APPENDIX B - CPRC GOVERNANCE AREA REPORT – IRP (30 October 2026)

ASSURANCE AREA					
Ensuring there are effective governance arrangements in place to deliver the IRP					
ASSURANCE DESCRIPTION					
The appointment of Commissioners by MHCLG has required the Council to develop an Improvement and Recovery Plan (IRP). This is a significant programme of reviews and improvements to create stability in key operational areas and address underlying financial sustainability issues. The IRP has its own governance framework and is overseen by the CP&R Cttee. It is however a major challenge for the Council and one that requires effective governance to deliver.					
ASSURANCE ASSESSMENT					
The Council's ability to deliver effective and sustainable improvement and recovery is directly linked to robust performance monitoring, evidence-based decision making and active risks management.					
ASSURANCE OWNER	Linda Heron	**FOCUS/ISSUE/CONCERN**	Focus	**LEVEL OF ASSURANCE (High/Medium/Low)**	**High**

	Assurance Action	**Action Owner**	**Current RAG status**	**Performance Update**	**Next steps (including completion/review date)**
1	**Tracking actions and milestones** Maintain a tracker of actions and milestones to ensure the delivery of the IRP.	**Dan Dredge** Programme Manager		Key actions and milestones are continuing to be maintained through Plans on a Page and reported to the Improvement and Recovery Board. Delays in delivery are identified through regular monitoring and mitigating actions are agreed where required.	Continue to monitor delivery against milestones and review the effectiveness of mitigation actions where delivery issues arise. Review date: 11/01/27
2	**Tracking actions and milestones**	**Dan Dredge** Programme Manager		Change logs are maintained alongside Plans on a Page. A documented change management approach is in place, including	All measures are now in place and embedded - no further corrective action required. We will continue to monitor the effectiveness of change

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
	Maintain a tracker of actions and milestones to ensure the delivery of the IRP.			defined change categories and formal change request processes. At theme level, change requests are managed through established change control arrangements. At programme level, proposed changes are presented to the Improvement and Recovery Board for approval and significant changes to delivery are progressed through the Council's formal decision-making process in line with the Council's constitution. Formal change processes have been used to support programme delivery.	control arrangements and ensure significant changes are escalated through the appropriate governance route. Review date: 11/01/27
3	**Reporting arrangement to the Improvement and Recovery Board** Ensure that the arrangement to provide monthly reports to Improvement and Recovery Board are in place and effective.	**Dan Dredge** Programme Manager		Monthly reports are being produced to and presented at Improvement and Recovery Board; the form and the contents of the reports are refined as necessary to address feedback from the Board.	All measures are now in place and embedded - no further corrective action required. Review date: 11/01/27
4	**Reporting to Audit Committee, CP&RC and Council**	**Dan Dredge** Programme Manager		Reports to Audit Committee, CPRC and Council have been	Add further dates to Forward plan for reporting to Audit Committee, CPRC and Council.

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
	Ensure there are appropriate and timely reports to the Audit Committee, CP&R Committee and full Council to enable them to discharge their specific responsibilities.			presented in line with the required timescales	Review date: 11/01/27
5	**Reflect actions in Annual Governance Statement** Ensure that the governance arrangements relating to the delivery of the IRP are considered and reflected in the Council's Annual Governance Statement.	**Linda Heron/Terry Collier** Group Head Corporate Governance/Deputy Chief Executive (s.151)		Arrangements for monitoring, tracking and reporting on delivery of IRP outcomes within the context of AGS are in place. Draft AGS for 2026/27 is being prepared; this will test effectiveness of the arrangements.	Assess effectiveness of arrangements for monitoring, tracking and reporting. Review date: 11/01/27
6	**Maintain decisions log** Ensure that the decisions needed to ensure the effective delivery of the IRP are recorded in a decisions log.	**Dan Dredge** Programme Manager		A decisions log is maintained and reviewed through Board governance arrangements. Work is underway to define the threshold for recording key programme decisions, ensuring that decisions with strategic, governance or delivery implications are captured appropriately while avoiding the inclusion of routine operational matters.	This has been implemented and embedded - continue to review the decisions log to ensure significant programme and strategic decisions are captured consistently. Review date: 11/01/27

