Corporate Peer Challenge Action Plan – Final Report

	Recommendation	Action(s)	Owner(s)	Timescale	Progress Update
1	**Create a shared vision for Epsom and Ewell, be clear what your priorities are and deliver these over a five-year period.** *The council needs to build a shared narrative of the place and develop its vision and priorities around this, which in turn should drive the council's financial strategy. The vision should articulate Epsom and Ewell's 'story' setting out a shared vision which is collectively owned by staff, members and partners and clearly shows how stakeholders are working collaboratively together to address the challenges the community faces, and which celebrates key successes along the way. It is important that the council is inclusive and listens to the whole community and proactively engages with the silent majority particularly residents in marginalised groups not just those who are the most vocal, in developing the vision, and demonstrates a 'one council' approach where members and officers understand their distinctive but complementary roles in achieving the council priorities and collaboratively lead the council together.*				
CPC Progress Review update					
	1.1	Establish a task and finish group to develop the corporate priorities into a five-year plan, which is linked to the Corporate Transformation Programme, Place narrative and the plan to address the shortfall in funding.	CEx/Group Leader	Sept 2024	In 2024 facilitated meetings took place with members of the administration group to identify what the corporate priorities might be for the next five years, and as part of this the role of Future 40. Follow up meetings were held with officers, to share the outcome from these meetings (2025-28 Priorities). Further to the publication of the English Devolution Whitepaper, the administration reviewed the priorities again and as part of this identified new priorities around governance and assets, while removing other projects which

					were either not achievable in the timescale remaining or no longer relevant in the context of LGR. Seven new strategic priorities were agreed for 2025 to 2027, i.e. to Vesting Day for the new unitary authority. Therefore, this action has changed due to Local Government Reorganisation (LGR), from developing a new corporate plan, to an agreed set of key priorities for the council to pursue until the new East Surrey Unitary Authority is formed, which will have its own corporate plan. **Action completed.**
	1.2	Develop a Place narrative for the borough alongside a vision which can be used internally and externally.	Task and Finish group	March 2025	Member and Officer Groups were established. However, they did not meet, nor begin their work, due to LGR. Therefore, this action has been closed. **Action closed.**
	1.3	Revisit Future40 and agree which areas continue to be corporate priorities	Task and Finish group	March 2025	Given a new corporate plan was not developed due to LGR, this action has also closed for the same reason. **Action closed.**
	1.4	Consult with officers and Members.	CEx/ Task and Finish group	March 2025	The seven strategic priorities 2025-27 were considered and agreed by Council on the 6th May 2025.

					Action completed.
	1.5	Consult with a cross-section of residents and interested parties on the five-year plan and Place narrative.	CEx	July 2025	**Action closed** (see updates above).
2	**Create capacity for strategic political and managerial leadership.** *There has been a lack of strategic leadership capacity over time, both politically and managerially, and a lack of officer capacity in some areas which has inhibited the council's ability to be proactive and look at the bigger picture. Clear prioritisation, and realistic dates given for implementation, for example of audit recommendations, would help to manage capacity issues and alongside consideration of building some of this capacity back in. It is important the Chair of the RA Majority Ruling Group continues to champion for the borough, influence and lobby on the council's behalf around issues which impact on Epsom and Ewell residents, such as housing, and this relies on senior members' willingness to deputise in the political leadership space in her absence.*				
CPC Progress Review update					
	2.1	As part of the Workforce Transformation project, focus on creating officer capacity through new ways of working and ensuring leadership roles at all levels are operating in the optimal way. Continue to explore succession planning and development opportunities for all staff. Link these actions to the Corporate Transformation Programme. See 3.3. below.	Workforce Transformation Lead HR Principal Programme Manager	Ongoing	Significant attention has been paid to succession planning in the officer leadership team since the CPC peer review. New posts, including Deputy Chief Executive, Assistant Director and Assistant Head of Service have been introduced in the first phase of a renewed focus on succession planning within teams. This will increase capacity at senior levels, alongside Leadership Development programmes. The apprenticeship programme has been widened with more staff enrolling in work based further education and study courses. A Leadership Programme was run between August-October 2025 for all Corporate Leadership Team members to focus on preparing for LGR transition.

