

Assurance Title	Organisational Resilience						
Assurance Description	The effective and efficient delivery of Council services and responsibilities relies significantly on our workforce at every level. At all times, but especially in periods of significant pressure and uncertainty, it is critical that we have the appropriate policies, procedures, practices and interventions in place to support our workforce, to maximise its capacity and capability and to maintain high levels of morale and commitment. As well as our duties to deliver critical services, the Council has a duty of care to our workforce. The Council continues to see major problems regarding the retention and recruitment of staff and a rise in wellbeing issues leading to increased absence. Whilst this is a problem that many Councils face, we have a series of significant challenges that requires a supported and resilient workforce. As LGR progresses along with the IRP programme staff may seek to leave (to other roles, retirements) or due to pressures there is an increase in sickness levels.						
Assurance Assessment	Maintaining staff resilience, wellbeing and motivation at all levels is critical to support the Council's challenging next few years and transition with LGR and the Improvement and Recovery Plan. With a challenging employment market, ensuring staff retention is key as well as providing a welcoming supportive environment for new employees. A culture where staff wellbeing is considered important is paramount. Such a culture relies on openness and staff empowerment to ensure matters are raised properly and promptly, and managers and leaders are trained to recognise potential issues and respond appropriately.						
Assurance Committee	Corporate Policy and Resources Committee	Assurance Owner	Sandy Muirhead	Focus/Issue/Concern	Focus	High/Medium/Low	
Assurance Actions							

Title and Description	Purpose/Outcome	Owner/Job Title	Comp/Review Date	R/A/G/B	Status	Corrective Action	Governance Theme
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Maximising workforce capacity - Ensure the Council has arrangements in place to continuously consider how we maximise workforce capacity.	Undertaking and maintaining an analysis of vacancies and of agency/interims in Services to identify key gaps and pressures. Agency/interims are managed by service managers, Group Heads and Management Team as budget holders. As morale changes in the organisation despite arrangements in place to ensure continuity the situation in terms of staffing may worsen	Debbie O'Sullivan- Human Resources Manager	08/12/2026	Amber	Services work with HR to fill vacancies where possible and considerable work has occurred. This is continuing in terms of placing interims in key areas and the situation is kept under constant review. All vacancies are scrutinised and will be under further scrutiny with LGR and approval to recruit by Management Team/Vacancy Control Panel. However as mentioned above with the pressure of both LGR and IRP despite measures being in place to help retain staff and fill vacancies it may be more difficult to maximise workforce capacity. As vesting day comes closer there will be a October cut off point for recruiting staff as we cannot have staff not formally contracted before 31 March and the recruitment process can be slow. There will be flexibility for "emergency recruitment" in key posts but it is possible that such interim roles will not extend beyond 31 March 2027.	HR involvement in the vacancy control panel is now established and HR will continue to input into staffing issues and approval to recruit reports. The staffing panel will continue beyond any cut off date for general recruitment in order to agree agency or interim posts if required. If staff leave given the short time to vesting day there may in key areas be a need to recruit further interims or seek greater assistance from other West Surrey designated authorities	Workforce management / HR
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Recruitment and retention - Ensure the Council has effective arrangements in place for the recruitment and retention of staff.	Reviewing the options and processes for how we recruit in key areas and analysing the reasons staff leave the Council.	Debbie O'Sullivan - Human Resources Manager	08/12/2026	Green	For each post the service and HR look at the best routes to market and undertake exit interviews where staff agree to utilising the information from these to look for any improvements in how we manage staff. This is a voluntary process and information only collated from those who complete forms / undertake exit interviews. Staff turnover to be kept under review with LGR and included in KPI's.	A cut off date for recruitment has been agreed for early October 2026 (and there is also likely to be confirmation from West Surrey as to when we need to stop recruitment). However, there will be flexibility to fill certain key posts but it maybe necessary to fill those roles with agency or interim staff.	Performance management and data quality
