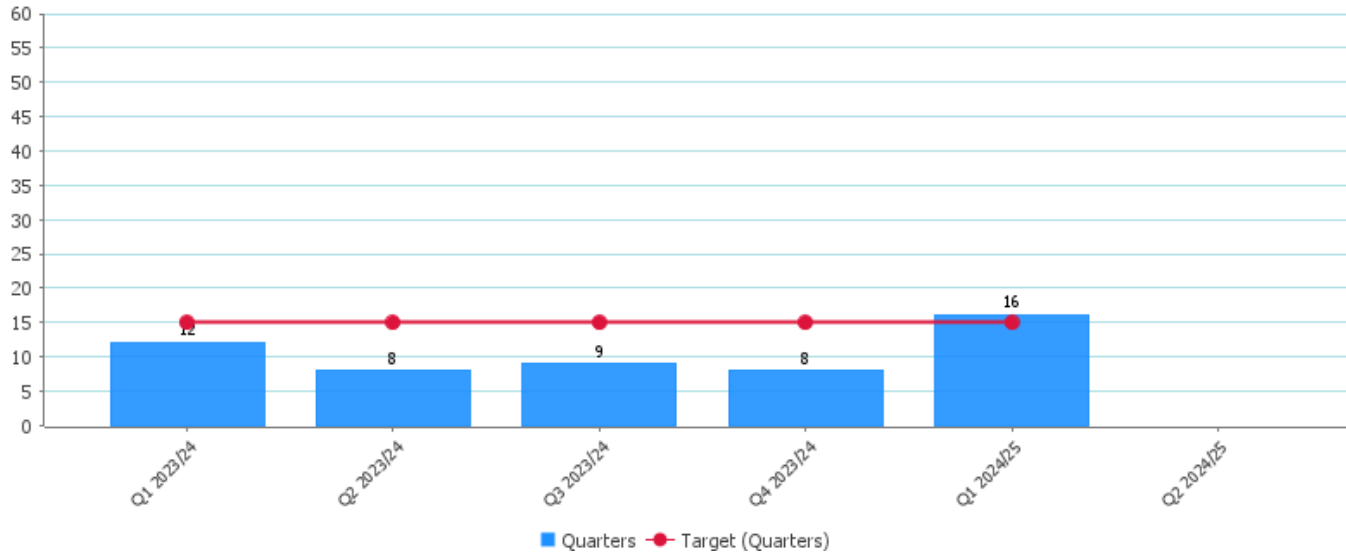
The average time for stage 2 complaint responses in this quarter was 16 days. This was a real mix of Waste Services, Housing, Environmental Health, and Car Parks.

Average Number of Days of Staff Sickness
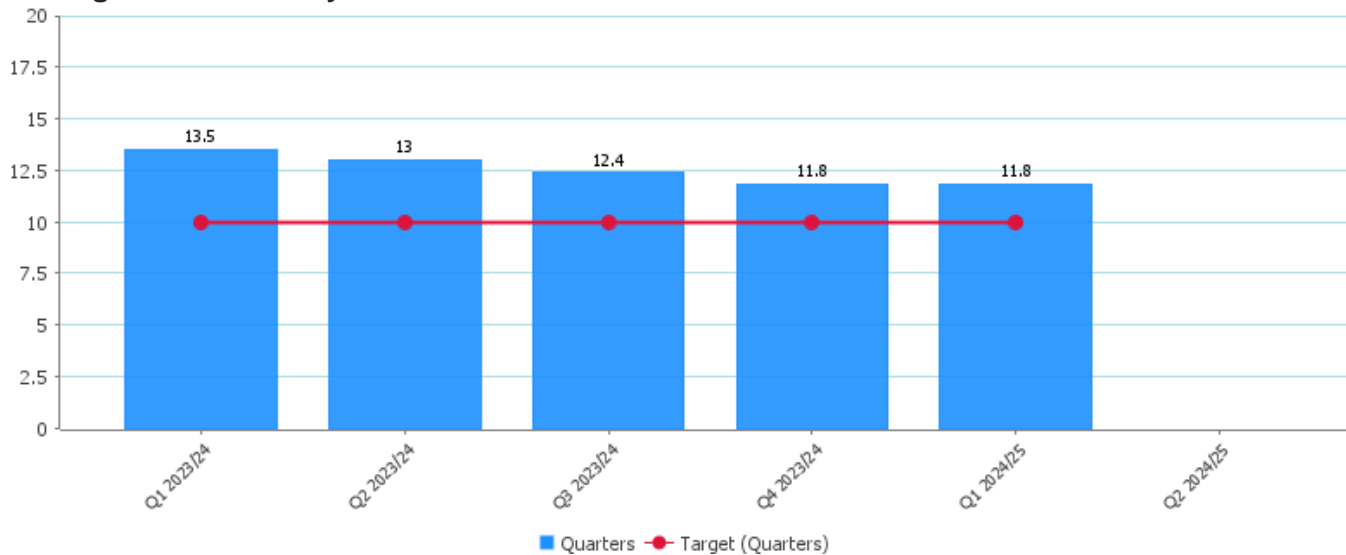
09-Aug-2024