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
7	**Programme risks and issues are reported to the Improvement and Recovery Board** Ensure that programme risks and issues are identified, managed and reported to the Improvement and Recovery Board.	**Dan Dredge** Programme Manager		Programme risks are maintained by the PMO and key risks are reported to the Improvement and Recovery Board. Key issues are escalated to the Board where appropriate and reporting arrangements have been refined in response to Board feedback.	Continue to assess and refine the effectiveness of risk and issue reporting arrangements. Review date: 11/01/27
8	**Maintain records and logs of escalation procedure instances** Ensure that there are arrangements in place to record where matters have been escalated to senior management or the IRP Board or CP&R Committee for decision.	**Dan Dredge** Programme Manager		Risk management and change management procedures define escalation routes and responsibilities. Issues requiring senior management intervention have been escalated through the Improvement and Recovery Board where appropriate. Matters requiring formal decisions are progressed through established governance arrangements to relevant Committees.	This has been implemented - keep under review. Review date: 11/01/27
9	**All activities comply with the Council's Contract Standing Orders** Ensure that any matters that require procurement or	**Linda Heron-** Group Head Corporate Governance		Tendency to rely on the waiver procedure to secure fast solutions jeopardise delivery of value for money.	Keep under review. Review date: 11/01/27

	Assurance Action	Action Owner	Current RAG status	Performance Update	Next steps (including completion/review date)
	contract management to deliver the IRP comply with the Council's Contract Standing Orders.				
10	**Budget monitoring** Ensure that there are monthly budget monitoring reports provided to the Improvement and Recovery Board.	**Terry Collier-** Deputy Chief Executive		Monthly budget monitoring updates have been presented at each Board meeting from April onwards; all expenditure to date is within the budget.	Keep under review. Review date: 11/01/27

Related Improvement and Recovery Plan Theme High-Priority Outcomes:

IRP High-priority outcomes KPIs		
Priority Reference	**Title**	**Location**
2.2 FY26/27 Savings	**Table 1:** IRP (FY26/27) – In-Year Savings Tracker	Page 7
	Table 2: IRP (FY26/27) – Cumulative In-Year Saving Monitoring	Page 7
4.6 Temporary Accommodation	**Table 3:** Number of households in nightly paid accommodation	Page 8
	Table 4: Homelessness Applications Received	Page 8
	Table 5: Homeless Applications Assessed as Prevention or Relief	Page 9
3.1 Governance Assurance	**Table 6:** Governance Assurance Assessment Profile	Page 9
4.1 Commercial Asset Disposal	**Table 7:** Asset Disposal Position	Page 10
4.1 Commercial Asset Disposal & 2.1 MTFS	**Table 8:** Capital Receipts (net of fees)	Page 10

Important Note: The dashboards and charts contained within this report provide a snapshot of performance and delivery as at 31 October 2026. They reflect the position at the close of the reporting period and do not incorporate any subsequent developments, transactions, progress updates or changes that may have occurred after that date.