<table>
<tr><td></td><td></td><td></td><td></td><td></td><td>A Managers’ Network has been set up and meeting bi-monthly as a peer support group.

Meeting between Head of People and Organisational Development and Heads of Service were carried out focusing on workforce planning, including talent management and succession planning.

My Performance Conversations incorporate development conversations, and the corporate training budget supports staff in relation to management development.

The draft Corporate Transformation Programme incorporated action 2.1.

Action completed.</td></tr>
<tr><td>3</td><td colspan="5">Governance needs to be reviewed to empower the political leadership of the authority, considering the uniqueness of Epsom & Ewell.
All members should take ownership of the wider vision and priorities and use their local connections to clearly articulate and communicate the pressures facing the borough to residents. This is a role for all members not just a few, this is even more important when the political ‘leadership’ of the authority doesn’t, under the current system of governance, have the powers that would normally be invested in the executive function. The Monitoring Officer should be supported to continue his work in reviewing the council’s constitution.</td></tr>
<tr><td colspan="6">CPC Progress Review update</td></tr>
<tr><td></td><td>3.1</td><td>Political leadership to explore its current governance model and consider if it wishes to adopt a different model.</td><td>Political Leadership</td><td>Group to discuss options in Dec 2024 Decision by March 2025</td><td>The political administration discussed adopting a Leader and agreed to proceed with this.

The Monitoring Officer provided a briefing note on what changes would be needed to be made to the Council Constitution as a result.</td></tr>
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					Updates to the Constitution were recommended by Standards and Constitution Committee (16 April 2025) and agreed by Full Council (6 May 2025), to add the role of Leader of the Council. These included the addition of Annex 4-10 of the Operating Framework (Role of Leader of the Council) and amendments to relevant rules of procedure. The Council agreed to appoint the Leader of the Council annually at the Annual Meeting of Full Council and accordingly appointed to the role at the meeting of 13 May 2025 and subsequently 26 May 2026. **Action completed.**
	3.2	Continue the work already agreed to review parts of the constitution in 2024/25.	Monitoring Officer & CWG	April 2025	Updates to the Constitution were considered by the Constitution Working Group and Standards and Constitution Committee before agreement by the Full Council on 6 May 2025. Work to review further parts of the constitution, including utilising the capabilities within Performance Hub (PHUB) to capture issues was initiated, but following the announcement of LGR it was agreed by councillors and noted by the Standards and Constitution Committee (15 January 2026) not to undertake any further major changes to the Constitution. Necessary amendments have been considered by Standards and Constitution Committee and Full Council when required.

					Action completed.
	3.3	Refresh of the member development programme, identify those members who wish to take on more strategic roles and put in place development opportunities to support that.	Political Group Leaders	Original date - Dec 2024 ** Amended date March 2025 ** Further Amended date September 2025	Initial discussions took place with all political group leaders. There was no agreement amongst the Leaders to establish a programme so this was not progressed. The new unitary authorities will provide a member development programme for councillors for the shadow authorities and onward unitary authorities. **Action closed.**
4	**Training for members and officers needed to improve understanding of roles and responsibilities and increase skills and capacity.** *A high performing council has a shared vision and a 'one council' approach where members and officers understand their distinctive but complementary roles in achieving the council priorities and collaboratively lead the council together. There is a need for a better shared understanding of the separate but complementary roles and responsibilities of members and officers. Urgently improve the member development programme, which as a minimum should include finance, audit and scrutiny to ensure members fully understand the full extent of their governance role. A full programme of staff learning and development activity should be underpinned by a workforce strategy that identifies what skills the organisation needs for the future, as well as embedding the basics. Senior officers should be up skilled to operate at a more strategic level. There is a need to invest in updating the digital and technical skills of the organisation and a structured programme to roll this out should be developed as part of the council's transformation programme.*				
CPC Progress Review update					
	4.1	Establish a member task and finish group to develop a member development programme.	Political Group Leaders	Original date: Sept 2024	A member group was identified to work on 4.1 and 4.2. Work to confirm this and plan out a draft programme for consideration was