Q1 figure remains at 11.8 and still above our target of 10. The latest ONS data from 2022 indicates an average of 5.7 days lost per employee. Recent surveys by CIPD and IPPR suggest an increase in this figure, with CIPD reporting 7.8 days and IPPR 6.7 days lost per employee.

Short-term Staff Sickness

16-Aug-2024
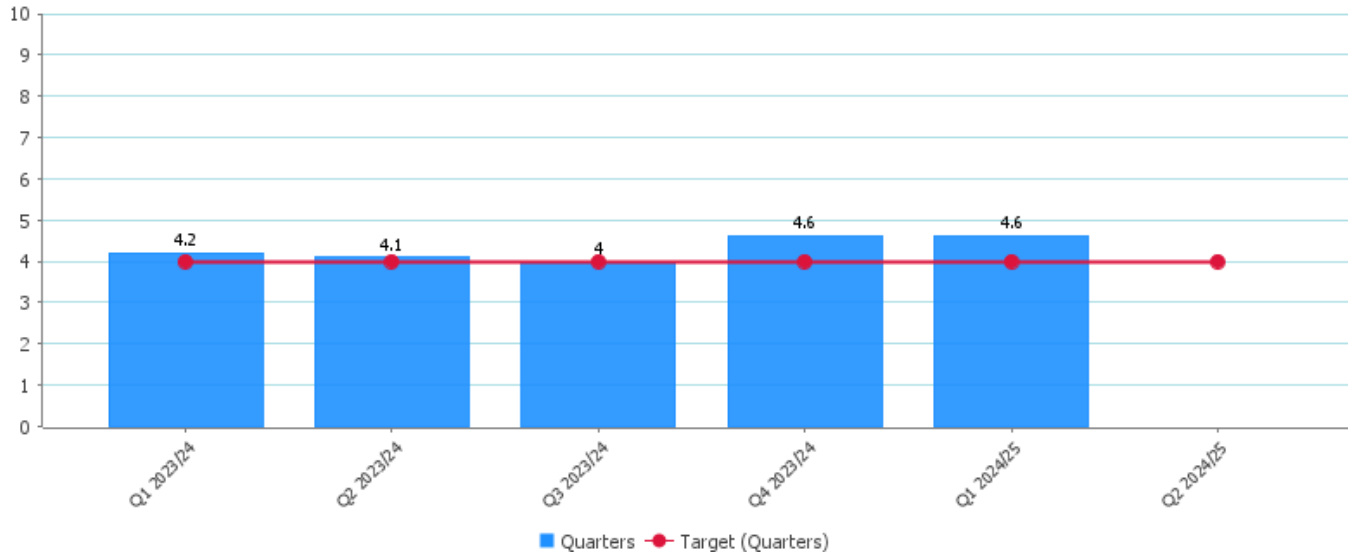
Q1 figure remains at 4.6 which is above our target of 4. Managers are being supported to use our Absence Management Procedure.