Table 1: IRP (FY26/27) – In-Year Savings Tracker

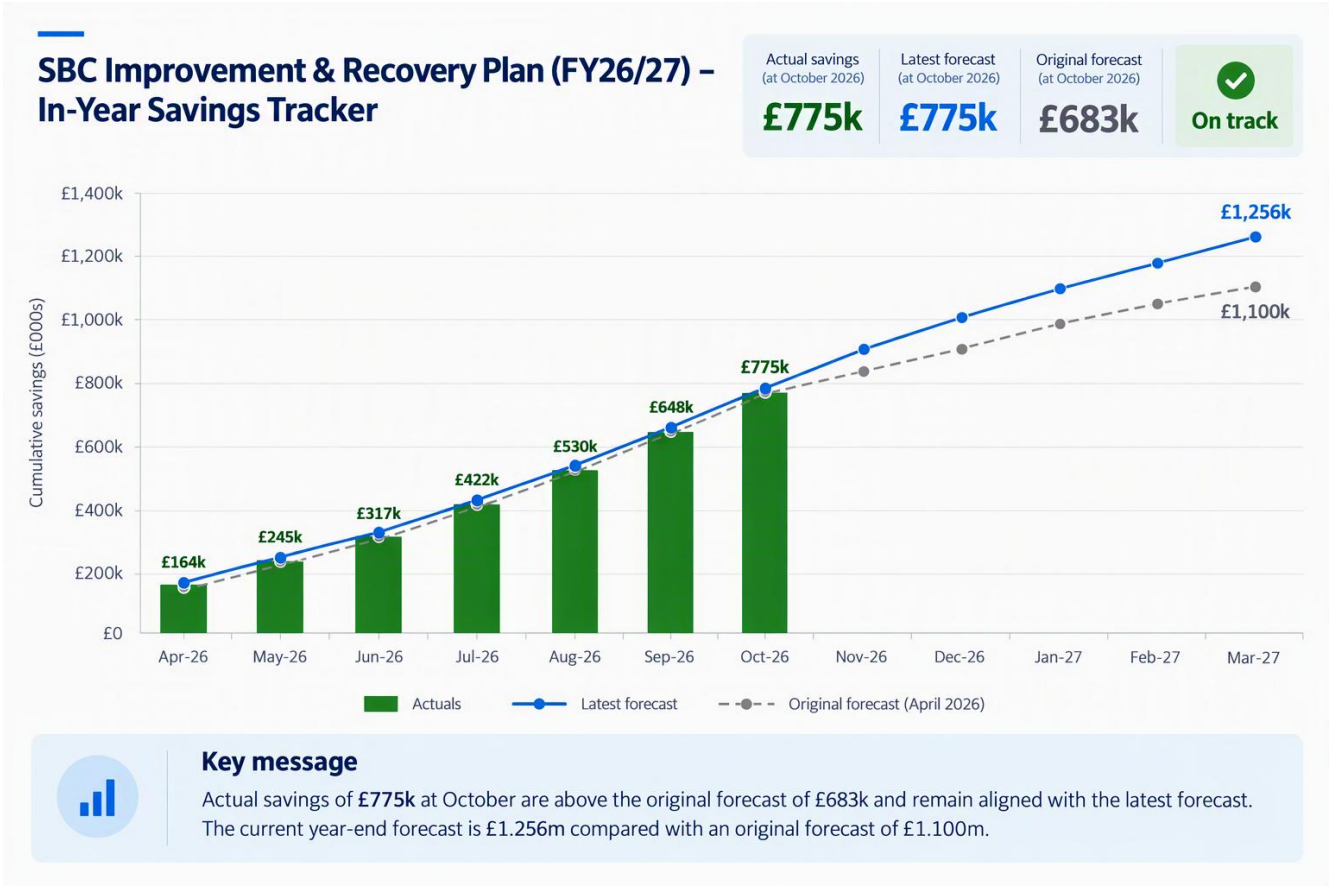


Table 2: IRP (FY26/27) – Cumulative In-Year Saving Monitoring