				Amended date: Nov 2024 ** Further Amended date December 2025	scheduled to follow setting of the Budget for 2025/26 at Full Council on 11 February 2025 and clarity regarding LGR after end of March 2025. As noted above, the member development programme was not developed further. **Action closed.**
	4.2	Establish a task and finish group from those members elected for the first time in May 2023 to review Member Induction and feedback on how to shape the programme for May 2027 and work with officers on the review.	Political Group Leaders/ Democratic Services	Original date: Sept 2024 Amended date: December 2025	**Action closed** (see updates above)**.**
	4.3	i. Create a programme of staff and member briefing on the roles and responsibilities of different teams and departments to develop an understanding of each other's work, issues, work pressures and ways of working. ii. Incorporate an input from members around the role of a ward councillor, committee Chair/Vice Chair and the political leadership function. iii. Incorporate an input around legal and corporate responsibilities of statutory and proper officers.	CEX/HoS/Group leaders	April 2025 (i – iv) Amended date: December 2025 Dec 2024 Amended date: December 2025	i-iv) This was to be an output of the reviewed Member development programme in 4.1 above. The work was being led and co-ordinated by an officer as part of a development opportunity within their existing role. Regular sessions on team's work and roles were included in 'All staff' briefings. v) The Workforce Strategy was being developed. A management development programme and work with the 'top (officer) team' was continuing ahead of strategy finalisation and was planned to support progression of the corporate priorities.

		iv. Highlight the distinct operational and political leadership roles and how this works together in a true 'one council' ethos. v. The Workforce Strategy will be developed as part of the Workforce Transformation Programme and will include any new skills required to enable progression of the corporate priorities, once finalised.			Development of Workforce Strategy was halted in light of LGR. Development Programme for 'Top (officer) Team' went ahead in 2025 as outlined in 2.1. **Action closed.**
	4.4	Develop and put in place a structured programme to increase the digital and technical capability of the organisation (officers and members).	Workforce Transformatio n Lead/Dem Services/IT	April 2025	A structured programme of digital and technical capacity skills development was developed, led by ICT, with training materials prepared to support in both written and video format. The training was to be structured as drop-ins allowing those with greater levels of digital experience to opt in and out of the sessions they need, followed by more focussed sessions and finally 1:1 support where required. A Digital Champions officer network was established, alongside training sessions to help group members support others. Due to changes in ICT personnel this work was delayed, but the ongoing plan to upskill officers and members continued. This work included the planned migration of data to the cloud and increased use of digital tools to increase efficiencies.

					The ICT department retains its commitment to provide support by a variety of mechanisms to ensure that the Council is able to maximise the use of developing technologies. This might include the use of artificial intelligence, which needs to be fully understood and controlled before systems are deployed that utilise it. Continued drop-in sessions for advice on areas like SharePoint, OneDrive and Teams were planned to ensure that as an organisation, the Council is getting the most out of the Microsoft products that it subscribes to. **Action ongoing as Business as Usual.**
	4.5	Continue the programme to upskill senior officers and members to operate at a more strategic level. Progress 'Top Team' work with the Local Government Association.	CEX/Workforce Transformation/ Chair RA Group	Dec 2024	Work with the member/officer 'Top Team' has not taken place but the team works well together and there are no issues of note. LGR has meant this is no longer useful to progress given the remaining time until vesting day. New roles such as 'Assistant Head of Service' have been implemented to upskill senior managers with the skills and experience needed to operate at a more strategic level. A management development programme for the Corporate Leadership Team ran in 2025 with a refocus on LGR and Managing through Change. All managers have also been through a Managing Change programme for LGR.

