Assurance Title	Ensuring the Council has robust mechanisms in place to prepare for, respond to and recover from civil emergencies and business interruptions						
Assurance Description	This is critical to comply with our statutory duties as a Category One responder under the Civil Contingencies Act 2004. Having the necessary arrangements in place is essential to ensure the Council can minimise any interruptions to the delivery of its services. There are clearly links to other key areas of assurance like our environmental responsibilities, our wider organisational resilience and dealing with a cyber-attack or general IT outage.						
Assurance Assessment	Due to working closely with our contractor Applied Resilience and through the Surrey Local Resilience Forum (SLRF) and a planned approach to ensuring plans and training are up to date this area is well covered. There is a risk that due to staff resourcing issues if there is a major incident such as flooding this could cause difficulties in dealing with a prolonged event.						
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
Corporate resilience plan in place - Ensure that the Council has a corporate emergency plan in place.	Review the corporate emergency plan at least annually and specifically if there are changes in key staff, to ensure it remains appropriate.	**Sandy Muirhead**- Group Head Commissioning and Transformation	30/11/2026	**Green**	The plan has been checked and revised in conjunction with Applied Resilience our emergency planning and business continuity contractor. The updated plan was approved by Environment and Sustainability Committee on 10 September 2026	All plans including the emergency plan are available on Resilience Direct and Sharepoint site. Emergency Plan agreed at September Committee meeting Review 31/01/27	Legislative compliance
Service business continuity plans - Ensure that Service business continuity plans are up to date and maintained.	Ensure all Services have their own BC plans and that they are up to date and conform with corporate guidance. Applied Resilience have assured the Council that most plans are up to date and final ones are nearly complete	**Sandy Muirhead**- Group Head Commissioning and Transformation	07/10/2026	**Green**	All plans undergo a cycle of updating usually on an annual basis depending on the plan and updating by the Surrey Local Resilience Forum on multi agency plans.	Cycle of updating is ongoing and work within LGR will influence future cycles. Most plans are up to date and other BC plans are being finalised	Business continuity and emergency resilience

Specific Emergency Response (ER)/Business Continuity plans in place - Ensure that specific ER/BC plans are in place and maintained for matters such as flooding, large scale evacuations, national events.	Review specific ER/BC Plans at least annually and specifically following an emergency event to ensure they are appropriate.	**Sandy Muirhead**- Group Head Commissioning and Transformation	31/01/2027	**Green**	All plans are in an appropriate format and status.	LGR will in due course influence both plan status and cycles of updating. Before vesting day as emergency planning is a statutory Council function information on final emergency planning and business continuity team structure in West Surrey will be required to be in place. This was discussed on 30 September with East and West Surrey districts and Boroughs plus Surrey County Council. It was recognised that while districts and boroughs may for some period maintain emergency planning requirements there is a need at West Surrey level ensure there is a lead Director. Review 31 January 2027	Legislative compliance

Gold, Silver and Bronze command response arrangements - Review Gold/Silver/Bronze response arrangements to ensure they reflect the appropriate staff, logistics and communication arrangements necessary.	Having effective Gold/Silver/Bronze response arrangements in place that reflect the appropriate staff, logistics and communication arrangements is critical to ensure an effective response to an emergency.	**Lee O'Neil**- Deputy Chief Executive	07/10/2026	**Red**	Overarching approach to emergency response arrangements comes under the remit of management team but the emergency response and business continuity plans layout what needs to be done in key areas and relevant staff are expected to address them.	Staff with experience are being or maybe lost from service as we progress towards LGR there may be insufficient resource to deal with an emergencies despite all plans and procedures being in place. Surrey has reviewed how emergency planning operates within Surrey or East and West in late September. Arrangements will initially stay as is but recognised a senior officer in West Surrey particularly needs to be designated as emergency planning lead.	Business continuity and emergency resilience