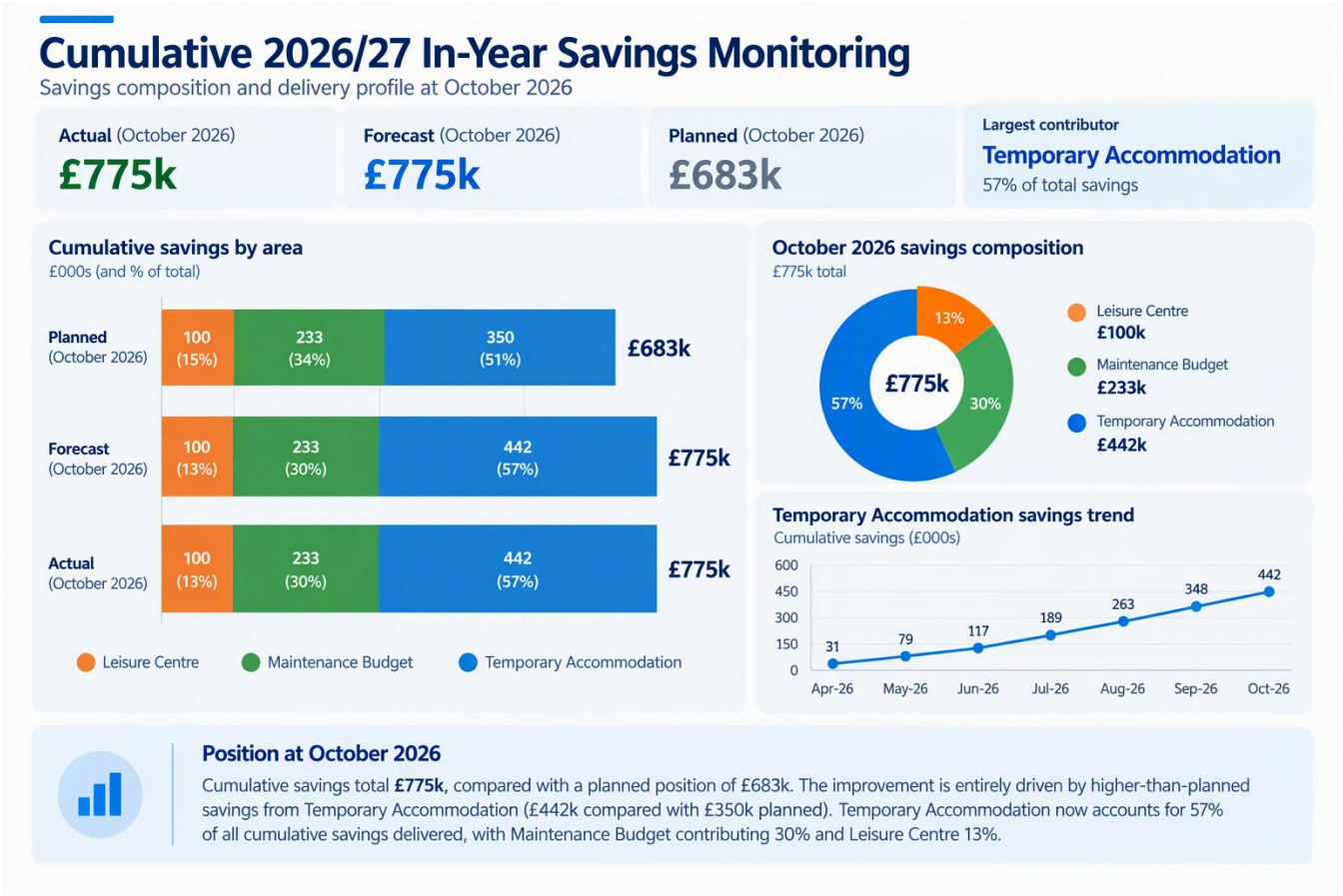


Table 3: Number of households in nightly paid accommodation

