Corporate Performance Report

Quarter 2 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.

RAG Status*

Red/off track: Behind schedule, more than 3 months **Amber/Slippage:** Behind schedule, up to 3 months

Green/On track: On schedule **Blue:** Completed

* Note: Council and policy committees can agree to revise schedules.

Action Expected Outcome	
Completed	9
Off track	1
On track	10
Slippage	4

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
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	🟢	Current projections are for a balanced budget for 2025/26	14-Jan-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
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	🔵	This item has been completed. Service Review Plan agreed at Strategy & Resources Committee in July 2024.	24-Jan-2025
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	🟢	Updated version to go to SLT in November 2024, and an update to S&R Committee in January 2025.	23-Dec-2024

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
AP24/5.4	Executive Office; Strategy & Resources Committee	Develop operational project plan for Town Hall move	a)Develop full operational project structure, plan and associated documentation for the Town Hall move to 70 East Street and progress delivery, b) Prepare a high level roadmap/timeline for councillors including key workstreams, deliverables and budget/costs c)Regular progress updates on (a) and (b) above to be provided via Strategy & Resources Committee Chairs' meetings and budget Policy Chairs	31-Jul-2024	🔵	This item has been completed. The operational project plan is regularly monitored. A high level timeline and budget monitoring update report is being produced on a monthly basis for the S&R Committee Chair's monthly meeting. The first written report will be submitted to the November monthly meeting.	24-Jan-2025
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	🟡	Slippage due to consideration of member briefing feedback being incorporated into Stage 2 work by the Council's external consultants.	09-Jan-2025
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	🟢	S&R Committee agreed that the draft updated CSOs should be recommended for approval to Full Council on 10 December 2024.The Strategy and associated documents will be updated following this.	05-Dec-2024
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	🔵	This item has been completed. It was presented to Strategy & Resources Committee Chair / Vice Chair on 26 September 2024.	24-Jan-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
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	🔵	This item has been completed. A new property strategy is not required as principles are covered in the Homelessness and Rough Sleeping Strategy.	24-Jan-2025
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	🔵	This item has been completed. • Updated Risk Management Strategy reviewed and approved by S&R Committee (12/11/24), incl. revisions to further embed RMS ethos. • Target met to complete delivery of this Action. • Proposals submitted to close P-Hub implementation incl. on-going actions to further embed RMS ethos. • Further embedding actions will continue as BAU for BA team. • Plans for Risk Appetite Workshop continuing.	24-Jan-2025
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	🔵	This item has been completed. The action plan was adopted at the Strategy & Resources Committee on 23 July 2024.	28-Jan-2025
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	🔵	This item has been completed. Regulation 19 Submission was agreed by the LPPC on 20 November 2024 and it was endorsed by the Council on 10 December 2024.	24-Jan-2025
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	🔵	This item has been completed. On 12 November 2024, the Strategy and Resources Committee approved CIL funding bids for the 2024 funding allocation.	24-Jan-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
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	🟢	Two new murals were completed at Epsom Playhouse in January 2025 championing the 40-year history of Epsom Playhouse. Both murals were fully funded by the Arts, Culture and Heritage UKSPF funding allocation. Bloomberg Connects Tour - final stages of uploading in place. On track for March 2025 completion. Other deliverables attributed to 2024/25 ACH workplan are underway and on track for March 2025 completion.	24-Jan-2025
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	🔴	A report was submitted to the Community and Wellbeing Committee on 16 January 2025. It agreed the Health and Wellbeing priorities for the new strategy. The full strategy is due back to committee in March 2025, with a view to then move to public consultation.	28-Jan-2025
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	🟢	Most recently updated at October C&W Committee.	23-Dec-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	🟢	Project on track: the tender opportunity is live on the council's e-tendering platform; the project team are responding to clarification questions from potential bidders; tender to close in early February 2025.	03-Jan-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
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	🟡	Fairview Road was granted planning approval by the Planning Committee in November 2024 and work is progressing with an aim to complete autumn 2025. For Depot Road, Member/Chief Executive discussion will be held in late January to agree next steps.	14-Jan-2025
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 cafe, 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.	29-Oct-2024
AP24/5.19	Environment Committee; Place Development Service	Deliver Climate Change Strategy objectives.	• Deliver the 2024-2025 objectives.	31-Mar-2025	🟢	• New 5 year Climate Change Action Plan published and in effect • Bourne Hall Solar Installed and operational • Rainbow Leisure Centre PV installation commenced and project due to complete by the end of the financial year • Bourne Hall window replacement permission granted - due to start by end of January. • Tree Planting (approx. 2,610) underway to be concluded end of March 2025 • Green your home guide nearing completion and due to be published by the end of February 2025 • Annual and five year progress updates being prepared for Environment Committee. Note: 16% reduction in councils operations emissions as of 23/24 • Heat Decarbonisation Plan for Bourne Hall - final report received - awaiting internal approval - once approved grant funding can be reclaimed	17-Jan-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
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	🟡	The Council has now received the additional searches on the land and utilities as requested by our external lawyers. A report will be submitted to the Strategy and Resources Committee on 28 January 2025.	14-Jan-2025
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	🟢	After Defra has advised the indicative EPR funds for 2025/26 for EEBC (net £671k), we have appealed a deduction for the management of materials disposal. Defra will provide a response after 7 January 2025. Defra has announced a new and un-consulted requirement to separate papers and cards for recycling. This will be reviewed by our SLT on 15 January 2025.	24-Jan-2025
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	🔵	This item has been completed. A report of the Grave Lease Extensions was approved by the Environment Committee on 21 January 2025.	24-Jan-2025
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	🟢	The Plan had been consulted and it was adopted in January 2024. It runs for 2 years. It is estimated that 50% of the Plan will be completed by March 2025 and 100% by end of 2025.	24-Jan-2025
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 service has considered the report and measures are in place to adopt the majority which do not require additional funding. The remaining added value elements are out of reach without fresh resource and will be discussed with the Chair of Crime and Disorder Committee.	23-Dec-2024

Summary of Key Performance Indicators

Key*

Red/Alert: Off target - significant Amber/Warning: Off target - marginal Green/Ok: On target
*For KPIs the definition for red/warning, amber/alert and green/ok is set for each KPI individually.

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 (Av. no days)	✅
Long term sickness absence (Av. no.of days)	🔴
Staff Turnover (voluntary)	✅
Council Owned Vacant Property Rate (%)	✅
Completion Rates for ALL Property Maintenance Works	✅

Key Performance Indicator	Status
Completion Rate for PRIORITY 1 Property Maintenance Works	✅

Corporate Key Performance Indicator Charts

Traffic Light	
Red	2
Amber	4
Green	17
Data Only	3

Community & Wellbeing Committee

Number of Households Living in Nightly Paid Accommodation

29-Jan-2025

• The no. of households is currently off target in relation to the budget, and the cost of supporting homelessness is therefore above budget. The current forecast for the year is 90, above the budget set value of 70. The additional expenditure will be met through a combination of the original budget, homelessness grant reserve and the Council's contingency for inflationary pressures and general fund balance.

Number of Successful Preventions From Homelessness

17-Jan-2025
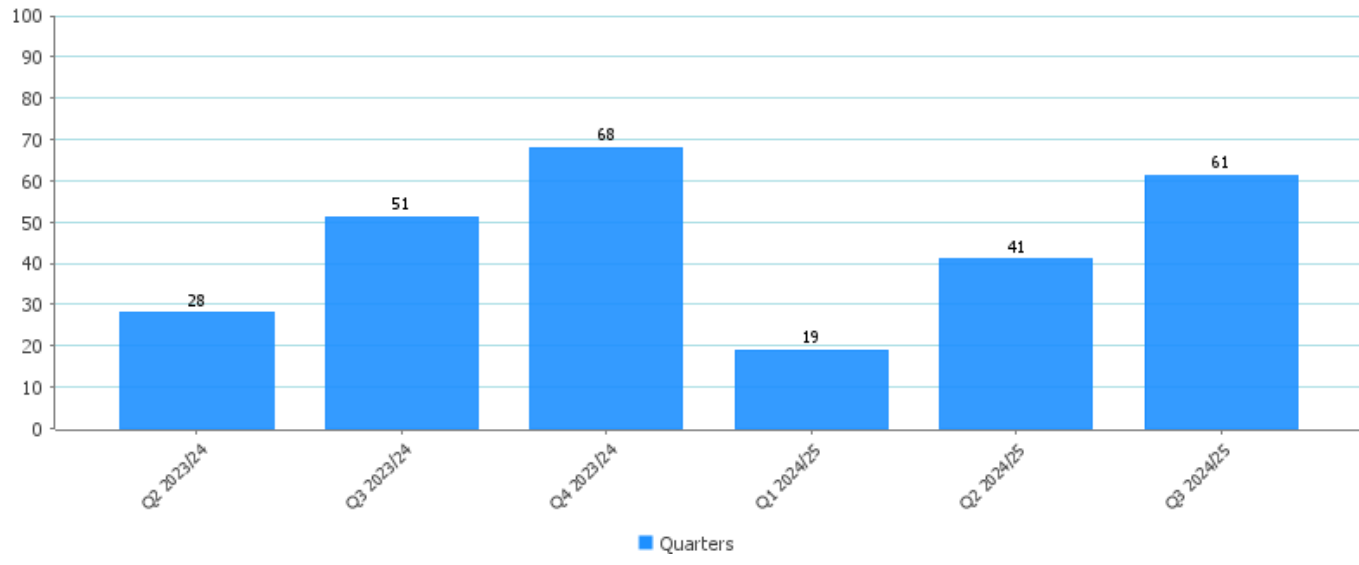
Cumulative total for year up to Q3

Chart data labels:
- Q2 2023/24: 28
- Q3 2023/24: 51
- Q4 2023/24: 68
- Q1 2024/25: 19
- Q2 2024/25: 41
- Q3 2024/25: 61

Quarters

13
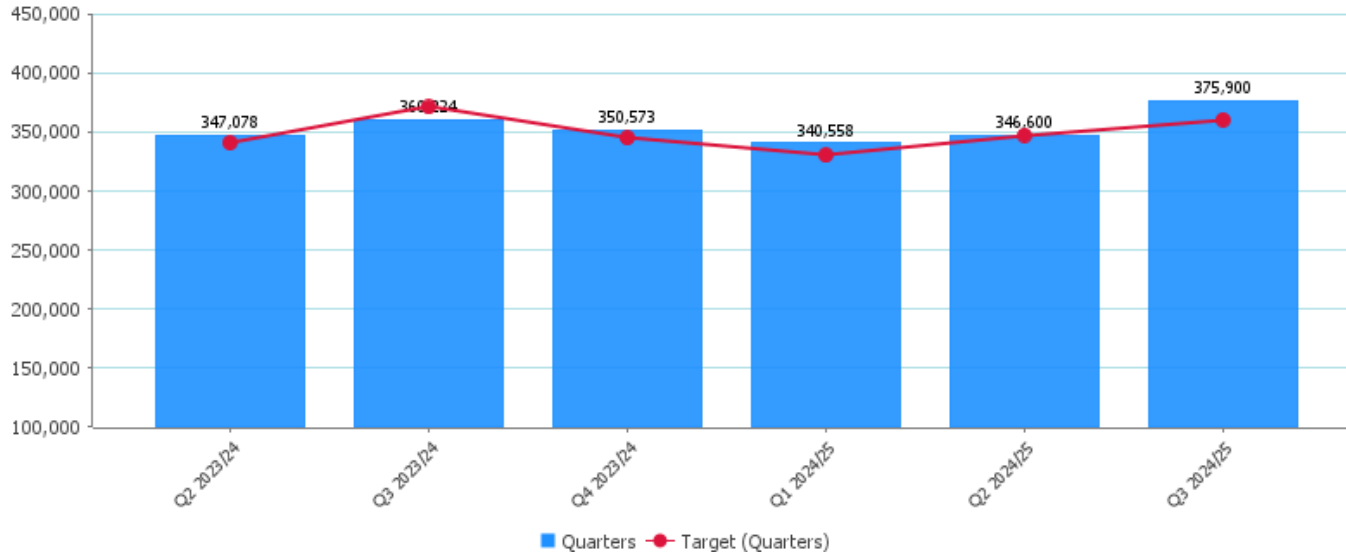
Car Park Visitor Numbers

• The new Ashley Centre car park operating system has brought with it an increase in visitor numbers. Depot Road and Upper High Street have also shown significant increases when compared to the same period last year. • The target in 24/5 is based on the previous year's actuals, so readers will see some fluctuations.