					New initiatives such as a staff 'Think Tank' have offered opportunities to more staff to develop the skills needed to problem-solve, collaborate and influence at a corporate level. A Managers' Network has also been established. **Action closed.**
	4.6	Offer member mentoring.	Political Group Leaders	Dec 2024	Group Leaders discussed this but were not supportive of progressing it. **Action closed**.
	4.7	Understand the financial implications of funding the proposed member and officer programme.	S151	Dec 2024	Benchmarking the member training budget against other authorities was started, and alongside this a training needs analysis needs was going to be developed for consideration. However no further action was taken due to this not being supported by Group Leaders. **Action closed.**
5	**Streamline and strengthen the council's decision-making process, ensuring that consensus is built**. *There is frustration and confusion around the lack of transparency through the decision-making process, coupled with a lack of clarity around which items for decision should go to the senior leadership team and which should go to committee chairs. It is important to demonstrate each stage of how the council builds consensus through its decision-making process, by first considering whether the final decision will be made at committee or council, then clearly mapping out each step to develop the final report. This should be communicated to all staff and members. A number of key mechanisms for maintaining good standards are flagged in the Annual Governance Statement as 'areas for improvement', this should be addressed as a matter of urgency.*				
CPC Progress Review update					

	5.1	Create a process which lays out the steps for committee reports to come to committee or full council.	Statutory Officers	Original date: Sept 2024 Amended date: Nov 2024	A process note has been included on the Democratic Services intranet site and is available to all officers. **Action completed.**
	5.2	Put in place a programme of work which addresses the areas flagged in the Annual Governance Statement as 'areas for improvement'	Statutory Officers or Director of Corporate Services (DoCS)	Sept 2024	This has been implemented in two ways. Firstly, areas for improvement that are key governance issues are added to the Annual Governance Statement (AGS) action plan. This action plan has been incorporated within the Performance Hub software system which tracks each action through to completion. Progress is reported quarterly within the corporate performance and risk report, which is reviewed by the Strategic Leadership Team, Policy Committee Chairs and Audit & Scrutiny Committee. Secondly, the AGS production checklist and template for the 2024/25 Statement was updated, which now includes a reference to where the areas of improvement are being tracked, e.g. within the AGS action plan or another programme of work. **Action completed.**
6	**Longer-term financial position must be urgently addressed in relation to corporate priorities which need to be delivered.** *The council has a strategy to address the challenge of the annual shortfall in funding; however, it was not clear how effective this will be without clarity on the council's vision and corporate priorities. In balancing the budget, the council should look at innovative solutions to address its challenges. Opportunities for income generation, should be aligned with agreed priorities, and the council should make it clearer, what invest to save opportunities it is looking at. Difficult decisions about the future of non-statutory services, including the decision to stop or reduce the service may be needed. The full cost of the town hall move and determining what happens to the existing town hall and the financial implications of this, needs to be better understood by everyone in the organisation.*				

CPC Progress Review update					
	6.1	As part of developing the five-year plan, link the Council strategy to address the challenge of the annual shortfall in funding to its vision and corporate priorities	CLT and Policy Chairs	March 2025	A three-year Medium Term Financial Strategy (MTFS), including a balanced budget for 2026/27, was approved in January 2026. The MTFS extends through to 2028/29 and is underpinned by robust assumptions, providing a clear view of the Council's financial position. The Council remains in a strong financial position, with no requirement for significant savings, reflecting the positive impact of the Fair Funding Review. Budgets for 2027/28 for the East Surrey Authority are currently being developed collaboratively by the relevant Surrey authorities, with underlying assumptions under ongoing review. There will be no budget set specifically for Epsom and Ewell Borough Council for 2027/28 and future years. **Action closed.**
	6.2	Continue programme of work to review statutory and mandatory services.	Finance, CLT and Policy Chairs	Ongoing	Service Reviews were approved at Strategy and Resources Committee in July 2024. Work began on the service reviews scheduled to take place in Year 1 of the two-year programme. Given the reorganisation that will be required through LGR no further work has been done on this other than taking forward a small number of strategic priorities