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Maximising workforce capability - Ensure the Council has in place the arrangements to maximise workforce capability.	Ensuring there is a consistent approach to 1:1s and Personal Development Reviews to identify training and development opportunities to improve performance. The Council operates a continuous performance management system (CPM) to ensure staff are managed, achieve targets and development opportunities are provided	Debbie O'Sullivan- Human Resources Manager	08/12/2026	Amber	The Council has a continuous performance management system involving regular 1:1s including quarterly review of targets, performance and personal development needs as part of CPM process. The Council has a wide range of development opportunities available including: access to apprenticeships, Surrey Learn Partnership training programme open to staff, and inhouse training to support skill development in preparedness for LGR. There is however, some inconsistency on the completion of CPMs with some localised methodologies to meet the staff needs.	Staff are regularly reminded to ensure CPMs and 1:1's are undertaken on a quarterly basis with informal meetings on a monthly basis. This is ongoing and it is likely once the TUPE consultation process starts staff may ask quite detailed questions at CPM meetings but FAQs will be provided. The Council is also looking at further specific training to ensure staff are fully prepared and ready for LGR	Workforce management / HR
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Workload management - Ensure the Council has effective arrangements in place to ensure staff workloads are managed appropriately.	Understand workloads in Services to facilitate prioritisation and best use of available staff. Managers feedback service issues to relevant Group Head / Deputy Chief Executive and staffing issues are considered by Management Team	Debbie O'Sullivan- Human Resources Manager	08/12/2026	Amber	Each Group Head and manager is aware of service needs and will prioritise as required and bring in interims to fill significant gaps with support from Management Team. This is kept under constant review e.g. for Environmental Health workload capacity is an issue particularly in relation to HMOs and the introduction of the Renter's Rights Bill on 1 May.	All managers to keep Group Heads/Deputy Chief Executive/Corporate Director up to date with any staffing pressures so they can be discussed corporately at Management Team with appropriate support considered. Will be key during LGR transition period and may see other issues arising such as greater sickness.	Workforce management / HR
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Monitoring the morale and wellbeing of staff at all levels - Ensure the Council has effective arrangements in place to monitor the morale and wellbeing of staff at all levels.	Use staff 1:1s, surveys and other policies to identify areas of low morale, exhaustion and stress [this applies across the Council and at all staff levels]	Debbie O'Sullivan- Human Resources Manager	12/08/2026	Amber	Monthly staff 1:1s and manager's open-door policies or staff comments are used to identify the morale of the organisation and address it appropriately. Regular staff meetings and manager's briefings are used to help address any morale issues raised. Staff Employee Assistance Programme scheme in place to assist and Occupational Health where appropriate.	Staff surveys (pulse surveys undertaken at regular intervals) in place to gauge morale are undertaken on a regular basis. There are increased staff communications on LGR/IRP. HR holding drop-in staff sessions at all SBC sites to answer general concerns and queries. Recent surveys and reporting to HR suggest there has been a recent dip in morale.	Workforce management / HR
Minimising staff absence - Ensuring the Council's absence management policy and procedures are in place and effective to minimise staff absence.	To ensure our staff wellbeing support provides early interventions to avoid or minimise staff absence through illness.	Debbie O'Sullivan- Human Resources Manager	08/12/2026	Green	The Council has an Employee Assistance scheme through Optima Health. Wellbeing. Staff issues are also covered in 1:1s. The Council has a structured management process in place to address staff absences including sickness. Staff sickness is reported quarterly to CPRC via the KPI report (and more detail to MAT monthly). Occupational Health provision is in place to support staff where appropriate.	Sickness management processes are clear and managers are reminded to clearly follow the processes involved.	Workforce management / HR

Managing change - Ensure the Council's arrangements for managing change are effective.	Ensuring our managing change approach supports staff. Training and support in place to support both managers' and staff which will be ongoing as part of LGR.	Debbie O'Sullivan - Human Resources Manager	12/08/2026	Amber	The Council has already undertaken and encourages staff to attend any change management courses available via Surrey Learn, Surrey CC and internal provision with courses already provided. These will continue to be run until vesting day on 1 April 2027. Uptake of these courses is kept under constant review and future course provision assessed in line with feedback evaluation. Courses concerning change are also being held at Knowle Green Managers are also being encouraged to provide support for staff and manage resources and capabilities.	Further change management/o ther training to prepare staff for West Surrey transition will be required over the coming months and the requirements will be kept under review. Additionally West Surrey are undertaking focus groups on culture for the future authority.	Workforce management / HR