Car Park Revenue (£k)
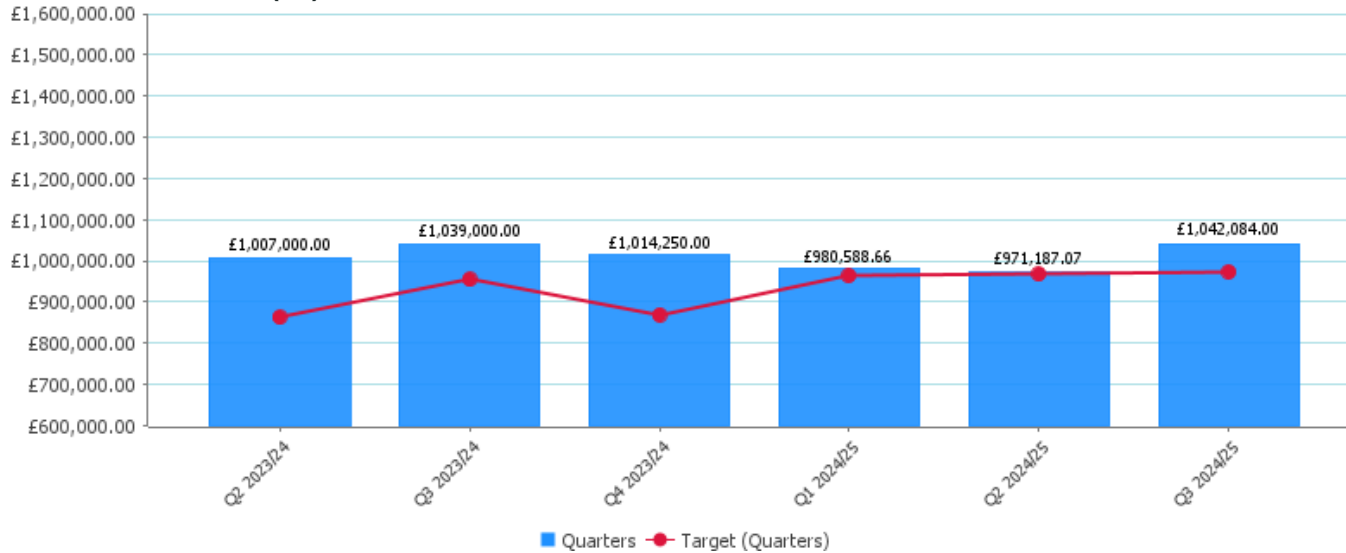
Increasing visitor numbers is also reflected in an increase in car parking revenue.

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Parking Penalty Charge Notice Appeals Responded to in 10 Working Days
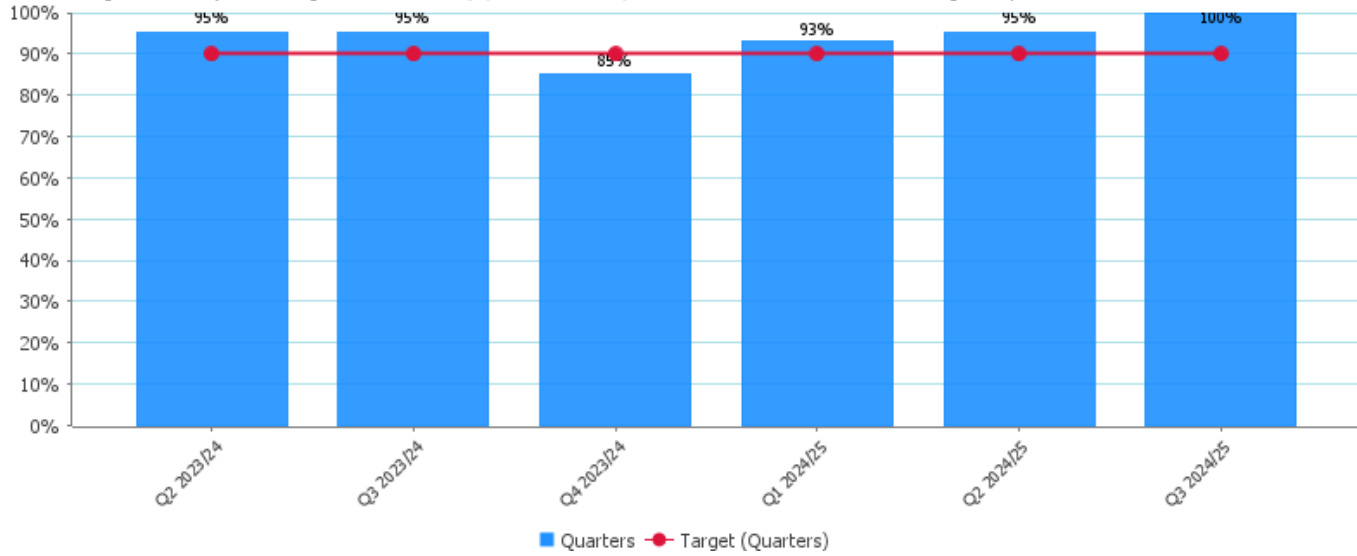
27-Jan-2025

All appeals dealt with within 10 working days.

Waste Collected
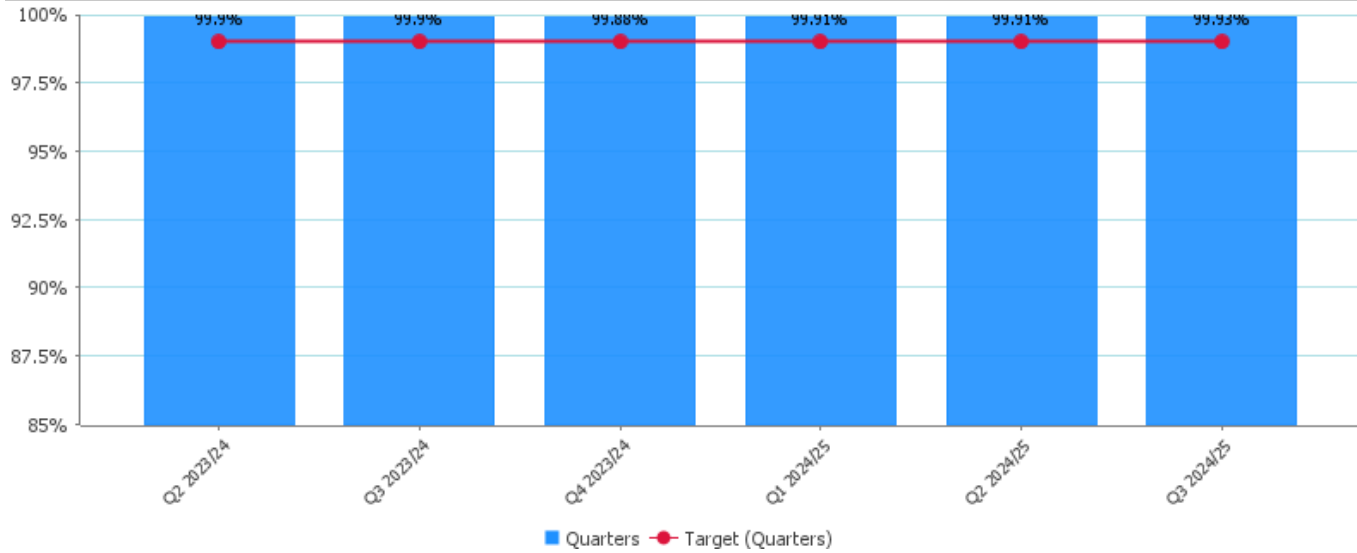
24-Jan-2025

Very good missed bins performance in Q3.

Waste Sent for Recycling

28-Jan-2025

Chart showing recycling percentages by quarter:
- Q2 2022/23: 52%
- Q3 2022/23: 51.88%
- Q4 2022/23: 42.81%
- Q1 2023/24: 54.29%
- Q2 2023/24: 53.85%
- Q3 2023/24: 52.72%
- Q4 2023/24: 45.08%
- Q1 2024/25: 53.86%
- Q2 2024/25: 50.02%
- Q3 2024/25: (no data)

Legend: ■ Quarters
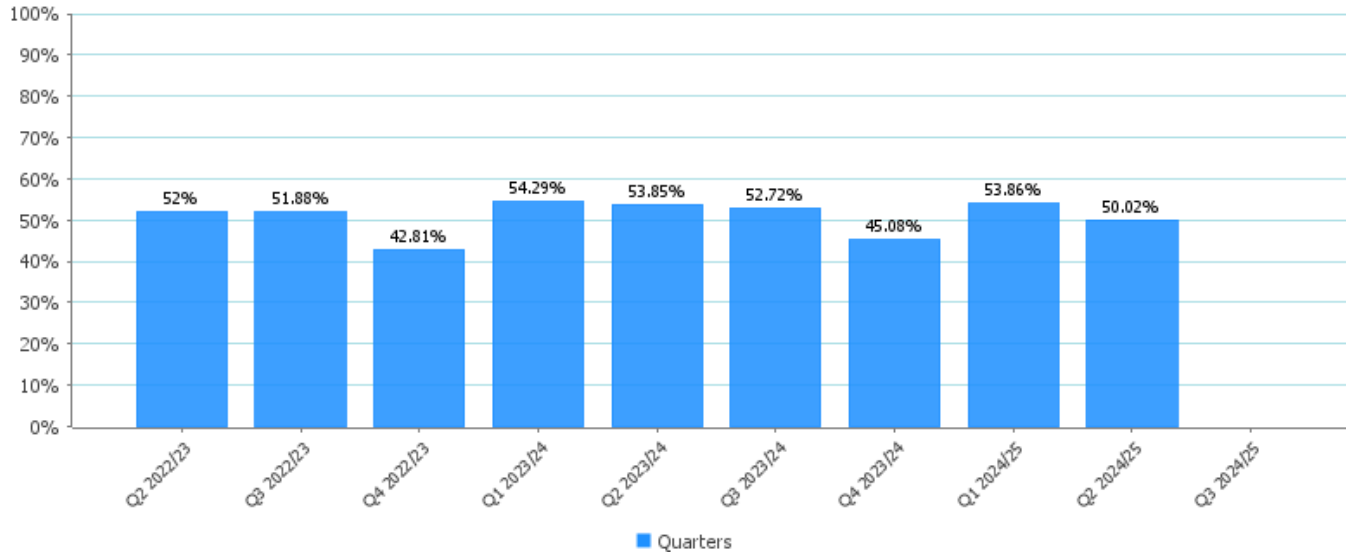
• Q3 figures not yet available due to usual lag in receipt of figures via Surrey Environment Partnership.