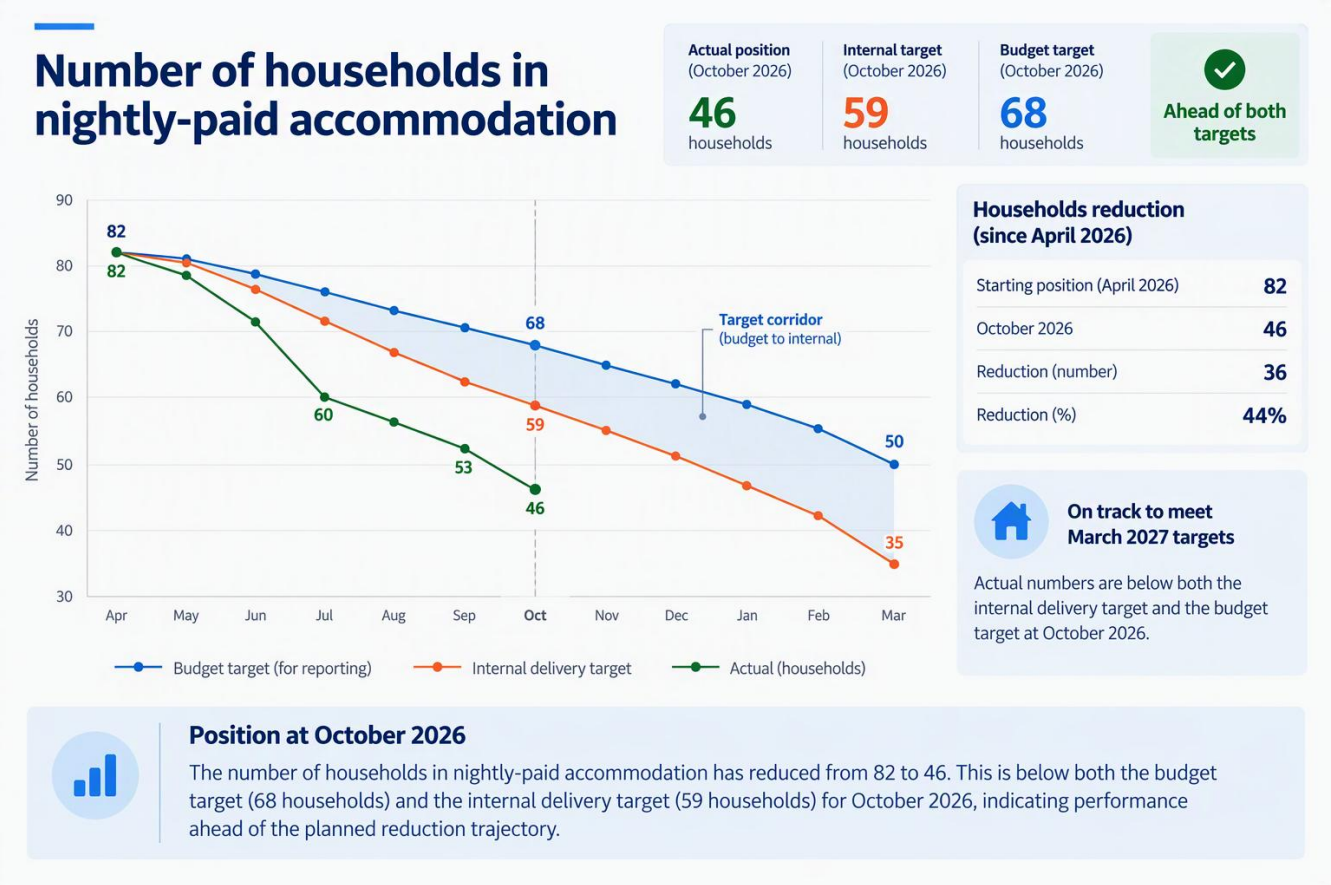


Table 4: Homelessness Applications Received

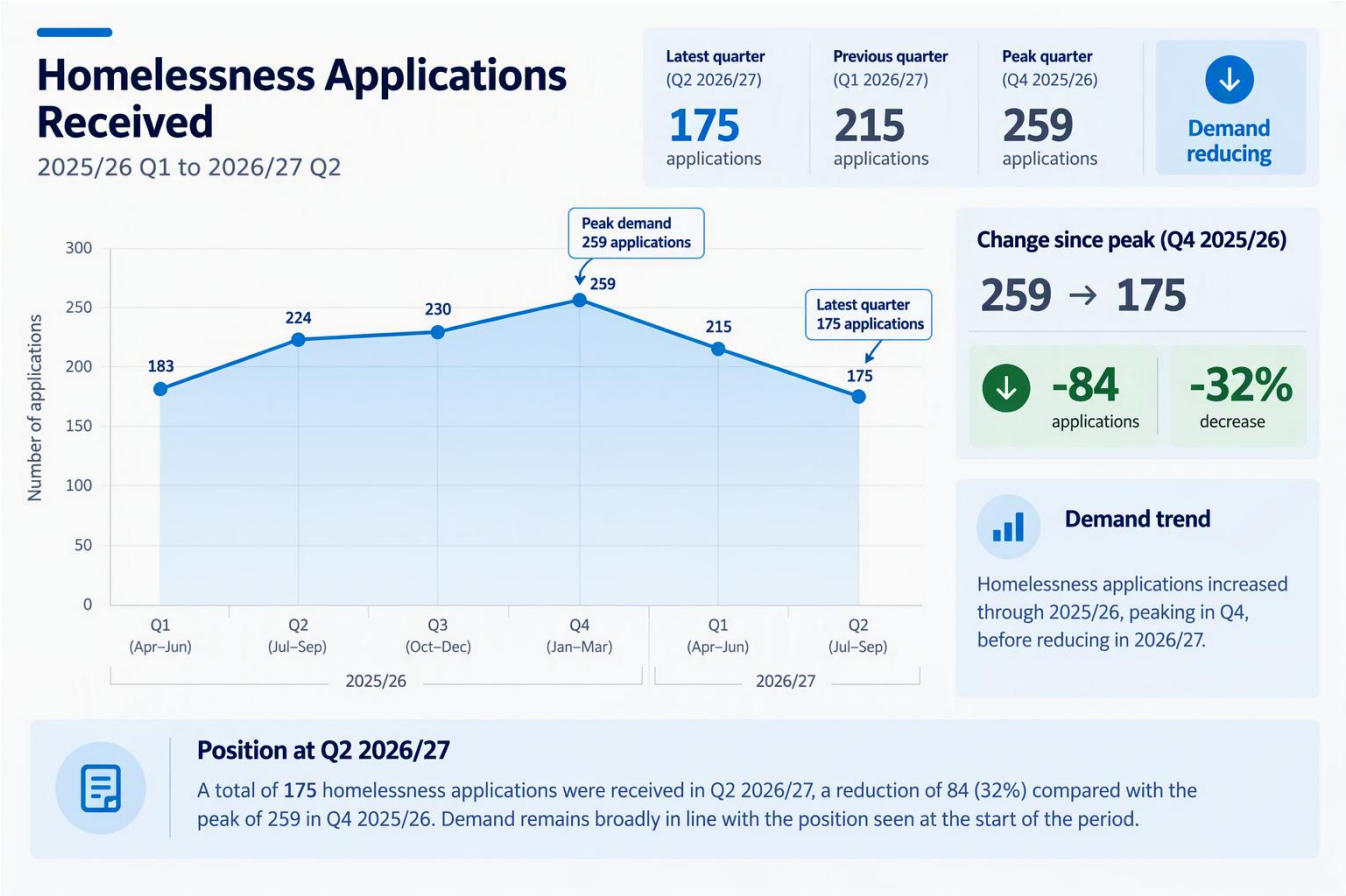


Table 5: Homeless