Periodic testing of ER/BC plans undertaken - Ensure all ER/BC plans are periodically tested / independently reviewed, particularly following an incident and/or changes in key staff.	It is essential that the Council has confidence in its ER and BC arrangements and therefore the plans are periodically tested and independently reviewed, particularly following an incident and/or changes in key staff.	**Sandy Muirhead**- Group Head Commissioning and Transformation	31/01/2027	**Amber**	Overarching responsibility is with management team but organisational arrangements and testing are supported fully by our emergency planning team at Applied Resilience	With loss of any staff may be difficult to easily implement further training. Training is planned for Incident Liaison Officers in October, for BECC co-ordinators in November and Incident Management Team on 12 November Review 31/01/2027	Business continuity and emergency resilience
Lesson learned log in place and updated - Undertake a review following an incident, near miss or test to ensure any improvements are identified and the necessary plans and guidance are updated.	It is important to reflect and learn from any actual incident, near-miss or test to ensure any improvements are identified and the necessary plans and guidance are updated.	**Sandy Muirhead**- Group Head Commissioning and Transformation	31/12/2026	**Green**	Action will be taken following an incident and any learning points addressed	SLRF Delivery Group will ensure major incident learning points are embedded in appropriate organisations. Review 31 December 2026	Business continuity and emergency resilience
Training and awareness (general and role specific) and communication. - Ensure there is a programme of training and awareness in place for all staff (and members) and this is complied with. Also ensuring effective communication arrangements are in place.	A key element of ER/BC plans is that there is a programme of training and awareness in place for all staff and members which is complied with. Also ensuring effective communication arrangements are in place.	**Sandy Muirhead**- Group Head Commissioning and Transformation	01/02/2027	**Amber**	Members are given an introduction to emergency planning after they are elected and then on occasion when relevant updates are given via taking plans to the Committee for information. Staff are provided with updates and training where relevant in specialist areas e.g incident liaison officer training or rest centre training. A presentation on emergency planning was provided to staff in March 2026.	If staff leave may affect resilience to deliver emergency planning training. Incident Liaison Officer training planned for October 2026 and for BECC staff in November 2026. Review 1/02/27	Workforce management / HR

Surrey Local Resilience Forum arrangements - Ensure the Council is an active member of the Surrey Local Resilience Forum and reflects any good practice in ER/BC plans, guidance and training.	The Council is an active member of the Surrey Local Resilience Forum and it is important that our ER/BC plans reflect any good practice, guidance and training.	**Sandy Muirhead**- Group Head Commissioning and Transformation	18/08/2027	**Amber**	Spelthorne has always actively participated in the Surrey Local Resilience Forum through a presence at the Executive meetings and via delivery groups gaining knowledge of best practice in both emergency planning and business continuity.	Due to staff changes it may be increasingly difficult to participate in SLRF meetings until LGR is implemented but senior staff from other Boroughs and Districts will continue to attend relevant meetings. West Surrey will set up its own approach to the SLRF and future attendance. Review 31/03/27	Legislative compliance

Assurance Title	Ensuring we meet our EDI duties and responsibilities				
Assurance Description	We have a duty to adhere to the Equality Act (2010). It is a priority for the Council to ensure we have workplace practices, and deliver services, that meet the required and expected standards to promote equal opportunities, diversity and inclusivity. We will seek to ensure we uphold and demonstrate our commitment to equality, diversity and inclusivity. We therefore need to ensure we allocate the necessary resources and harness the required skills and expertise to develop, promote and support implementation of our Equality and Diversity Policy.				
Assurance Assessment	Although the Council meets necessary tasks on EDI, due to resourcing issues it has lagged in being developed and taken forward proactively. An Inclusivity Group operate on an informal basis but we are now focusing on ensuring the strategy and objectives of that strategy will be met.				
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
Training and awareness - Ensure the Council develops and provides appropriate training and awareness for both officers and members.	A programme of training and awareness is in place, reviewed regularly and undertaken by officers and members.	**Emily Clayton**- HR Business Partner	31/12/2026	**Amber**	Mandatory Training is undertaken via our Workrite system by staff on an annual basis and as of September 2026 69.9% of staff have completed the training. Elected members receive some training on being elected but consideration is being given to further member training.	To seek further training for key staff Review date: December 2026	Workforce management / HR
EDI impact assessments - Ensure the Council has an appropriate process in place to undertake timely EDI impact assessments.	A process and guidance for undertaking EDI assessments is in place and complied with. The results of the assessments are reviewed and any guidance or procedures amended as required.	**Leigh Street**- Project Officer	31/01/2027	**Green**	EDI impact assessments (template available) are undertaken on relevant projects and strategies. A system has been set up via the Project Dashboard for a central log of assessments which can be reviewed regularly.	Development of central log completed. Review date January 2027	Equalities and inclusion
EDI champions/EDI network - Ensure the Council has effective arrangements in place to identify and support EDI champions/EDI network.	EDI champions are in place across the Council, and have undergone appropriate training so EDI is integrated into service planning and delivery. Arrangements are in place for EDI champions to exchange knowledge on issues and good practice.	**Debbie O'Sullivan**- Human Resources Manager	30/03/2027	**Red**	The inclusivity working group has continued to looking at greater integration and implementation of EDI and we are looking to strengthen this grouping in line with West Surrey requirements. Given current LGR and IRP workloads likely to be difficult to resource this group more effectively given staffing constraints	Issues of time management due to staff roles and resourcing ongoing and unlikely LGR to be resolved before March 2027 Review date: March 2027	Equalities and inclusion

