



Annual Governance Statement

Action Plan

2023-2025



The final accounts and Annual Governance Statement for 2022/2023 have still not been signed off, so the Annual Governance Statement retains a focus on the governance issues identified in previous Annual Governance Statements and updates these to reflect the position heading into 2024/2025.

Notes and key

Officers:

CEX: Chief Executive

DCEX: Deputy Chief Executive

DoR: Director of Resources

HoL: Head of Legal & Monitoring Officer

HoPC: Head of Policy and Communications

TPD: Transformation Programme Director

HoH: Head of Housing

HoE: Head of Environment

HoBC: Head of Building Control

HoC: Head of Communities

EMT: Extended Management Team

Each action in the plan is marked with a 'traffic light' as follows:

Green	On Target.
Amber	Off target but action being taken to ensure delivery (where this results in a reviewed target date, this is made clear in the table).
Red	Off target and no action has yet been agreed to resolve the situation.

Completed actions are marked as such in the 'Date' column and are shaded grey.

This action plan contains actions also from the Annual Governance Statement 2022/23 which are coordinated and monitored by EMT.

Annual Governance Statement - Action Plan 2023-2024

Corresponding Principle	Responsible Officer	Service Area	Action	Date to be Completed	Revised Date of Completion	Completion	Any comments
A & E	HoPC	Policy and Communications	Monitor and continually improve our complaints procedure.			September 2023	Annual Review: Timeline added for request for a stage 2 review. Remove reference to Locality Team and added details about surveys. New section about compensation added in. Minor typographical changes. Updated to reflect the new Housing code.
A	DoR/HoL	Finance/Legal	Review of Whistleblowing Policy.			November 2023	This is now published on our website .
A	Dor/HoL	Finance/Legal	Review Anti-Money Laundering Policy.			February 2024	Reviewed - January 2024
A	DoR	Finance	Officer training on Anti-Fraud & Corruption Policy, Anti-Money Laundering Policy and Whistleblowing Policy.		Ongoing and brought forward to 2024/2025		
A	DCEX	Planning Policy	Preparation for new Environment Act Legislation.			March 2024	

Corresponding Principle	Responsible Officer	Service Area	Action	Date to be Completed	Revised Date of Completion	Completion	Any comments
A	HoL	Legal	To improve on lead times for finance and legal comments for Committee reports.		Ongoing and brought forward to 2024/2025.		Calendar of dates (Forward Plan) is already embedded in the MT and EMT agenda. Further promotion of the training and support in place for the Modern.gov system and wider decision-making guidance to take place.
A	HoL	Legal	Reports to Committees will contain all information necessary to ensure that decisions are made taking into account the principles of rationality, legality and natural justice (if applicable).			March 2024	EMT Members check reports to see if such information is needed from Legal Services before publication.
A	HoL	Legal	Resilience in the Monitoring Officer function.			December 2024	Recruited a new Deputy as well as having the existing Senior Deputy in place. There are now 2 deputies in post.
B	HoL	Legal	Training on Equality and Equality Impact Assessment.			September 2023	Completed on 19/09/23 for EMT Members.
B	HoL	Legal	Continuous and regular engagement with EMT by Information Governance Team, to reduce the number of overdue FOI requests.			March 2024	Completed - EMT receive weekly reports on overdue FOI requests.
B	HoPC	Policy and Communications	Residents' Satisfaction Survey to be reviewed and assessed.			Jun-23	2023 Residents' Survey completed.

Corresponding Principle	Responsible Officer	Service Area	Action	Date to be Completed	Revised Date of Completion	Completion	Any comments
B	DCEX	Planning	Ongoing improvement of the planning function through KPIs.			March 2024	KPIs are reported regularly to the Planning Policy Committee and reports on these are listed on the Forward Plan.
C	HoL	Legal	Publication of the Annual Governance Statement and update to the Code of Governance.			September 2023/ February 2024	Report was considered by Audit & Scrutiny Committee in September 2023 and February 2024.
C	HoPC	Policy and Communications	Continue to deliver the Climate Change Strategy.			September 2023	Report was considered by Strategy and Resources Committee January 2024.
C	HoPC	Policy and Communications	Update on Climate Change Strategy and Action Plan.			September 2023	Report was considered by Strategy and Resources Committee January 2024.
C	DoR	Finance and procurement	Prepare for Sustainable Procurement Policy.		Ongoing and brought forward to 2024/2025		This will be considered alongside compliance with the Procurement Act 2023, scheduled for implementation in November 2024.
C	DCEX	Planning and Planning Policy	Prepare for Biodiversity and Net Gain.			January 2024	Report was submitted to the Planning Policy Committee.
C	DoR	Finance	Continue FTP workstreams to review service plans and deliver savings targets.			March 2024	91% of the 2023/2024 savings plan was delivered. Internal Audit provided 'substantial assurance' (the highest level available) for the Council's transformation governance arrangements in two successive years.