Mental health support - Ensuring the Council's arrangements to provide mental health support are in place and effective.	Provide training and support for staff to ensure there is a greater awareness of mental health and how and where staff can get help and signpost as necessary.	Debbie O'Sullivan - Human Resources Manager	08/11/2026	Green	Able Futures provide a counselling service which we ensure staff are aware of. Some staff have been trained as mental first aiders. Ongoing wellbeing and resilience training will also provide support in this area and Occupational Health intervention where appropriate.	Managers are well aware of the strain caused by workload, LGR and the IRP and there is an open door policy for staff to talk to their managers or HR to obtain assistance	

Monitoring Key Performance Indicators - Ensuring the Council has the appropriate key performance indicators in place to support the necessary interventions and actions.	Review statistics for staff sickness levels, grievances, disciplinaries, harassment & bullying complaints to ensure policies and procedures remain in line with requirements and the appropriate support and interventions are identified.	Debbie O'Sullivan - Human Resources Manager	08/11/2026	Green	Staff sickness absence is monitored and reported quarterly to CPRC via the quarterly KPI reports. More detailed reports go monthly to management team from May 2026. HR record number of grievances/ disciplinaries and address these in line with policies and procedures. Support and interventions are put in place as required depending on circumstances along with any recommendations. HR work closely with managers to support the employee internal policies and procedures to manage employee relations from informal to formal stages and appeals.	Staffing KPIs are reported monthly to MAT+ and headline sickness and turnover form part of corporate KPI reporting. Managers have access via iTrent to manage sickness absences in their service. Managers have to complete monthly sickness returns. Measures are in place to address any issues raised	Workforce management / HR
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Assurance Title	Ensure our programme and change management arrangements are effective to support the successful transition to the new unitary council.						
Assurance Description	Local government changes in Surrey presents the biggest project the Council has faced. Whilst there are many facets to the transition into the new authority, it is in effect a project and change management programme which will rely on a robust but flexible approach to ensure success. It is therefore critical that the Council has the ability to manage such a major project whilst maintaining essential services and supporting our workforce.						
Assurance Assessment	The projects team are all Prince 2 qualified and able to deliver transformation programmes and provide training and guidance to staff as appropriate. At the start of June to assist with the transition to West Surrey a Head of LGR and Special Project started work with the Council..						
Assurance Committee	Corporate Policy and Resources Committee	Assurance Owner	Sandy Muirhead	Focus/Issue/Concern	Focus	High/Medium/Low	
Assurance Actions							

Title and Description	Purpose/Outcome	Owner/Job Title	Comp/Review Date	R/A/G/B	Status	Corrective Action	Governance Theme
Project and programme management guidance - Ensure that the Council has effective project and programme management guidance in place to support efficient change management.	Ensure the project and programme management guidance is reviewed and reflects the Council's context and challenges.	Daniel Dredge- Programme Manager	18/08/2026	Amber	Project Management guidance is available via the Council's Project Dashboard. This provides detailed guidance and forms to allow projects to be completed effectively including change requests. There are still some occasions when this is not being used proactively.	N/A	Project and programme management
Change management guidance - Ensure that the Council's project change management guidance is in place and effective.	Ensure the change management guidance is reviewed and reflects the Council's context and challenges.	Daniel Dredge- Programme Manager	18/08/2026	Amber	The guidance is reviewed as necessary when issues arise or the context changes but given the challenges required over the next year it is likely to evolve to meet required changes in projects/IRP and to meet LGR timescales.	The guidance is reviewed as necessary when issues arise or the context changes and with further development of the IRP and LGR, it will continue to evolve to meet outcomes required. The appointment of Head of LGR and Special Projects will assist with ensuring that change is managed as the Council moves to vesting day.	Project and programme management

Training is provided to relevant officers - Ensure that the training provided to relevant officers is relevant timely and effective.	Ensure that training is delivered to relevant officers responsible for projects, programme or change programmes and that the training reflects good practice and tailored to the needs of the Council.	Daniel Dredge- Programme Manager	18/08/2026	Amber	The project management team are all Prince 2 trained and able to undertake programme management and change programmes. Training is provided to officers across the organisation by the project management team when required. Further guidance to be given at managers briefings.	This work is now also looking to incorporate LGR readiness training for staff	Project and programme management