• Q2 was 3.53 percentage points down on the same quarter in 2023/24:

• The primary factors were 110 tonnes more refuse collected (plus 49 tonnes more recycling lost in Materials Recycling Facility (MRF) processing, although no loads were rejected by the Tip or MRF, than the same quarter in 2023/24), 24 tonnes less recycling collected and 62 tonnes less garden waste collected.

• *Seasonal variations are evident in the production of waste, so it is better to make comparisons with the same quarter last year rather than the last quarter*

Major Planning Applications Decided in Time
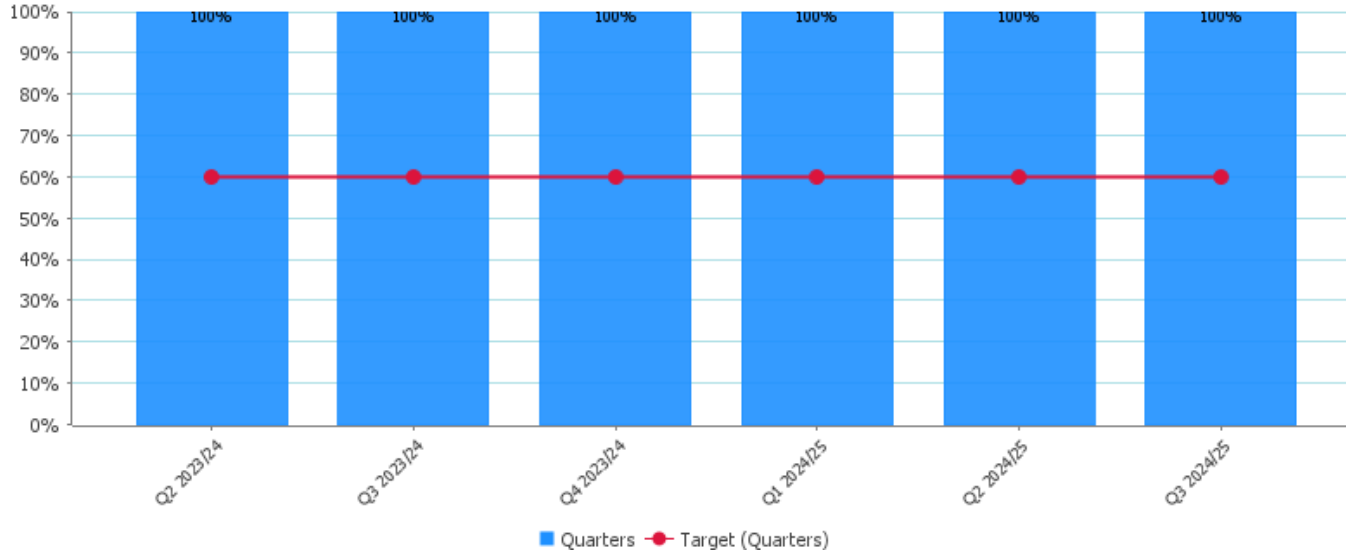
17-Jan-2025

Performance remains very strong following completion of improvement actions.

Minor Planning Applications Decided in Time
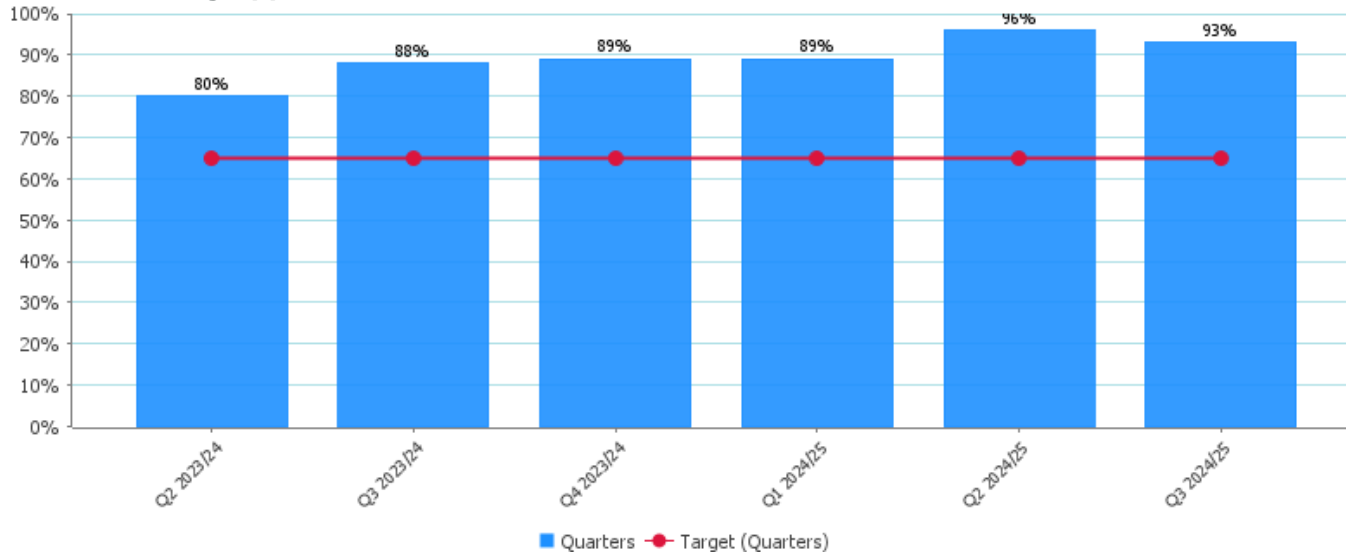
17-Jan-2025

Performance remains very strong following completion of improvement actions.

Other Planning Applications Decided in Time
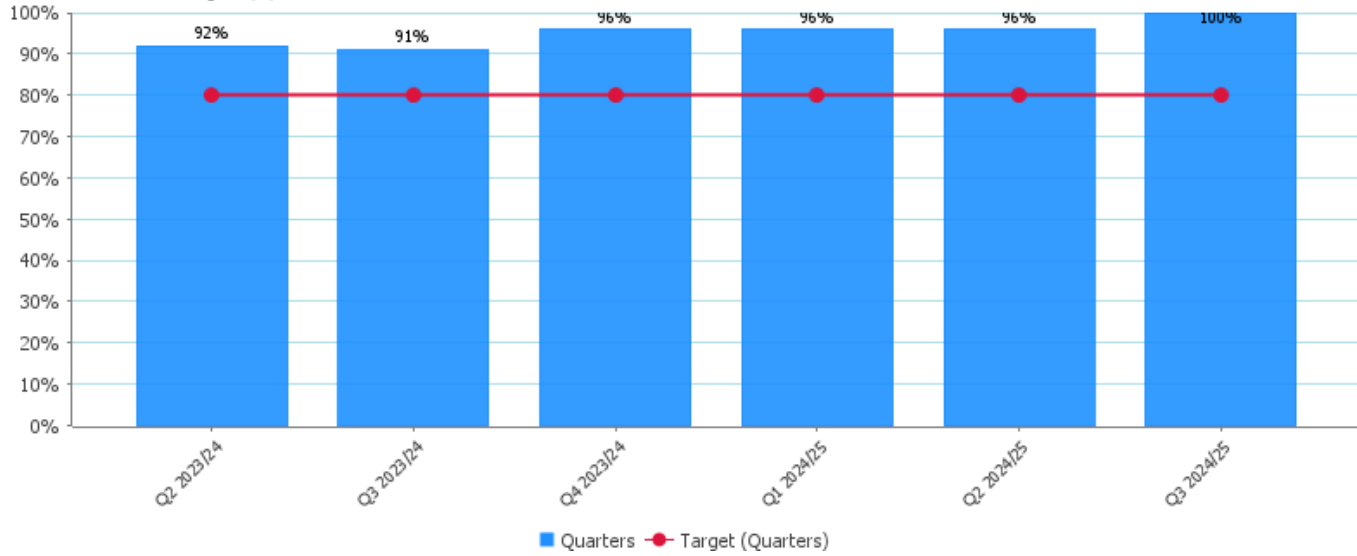
Performance remains very strong following completion of improvement actions.

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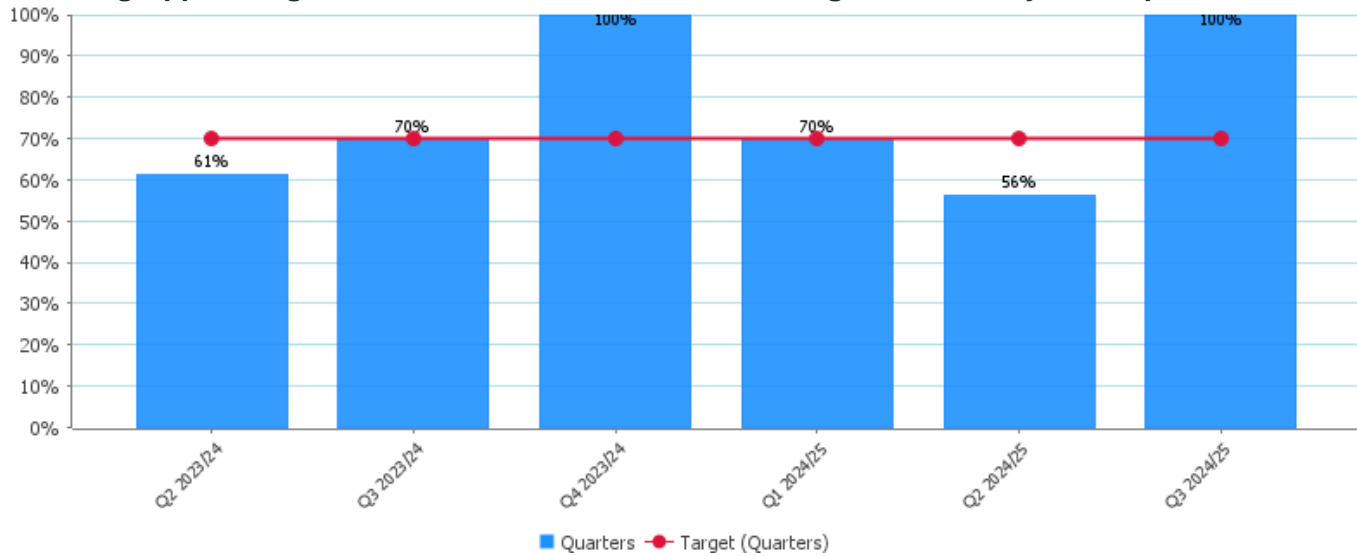
• Average appeal performance over a longer period remains strong, although the small number of appeals per Quarter means a small number of decisions can impact the overall percentage.