Corresponding Principle	Responsible Officer	Service Area	Action	Date to be Completed	Revised Date of Completion	Completion	Any comments
D	DoR/HoL	Finance/Legal	Continuously review our Council policies and strategies.			March 2024	Annual completion of review of the necessary policies and strategies for 2023/2024.
D	DCEX	Planning and Planning Policy	Drafting of Planning Performance Agreements processes.			March 2024	Complete.
D	HoPC	Policy and Communications	Develop Corporate Plan.			July 2024	Corporate Plan approved by Full Council July 2024.
D	EMT	EMT	Continue work on the Corporate Business Continuity Plans and service plans.		Ongoing and brought forward to 2024/2025		<p>New Business Impact Assessment templates have been circulated to all Service areas and further work is required to complete them all.</p> <p>A New BC Plan template has been designed and will be circulated to all service heads in the Autumn. The EP Lead has attended a BC refresher training course to ensure he is up to date on legislation and good practice.</p>
D	DoR	Finance	Continue to survey external environment to ensure that MTFP reflects any changes to the environment. Ensure that risk registers are updated regularly and that service plans reflect measures to mitigate against key risks.		Ongoing and brought forward to 2024/2025		
E	HoL	Legal	Continually monitor and improve councillor training and induction.				Induction and training of Councillors elected in May 2023, has taken place.

Corresponding Principle	Responsible Officer	Service Area	Action	Date to be Completed	Revised Date of Completion	Completion	Any comments
E	DoR	HR	Developing the Mental Health First Aider Group to ensure they support individuals with their physical and mental wellbeing.			March 2024	Complete
E	DoR	HR	Continually review external resources available to Officers to support health and wellbeing, and signpost.		Ongoing and brought forward to 2024/2025		
E	HoL	Legal	Review Constitution at regular intervals.			March 2024	https://www.tandridge.gov.uk/Your-council/Councillors-and-committees/How-the-Council-is-run
E	HoL	Legal	Review scheme of delegation at regular intervals.			March 2024	https://www.tandridge.gov.uk/Your-council/Councillors-and-committees/How-the-Council-is-run
F	HoPC	Policy and Communications	Ensure robust and integrated risk management arrangements are in place and regularly reviewed to ensure that they are working effectively.		Ongoing and brought forward to 2024/2025		Work will continue to embed the new risk approach.
F	HoPC	Policy and Communications	Risk management to be embedded into the culture of the Council.		Ongoing and brought forward to 2024/2025		Work will continue to embed the new risk approach.
F	DoR	Finance	EMT to regularly review efficacy of anti-fraud and corruption measures.			March 2024	Reported annually to A&S.

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F	HoL	Legal	Feedback from Information Governance meetings to be provided to EMT and then cascaded down to service areas.		Ongoing and brought forward to 2024/2025.		Issues of corporate significance reported to EMT. Work underway to review remit of IGMT to include information security.
F	HoL	Legal	RIPA refresher training and training for new Officers			February 2023	Completed. External training had been arranged.
F	DoR	IT	Cyber security training for all Officers.		Ongoing and brought forward to 2024/2025.		
G	DoR	IT	Contents of reviewed IT Policies to be communicated to all Officers.		Ongoing and brought forward to 2024/2025.		
G	HoL	Legal	Continue to monitor GDPR Officer training to reduce data breaches.			March 2024	Training provided to departmental Data Champions. Regular series of engagements at departmental team meetings took place to promote best practice in respect of the handling of data.
G	HoL	Legal	Actions from previous AGS to be monitored quarterly by EMT.			March 2024	Regular reminders sent to EMT regarding outstanding actions on Action Plans.
G	HoL	Legal	Review of Constitution Standing Orders.			November 2023	Report to Strategy & Resources Committee 30th November 2023.

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Corresponding Principle	Responsible Officer	Service Area	Action	Date to be Completed	Revised Date of Completion	Completion	Any comments
A & E	HoPC	Policy and Communications	Monitor and continually improve our complaints procedure.	Ongoing			Training and advice is given to all new starters about the complaints process, as well as support to other officers responsible for responding to complaints.
A	HoL	Legal	To produce a guide / protocol that supports suppliers who do business with the Council and to ensure that they support Equality and Diversity in the same way that the Council does.	January 2025			
A & C	DoR	Finance and Procurement	Embedding the newly launched contract management guide and adapting to the new Procurement Act.	November 2024			Procurement Act impact on CSOs likely to go to the November A&S Committee Cycle.
A & C	DoR	Finance and Procurement	Raising awareness of new Procurement rules. A priority this year will be to rollout training to ensure this is understood and embedded.	March 2025			
A	DoR	Finance and Procurement	Officer training on Anti-Fraud & Corruption Policy, Anti-Money Laundering Policy and Whistleblowing Policy.	Ongoing	Ongoing and brought forward from 2023/2024		This action was raised in last year's statement and will continue to be progressed in 2024/2025.