HR governance – for wellbeing issues, workload management, supervision, management and leadership. - Ensure that HR governance policies and procedures for wellbeing issues, workload management, supervision, management and leadership consider the potential impact of organisational change.	Ensure that there is provision/linkages in the guidance to the relevant HR polices to ensure a comprehensive framework for managers to follow to support staff and secure the effective management of change.	Debbie O'Sullivan- Human Resources Manager	31/12/2026	Amber	There is a HR hub which has all the Council's employment policies as well as guidance on well being and how to undertake continuous performance management to ensure staff are supervised and given the skills they need to undertake their roles. This is an easily accessible SharePoint site.	Though current policies etc are up to date this action is currently amber as it is likely further changes will be required and policies/procedures updated where appropriate as the Council progresses with LGR. Plans are progressing for further LGR preparedness training.	Workforce management / HR

Communications - Ensure that the arrangements for communication during a period or organisational change are in place and effective.	Ensure the arrangements to communicate the relevant guidance is in place and effective.	Nick Cave - Head of LGR and Special Projects	18/08/2026	Amber	Updates are given on employment at staff meetings and manager meetings with project management updates provided. Future Surrey information is available on Spelnet regarding LGR and the new post of Head of LGR and Special Projects will assist further in ensuring the organisation is ready for transition into West Surrey. .	Although staff are informed of help available, uptake is limited so need to undertake further communication pushes and ensure compliance. This will be ongoing especially with likely reassurance needed around Local Government Reorganisation. This will require liaison between Communications, HR and Management to deliver. This will be co-ordinated by the Head of LGR and Special Projects	Workforce management / HR
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Assurance Title	Meeting our zero carbon targets and wider environmental responsibilities							
Assurance Description	Climate change poses a significant risk to society as well as the Council. It is well documented that the likelihood of severe and extreme weather events is increasing. It is therefore the Council’s duty to do what it can to directly and indirectly minimise our environmental impact and ready ourselves in the event of a serious weather event. Assurances are needed therefore that appropriate strategies and policies are in place and effective, they are understood and complied with, and our emergency resilience and business continuity arrangements are in place and tested.							
Assurance Assessment	Honouring our environmental responsibilities is an important Council priority. We therefore need to have in place a framework of policies, procedures, guidance and training that ensures all Council activity considers the environment and that decisions regarding the use of Council resources are made utilising the best available information. Without strong and effective governance to support our responsibilities threatens meeting our targets for carbon reduction and not making the best decisions for the future.							
Assurance Committee	Environment and Sustainability Committee	Assurance Owner	Sandy Muirhead	Focus/Issue/Concern	Focus	High/Medium/Low		
Assurance Actions								
Title and Description		Purpose/Outcome	Owner/Job Title	Comp/Review Date	R/A/G/B	Status	Corrective Action	Governance Theme
Climate Change Strategy & Action Plan - Ensure the Council's Climate Change Strategy & Action Plan is in place and regularly reviewed.		Review the Climate Change Strategy and progress of the action plan to ensure it remains appropriate and achievable. Also to provide the appropriate training to staff and members to ensure high levels of awareness to embed the appropriate culture to meet the Council's environmental responsibilities.	Timothy Snook- Sustainability and Resilience Lead	01/03/2027	Amber	Strategy regularly reviewed every 2 years (2024) and action tracker in place. With LGR on horizon we will produce a carbon footprint report annually. Strategy still in place until 03/2027 where final review can occur before vesting day.	N/A	Decision making
Awareness and training - Ensure the Council has a programme of appropriate awareness and training in place.		Review the arrangements to ensure all staff and members are aware of the Council’s strategy and policies in relation to zero carbon and general environmental awareness.	Timothy Snook- Sustainability and Resilience Lead	31/12/2026	Green	The Council has achieved the bronze level for carbon literacy training for staff and is close to achieving silver to ensure staff are aware of the Council’s strategy etc. Training has also been undertaken for members but a limited number. Training of staff continues to try and achieve silver accreditation.	N/A	Workforce management / HR