Council Tax Collected
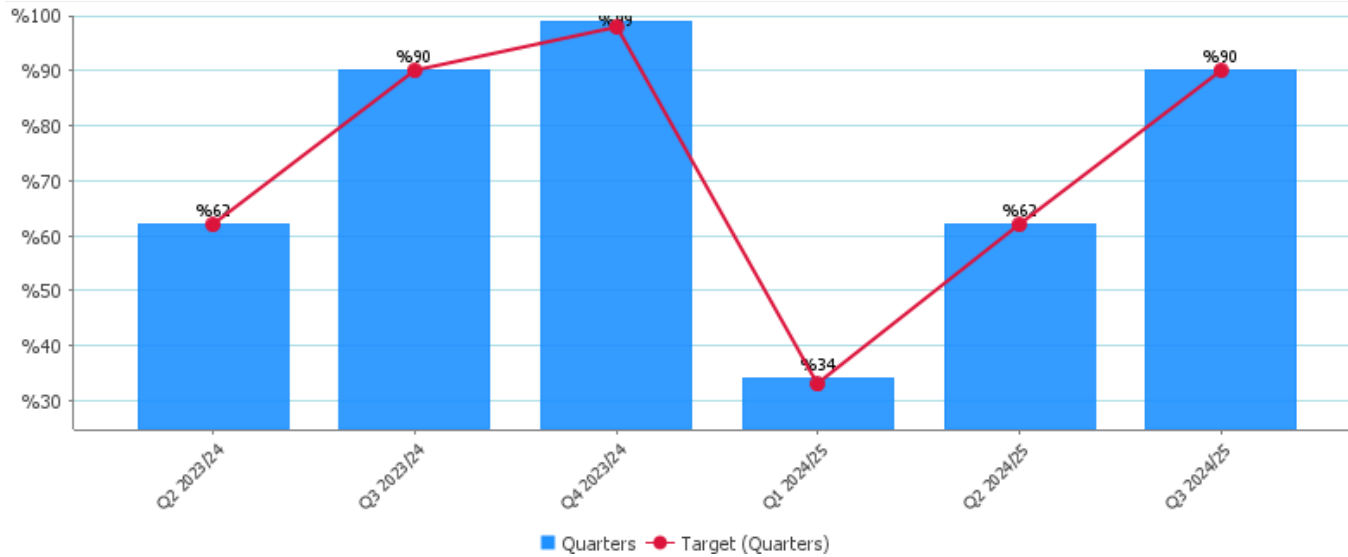
28-Jan-2025

• Collections are on target.

Non Domestic Rates Collected
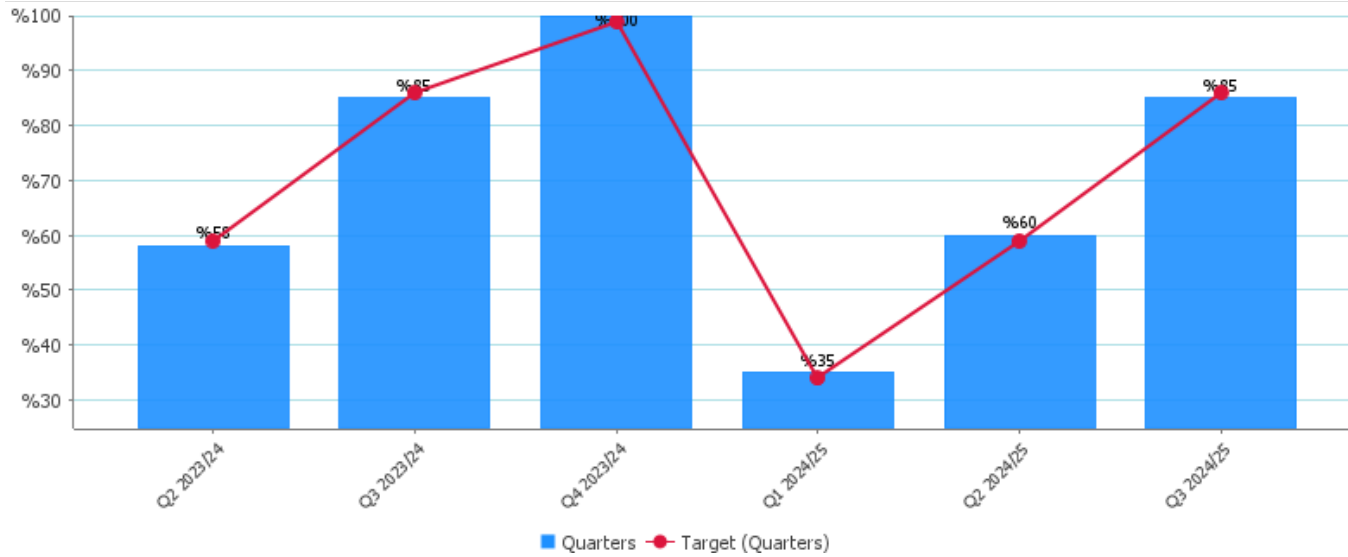
28-Jan-2025

• 85% collected against profile of 86%

19

Forecast Outturn vs Budget (£m)
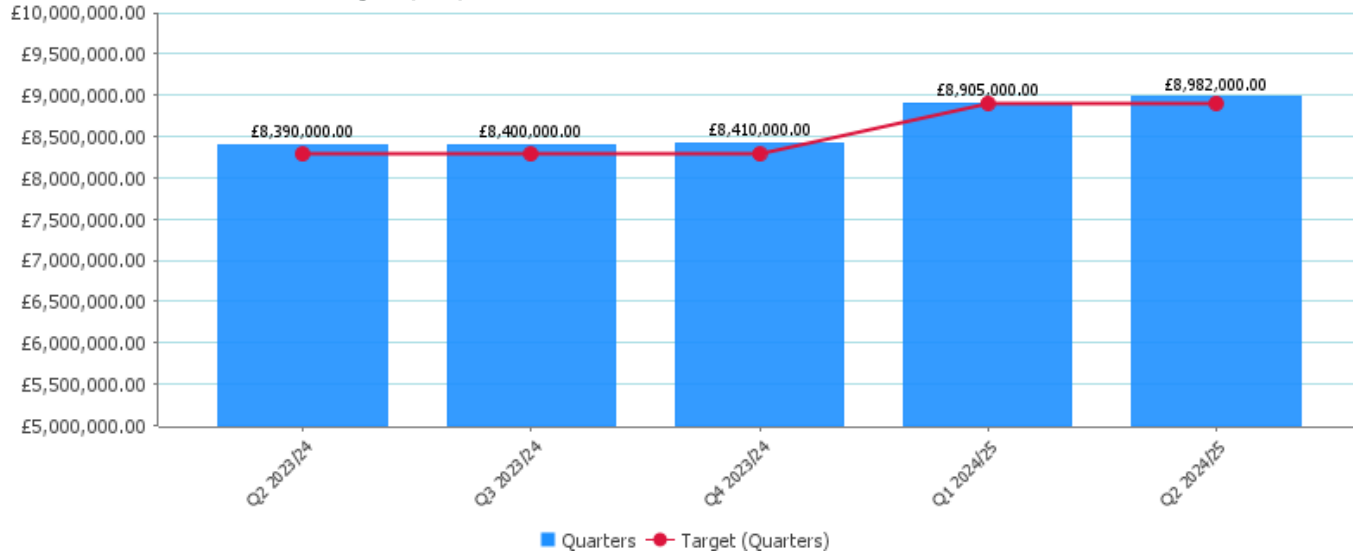
02-Oct-2024

• Q2 forecast was due to be reported to A&S Committee in November.

Income from Treasury Management Investment (£k)
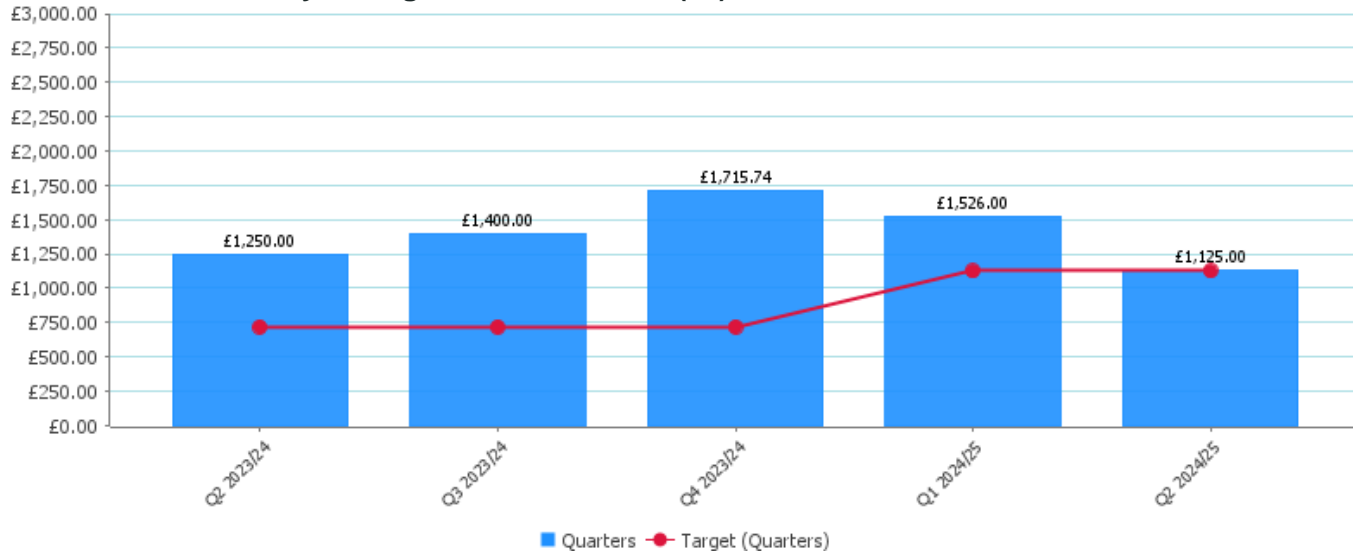
13-Nov-2024