Oversight of the E&D Policy/ED&I Strategy - Ensuring the arrangements for the oversight of the E&D Policy/ED&I Strategy are in place and effective.	Oversight arrangements are in place to ensure there is assurance regarding the effectiveness of the E&D Policy/ED&I Strategy through Corporate Policy & Resources Committee and the Audit Committee.	**Debbie O'Sullivan**- Human Resources Manager	30/03/2027	**Amber**	An EDI strategy has been agreed by CPRC (April 2026) and EDI considerations are a necessary part of all Committee reports and projects. However, resourcing effective checking on activities is extremely limited and therefore there is a risk on full delivery..	Appropriate reporting on workforce and gender pay gap will be undertaken on an annual basis - so that is covered but extra activities will be limited. West Surrey is developing EDI policies for the shadow authority. Review date: March 2027	Equalities and inclusion
Procurement strategy/standard contract terms - Ensure the Council has the appropriate arrangements in place in the Procurement strategy and standard contract terms to ensure contractors understand and comply with the Council EDI responsibilities.	Ensure that EDI expectations and requirements are reflected in the Council's procurement strategy and standard contract terms and that suppliers are held accountable for upholding appropriate EDI responsibilities.	**Linda Heron**- Legal Services Manager	31/12/2026	**Amber**	Working with Runnymede, who have embedded sustainability/EDI within their procurement routes, will ensure EDI is addressed within Spelthorne's procurements.	To ensure the new procurements via Runnymede team includes consideration of EDI. Review date: December 2026	Procurement and contract management
Equal pay/gender pay gap statistics and performance - Ensure the Council has, and uses, statistics and performance data to understand any equal pay/gender pay gap issues.	Ensure that equal pay/gender pay gap statistics are maintained, accurate and reported with any actions necessary identified and monitored.	**Debbie O'Sullivan**- Human Resources Manager	30/03/2027	**Green**	These statistics are collected annually and included in workforce data.	Review date: March 2027	Equalities and inclusion

KPIs in place and used and reported - Ensure the Council has identified appropriate KPIs for assessing the EDI compliance and performance and that there are effective mechanisms for reporting.	Ensure there is a suite of KPIs in place to monitor and manage compliance with the E&D Policy/ED&I Strategy. Ensure that relevant data is collected accurately, in a timely manner and reported.	**Sandy Muirhead**- Group Head Commissioning and Transformation	31/03/2027	**Green**	An EDI strategy has been developed and agreed by Committee.	Targeted KPIs will be put in place including gender workplace reporting, % completion of EDI mandatory training Review date: March 2027	Performance management and data quality