Council Owned Vacant Property Rate (%)
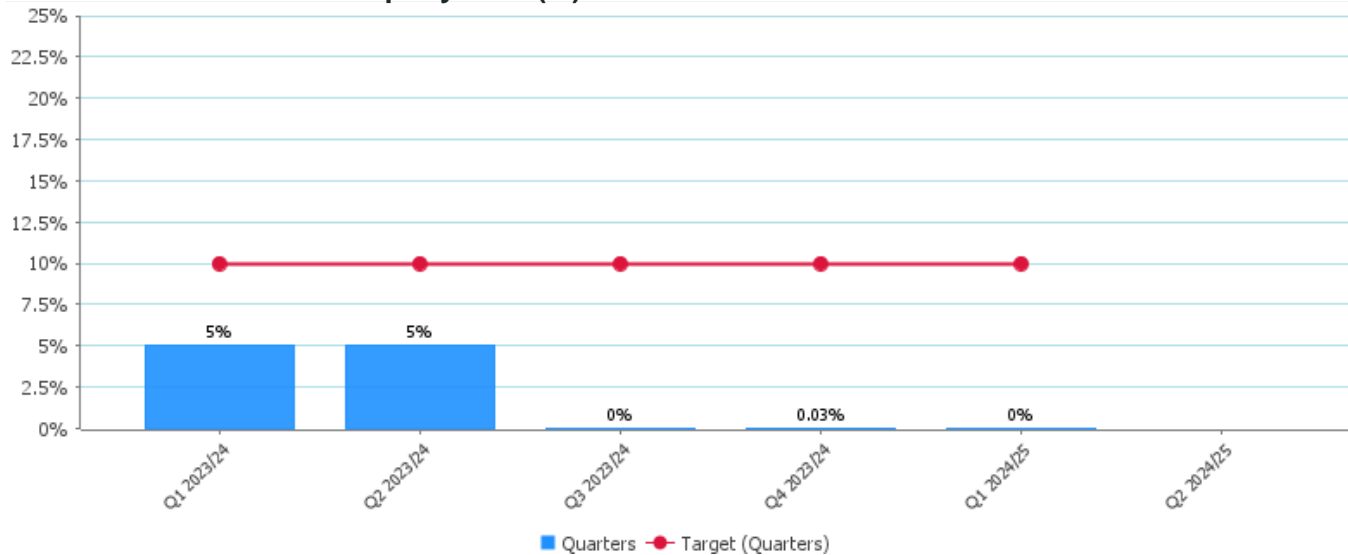
22-Aug-2024

No vacant properties in Q1, although we're expecting a change in Q2 related to East Street.

Completion Rates for ALL Property Maintenance Works
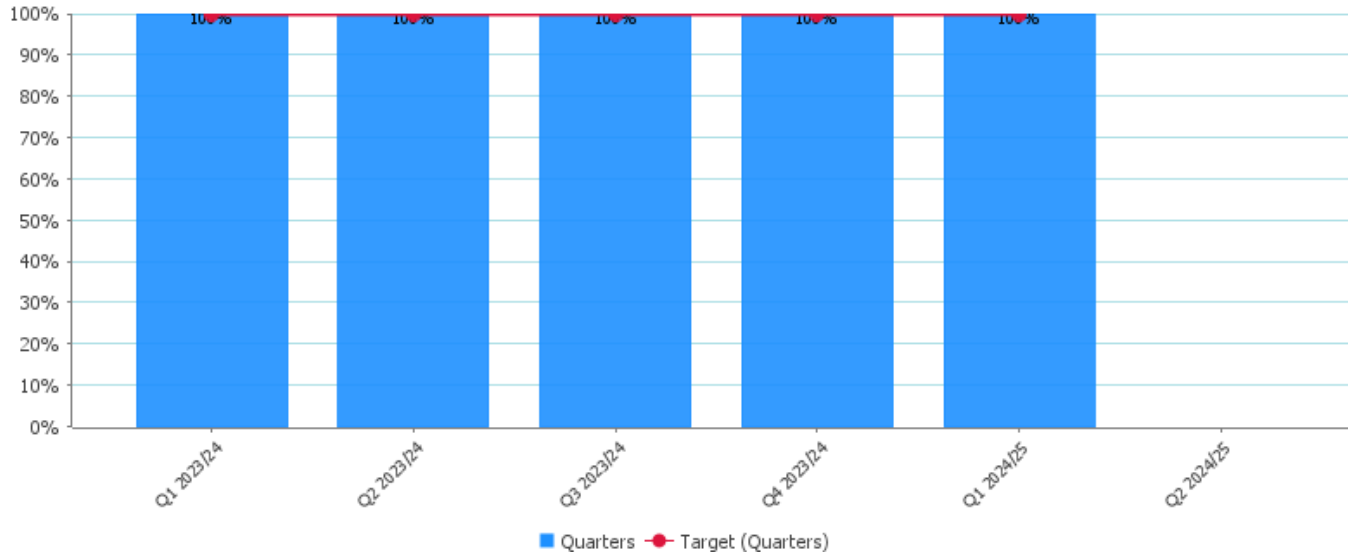
08-Aug-2024