Budget 2024/25 £1,125,000 forecast quarter 2 £1,450,000 to FSAG 22 November 2024

Number of Stage 1 Complaints Received

24-Jan-2025

20
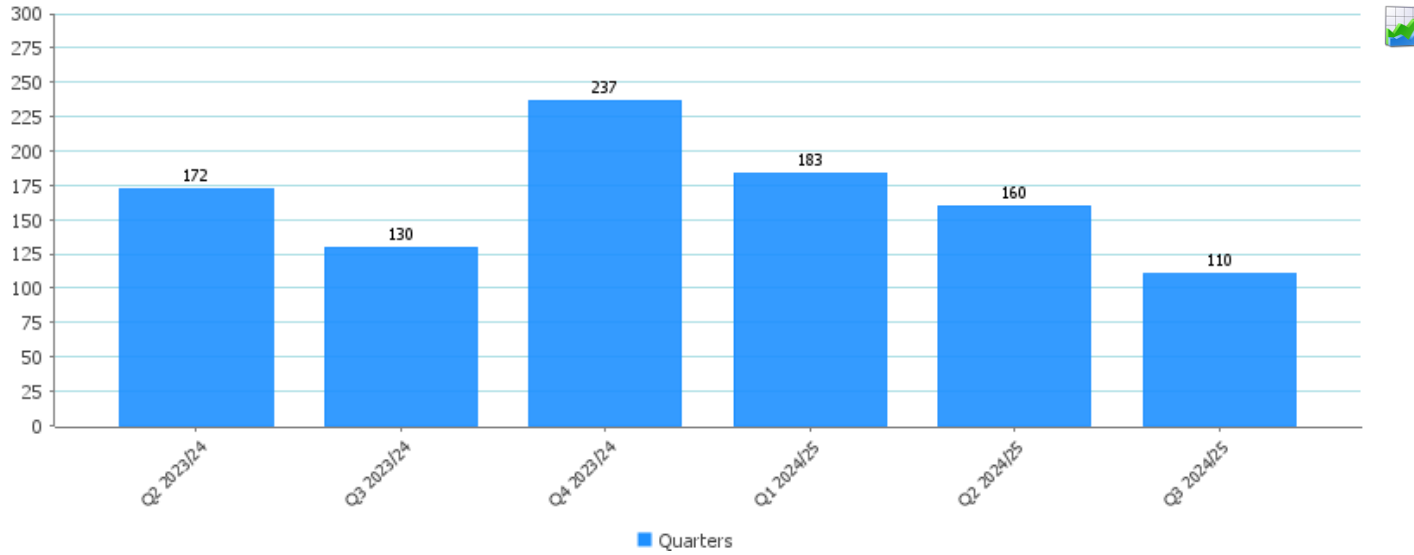
• There was 110 stage 1 complaints received between October and December 2024, showing a significant drop over the past year. This could be partly due to the complaints training being carried out by Customer Services to managers across the organisation to refresh knowledge. There are also less complaints received in December normally due to the Christmas period.
• The majority of the complaints received were for Refuse and Recycling, with the second highest complaints related to car parks.
• Historically, we received very little to no complaints about Licensing, but there has been a slight increase due to delays in the service.

Number of Stage 2 Complaints Received
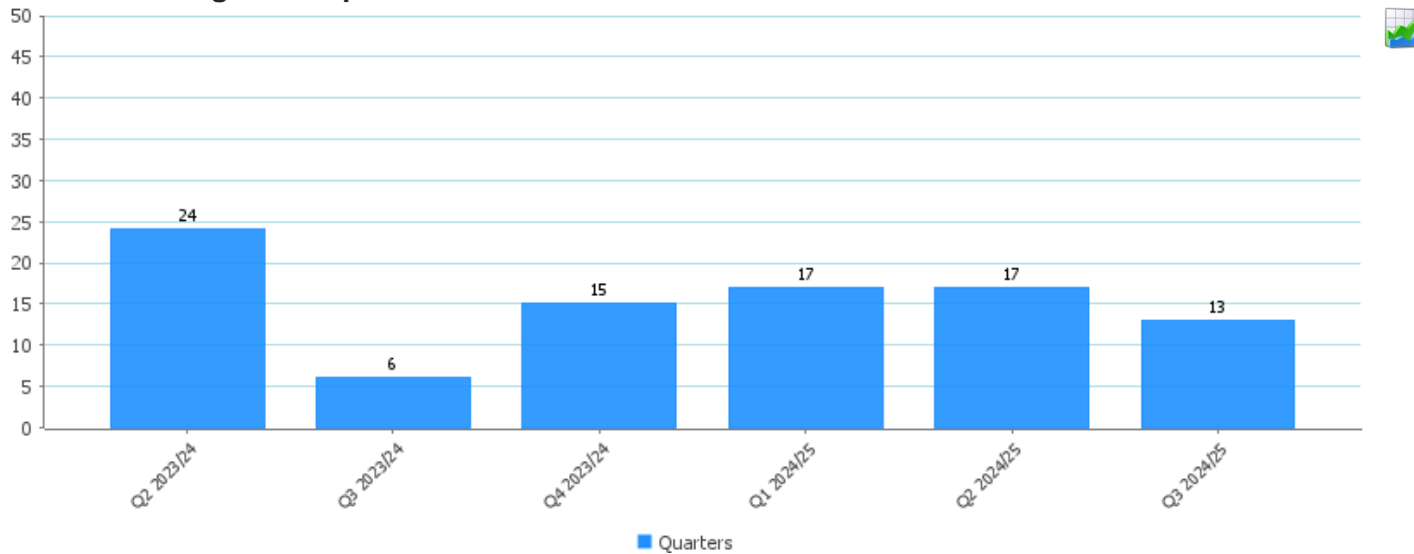
24-Jan-2025

The number of stage 2 complaints received from October - December 2024 has decreased slightly from the previous period. The majority of these are from the Planning and Planning Enforcement teams from one individual.

Other stage 2 complaints from this period include a mix of Refuse & Recycling, Streetcare, and Council Tax. The reasons for complaints escalating to a stage 2 mostly include the original issue not being resolved, or that the customer was unhappy with the response at stage 1.

Average Time Taken (days) to Process Stage One Complaints

28-Jan-2025
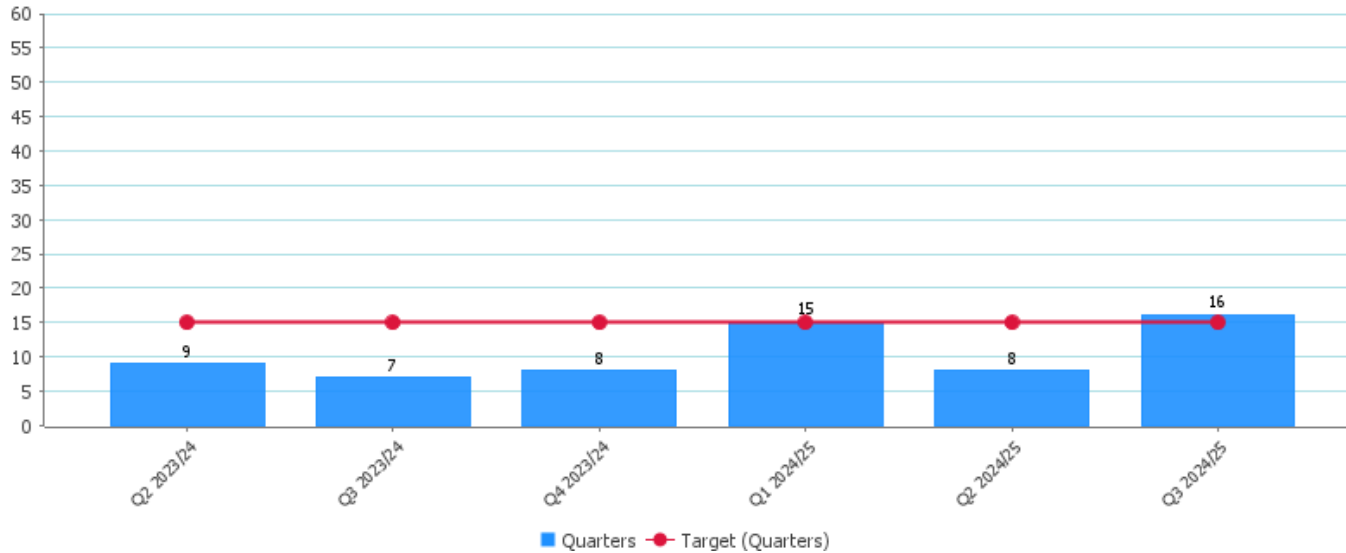
- The time taken to respond to stage 1 complaints has increased from last quarter to this quarter. It has risen from 8 days to 16 days on average, taking us slightly over the target of 15 working days.

- This is partly due to resource shortages and we should now be back on track, and to combat this going forward, we have identified some extra resource and improved internal processing systems.

Average Time Taken to Process Stage Two Complaints
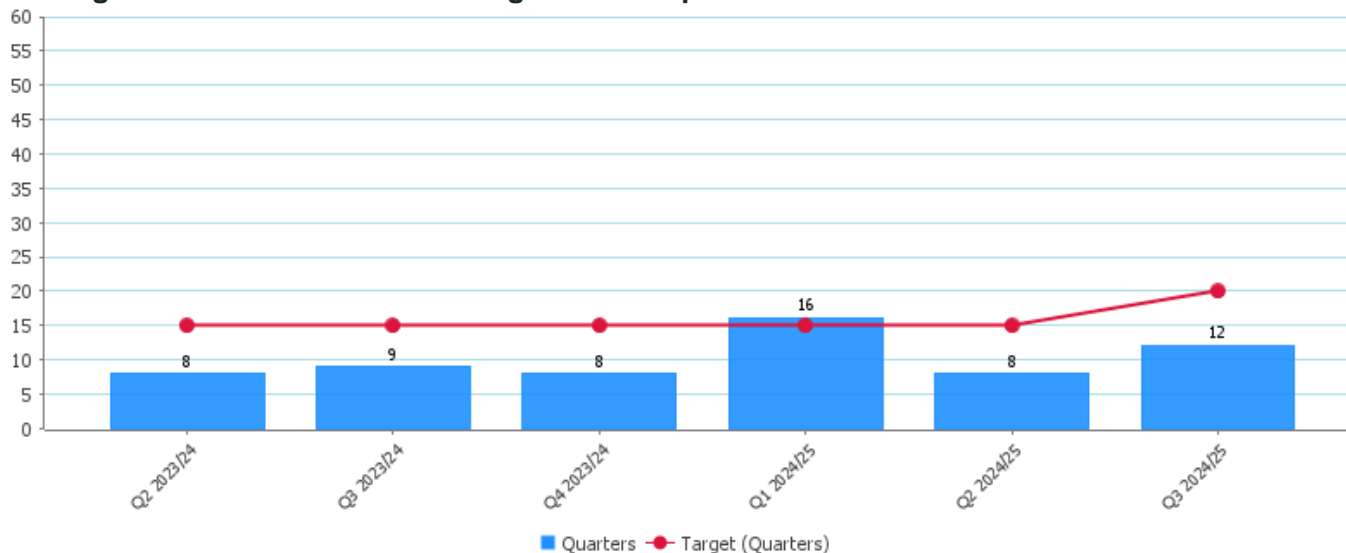
28-Jan-2025

- The target for completing stage 2 complaints has now changed to 20 working days as per our Complaints Policy.