Assurance Title	Ensuring the Council's financial management and long-term planning arrangements are effective to secure financial sustainability						
Assurance Description	Maintaining control and accountability of the Council's finances is one of our fundamental responsibilities, As such we need to have in place an effective and efficient financial management framework that enables us to manage our financial resources to meet our corporate objectives. The Council is under extreme pressure to demonstrate how it can manage its budget and ensure financial sustainability moving forward and pass that sustainable position on to West Surrey. It faces a particularly significant financial risk with respect to the need to realise significant capital receipts in 2026/27 in order to reduce the Minimum Revenue Provision charge to Revenue in 2027/28, and to comply with the statutory direction to reduce borrowing.						
Assurance Assessment	Maintaining control and accountability of the Council's finances is one of our fundamental responsibilities, As such we need to have in place an effective and efficient financial management framework that enables us to manage our financial resources to meet our corporate objectives. The Council is under extreme pressure to demonstrate how it can manage its budget and ensure financial sustainability moving forward. Irrespective of the actual financial resources the Council has, we need to have a sound financial management framework in place. We also have a responsibility to demonstrate to incoming West Surrey that we are passing on a sustainable financial position. Council set a balanced Budget for 2026-27 and a Capital Programme for 2026-27 without need for any additional Borrowing. Updated Medium-Term Financial Strategy (MTFS) and Reserves Strategy indicates will still be reserves balances at end of 2028-29. However, this is dependent on the Council achieving investment asset sales in 2026/27 in line with the levels assumed in the MTFS. We know due to one sale not completing in 2025/26 MRP for 2026/27 will be £5m higher than the Budget anticipated, before then dropping away if that asset is sold in 2026/27.						
Assurance Committee	Corporate Policy and Resources Committee	**Assurance Owner**	Altin Bozhani	**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
Financial procedures and policies are in place - Ensure that the Council has appropriate financial procedures and policies in place by reviewing them annually to ensure they remain appropriate and reflect the changing context and challenges of the Council. The Council updates the financial procedures, including the Financial Regulations in response to feedback and recommendations from internal and external auditors. In April 2026 Council approved amendments to the Financial Regulations with respect to sales ledger debt management controls.	It is essential that the Council has a suite of financial procedures that are appropriate, kept up to date and reflect the changing context and challenges of the Council. Procedures will be reviewed and fed into the Surrey LGR process. The sales ledger amendments to the Financial Regulations will tighten controls and ensure fully effective separation of duties. Key financial processes and controls are covered by the Annual Internal Audit Plan which each year covers a number of financial areas. We have in last year been receiving "reasonable" assurance conclusions for these areas.	**Altin Bozhani** - Interim Deputy Chief Finance Officer	30/10/2026	**Amber**	The review and required amendments will be completed as part of 2025-26 year end processes, including Statement of Accounts . The process will be completed once external and internal audit complete their review and feedback findings.	Surrey LGR process- is putting in place new Financial Procedures for West Surrey	Financial management

Financial Regulations - Review the Council's Financial Regulations (FRs) to ensure they are fit for purpose, reflect good practice and are complied with.	Review the Council's FRs to ensure they are up to date and reflect and structural, system or key personnel changes and communicate any changes. Constitution and Financial Regulations will be updated and superseded by the new arrangements for West Surrey. Aspects of the Financial Regulations relating to sundry debtor controls have been updated in April 2026 following an internal audit report.	**Altin Bozhani** - Interim Deputy Chief Finance Officer	30/10/2026	**Amber**	Will be reviewed and fed into Surrey LGR process.	To be fed into LGR process for new draft Financial Regulations for West Surrey. Financial Regulations updated and approved in April to reflect amendments relating to sales ledger parameters, arising from an Internal Audit.	Financial management

A robust and updated MTFS - Ensure that the Council prepares and maintains a robust MTFS, and protects the medium term financial sustainability of both itself and that of West Surrey Council.	Having a robust and regularly reviewed MTFS is an essential part effective financial management and understanding future financial pressures. An effective MTFS underpins the ongoing capacity to deliver services for residents. The Q2 monitoring report going to CPRC 23rd November will report on the updated position against MTFS set in February. MRP charge in 26/27 is £5m higher than when MTFS set due to one asset sale slipping and a further £2m due to Capital Financing Requirement reconciliation adjustment. Further work is currently being done to firm up CFR and MRP. Due to the impact of part year loss of rental income associated with disposals there is a net £13m projected overspend for 2026-27 which will drawn down reserves further.. The quarterly monitoring reports will keep position under continuous review.	**Altin Bozhani**- Interim Deputy Chief Finance Officer	31/12/2026	**Amber**	On November 2025, the Corporate Policy & Resources Committee (CP&R) and, subsequently, Council in December 2025 approved an updated Medium Term Financial Strategy (MTFS) as part of the Improvement and Recovery Plan (IRP) workstream. Significant work was undertaken to strengthen the Council's financial position, resulting in Council approving a balanced budget on 26 February 2026 without the need for Exceptional Financial Support (EFS). The 2025/26 Outturn Report identified that £5 million less reserves were required to balance the 2025/26 financial position than had been assumed in the updated MTFS. However, this benefit is offset by increased pressures in 2026/27. Specifically, an additional £5 million of reserves will be required to fund higher Minimum Revenue Provision (MRP) costs arising from the delayed sale of an investment property in Sunbury. Furthermore, a Capital Financing Requirement (CFR) reconciliation exercise has identified a further £2 million MRP pressure for 2026/27. The disposal of investment assets is also expected to result in a loss of rental income during 2026/27, creating additional in-year budget pressures and increasing the reliance on reserves to achieve a balanced position. A revised MTFS will be reported to CP&R Committee on 24 November 2026.	N/A. The Improvement and Recovery Commercial theme is overseeing the asset rationalisation programme. First phase commencing in May 2026.	Financial management
Budget setting guidance - Review the Council's budget setting guidance and process to ensure it is effective.	Having budget setting guidance that is comprehensive, up to date and communicated to budget holders is an important element of good financial management. It is also important to review that guidance after each budget is set.	**Altin Bozhani** - Interim Deputy Chief Finance Officer	30/10/2026	**Blue**	Budget setting guidance issued for 2026-27. Budget for 2027-28 currently being completed based on West Surrey Guidance.	N/A	Financial management
Budget monitoring guidance - Ensure that the Council has appropriate budget monitoring guidance in place.	Having budget monitoring guidance that is comprehensive, up to date and followed by budget holders is an essential element of good financial management.	**Altin Bozhani** - Interim Deputy Chief Finance Officer	30/10/2026	**Blue**	The new budget monitoring process has bedded in successfully. Part of its successful implantations has been the issued budget mentoring guidance.	Ongoing evaluation of the process is in place.	Financial management