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A	EMT	EMT	Compliance with statutory duties and other external requirements and directives: ongoing changes in the work of local government and the role in relation to other agencies means that the organisation needs to monitor the scope of duties, powers and expectations.	Ongoing			Watching brief - recognise and where appropriate, take action on the impact of new and emerging government policy, reform and consultation.
A	HoL	Legal	Review and update all current Committee and decision making report templates and governance assurance processes to improve format, quality and evidence of compliance.	December 2024			
A	HoH	Housing	Through the provisions of the Social Housing (Regulation) Act 2023, in 2023-2024 the Housing Ombudsman introduced a new statutory Complaint Handling Code for landlords, with the Ombudsman itself statutorily required to monitor levels of compliance. The duty is specifically timed to align with the additional new requirement of the publication and submission of Tenant Satisfaction Measures outcomes.	March 2025			

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A	HoH	Housing	Continued effort to prevent damp and mould in Council owned homes.	Ongoing			To ensure that damp and mould cases are identified and addressed as quickly as possible. In addition, the options available to residents for reporting damp and mould issues to be expanded and simplified.
A	HoL	Legal	To improve on lead times for finance and legal comments for Committee reports.	December 2024	Ongoing and brought forward from 2023/2024.		This action was raised in last year's statement and will continue to be progressed in 2024/2025. Further promotion of the training and support in place for the Modern.gov system and wider decision making guidance to take place.
A	HoBC	Building Control	The Building Regulations have changed significantly in past 12 months and the focus of the team will be to ensure that the new requirements are understood and shared with clients. The improvements to the website will remain under review.	Ongoing			

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A	CEX	Chief Executive	The triumvirate of Senior Officers occupying statutory roles ('the Golden Triangle') to work more closely together to ensure that the Council operates effectively day-to-day – in particular, ensuring that work happens in a way that sits within the Council's Governance Framework.	Ongoing			The statutory officers to ensure they are setting the tone, expectations of the Council and are more actively involved in the most important, business-critical decisions.
A & B	HoC	Communities	Enhancing understanding of and providing training in relation to the Council's public sector equality duty to ensure general compliance.	January 2025			To ensure those Officers responsible for drafting policy or service are familiar with an Equality Impact Assessment. Monitor that these are of satisfactory quality. The Key Officer Working Group to produce guidance and training for Officers.
B	HoPC	Policy and Communications	Embed the Corporate Plan.	March 2025			A launch of the plan is being planned for November 2024. An annual action plan will be developed and reported to the Strategy and Resources Committee each year.
B	HoL	Legal	Implement an improved case management system for FOI and EIR requests to enhance the efficiency of managing requests.	March 2025			The Data Protection Officer is investigating alternate/ supplementary mechanisms to improve the management of FOI, SAR and EIR requests.

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B	HoL	Legal	Improve response times to Freedom of Information/ SARs requests to ensure compliance with the relevant Act. Publish a greater range of information to reduce the need to respond to regularly made Freedom of Information requests.	January 2025			A full review is currently being undertaken by the Data Protection Officer to identify potential opportunities for improvement e.g., improved website / links to information, Officer training and awareness.
B	HoL	Legal	Data Protection Policy - review.	January 2025			Review all Data Protection compliance tools including the suite of privacy notices. To target additional training to Officers and Data Champions.
C	HoPC	Policy and Communications	Climate Change Strategy.	Ongoing			New strategy and action plan are being presented to the Strategy and Resources Committee in September 2024.
C	DoR	Finance and Procurement	Prepare for Sustainable Procurement Policy.	March 2025	Brought forward from 2023/2024		This action was raised in last year's statement and will continue to be progressed in 2024/2025. This will be considered alongside compliance with the Procurement Act 2023, scheduled for implementation in November 2024.
C	DCEX	Planning Policy	Prepare a Local Plan	Ongoing			
D	HoL	Legal	Publication of the Annual Governance Statement and the Code of Governance.	October 2024			Once approved, Code of Corporate Governance to be reviewed next in September 2026

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D&F	HoPC	Policy and Communications	Ensure robust and integrated risk management arrangements are in place and regularly reviewed to ensure that they are working effectively.	Ongoing	Brought forward from 2023/2024.		This action was raised in last year's statement and will continue to be progressed in 2024/2025. Further embedding of Risk Management Strategy required, alongside further embedding and increased understanding of risk management at an operational level.
D	EMT	EMT	Continuous review of Council policies, plans and strategies.	Ongoing			
D	TPD	Transformation	FTP2 Digital plans are being developed, the delivery of these plans, with greater emphasis on data management, proces redesign and service to customers, will aim to maximise adoption and benefits realisation. The end to end operating model being developed as part of FTP2 Digital will aim to reduce the demand on specialised second level staff and shift behaviours to Digital and Customer Services. reducing the impact on key staff in services and providing residents with self-service capability wherever possible.	March 2025			