All works have been attended, rectified and completed with score of 100% every month in the Q1

Completion Rate for PRIORITY 1 Property Maintenance Works
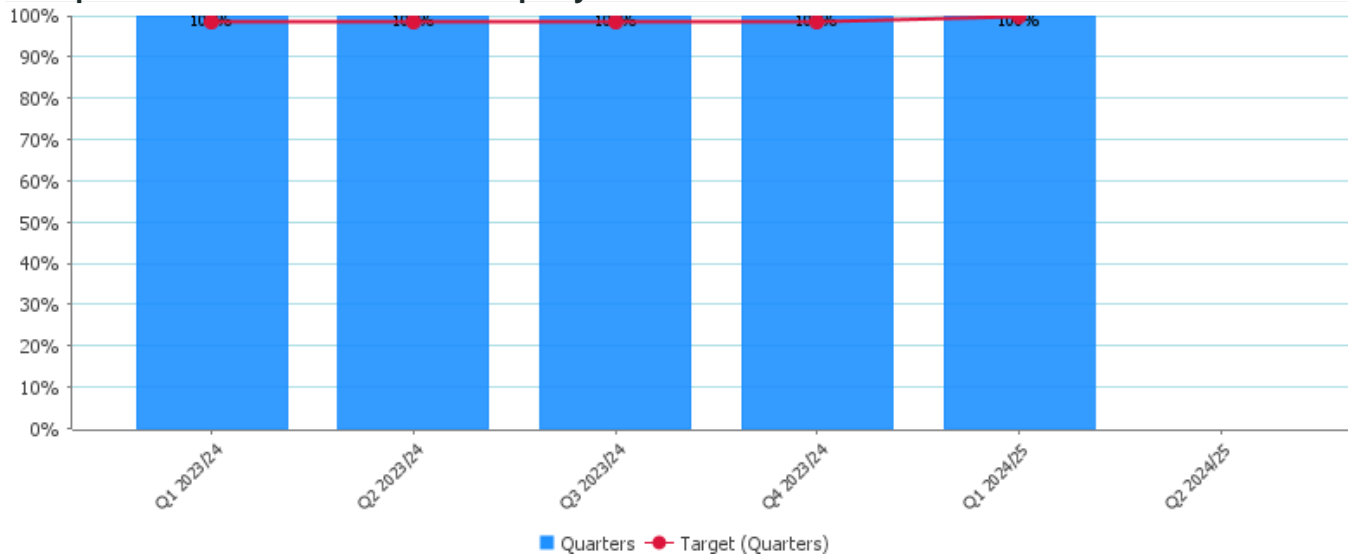
08-Aug-2024

All Priority 1 Property Maintenance Works have been attended, rectified and completed with 100% score every month in Q1

Corporate Risk Register

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

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

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

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

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

Likelihood		1 Insignificant	2 Medium	3 High	4 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

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Traffic Light

Green = 1 (9%)

Red = 2 (18%)

Amber = 8 (73%)

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Updated
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.	07-Aug-2024

Ref	Risk	Consequences	L	I	Score	Controls	L	I	Score	Trend	Response	Update	Review Date
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	• Works progress around enhancing the network and hardening servers and systems from compromise. • The risk will remain high until some of the older parts of the infrastructure are removed later this year.	16-Sep-2024
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 Corporate Procurement process Steering Group appointed Business case Project Plan	3	3	**9**	⬇	Treat	• 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.	30-Aug-2024
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**	▬	Treat	• 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.	30-Aug-2024

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	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.	04-Sep-2024
						Local Plan Risk Register							
						Report to Stakeholders							
						Member briefing							
						Project Critical Path Established							
						Project Plan							
						Full staffing in place							
						Partners fully engaged							
						Political support to fund and deliver							
EO5	Failure in key statutory services	• Poor customer service. • Legal challenge. • Reputational damage.	2	4	**8**	Risk Register	2	4	**8**	▬	Treat	• Added to Corporate Risk Register for 2024/5 Q1. • Current risk assessment under review by SLT.	30-Aug-2024
						Performance Monitoring							
						Risk Management Strategy							
						Budget Monitoring							
						Annual Budget Setting							
						Governance Framework							
						Performance Benchmarking							