Capital strategy and programme - Review the Council's capital strategy and programme to ensure it is fit for purpose and affordable.	To ensure the Capital Strategy is reviewed regularly and reflected in the detailed capital programme with any amendments reflected and reported accordingly.	**Peter Worth**- Interim part time Treasury Management Accountant	30/11/2026	**Green**	Capital Programme and Strategy approved by Council 26/2/26 for 2026-27. Approved without the need for any additional borrowing.	N/A. Capital Spend will be reported on in the quarterly monitoring reports going to CPRC.	Financial management
Financial reporting – Member scrutiny - Ensure that arrangements are in place to secure effective Member scrutiny of the Council's financial policies and procedures.	Ensure that there is the appropriate and timely member oversight of financial management and reporting, through CP&R and the Audit Committee.	**Altin Bozhani**- Interim Deputy Chief Finance Officer	30/10/2026	**Amber**	Progress has been made. There are still issues with the quality of the information contained in reports which are being addressed.	The budget monitoring timetable has been agreed and successfully implemented. The revised process now incorporates online monitoring, improving efficiency and accessibility. Reporting has been streamlined, reducing duplication and enhancing the focus on key financial information. There is clear evidence that the quality, consistency, and accuracy of information included in monitoring reports have improved. Further work is ongoing in a small number of areas, notably the Capital Financing Requirement	Financial management

						(CFR) and Minimum Revenue Provision (MRP), where historical records are being reviewed and validated to ensure the accuracy and completeness of prior-year balances and calculations.	
Budget holder training / financial competency framework - Ensure there is comprehensive training provided and undertaken by all budget holders and that they meet the requirements of the financial competency framework.	Deputy CFO undertook a number of training sessions with budget holders in May. Ensuring the Budget holders have received comprehensive training and meet the requirements of the financial competency framework is an essential element of good financial management. We will review further as part of the CIPFA FM Self Assessment.	**Altin Bozhani**- Interim Deputy Chief Finance Officer	30/11/2026	**Green**	Process, system, culture change and training has been provided for finance and budget holder side. We now need to allow time for that become embedded and to evaluate the impact of that training. Training presentation for Councillors has been held 23rd September. Feedback collected and valuated.	Allow impact to become embedded and then review.	Financial management
Capacity and expertise of the Finance Team - Ensure that the Finance Team has sufficient capacity and expertise to support effective financial management.	Having a Finance Team with the necessary capacity and capability is essential to support effective financial management. Such capacity and expertise should be reviewed regularly and improvements / changes made in a timely manner.	**Terry Collier**- Deputy Chief Executive	30/10/2026	**Amber**	Significant work undertaken. Additional team members with significant experience and skills recruited included part time collection fund accountancy consultant, TM accountant, closing accountants, new DCFO. Finance team structure reviewed and restructured in November 2025. A really productive team away day took place in May. Internal recruitment to fill a vacant role was successful. The newly recruited colleague started on 14/09/2026. CFO has agreed with Interim S151 for West Surrey a list of internal postholders for which West Surrey will issue a general consent order to confirm appointments to end of June 2027. Workload is being monitored and evaluated to identify further recruitment and training needs if necessary.	Continuously refresh the skills of the team.	Workforce management / HR