					Action closed.
	6.3	Progress options related to the Town Hall site.	Town Hall Working Group	Ongoing	Member workshops were held and project plans developed to progress this action However, due to LGR, it was agreed at Full Council, as part of the development of the new strategic priorities, that the move to 70 East Street would not go ahead. **Action closed.**
	6.4	Progress agreed opportunities for income generation and economic development.	All Council	Ongoing	A number of new income generation opportunities were considered with business cases being prepared in some cases. Income generation projects were planned to be pulled through to the Corporate Transformation Programme. In light of LGR, members have reviewed these projects, and the proposal was that some income generation projects are paused to release resources to work on projects related to LGR. **Action closed.**
	6.5	Continue to look at opportunities to decrease temporary housing costs.	Housing & Community	Ongoing	Housing have and continue to investigate several options including modular homes on vacant council land (planning approved for one site) and the opportunities presented by the Local Authority Housing Fund 3 (LAHF3) grant funding round. The Council successfully bid for

					LAHF3 funding to provide 5 x temporary accommodation units in the borough by April 2026. A Housing Delivery Group comprised of officers from housing, planning and property meets regularly to share ideas on, and drive solutions for creating additional affordable and temporary accommodation. Members continue to be committed to the importance of creating housing in the Borough, whether this is modular homes or future opportunities for social and affordable housing. Work in this area will continue until Vesting Day for the East Surrey unitary authority as part of business as usual and the delivery of the Homelessness and Rough Sleeper Strategy. However, for the purposes of this action plan, it can now be treated as completed. **Action completed.**
7	**The council needs a shared organisational risk appetite.** *The lack of shared understanding around corporate risk appetite across the organisation is inhibiting the council from making bold and innovative choices to tackle the challenges it faces. A corporate ambition to be more commercial needs to be underpinned by associated processes and organisational culture. The Asset Management Strategy under development, should make clear how retained assets will be maintained and improved.*				
CPC Progress Review update					
	7.1	Carry out a review of the risk appetite of the organisation, including both members	DoCS	March 2025	There was difficulty in sourcing suitable external resource to carry out this action, and then with

		and officers, to understand what this now is, and create an updated framework to be adopted by consensus.			the news of LGR, the value of pursuing this action was not clear. Therefore, the action has been closed. However, risk registers continue to be reviewed and updated, as does the Risk Management Strategy. **Action closed.**
	7.2	Carry out the Asset Review to understand how assets will be maintained and improved. Present outcomes to Policy chairs for discussion.	Property & Regeneration/ Finance with Policy Chairs	June 2026	Work is underway with Bourne Hall and Epsom Playhouse receiving significant recent upgrades. The Asset Review has been identified as a priority by members in the initial work on the Corporate Priorities. The outcome of the Asset Reviews was reported to November 2025 and March 2026 Strategy and Resources Committee. Further reporting on key assets will be taken to July 2026 Strategy and Resources Committee. **Action completed.**
	7.3	i. Undertake a review of local authorities outside of Surrey to understand how they have approached successfully being ‘commercial’ while balancing their appetite for risk. ii. Seek best practice from across the sector on guardrails to safeguard against unforeseen consequences. Seek advice of professional associations (e.g., Institute of Risk Management)	DoCS	March 2025	Extensive research on best practice was undertaken, and the Risk Management Strategy was updated. However, this action was superseded by the Strategic Priorities 2025-27. **Action closed.**