ID	Risk	Consequences	I	L	Score	Controls	I	L	Score	Trend	Response	Update	Date
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	S&R Committee agreed in July 2024 a framework for setting 2025/26's budget, including a scheduled review of services to identify savings.	12-Aug-2024
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 Intranet Site (The Hub) Staff training Safeguarding Policy Knowledge sharing Register of vulnerable residents 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.	04-Sep-2024

| 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 | 07-Aug-2024 |
| 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
Assurance Checks Undertaken
Health & Safety Officer
Health & Safety Group
Health & Safety Risk Register
Health & Safety Policies
Intranet Site (The Hub)
Budget
SLT Reporting
eLearning
Performance Monitoring
Guidance Documents | 1 | 4 | **4** | ➡ | Treat | No change this month. The Health & Officer continues to conduct assurance checks. | 30-Aug-2024 |

| 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

Emergency Plans

Business Continuity Plan

Council responders

Internal Audit | 1 | 3 | 3 | ▬ | Tolerate | No change this month. | 03-Sep-2024 |

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 (<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					
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 = 3 (8%)
Red = 7 (18%)
Amber = 29 (74%)

Community & Wellbeing Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Updated
OS26	Playhouse lighting failure	• Playhouse closure. • Reputational damage.	4	4	16	CIL Bid Submitted Capital Bid Submitted	4	4	16	▬	Treat	New risk added to the register. A capital bid has been submitted however the outcome will be unknown until Jan/Feb next year. Works will not be able to occur until Aug 2025. A CIL bid has also been applied for, the outcome of the initial stage is expected in Sep 2024. Finance and Facilities Management are aware of the risk.	30-Jul-2024

ID	Risk	Effects	L	I	Score	Controls	L	I	Score	Trend	Response	Updates	Date
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.	07-Aug-2024
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	4	3	12	⬆	Treat	• Income with the Community well-being centre against predicted growth has not happened and within this enterprise, which was recommended by the local government Association the service has not recovered since COVID this at high risk of non achievement, this one project prediction puts this at high risk 50,000-99,999 in financial tier 1. • Business case for flying saucer cafe continues to grow the revenue budget this has been highly successful and an example of where enterprise /commercialisation can work	15-Aug-2024
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.	07-Aug-2024

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.	07-Aug-2024
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.	07-Aug-2024

Crime & Disorder Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Updated
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	No change this quarter.	30-Aug-2024
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	• At Operational services, all staff working within buildings and venues are expected carryout the online training which shows the behaviours and items to look out for in the awareness of a threat. At present awareness training until it becomes clear what is expected from prevent and protect going forward. As of 15 August 2024 we have 24 staff who have recorded they have competed this on line training. • On the 15th the threat level is orange, substantial, and attacked is likely. this sits below highly likely and highly likely in the near future. we have added the training record to be reviewed at out regular health and safety meetings, to ensure staff awareness	11-Sep-2024
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	No change this quarter.	30-Aug-2024

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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	No change this quarter.	30-Aug-2024
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.	07-Aug-2024

Environment Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Updated
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	• The Council continues to investigate the route to fleet electrification. Key issues are understanding the additional costs (more expensive vehicles, plus chargepoint infrastructure); understanding the project-planning resource requirement including electricity supply quantification; and identifying suitable vehicles. As yet, electric vehicles do not yet exist in a format for some of the Council's key operations e.g. refuse & recycling collections, where choice is currently very limited. Further, market intelligence suggests that where electric refuse & recycling vehicles are in use, issues of reliability, range and access to suitably-qualified technicians are impacting their use. • Transport & Waste Services Manager is to compile a report on these matters during the second half of 2024/25. • In the meantime, we have recently been able to use grant funding to buy 3 electric cars for Meals-at-Home deliveries, which have replaced three diesel vans. We are currently exploring further grant funding options.	13-Aug-2024