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D	HoC	Communities	Complete the review of all service business continuity plans.	March 2025			Ensure the Council has resilience and can respond effectively in the event of a significant local incident. Further develop business continuity plans to ensure they are robust and fit for purpose.
D	HoC	Communities	Update the corporate recovery plan.	March 2025			
D	HoE	Environment	Reviewing and updating Risk Assessments and create a central depository for them.	March 2025			
D	HoC	Communities	Carry out a test of the corporate recovery plan to ensure it is fit for purpose and to learn lessons.	March 2025			To test the business-critical Business Continuity Plans in 2024/2025.
E	HoL	Legal	Ensure timeliness and clarity in Committee reports to Chairs, Vice Chairs before agenda publication.	March 2025			
E	EMT		Continue with culture change work (One Team).	March 2025			
E	HoE	Environment	Produce a Health & Safety Action Plan.	March 2025			
E	HoL	Legal	Continuous monitoring and review of Councillor induction and training programmes.	March 2025			

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E	DoR	Finance and Procurement	Pushing self-service and accountability in areas such as budget management / forecasting / year-end financial processes as part of reviewing responsibilities for such activity across the Council.	March 2025			Budget Accountability Statements have been issued for 2024/2025 and a work programme is underway to rationalise the reports in Agresso. Further work is needed to establish budget management tools and governance for the tier of Officers below Heads of Service. This may involve consideration of Agresso licencing costs.
E	DoR	HR	Continually review external resources available to Officers to support health and wellbeing, and signpost.	Ongoing	Brought forward from 2023/2024		This action was raised in last year's statement and will continue to be progressed in 2024/2025.
E	TPD	Transformation	FTP2 Talent management aims to look at ways of reducing the risk to the Council of attracting and retaining talent, especially in the specialist services, such as Planning and Building Control. The programme will look at ways of improving recruitment processes and developing staff and increasing retention. Key skills needed for future proofing the Council will also be identified and embedded.	March 2025			
F	HoL	Legal	Review of Information Governance policies.	March 2025			

Corresponding Principle	Responsible Officer	Service Area	Action	Date to be Completed	Revised Date of Completion	Completion	Any comments
F	DoR	Finance	Continue financial reporting to committee, linking to service activity and performance.	Ongoing			
F	HoL	Legal	Feedback from Information Governance meetings to be provided to EMT and then cascaded down to service areas	March 2025	Ongoing and brought forward to 2024/2025.		This action was raised in last year's statement and will continue to be progressed in 2024/2025. Issues of corporate significance reported to EMT. Work underway to review remit of IGMT to include information security.
F	HoE	Environment	Work will continue to ensure correct cost codes are being processed properly in this service area.	March 2025			
F	DCEX	Housing	Plan in place to fill gaps in Housing Department and to review compliance processes and resource.	December 2024			

Corresponding Principle	Responsible Officer	Service Area	Action	Date to be Completed	Revised Date of Completion	Completion	Any comments
F	DoR	IT	Cyber security training for all Officers.	March 2025	Brought forward from 2023/2024.		This action was raised in last year's statement and will continue to be progressed in 2024/2025. The threat of cyber security is a key risk to the Council's data, systems, and services, there is consistent monitoring and controls in place to mitigate this risk. Despite the ongoing actions taken to reduce risk in this area, cyber security remains a significant risk due to the potential impact and likelihood of a cyber-attack.
G	DoR	IT	Contents of reviewed IT Policies to be communicated to all Officers.	March 2025	Brought forward from 2023/2024.		This action was raised in last year's statement and will continue to be progressed in 2024/2025.
G	DCEX	Planning and Planning Policy	Recruitment of permanent senior officers to the Planning and Planning Policy service areas.	March 2025			Increased internal capacity in the Planning and Planning Policy services areas will contribute to a successful outcome in respect of the Planning Improvement Plan.
G	HoL	Legal	Actions from previous AGS to be monitored monthly by Statutory Officer Group and quarterly by Extended Management Team.	March 2025			Monitoring progress of outstanding/ongoing actions will be a standing item on the SO Group (monthly) and EMT agendas (quarterly).

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G	HoL	Legal	Understanding and compliance with terms and conditions associated with grant funding, failure to adhere may result in the partial or full recovery of funding.	March 2025			Work to improve central grants register and associated procedures. Awareness of grant funding requirements to be promoted.
G	CEX	All	Action the recommendations of LGA Corporate Peer Challenge	March 2025			An update on the LGA findings will need to be reported to S&R Committee. Progress against the action points to be monitored.



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