	7.4	Put in place a programme for officers and members to take them through the cultural shift and approach towards risk.	CEX/HR/DoCS	Sept 2025	This task was addressed by the delivery of performance and risk reports to the Strategic Leadership Team and Members, and the implementation of risk management software. Training both in person and online is available for all officers, and the Risk Management Strategy is reviewed annually to measure its effectiveness. Further, members are presented with risks and benefits when coming to a decision about whether to proceed on certain topics, both within policy committee reports and member briefings as appropriate. For example, the decisions about local plan development or town hall options appraisals, all had to weigh up the risks associated with various courses of action, which in the case of the local plan was openly and well debated with councillors expressing views about courses of action. No ongoing programme was developed due to LGR. **Action closed.**
8	**A properly resourced Corporate Transformation Programme is needed to deliver the council's vision and priorities.** *The council is delivering a range of transformation projects across the organisation and there is an opportunity to consolidate all of its transformational activity into one strategy which is shared with staff and members, so there is a broader understanding of the range of projects being delivered. It also provides an opportunity for senior managers to collectively ensure transformational activity taking place across the council is co-ordinated, duplication is minimised, capacity pressures are quickly identified, and that progress and impact is regularly tracked and evaluated.*				

	Building capacity in teams to deliver projects will be essential in doing this, and where necessary, the council should bring this in on a short-term basis.				
CPC Progress Review update					
	8.1	Collate ongoing projects into a single Corporate Transformation Programme which includes all programmes, project owners, timelines and inter dependencies.	Director of Environment, Housing and Regeneration (DoEHR)	Sept 2025	Existing projects and programmes that represent transformative work were pulled together into portfolios, to form a Corporate Transformation Programme (CTP) referencing existing corporate priorities. Members considered their priority list of programmes and projects in light of LGR, as some projects and programmes will be put on hold. The outcome of this was the development of the Strategic Priorities 2025-27. Officers involved in developing the CTP were actively engaged in the Local Government Association Transformation Network, benefitting from the shared resources, insight and regular seminars. While elements of the transformation began to be delivered, ultimately the programme was superseded by the Strategic Priorities 2025-27 and LGR. **Action closed.**
	8.2	Provide communication on what all the elements of our Corporate Transformation Programme are and quarterly updates on how they are being progressed and delivered.	DoEHR	Original date: Sept 2024 Amended date: Jan 2025	Action not pursued as per the update above (Action 8.1) **Action closed.**

	8.3	Incorporate the Corporate Transformation Programme into the five-year plan.	DoEHR	Original date: Sept 2024 Amended date: March 2025	A new five-year plan was replaced by Corporate Priorities 2025-27, which do not include a transformation programme. Therefore, this action was superseded. **Action closed.**
9	**Maximise partnership working to help build capacity to deliver and promote Epsom and Ewell's interests on the wider stage.** *To achieve greater partnership working, (both with community partners as well as looking at shared opportunities with neighbouring boroughs) partners need to understand what the council's vision and priorities are. The council needs to build a shared narrative of the place and develop its vision and priorities. It is important that the council focuses its valuable resource on the agreed priorities of the council and builds in more organisational resilience. This can be achieved by better cross service working, as well as partnership working with neighbouring boroughs and local partners.*				
CPC Progress Review update					
	9.1	Refresh the approach to engagement with key stakeholders, identifying who, politically and corporately, will lead and co-ordinate engagement with each. Ensure the council engages with partners as "One Council" and that information is shared to aid consistency of understanding and activity.	CEX/Group Leader	Oct 2024	To support the Council's partnership working, a partnership governance framework has been developed to help guide partnership work and evaluate success and effectiveness of the council's partnership working arrangements. Further work that might have emanated from this action are not being pursued due to LGR. **Action closed.**
	9.2	Explore options to support the Place narrative.	CEX/Chair of Group/Policy Chairs	Jan 2025	This was explored - the CPC process elicited multiple offers of support from partners in developing the place narrative. However, given the changes due to LGR this is not going to be progressed any further.