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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	• Exploring Agency and external Councils to take on some of workload. • Identifying Licensing Manager to do work in this area	30-Aug-2024
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	⬇	Treat	Projects underway.	30-Aug-2024

| OS5 | Outcome of national waste strategy | • Budget implications.
• Service delivery implications.
• Operational management implications.
• Stakeholder management. | 4 | 3 | 12 | Monitoring for Government Announcements | 2 | 3 | 6 | ▬ | Tolerate | • Defra announced 'Simpler Recycling' in October 2023, which replaced its previously-proposed 'Consistency of Collections' strategy that was scrapped after public consultations. This essentially gives a green light to the Council to keep our current service structure should we wish to. However, Defra has still not published the outcome of its public consultation in November 2023, to which the Council responded: key questions for us were timescales, payment processes and the need to ensure recyclability of the new materials that we will eventually be obligated to collect (cartons, foil, plastic films).
• The Council appealed Defra's capital payment of £108k for food waste recycling (to provide a vehicle and bins for food waste recycling at flatted properties still to be provided with food waste recycling – currently we have c.1,500 flatted households still to be provided for), which we consider is insufficient. Defra has said that it will be providing 'resource funding' for the revenue costs of this move, but has not yet advised how much will be paid, or when.
• Transport & Waste Services Manager attended a seminar on EPR (packaging producers paying councils to collect packaging waste) in May. We thought this would announce details of how EPR would work, and when, but in fact it was asking us how we would like it to work, and announcing that the EPR Scheme Administrator would be in place by the end of 2024. This suggests that Defra's current launch date of 1/4/25 for EPR payments is in doubt. Defra has announced that the Deposit Return Scheme (cans and plastic bottles) has been put back to October 2027. Simpler Recycling also required businesses to separate their waste for recycling | 30-Aug-2024 |

Simpler Recycling

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	2	3	6	⬇	Treat	New risk formed from merger of PD7 and PD22.	30-Aug-2024
						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.							
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	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. • Allotment Forum meeting which will be attended by Chair of Allotment WG, has taken place.	16-Sep-2024
						Medium Term Financial Strategy							
						Working Group							
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.	07-Aug-2024
						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	DoT	Approach	Commentary / Future Actions	Updated
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.	07-Aug-2024
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.	07-Aug-2024
PD28	SCC fails to deliver the transport assessment and the infrastructure 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.	16-Sep-2024

Ref	Risk	Impact	L	I	Score	Controls	L	I	Score	Direction	Response	Update	Date
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	No change this quarter.	30-Aug-2024
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	⬇	Treat	Awaiting SLT approval of resource.	30-Aug-2024
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.	07-Aug-2024
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.	07-Aug-2024
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.	07-Aug-2024
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.	07-Aug-2024

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.	07-Aug-2024
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.	07-Aug-2024

Strategy & Resources Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Updated
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	See update for Annual Plan action AP24/5.5 above.	16-Sep-2024
PR15	Climate change - Building emissions	• Unable to achieve climate change strategy goal to reduce building emissions. • Council generates more CO2 than necessary.	4	3	12	Climate Change Group Climate Change Action Plan	4	3	12	▬	Treat	New risk added by Business Assurance Manager, following it being tabled at Audit & Scrutiny Committee in July 24. Risk assessment TBC by HofP&R, Sustainability Officer, SLT and S&R Committee Chairs.	30-Aug-2024
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 Reported to EEPIC Board	3	4	12	⬆	Treat	• Revised Q4 'score' following S&R chairs meeting. • Due to potential challenge to rents. • Continued close management of Landlord/Tenant relationships.	04-Sep-2024

Ref	Risk	Consequences	L	I	Score	Controls/Mitigations	L	I	Score	Trend	Response	Update	Date
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 Contract Management Procurement Strategy Contract Standing Orders Project Contingency Time Corporate Procurement process	3	3	**9**	▬	Tolerate	Tender preparations are progressing on schedule. The Likelihood remains at 3, as although the project timescales are achievable, they are tight.	04-Sep-2024
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.	07-Aug-2024
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 this quarter, however additional mitigations are in progress.	22-Aug-2024

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	2	2	**4**	▬	Treat	No change this quarter.	30-Aug-2024
						Communications Strategy							
						Regular review of communication channels							
						Communications Campaigns							
						Internal Client - Account Manager Process							
						Comms standards							
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	2	2	**4**	▬	Treat	Quarter 1 forecasts will be presented to Audit & Scrutiny committee in September 2024.	30-Aug-2024
						Annual Budget Setting							
						Competitive Procurement of Utilities							
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	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.	07-Aug-2024
						Retaining Talent Policy							
						Succession Planning							
						Performance Management							
						My Performance Conversations							
						Risk Management Strategy							
						Project Management Governance							