Applications Assessed as Prevention or Relief

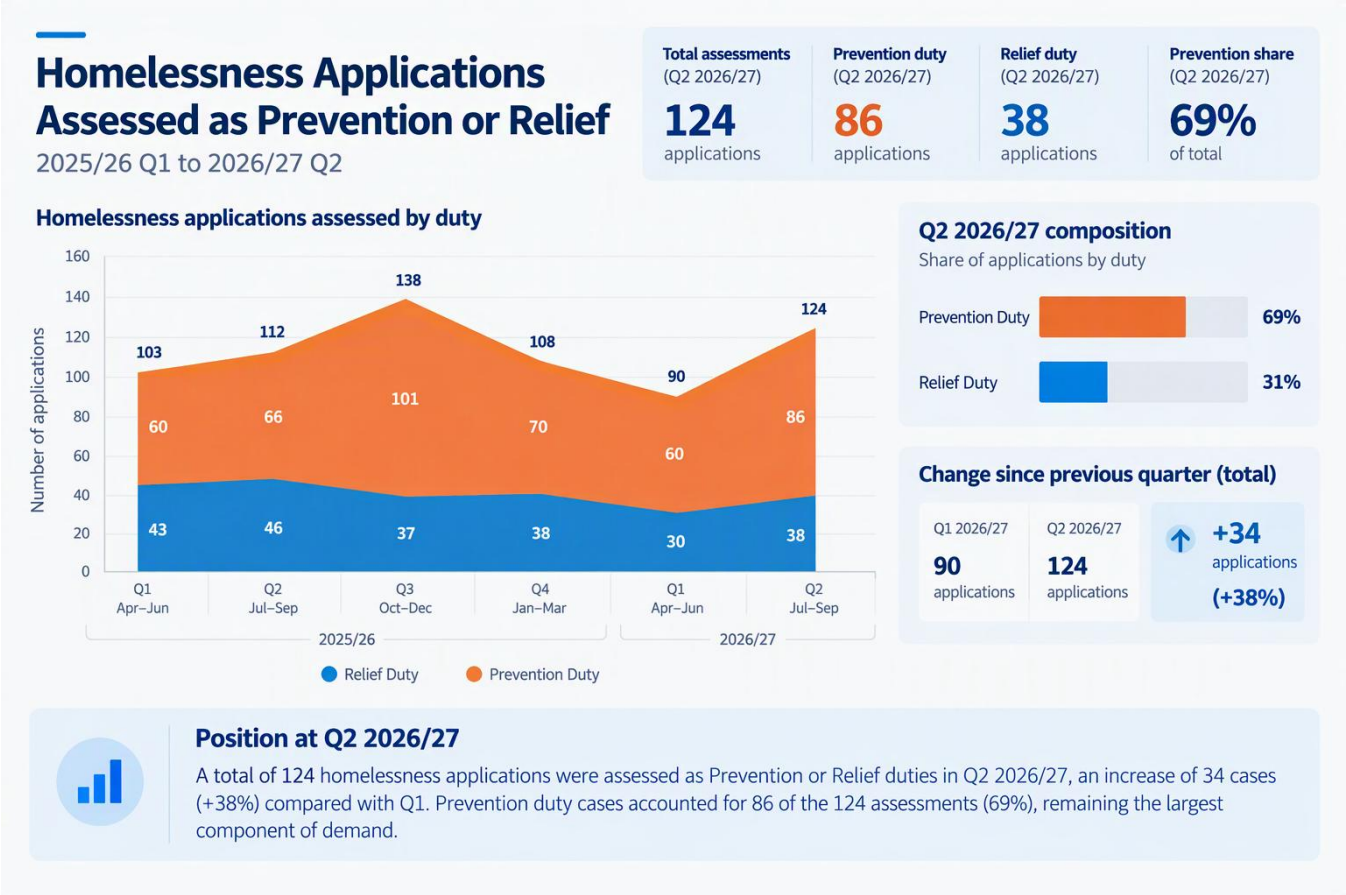


Table 6: Governance Assurance Assessment Profile