Oversight by E&S Committee - Ensuring there is regular and effective oversight by the E&S Committee.		Continue to explore ways to meet a carbon neutral target and to promote climate change as an issue that needs to permeate all Council areas.	Arthur Stokhuyzen- Climate Change Officer	01/03/2027	Amber	Bi-Monthly updates to members inline with working group dates.	Resourcing will limit opportunities to develop this action further.	Partnerships and collaboration governance
Business and service planning - Ensure that the Council's business and service planning arrangements adequately consider we reduce our carbon emissions and environmental impact generally.		Review the process for business and service plans to ensure they adequately reflect opportunities to reduce our carbon footprint and meet other environmental targets.	Sandy Muirhead- Group Head Commissioning and Transformation	13/08/2026	Amber	Service plans do have a section for addressing climate change within a services operation but there is scope for services to consider and expand in more detail.	Service plans to encompass opportunities to meet climate change targets	Performance management and data quality

Maximise funding - To explore opportunities to maximise external funding for the Council to support meeting our environmental responsibilities.	Review opportunities to attract external funding to support our carbon neutral target.	Arthur Stokhuyzen - Climate Change Officer	03/01/2027	Amber	Staff attempt to obtain funding wherever possible including in conjunction with SCC and other Boroughs and Districts which will be undertaken by West Surrey in the future	As we approach LGR and vesting day, opportunities are being looked for that can be implemented immediately but may with the loss of the two climate change based officers require external project management for specific projects.	Project and programme management
Influence property development - Ensure the Council has the appropriate influence on future property development that aligns with the Climate Change Strategy.	The Local Plan has been approved. The climate change supplementary planning guidance (SPD) to assist in future properties being better adapted to both heat and cold is out for consultation, which closes on 5 June 2026	Jane Robinson - Local Plans and Infrastructure Manager	20/08/2026	Amber	Sustainability and climate change lead officers to review current planning applications to see if they meet renewable energy requirements but as the Local Plan is now in place and SPD to be adopted (subject to agreement from the consultation process) a more rigorous approach will be taken.	There will be a need to ensure future planning applications meet SPD requirements.	Decision making
Greener Futures Strategy - Ensuring the Council's Greener Futures Strategy is in place, reviewed and therefore appropriate.	To build on Greener Futures climate adaptation strategy and incorporate actions into our climate change strategy.	Timothy Snook - Sustainability and Resilience Lead	03/01/2027	Amber	Adaptation strategy has been developed and the Sustainability and Resilience Lead is in regular communications to progress the actions within surrey county council and the future west surrey.Implementing an action plan for Spelthorne with the limited time remaining would lead to successful implementation.	Implementing an action plan for Spelthorne with the limited time remaining would be helpful but future progress is dependent on how West Surrey wish to take adaptation forward.	Decision making

Wider emergency resilience & business continuity plans - Ensure the Council's emergency resilience & business continuity plans consider the response that would be needed should an adverse weather event arise.	Review the corporate emergency resilience and business continuity polices and plans to ensure they adequately reflect the implications of climate related issues.	Timothy Snook - Sustainability and Resilience Lead	03/01/2027	Amber	The reviews of emergency planning and business continuity plans are on a rolling basis and currently up to date with the exception of strategic business continuity which will be completed by September 2026. The emergency plan review has just been completed and is entering the Committee approval process but does contain reference to adverse weather hazards caused by climate change.	The emergency plan is due to be approved September 2026, but West Surrey plans will need to address climate change adaptation.	Business continuity and emergency resilience
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Assurance Title	Procurement and Contract Management						
Assurance Description	The Council procures goods and services and enters into contracts to deliver its services. It is therefore essential that we can demonstrate the achievement of value for money from those purchases and contracts to support our effective use of resources and good financial management and planning.						
Assurance Assessment	Having efficient, effective and complied with procedures for procurement and contract management are essential to ensure the Council achieves value for money and maintains appropriate relationships with contractors and suppliers. A breakdown in such arrangements can lead to reputational damage, supply chain problems as well as not making the best use of Council resources.						