| 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. | 07-Aug-2024 |

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	Updated
Enhance the resilience of the People & Organisational Development Service by recruiting vacant posts and continuing with multi-role training for new team members	30-Sep-2024	Recruitment for all roles has been successful. Head of People and OD started in June 24. HR Advisor starts in August 24 and People and OD Business Partner starts in September 24.	🟡	07-Aug-2024
Review and enhance recruitment and retention policies and procedures for key roles across the council	31-Mar-2025	HR Policy Review is underway.	🟡	08-Aug-2024
Review and update IT policies as necessary	31-Dec-2024	• Work has completed on the revised password policy and has been peer reviewed in ICT • Needs to progress to approval stage • ICT Security and AUP Policies are in process of update	🟡	08-Aug-2024
PSN Certificate	31-Mar-2025	• Three primary systems need to be mitigated in 2024 before the PSN scan can be completed and the certificate awarded • These are the old 'eHub', CRM and the Idox DMS systems that are all in various stages or decommission or replacement.	🟡	09-Aug-2024
Document management Software - to procure new software to enhance the revenues and benefits service	31-Dec-2024	Software has been purchased. We are now in the implementation stage with the chosen 3rd party supplier.	🟢	16-Aug-2024
Biodiversity Net Gain - implement the Biodiversity Net Gain policy requirements	31-Jul-2024	BNG allows for provision of the 10% gain in order of priority – 1) onsite 2) offsite (or comb of 1 and 2) or 3) national credits. Survey work is being undertaken on sites within the Borough by SCC to establish if they are suitable for the offsite enhancements. As BNG was introduced for applications relatively recently, there have been no approved applications which require offsite BNG mitigation to date.	🟡	02-Sep-2024
Public Protection Inspections -review resourcing in statutory Environmental Health services, including discretionary activities	31-Mar-2025	Action completed.	🔵	21-Aug-2024

Issues Identified	Due Date	Latest Update	RAG Status	Updated
Audit and Scrutiny Committee-review the Audit and Scrutiny Committee's Terms of Reference	28-Feb-2026	S&R agreed the following at its meeting on 23 July 2024: Options to decouple the Scrutiny and Audit function should be explored with scrutiny subsumed into policy committees. What the Peer team said: Concerns raised about audit and scrutiny being diluted by being combined under one committee. CIPFA recommend that audit should be stand-alone as a committee as both audit and scrutiny have specific roles. It is important that the council gives early consideration in separating the audit and scrutiny functions with scrutiny subsumed into policy committees. Actions - 11.1 Explore how audit and scrutiny is carried out in other councils with a committee system.MO Sept 2025 11.2 Arrange a training for members and officers on committee system governance to understand the role of committees in proper scrutiny of policy. CEx to ask CFGS to run thisOct 2025 11.3 Explore compliance with national legislation to ensure statutory requirements are met.MO Sept 2025 11.4 Proposal put forward to members for decision. MO/Constitution Working GroupFeb 2025(Full Council) **Action 11.4 – correction to timescale.** The Committee noted the following correction to Appendix 1 to the report: The timescale for Action 11.4 be corrected from "Feb 2025" to "Feb 2026".	🟢	20-Aug-2024
Corporate Plan - produce a long-term corporate plan	31-Mar-2025	• the CPC action plan has gone to S&R committee and been approved. That set out the need for a long term plan • Desire from councillors that the formation of the plan is councillor driven - need date in diary to meet and establish priorities • have begun to work on what from Future 40 has been completed, what we won't complete as no longer relevant or not in our gift and what we have yet to do • That can be the basis of future discussion	🔴	15-Aug-2024

Issues Identified	Due Date	Latest Update	RAG Status	Updated
Develop a corporate record of the Council's resident engagement activities	31-Mar-2025	• Head of Policy and CR has started work on writing a way forward for the council on its engagement activities • this may go to C&W in October	🔴	13-Aug-2024
Data Protection Officer - source additional Data Protection Officer capacity	31-Oct-2024	• After a procurement exercise a new partner has been found to help with DPO activities. They are Data Protection People and new service expected to start on 1st September	🟢	13-Aug-2024
Councillor Training - review and enhance the councillor training and development programme	31-Oct-2025	To be revised to Oct 25 to tie in with specific training for A&S - as agreed by S&R at its meeting on 23 July 2024: 11.2 Arrange a training for members and officers on committee system governance to understand the role of committees in proper scrutiny of policy. CEx to ask CFGS to run this - Oct 2025	🟢	20-Aug-2024