- We are still keeping well below the 20 working days, but the timeframe for responses for this quarter has increased from 8 working days to 12 working days. This is most likely due reduced resource during the period.

Average Number of Days of Staff Sickness

17-Jan-2025
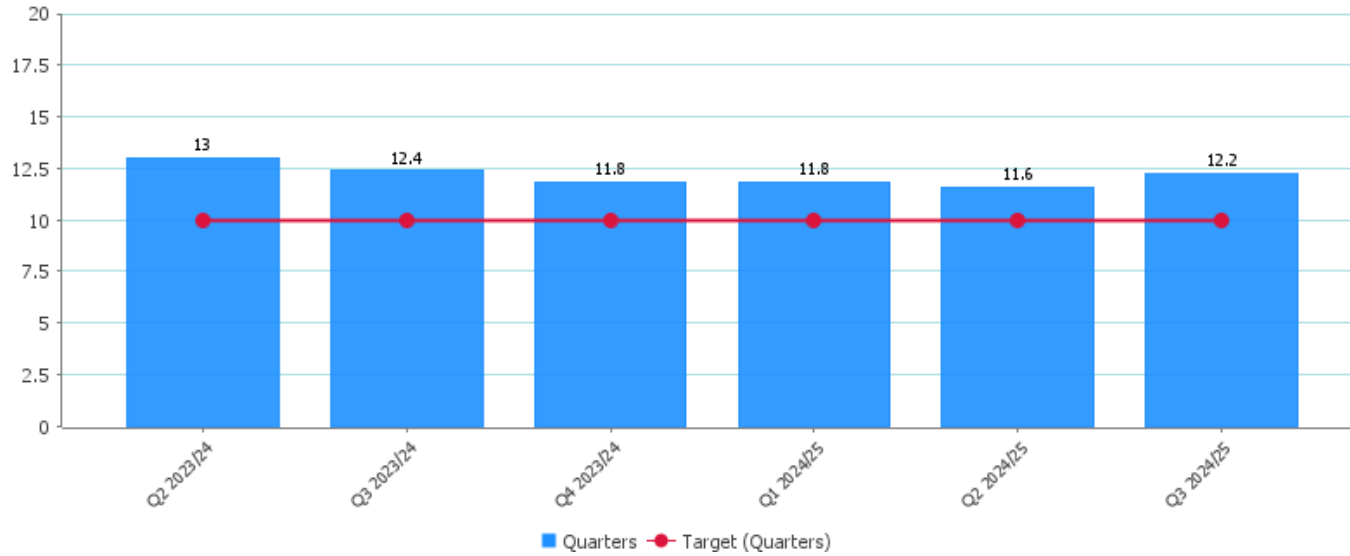
• Slight increase from Q2 but similar to Q3 23/24. This quarter usually sees an increase due to respiratory illnesses.

Short-term Staff Sickness (Av. no days)
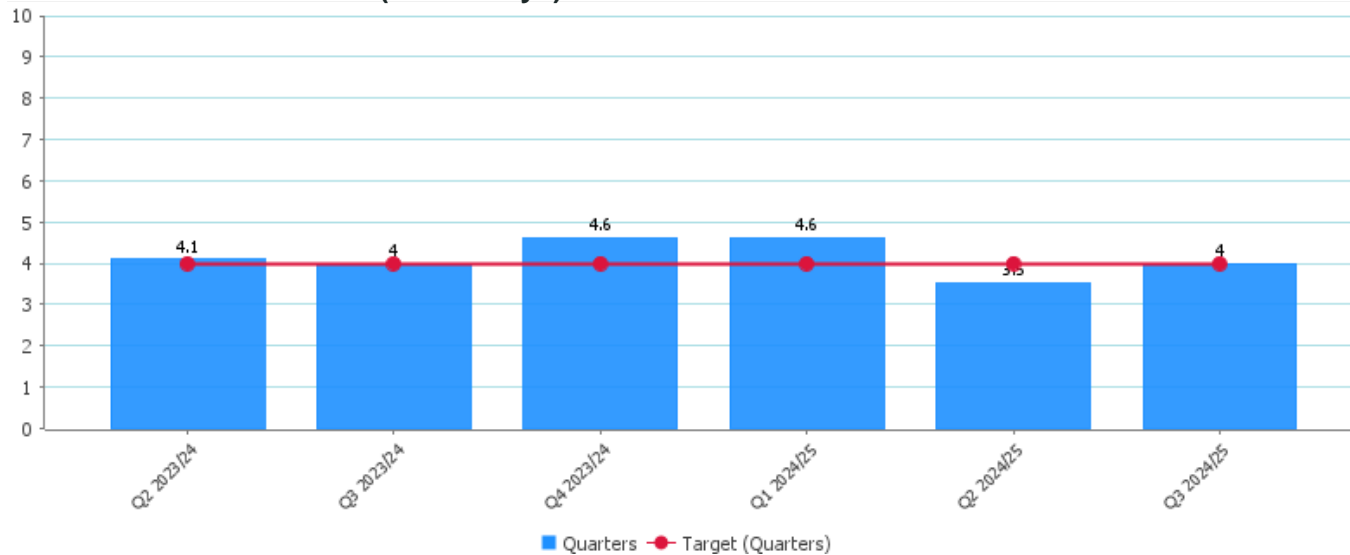
17-Jan-2025

• Slight increase from Q2 but within our target. This is due to seasonal illness factors.

Long term sickness absence (Av. no.of days)

28-Jan-2025
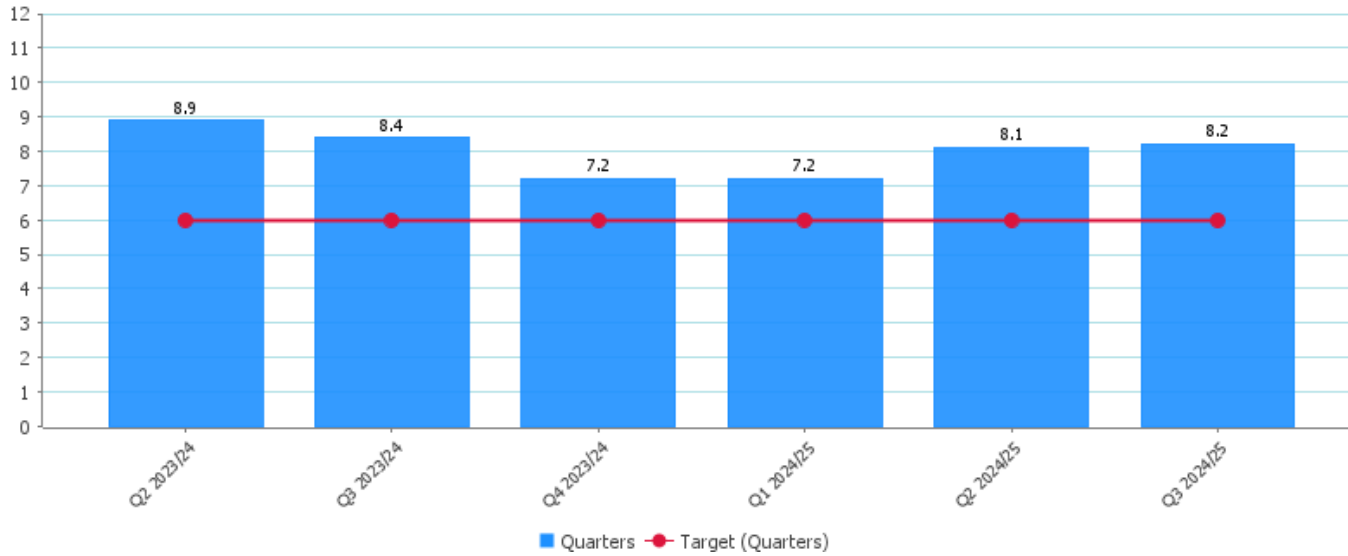
• Similar to Q2 figure and above target. The People and OD Team continue to support managers to utilise good absence management procedures and we expect a reduction over the coming quarters.

Staff Turnover (voluntary)
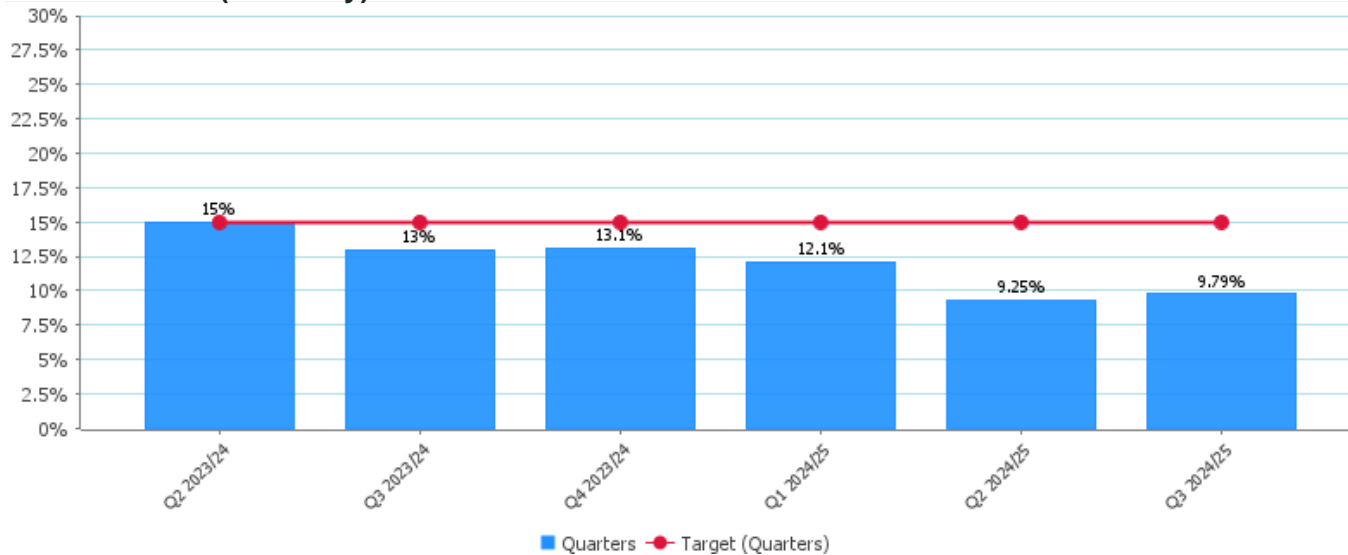
17-Jan-2025

• Slight increase from Q2 but well within target.