Assurance Committee	Corporate Policy and Resources Committee	Assurance Owner	Linda Heron	Focus/Issue/Concern	Focus	High/Medium/Low	
Assurance Actions							

Title and Description	Purpose/Outcome	Owner/Job Title	Comp/Review Date	R/A/G/B	Status	Corrective Action	Governance Theme
Procurement policy - Ensure the Council's Procurement Policy is in place, reflects good practice and the Council's context.	Keep the procurement policy under review to ensure it remains appropriate and supports the effective and efficient procurement of goods and services.	Amy Gibson - Head of Procurement Runnymede Borough Council	30/09/2026	Amber	Procurement policies and procedures were reviewed in August 2025 and approved by Corporate Policy and Resources Committee on 13 October. Further review was planned in April-May 2026 to align with best practice but is yet to take place.	17/06/26 - schedule review of full suite of policies and procedures in the next 3 months	
Training and support - Ensure that there is a programme of training and support for officers to compliance with the policy and supporting procedures.	Review the training, guidance and support provided for Services to ensure compliance with procurement policies and procedures.	Amy Gibson - Head of Procurement Runnymede Borough Council	30/09/2026	Amber	Greater working knowledge of procurement procedures is required across Services. Initial training delivered in Jan/Feb with further training delivered in March and April 2026. Established practices remain difficult to change and personal ownership and drive for higher standards and embedding strong governance processes remains challenging.	Schedule review of the effectiveness of training in Q3; keep under review	
Contract Procedure Rules - Ensure the Council's Contract Procedure Rules (CPRs) are in place and complied with.	Review CPRs to ensure they remain appropriate and facilitate the effective and efficient procurement of goods and services.	Amy Gibson - Head of Procurement Runnymede Borough Council	30/09/2026	Green	Revised Contract Standing Orders were presented to the Standards Committee on 25 February and to the Council for adoption on 26 February; Revised CSOs have been approved by the Council and are operational.	N/A	
Waiver and exemption compliance - Ensure that there is compliance with the procedures and rules for waivers and exemptions.	Fortnightly review of requests for waiver and exemptions by the Procurement Board to ensure they are appropriate and authorised, and undertake periodic compliance reviews to maintain high standards of compliance.	Linda Heron - Legal Services Manager	30/09/2026	Amber	E-form has been created to improve existing process and record keeping and to increase transparency. E-form is in use, all requests are considered at the Procurement Board.	Continue to refine and bed in the process; schedule review of effectiveness in Q3/Q4.	

Key performance indicators - Ensure there are appropriate key performance indicators (KPIs) in place to monitor and measure the effectiveness of the Council's procurement and contract management arrangements.	Meaningful KPIs ensure that appropriate aspects of procurement and contract management are measured and where necessary prompt corrective action.	Linda Heron- Legal Services Manager	30/09/2026	Amber	A fundamental review has been completed and a new set of KPIs agreed and approved by CPRC in May. Monitoring and reporting on these will need to be embedded effectively. The KPI revision process took longer than originally anticipated; the delays are likely to impact the timely delivery of the revised performance reports and diminish scope for any corrective action that may be necessary.	Keep KPI reporting under review and consider effectiveness in Q3/Q4	
Contracts Register - Ensure that the Council's Contracts Register is up to date, accurate and easily accessible.	Review the contracts register to ensure it is up-to-date, complete and accurate to ensure prospective contractors (and other stakeholders) are aware of future contract opportunities.	Amy Gibson- Head of Procurement Runnymede Borough Council	30/09/2026	Amber	Accuracy of information on the contracts register requires improvement and constant monitoring; updated contracts register was published for the period May-July 2026 but further work is required to ensure that the register fully reflects all contractual commitments. LGR demands on available resource remains a concern.	Consider available resources	Procurement and contract management
Contract management - Ensure that the Council's contract management arrangements are in place, complied with and effective.	Review the guidance, training and support for contract managers to ensure we are securing value for money, the right goods and services and avoiding contract extensions.	Amy Gibson- Head of Procurement Runnymede Borough Council	30/09/2026	Amber	Planned from early 2026 onwards, with support from Runnymede Borough Council; training undertaken Jan - April 2026, but further bedding in is required to ensure buy-in and compliance.	Keep under review and schedule review of effectiveness in Q3.	