Financial management arrangements align with CIPFA's Financial Management Code - Undertake regular reviews of the Council's financial management arrangements to ensure they align with CIPFAs FM Code.	It is important to be able to demonstrate compliance / conformance with best practice guidance to provide assurance regarding the appropriateness and effectiveness of the Council's financial management arrangements.	**Altin Bozhani**- Interim Deputy Chief Finance Officer	30/10/2026	**Amber**	Work done on the accounts closing confirmed it was in line with CIPFA FM code. Further validations are being done as part of the internal and external auditors' review and will be used to validate further compliance.	Undertake a refresh of the self-assessment against the FM Code in autumn 2026. Given the close proximity to Vesting Day, decision has been made to focus on LGR and key IRP deliverables.	Financial management
Improving the robustness of the statement of accounts - Progress improving the robustness of the statement of accounts and move to position where external audit are able to issue a positive (non-disclaimer opinion).	Address prior year auditor recommendations and ensure minimal audit findings for 2025-26.	**Altin Bozhani**- Interim Deputy Chief Finance Officer	30/10/2026	**Amber**	It will be assessed during the 2025-26 accounts closing process and auditor's feedback. Draft Outturn report approved by CPRC May 26th.	Being managed through close of accounts plan. Following external review of Collection Fund entries, draft Statement of Accounts published on 4th September. Grant Thornton has commenced their detail audit work at end of September and has been progressing at speed during October.	

Assurance Title	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 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
Tracking actions and milestones - Maintain a tracker of actions and milestones to ensure the delivery of the IRP.	To deliver a major project like the IRP is a significant challenge and it is therefore essential that there are arrangements in place for timely and accurate performance monitoring.	**Dan Dredge** - Programme Manager	11/01/2027	**Green**	Key actions and milestones are 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.	
Change request management - Ensure robust arrangements are in place to manage change requests.	Many programmes and projects require changes as they progress. It is critical that any changes proposed are agreed and implemented effectively. This requires appropriate performance monitoring, transparency and risk management.	**Dan Dredge**- Programme Manager	11/01/2027	**Blue**	Change logs are maintained alongside Plans on a Page. A documented change management approach is in place, including 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.	All measures are now in place and embedded - no further corrective action required. We will continue to monitor the effectiveness of change control arrangements and ensure significant changes are escalated through the appropriate governance route.	Project and programme management

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.	Having robust governance in place for a major programme as the IRP is essential. The Improvement and Recovery Board rely on timely and accurate performance monitoring, transparency and risk management.	**Dan Dredge**- Programme Manager	11/01/2027	**Blue**	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.	Performance management and data quality
Reporting to Audit Committee, CP&RC and Council - 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.	Ensure that the arrangements to support the roles of the Audit Committee, CP&R Committee and full Council are in place and effective to ensure appropriate oversight and assurance.	**Dan Dredge**- Programme Manager	11/01/2027	**Green**	Reports to Audit Committee, CPRC and Council have been presented in line with the required timescales	Add further dates to Forward plan for reporting to Audit Committee, CPRC and Council	
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.	The IRP is a significant programme and relies on effective governance. In light of this it is appropriate that the effectiveness of those governance arrangements are included in the Council's Annual Governance Statement.	**Linda Heron/Terry Collier**- Group Head Corporate Governance/ Deputy Chief Executive (s.151)	11/01/2027	**Amber**	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.	Legislative compliance
Maintain decisions log - Ensure that the decisions needed to ensure the effective delivery of the IRP are recorded in a decisions log.	The successful delivery of the IRP will involve many specific decisions and to ensure transparency, accountability and evidence-based decision making it is essential that these are captured in a decisions log.	**Dan Dredge**- Programme Manager	11/01/2027	**Green**	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.	Decision making
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.	The successful delivery of any major programme needs to have effective arrangements in place to identify and manage risks.	**Dan Dredge**- Programme Manager	11/01/2027	**Green**	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.	Risk management

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.	Good programme governance includes processes and procedures to ensure any issues are escalated appropriately to enable effective action to be taken.	**Dan Dredge**- Programme Manager	11/01/2027	**Green**	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	
All activities comply with the Council's Contract Standing Orders - Ensure that any matters that require procurement or contract management to deliver the IRP comply with the Council's Contract Standing Orders.	Where procurement or contract management is required to deliver the IRP it is essential that the Council's Contract Standing Orders are complied with.	**Linda Heron**- Group Head Corporate Governance	11/01/2027	**Amber**	Tendency to rely on the waiver procedure to secure fast solutions jeopardise delivery of value for money.	Keep under review	Procurement and contract management
Budget monitoring - Ensure that there are monthly budget monitoring reports provided to the Improvement and Recovery Board.	It is essential that the IRP process has oversight of any associated costs through timely and accurate budget monitoring information.	**Terry Collier**- Deputy Chief Executive	11/01/2027	**Green**	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	Financial management