Council Owned Vacant Property Rate (%)

28-Jan-2025
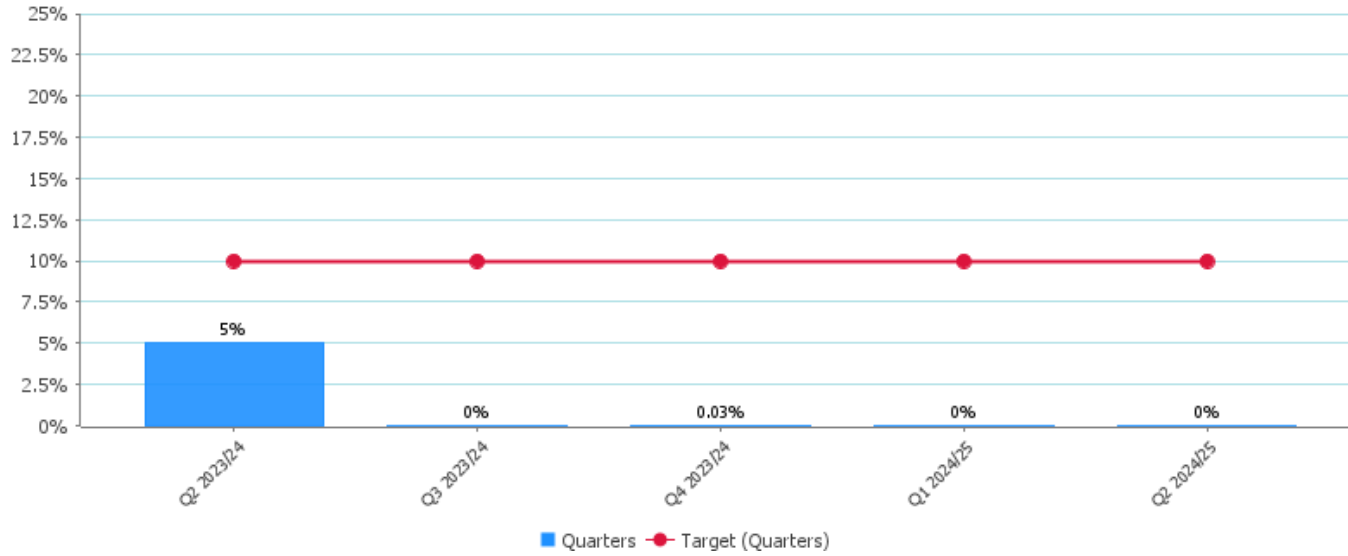
- The property vacancy rate remains zero as East St is no longer being rented as it's undergoing refurbishment ahead of the Town Hall move.

- This KPI is for all council owned commercial/investment properties only.

Completion Rates for ALL Property Maintenance Works
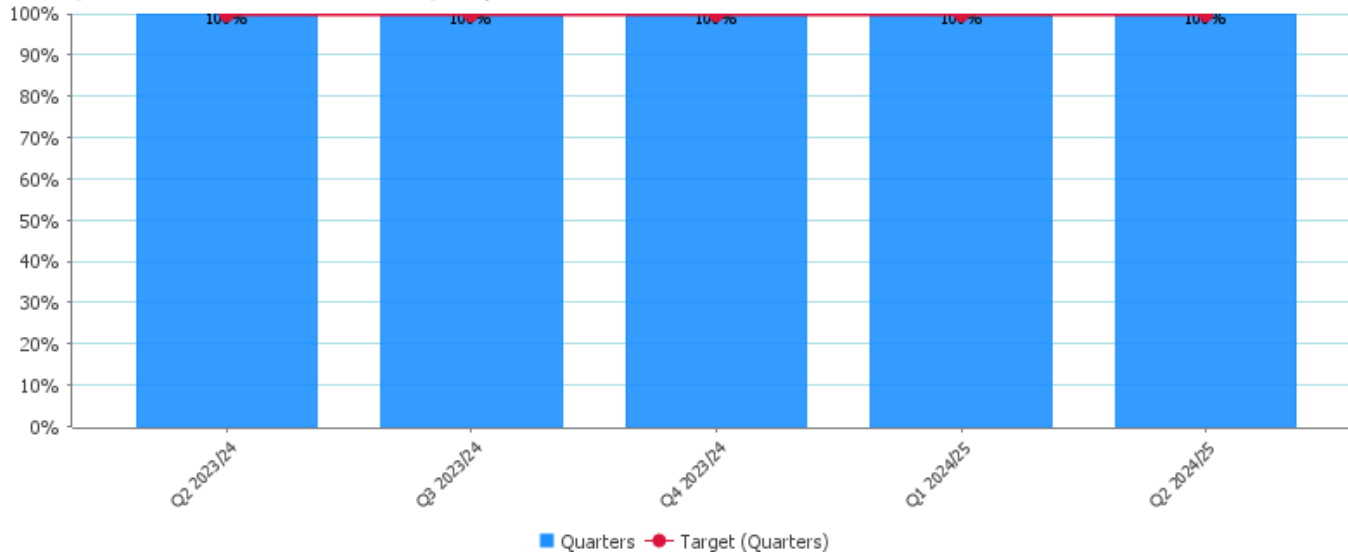
05-Nov-2024

Completion Rate for PRIORITY 1 Property Maintenance Works

05-Nov-2024

Legend: Quarters ■ — Target (Quarters) ●

X-axis labels: Q2 2023/24, Q3 2023/24, Q4 2023/24, Q1 2024/25, Q2 2024/25

Bar values: 100%, 100%, 100%, 100%, 100%
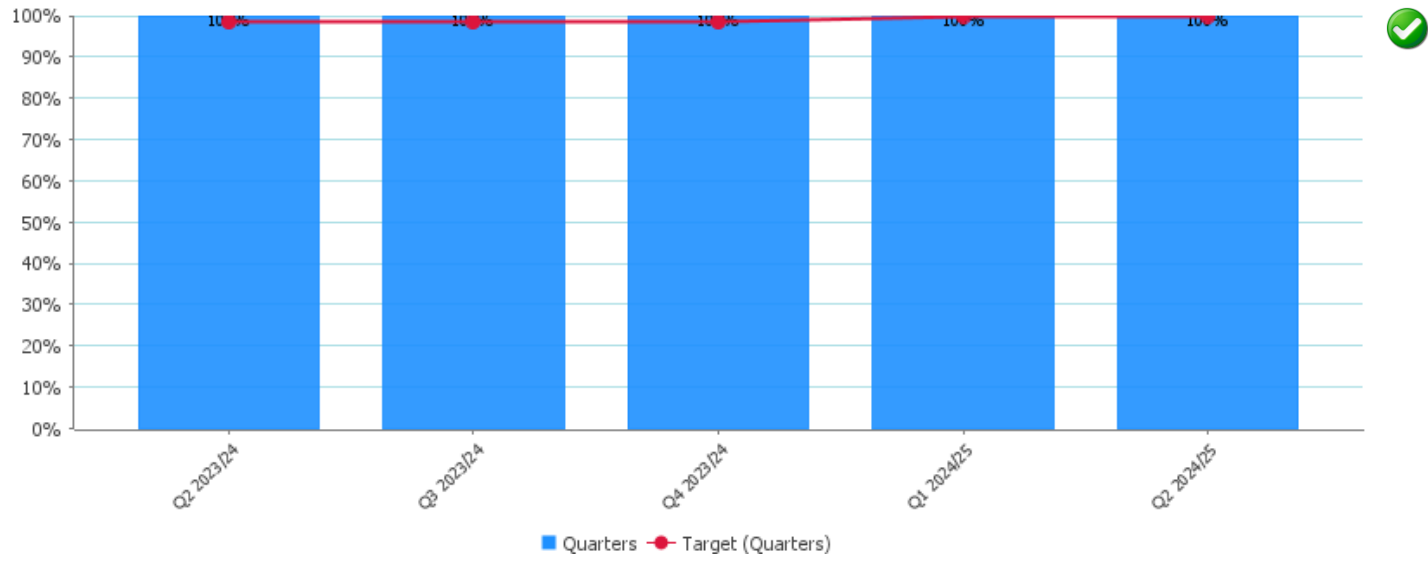
Corporate Risk Register

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		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	2	3	4

Impact

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

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	Latest Update
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	No change (see also KPI: No. of households living in nightly paid accommodation and Risk HC13).	29 Jan 2025

Ref	Risk	Consequences	L	I	Score	Controls	L	I	Score	Direction	Response	Update	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 Budget IT Strategy IT processes and procedures Security Operations Centre Cyber Security Strategy	3	4	12	▬	Treat	• Risk remains unchanged while planned decommissioning of old hardware is in progress this quarter.	27 Oct 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 Climate Change Strategy 2025-29 now adopted containing new and update targets with progress to be monitored and reported annually to Environment Committee.	17 Jan 2025
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 Project Critical Path Established Project Plan Full staffing in place Partners fully engaged Political support to fund and deliver	3	3	9	▬	Treat	• Local Plan to be submitted in March 2025 for independent examination.	28 Jan 2025

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	2	4	8	▬	Treat	Project remains on track	23 Jan 2025
						Full Council Approval							
						Appoint external consultant							
						Corporate Procurement process							
						Steering Group appointed							
						Business case							
						Project Plan							
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							

			L	I			L	I					
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	Annual budget will be balanced, MTFP requires future savings and efficiencies to balance.	29 Jan 2025
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	The Council has recently commenced in the rollout of safeguarding briefings pertaining to the Council Safeguarding Policy and best practice. We have also secured an external auditor to examine safeguarding practices against our policy. We refresh our safeguarding e-learning annually. We have also completed a S11 audit against the Children Act 2004, which is focused on policy and best practice for child safeguarding and for which we received notification that our practices were satisfactory. This risk however will not be down-graded until the Council's up-and-coming adult safeguarding audit.	29 Jan 2025

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	2	4	**8**	⬇	Treat	A new data protection service has been appointed and has started. On site audit taking place on the 19/20th November.	29 Jan 2025
						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							
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**	▬	Treat	There are no changes from the last submission. Work is being undertaken on Stress Management Risk Assessment to help mitigate against the effects of verbal abuse.	05 Nov 2024
						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							

| 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: A debrief document from the emergency exercise has been produced, and a review meeting held. The recommendations will now be progressed. | 05 Dec 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		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 = 7 (18%)
Red = 8 (21%)
Amber = 24 (62%)

Community & Wellbeing Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
OS26	Playhouse lighting failure	• Playhouse closure. • Reputational damage.	4	4	16	CIL Bid Submitted Capital Bid Submitted	4	4	16	➡	Treat	• Playhouse had an electrical survey completed in January 2025 which resulted in a temporary fix being put in place. • Capital bid for new lighting has been approved by C&W Committee January 2025 and awaiting approval by Full committee in February 2025. • Once approved works for the new light replacement will commence in August 2025.	29 Jan 2025

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	4	3	**12**	▬	Treat	The upward trend of homelessness approaches and placements continues, which has been exacerbated during January by SWEP (Severe Weather Emergency Provision). Reporting regularly to relevant committees and liaising closely with finance.	23 Jan 2025
						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							
HC14	Lack of affordable housing in the Borough	• Changes to Borough demographics. • Homelessness. • Provision for key workers.	4	3	**12**	Partnership Working	3	4	**12**	▬	Treat	No change	23 Jan 2025
						Strategic Housing Manager							
						Strategic Housing Group							
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	4	3	**12**	⬆	Treat	Flying Saucer continuing to grow, it is anticipated to surpass the target income for 2024/25	23 Jan 2025
						Bourne Hall Cafe							
						Project Management Resource							
						Revenue Assessment Required for Change of Land Use							