Procurement Board - Ensure the Council's Procurement Board is effective and operating in line with its terms of reference.	Review the operation of the Procurement Board to ensure its terms of reference are appropriate and that it is delivering its intended outcomes.	Linda Heron- Group Head Corporate Governance	30/09/2026	Amber	The Board has been in operation since the summer 2025. The Terms of Reference were reviewed in February to ensure they reflect changing practices. The Board meets fortnightly but further work is needed as existing practices remain difficult to change.	Undertake review of effectiveness of the Board in 9 months.	
Securing Social Value - Ensuring the Council's approach to secure Social Value from its procurement and contracts is effective.	Review the Council's arrangements for securing social value from its procurement and contract management arrangements to deliver the intended benefits and outcomes.	Amy Gibson- Head of Procurement Runnymede Borough Council	30/09/2026	Red	Social value is incorporated in the Procurement policy and will be reviewed as part of the work with Runnymede Borough Council. Review of the policy was planned for April 2026 but is yet to take place.	Schedule review of the policy by end of September 2026 and thereafter keep under review / assess effectiveness in Q3/Q4.	Procurement and contract management

Assurance Title	Threat of fraud and assurance that our anti-fraud arrangements are robust and effective								
Assurance Description	The Council, and wider public sector, has limited resources and must protect them against loss or misuse through fraud, theft, bribery or corruption. The threats of fraud may come from a cyber-attack, insider fraud, organised crime or opportunism. It is therefore essential that the Council has a robust framework of policies, procedure and practices that minimise the chance of fraud being committed and in fraud incidents we are able to spot them, identify the cause, identify the perpetrators, hold them to account and importantly improve our controls if they are found to have been compromised.								
Assurance Assessment	Local authorities and the public sector generally are under a constant and increasing threat from fraud attempts by individuals or organised crime groups, whether that is via a direct cyber-attack or impersonation in some way. We also need to be aware of potential internal fraud (corruption/theft) where the risk of this is perhaps changing as individuals come under personal financial pressure and/or an opportunity is seen because of changes in the control/supervision/management arrangements. It is managements responsibility to ensure they and their staff are aware of fraud risks, to spot a cyber based attack and highlight where any concerns exist either in relation to vulnerabilities or indeed if a fraud is suspected. IT Services will need to provide timely and relevant training and awareness in relation to cyber threats as well as maintaining the necessary technical security measures.								
Assurance Committee	Corporate Policy and Resources Committee	Assurance Owner	Linda Heron	Focus/Issue/Concern	Focus	High/Medium/Low			
Assurance Actions									
Title and Description		Purpose/Outcome		Owner/Job Title	Comp/Review Date	R/A/G/B	Status	Corrective Action	Governance Theme
Anti-fraud strategy - Review the corporate anti-fraud strategy to ensure it remains fit for purpose reflecting the changing profile of fraud and corruption threats and challenges. Also, that the Strategy is considered by the Audit Committee and approved by full Council.		To ensure the corporate anti-fraud strategy remains fit for purpose reflecting the changing profile of fraud and corruption threats and challenges and is considered by the Audit Committee and approved by full Council.		Linda Heron- Group Head Corporate Governance	26/02/2027	Green	Updated strategy was presented to Audit Committee on 24 February and to full Council on 26 February 2026.	None at this stage	
Full suite of anti-fraud policies, procedures and guidance - Review the full suite of anti-fraud policies and procedures to ensure they are fit for purpose and reflect the changing profile of fraud and corruption threats and challenges. Also, that they are considered by the Audit Committee and approved by the relevant Committee or full Council as appropriate.		To ensure the Council's suite of anti-fraud policies and procedures are fit for purpose and kept under continuous review.		Linda Heron- Group Head Corporate Governance	30/09/2026	Amber	15/06/26 - annual review of the Council's Counter Fraud, Bribery and Corruption Strategy took place in February 2026 and was reported to the Audit Committee; Contract Standing Orders, Financial Regulations and Scheme of Delegation were reviewed at various points in 2026; Confidential Reporting Code was reviewed in November 2025; Proceeds of Crime and Anti-Money Laundering Policy and Procedures were reviewed in July 2024. The Council has core counter fraud arrangements in place, but operational arrangements, proactive detection and training require strengthening.	Consider developing Fraud Response Plan; introduce structured fraud reporting to Audit Committee; review available training.	Decision making