					Action closed.
10	**Taking a more strategic approach to tackling the housing challenge and addressing all steps on the housing ladder.** *The delivery of housing, including affordable housing through the new Local Plan is critical to solving the issue in the longer term. While there is a collective recognition there is a need to solve the housing crisis, the Council needs to articulate a clear direction, which is shared and understood by the political and managerial leadership and implement it. The council should be more assertive in working with its partners to find solutions. There is an opportunity to work with partners and other services across the organisation to create an early warning system for residents who may potentially become homeless. Further strengthened engagement across planning policy will also be vital to realising the council's ambition to reduce reliance on expensive temporary accommodation. There is a lack of strategic focus and capacity in the housing team to follow through on the biggest (prevention) options that will make the difference, as well as missed opportunities to reach out to partners for their contribution.*				
CPC Progress Review update					
	10.1	Use data to create an early warning system for residents who may potentially become homeless.	Housing & Community/Revs & Bens	Ongoing	Monthly homeless statistics are generated from the homelessness module of the Abritas system which are then reported to the Homelessness Working Party (HWP) monthly meeting. One of the categories is "reasons for homelessness", which enables the service to focus resources to the areas of highest need. Housing are utilising the new function of the Performance Hub to ensure this information is also recorded and reported corporately. **Action completed.**
	10.2	Strengthen engagement across Planning Policy to support the council's ambition to deliver affordable housing and reduce reliance on expensive temporary accommodation.	Housing & Community/Planning Policy/Property/Finance	Ongoing	Regular engagement between housing and planning policy are now embedded in working practices and have contributed to the development of policy around affordable housing contained in the emerging Local Plan, which will itself be a key mechanism to deliver additional affordable housing.

					Remaining work is now business as usual until Vesting Day for the new East Surrey Unitary Authority. **Action completed.**
	10.3	Build and develop strong partnerships with internal and external stakeholders including housing associations and developers.	Housing & Community with Chair and Vice Chair of C&W	Ongoing	The Strategic Housing Manager (SHM) has developed strong links with planning policy, finance and the estates team, and the Housing Delivery Group meets bi-monthly to consider and discuss development opportunities on Council land and in partnership with registered providers. The SHM is routinely involved in the affordable housing aspect of planning applications and liaises with development control and viability consultants to maximise the delivery of affordable housing obligations. In addition, the SHM has developed strong relationships with the key registered providers who operate in the area and liaises with Homes England and the Ministry of Housing, Communities and Local Government (MHCLG) on policy and funding matters. **Action completed.**
	10.4	Create strategic focus and capacity in the Housing team to follow through on prevention options and create opportunities to reach out to partners for their contribution.	Housing & Community	Ongoing	The SHM has undertaken a review of the housing service, which has resulted in increased focus on homelessness prevention and move on activity. Housing continues to work closely with East Surrey partners to identify common objectives and solutions and work collaboratively where appropriate, including the

					East Surrey Outreach Service and the recent East Surrey wide landlord's forum. **Action completed.**
11	**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.*				
CPC Progress Review update					
	11.1	Explore how audit and scrutiny is carried out in other councils with a committee system.	MO	Sept 2025	An exercise was carried out by members and officers to look at how other councils carry this out and external expert advice obtained. However, this action has been superseded by LGR. **Action closed.**
	11.2	Arrange 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	An external expert conducted this session in January with Budget Policy Chairs/Vice Chairs, Chair and Vice Chair of Audit and Scrutiny Committee, Chief Executive, Monitoring Officer and other key officers involved in scrutiny and governance. The training led to members proposing how it might be possible to separate the audit and scrutiny functions. Budget Policy Chairs/Vice Chairs, Chair and Vice Chair of Audit and Scrutiny Committee, Chief Executive and Monitoring Officer were planning to meet to

					explore these ideas, however the action was then superseded by LGR. **Action closed.**
	11.3	Explore compliance with national legislation to ensure statutory requirements are met.	MO	Sept 2025 ** Amended date: December 2025	This action has been superseded by LGR. **Action closed.**
	11.4	Proposal put forward to Members for decision.	MO/Constitution Working Group	Original date: Feb 2025 Amended date: Feb 2026 (Full Council)	This proposal was not developed in light of LGR. **Action closed.**