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	2	3	6	⬇	Tolerate	Refugee support is well established and not anticipating significant new arrivals.	23 Dec 2024
						Recruited Additional Team Members							
						Partnership Working							
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	2	2	4	⬌	Treat	Tranche 6 of the Household Support Fund for Q3 and Q4 has been rolled via our community sector partners to support those most impacted by the cost of living. We also continue to develop the Health & Wellbeing Strategy 2025-2028, ensuring that a priority is afforded to those residents most impacted by the wider determinant of health and by circumstance.	22 Jan 2025
						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							

Crime & Disorder Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
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	3	6	⬆	Tolerate	The Council is in the processing of renewing and enhancing the central PSPO and is currently in the consultation phase. The direction of this area of policy will be guided by the outcome of the consultation expected Q4 2024-2025.	06 Nov 2024
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	05 Nov 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	No change	05 Nov 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	06 Nov 2024
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	1	2	**2**	⬇	Tolerate	The Council administers the ASB case review process on behalf of the community safety partnership. The adopted approach is in line with local and national guidance and has received authentication on appeal via the police and crime commissioner. It is a resource intense exercise but there is no current evidence that it is falling short.	06 Nov 2024

Environment Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
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	No specific progress to report: EEBC's vehicle fleet does not start renewing until mid-2027. Transport & Waste Manager to compile report outlining options for the various parts of the Council's vehicle fleet. However, the Council has not as yet identified funding for the higher acquisition costs of green vehicles other than taking advantage of SCC grant funding in 2024 to purchase 3 x electric vehicles for Meals at Home deliveries. Transport & Waste Services Manager to review monthly with Environment & Sustainability Project Officer.	10 Jan 2025
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.	4	3	12	⬆	Treat	Trees requiring Ash Dieback work, and unplanned maintenance works on other trees, have increased over the past year and could result in a backlog of tree works over the next financial year.	17 Jan 2025

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	Environmental Health posts are in the top three most challenging posts to appoint to and there remains a capacity issue within the team temporarily filled with expensive contacted resource at a reduced number of hours to fit in with available budget.	06 Nov 2024
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	• Defra has advised indicative EPR funds for 2025/26. • Transport & Waste Services Manager has appealed a deduction for the management of materials disposal. Defra advises appeal responses will be provided after 7/1/25: no response yet received. • Defra has announced new and un-consulted requirement to separate paper & card for recycling. SLT to review 15/1/25.	28 Jan 2025
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. • Allotment Forum meeting which will be attended by Chair of Allotment WG, has taken place.	16 Sep 2024

HC10	Significant decrease in parking revenue from car parks	• Increased budgetary pressures.	3	4	**12**	Annual Budget Setting	1	2	**2**	⬌	Treat	This risk was initially created during the Covid pandemic when there was an ongoing concern that car park visitor numbers would remain low. Visitor numbers and revenue have returned, however the risk still remains as income from the Car Park plays a key role in supporting other services.	05 Nov 2024
						Medium Term Financial Strategy							
						Revenue Assessment Required for Change of Land Use							
						Budget Profile Exercise							
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	1	1	**1**	⬇	Treat	New ANPR equipment was installed in the Ashley Centre Car Park in October 2024 and the Environment Committee have agreed on the way forward in Hook Road Car Park once the current equipment reaches end of life. This risk has therefore largely been mitigated.	05 Nov 2024
						Options appraisal							
						Supplier communications							

Licensing & Planning Policy Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest 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	3	3	9	▬	Tolerate	Planning fees to increase on 1 April will alleviate some immediate issues. Incoming applications remains stagnant.	16 Jan 2025
HC27	Out of date licensing policies	• Gaps in governance framework. • Reputational damage.	4	4	16	Additional staff Access to legal advice Committee training	4	2	8	⬆	Treat	Owing to high volumes of applications and the need to train up new members of the team it is not currently possible to focus on policy or active compliance work. Plans are being worked on which are aimed at addressing this.	06 Nov 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	3	6	⬆	Tolerate	Change of government would indicate previous risk of the taxi licensing area being transferred away from the council is lowered. At the present time the income is in line with forecasts.	06 Nov 2024
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	2	3	6	▬	Tolerate	Outstanding enforcement numbers have gradually reduced, reducing reputational risks.	16 Jan 2025

Ref	Risk	Consequences	L	I	Score	Controls	L	I	Score	Trend	Response	Update	Date
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	2	3	**6**	➖	Tolerate	Biodiversity net gain implications remain unresolved.	16 Jan 2025
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	Risk is around the ability of the team to ensure both an appropriate level of service in respect of the issuing and granting of licences whilst maintaining a suitable level of compliance checking and enforcement as well as policy shaping and adoption. Owing to changes in personnel the question around the future resourcing of the team is being examined in a much wider context than the simple creation of a new post.	06 Nov 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	• Remains a high impact risk despite local plan progress. • White paper proposals to form unitary local authorities may lead to staff retention issues.	28 Jan 2025
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	No change. Performance remains acceptable.	16 Jan 2025

ID	Risk	Consequences	L	I	Score	Controls	L	I	Score	Trend	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	1	3	**3**	⬇	Tolerate	On the vehicle licensing side despite inflationary pressures it has been possible to grow income by 55% in three years through volume increases and at the same time supporting business by holding fees at the same level. Whilst the volume increases are now levelling off it is still anticipated that the fee income will adequately cover the costs of the service. For other areas of licensing the fees are largely dictated nationally however broadly it is projected to meet the costs of the service.	06 Nov 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	1	1	**1**	⬇	Tolerate	• **Risk to be retired** as full council have agreed the spatial strategy for the Local Plan	29 Jan 2025

| 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 | 1 | 1 | 1 | ⬇ | Tolerate | **Risk to be retired** - transport modelling delivered by SCC to support Local Plan Regulation 19 Consultation | 29 Jan 2025 |

Strategy & Resources Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
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	The Council is being advised by specialist external consultants to ensure all options are considered and value for money demonstrated.	09 Jan 2025
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	Continually monitored.	09 Jan 2025
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	No change from previous.	17 Jan 2025
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	3	3	9	⬇	Treat	Solid progress made to reduce carbon emissions as comprehensively described under Theme 2 (Council buildings and energy use) items 18 - 28 of the Climate Change Action Plan 2025-29 approved by Environment Committee at its 15 Oct 2024 meeting.	09 Jan 2025

ID	Risk	Impact				Controls					Response	Update	Date
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	3	2	**6**	→	Treat	No change	14 Jan 2025
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	2	3	**6**	↓	Tolerate	Risk likelihood lowered at the tender opportunity was published on the council's e-tendering platform in November (on schedule).	18 Nov 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	This risk remains as it is. The complaints policy has been updated along with updated processes and procedures. Complaint handling training is taking place for all staff on 5th and 7th November. We are working in collaboration with service areas to try and encourage a reduction in response times and hope that this should all help to mitigate this risk.	05 Nov 2024

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	2	2	**4**	⬆	Tolerate	• Risk being reviewed in light of LGR.	29 Jan 2025
						Stakeholder group						
						Collaboration with other councils						
						Chief Executive working groups across the county						
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	The update is the same as the last quarter with the exception of: • the interim Communications & Engagement Manager is no longer interim, • the Communications Officer has now been recruited to a permanent role. • The communications team are reviewing the Communications Strategy and plans for 2025 this month.	23 Jan 2025
						Communications Strategy						
						Regular review of communication channels						
						Communications Campaigns						
						Internal Client - Account Manager Process						
						Comms standards						
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	New Director of Corporate Services (S151) started in post 20th January 2025. All senior roles are filled.	27 Jan 2025
						Retaining Talent Policy						
						Succession Planning						
						Performance Management						
						My Performance Conversations						
						Risk Management Strategy						
						Project Management Governance						

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	Commentary	RAG Status	Latest Update
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	This item has been completed. On 18 September 2024, all recruitment complete and full People and OD Team.	🔵	24-Jan-2025
Review and enhance recruitment and retention policies and procedures for key roles across the council	31-Mar-2025	Due to reduced capacity in the HR team this project has been paused. To be picked up once new HR Administrator is in post (anticipated March 25).	🟡	27-Jan-2025
Review and update IT policies as necessary	31-Dec-2024	• Password Policy has been signed off and is now a live policy. • IT Security and AUP is being updated as previously indicated and will be passed to SLT for review in January 2025.	🟡	20-Dec-2024
PSN Certificate	31-Mar-2025	• Additional redundant servers have been decommissioned in November. • Work continues on the migrations to newer platforms with significant milestones to be reached by the end of January 2025.	🟡	20-Dec-2024
Document management Software - to procure new software to enhance the revenues and benefits service	31-Dec-2024	The new system has now gone live in Revenues and Benefits. Just a couple of additional modules waiting to go live.	🟢	28-Jan-2025
Biodiversity Net Gain - implement the Biodiversity Net Gain policy requirements	31-Jul-2024	Concern at national level regarding the number of applications which are able to opt out and avoid BNG has meant most authorities have received very few schemes meeting the requirement.	🟡	30-Oct-2024
Public Protection Inspections -review resourcing in statutory Environmental Health services, including discretionary activities	31-Mar-2025	Action completed.	🔵	30-Aug-2024

Issues Identified	Due Date	Commentary	RAG Status	Latest Update
Audit and Scrutiny Committee-review the Audit and Scrutiny Committee's Terms of Reference	28-Feb-2026	At the Strategy & Resources Committee on the 23 July 2024, the following actions and timescale were agreed: 11.1 Explore how audit and scrutiny is carried out in other councils with a committee system.MO in 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. Chief Executive to ask CFGS to run this in Oct 2025. 11.3 Explore compliance with national legislation to ensure statutory requirements are met. MO in Sept 2025. 11.4 Proposal put forward to members for decision. MO/Constitution Working Group in Feb 2026 (Full Council)	🟢	01-Nov-2024
Corporate Plan - produce a long-term corporate plan	31-Mar-2025	• Currently considering implications of LGR.	🟡	29-Jan-2025
Develop a corporate record of the Council's resident engagement activities	31-Mar-2025	Took this to C&W committee in October and had good discussion. Areas where there is a need for further activity would be around • engagement with young people • engagement with advisory groups • ensuring that where E&E are attending events our presence is clearer e.g. with a stand • identify a mechanism to get more feedback from councillors This will need to be taken forward into BAU for next year	🟢	18-Oct-2024
Data Protection Officer - source additional Data Protection Officer capacity	31-Oct-2024	This item has been completed. The new DPO service is underway with the first meetings having taken place and full on boarding completed.	🔵	24-Jan-2025
Councillor Training - review and enhance the councillor training and development programme	31-Oct-2025	At the Strategy and Resources Committee meeting on 23 July 2024, the following action and timescale were agreed: 11.2 Arrange a training for members and officers on committee system governance to understand the role of committees in proper scrutiny of policy. Chief Executive to ask CFGS to run this in Oct 2025.	🟢	01-Nov-2024