Regular fraud vulnerability assessments across the Council - Ensure all services undertake a fraud vulnerability assessment annually to promote high levels of fraud risk awareness and effective control arrangements are in place.	To ensure all services are fully aware of their fraud vulnerabilities so that effective action can be taken to address any threats.	Terry Collier- Deputy Chief Executive	30/09/2026	Amber	Reigate and Banstead Counter fraud team provide support and advice for high risk service areas such as Housing and Revenues. Internal Audit in their audits of service areas consider controls and risks relating to fraud. Finance team have quarterly briefings with our banking provider on fraud risks. As part of targeted training sessions (broader general refresher training taking place for all services in parallel) in these areas taking place will look at putting in place assessments owned by higher risk services. In parallel Council will look at implementing, with input from Reigate and Banstead a Council wide counter fraud assessment matrix for all services. We will look to have in place by November and to report to November Audit Committee.	Implement regular monitoring and assurance. As above, as part of targeted training sessions in these areas taking place will look at putting in place assessments owned by these services. In parallel Council will look at implementing, with input from Reigate and Banstead a Council wide counter fraud assessment matrix for all services. We will look to have in place by November and to report to November Audit Committee.	Performance management and data quality
Arrangements for confidential reporting (whistleblowing) - Arrangements for confidential reporting are reviewed annually to ensure they meet good practice and there are high levels of awareness and that an annual report is provided to the Audit Committee on the use of the confidential reporting arrangements.	To ensure that the Council's arrangements for confidential reporting are effective to support a culture of high ethical conduct and empowered staff.	Linda Heron- Group Head Corporate Governance	30/11/2026	Green	Updated Confidential Reporting Code was presented to and approved by the Audit Committee on 27 November 2025.	N/A	Ethical standards and conduct management

General and role specific training and awareness for officers and members - Ensure general mandatory training and role specific training is provided to officers and members and that it is undertaken.	Providing regular training to both officers and members is an important part of maintaining high levels of awareness to be able to identify potential frauds or irregularities.	Terry Collier- Deputy Chief Executive	30/11/2026	Amber	Ongoing discussions to secure additional fraud awareness online training package; in-person fraud awareness training for higher risk service areas is being planned for November 2026.	Keep under review.	
Participation in national fraud awareness week / other initiatives and events - Ensure arrangements are in place to participate in the national fraud awareness week and other initiatives and events to support high levels of awareness of fraud risk within the Council but also to the public.	Having high levels of awareness among staff and the wider public is important to combat the treat of fraud and discharge the Council's duties to protect its own and others' assets and resources.	Terry Collier- Deputy Chief Executive	30/09/2026	Amber	Plans yet to be finalised.	Contact already initiated with Reigate & Banstead re possible initiatives for National Fraud Awareness Week (15-21 November).	Partnerships and collaboration governance
Communication - Ensure there are effective arrangements in place to communicate fraud related matters to support high levels of awareness and to promote the raising of any concerns.	Having effective arrangements in place to communicate fraud related matters to support high levels of awareness and to promote the raising of any concerns is an important element of embedding an anti-fraud culture and empowered staff.	Jennifer Medcraff- Head of Communications and Customer Experience	30/09/2026	Green	Where necessary fraud related matters are communicated by Comms team and /or addressed at staff meeting.	N/A	Workforce management / HR
Independent review and oversight of anti-fraud arrangements by the Audit Committee. - Ensure arrangements are in place for the Council's anti-fraud arrangements to be independently reviewed and reported to the Audit Committee.	It is important that the Council's anti-fraud arrangements are independently reviewed and reported to the Audit Committee.	Linda Heron- Group Head Corporate Governance	30/09/2026	Red	Not started.	Develop structured reporting for Audit Committee / update forward plan	Decision making