

Programme Charter – Non-Statutory Best Value Notice Response

Programme Planning Stage

Programme Execution Stage

Programme Name	Non-Statutory Best Value Notice Response (SAP ID for 24/25: CEX039)				
Programme Sponsor	Andrew Pritchard				
Programme Manager	Sarah Hall				
Start Date	19/12/23	End Date	19/12/24	Business Case Approval Date	N/A

Document Details

Version	Status	Date	Author / Editor	Details of changes
v.0	Draft	19/01/24	SH	Initial draft
v.1	Approved	08/02/24	Approved by Programme Board	Minor amends and additions
v.1.1	Choose an item.			
v.2	Choose an item.			

Programme Background

Runnymede Borough Council received a non-statutory Best Value Notice (N-S BVN) from Department for Levelling Up, Housing and Communities (DLUHC) on 19 December 2023. The notice was issued to Runnymede Borough Council ('the Authority') (RBC) by DLUHC as they expressed Best Value concerns following the Capital Review of Runnymede, undertaken by the Chartered Institute for Public Finance and Accountancy (CIPFA). The CIPFA report was initially shared with the Authority on 25 July 2023. Concerns include:

- *The Authority has significant debt relative to its size, as of 31 March 2023 it had borrowing 71 times their core spending power, which has been used predominantly to invest in the Authority's property portfolio. This level of debt poses the Authority with capacity challenges, particularly in asset management, commercial and regeneration activity.*
- *Commercial income represents a substantial revenue source for RBC and is used to support both core and discretionary services, which exposes the Authority to significant financial risks should anticipated income fail.*

The Authority has engaged constructively and openly with CIPFA and DLUHC throughout the capital review process and has already taking steps to address many of the concerns raised in the review. The Notice, CIPFA report and draft Best Value Standards are shown at the links below.

[Runnymede Borough Council Best Value Notice \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/123456/Runnymede_Borough_Council_Best_Value_Notice.pdf)

[Runnymede Borough Council - CIPFA capital assurance review \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/123457/Runnymede_Borough_Council_-_CIPFA_capital_assurance_review.pdf)

[Best value standards and Best Value Notice intervention draft guidance \(publishing.service.gov.uk\)](https://publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/123458/Best_value_standards_and_Best_Value_Notice_intervention_draft_guidance.pdf)

From the CEX:

The decision to serve a non-statutory Best Value Notice has undoubtedly changed the environment in which we work. Whilst we have strong and resilient financial systems in place, one cannot shy

Programme Background

away from the fact that our borrowing figure is an outlier in our sector. In creating a response programme structure to collate the evidence base needed to prepare our formal response to DLUHC, many of us will now become involved in workstreams that will deliver the products we need. I see this work as complimentary to our ongoing review of how we deliver services. The receipt of a non-statutory Best Value Notice sharpens focus, but our response is very much in tune with our existing plans.

Notwithstanding the non-statutory Best Value Notice, we have an ambitious, but deliverable, plan for 2024/25. Embracing continuous improvement and making things better every day is a trait and cultural norm I want to embed in Runnymede Borough Council. We must continue to run services that are both efficient and resident focussed, in the way you would expect from a thriving and high performing business. As the custodians of Runnymede our job is to ensure the people who live, work and enjoy our borough know that we understand our responsibility to both them and future generations.

Preparedness and flexibility are key. I want all our people to be prepared and feeling confident about the opportunities for them personally and the services they provide as we improve. I also understand there will be some unknowns ahead, so being able to navigate those calmly and flexibly will not only help the services we run, but also our own wellbeing.

The non-statutory Best Value Notice is something DLUHC felt they needed to do. I want everyone to embrace it as an opportunity to evidence how we are a resilient and stable authority with a culture of continuous improvement where we put the sustainable needs of our residents first.

Strategic Objectives

Corporate Strategies	Describe how this programme meets / contributes to these Strategies - <i>Find out more about the Council's Corporate Business Plan here</i>
Organisational Development Strategy <i>Enable Officers and Members to perform their duties to the best of their ability and make Runnymede Borough Council the employer of choice for local people.</i>	Everything we do directly impacts our wider community; our residents, businesses and those visiting us. It is our responsibility not to pass an opportunity to make our borough better. We will <i>embrace</i> the Best Value Notice as an <i>opportunity</i> to showcase to all what good looks like. A detailed Communications Plan will be developed to nuance our interaction with our stakeholders as the response to the Best Value Notice is developed.
Corporate Values	Describe where this programme fits in our Corporate Values
Customer focused <i>We will have very satisfied customers</i>	By reviewing and focusing on continuous improvement to address the receipt of a non-statutory Best Value Notice, the organisation will be stronger in the medium to long term and will continue to support the needs of our residents in the services we deliver.
Passionate <i>We will empower our staff to be passionate about all we do</i>	
Performance driven <i>We will strive for excellence in all we do</i>	
Innovative <i>We aim to creatively improve our services</i>	
Delivering excellent value for money <i>We will strive to be as efficient and effective as possible</i>	

Strategic Objectives

Objectives

- Identify the workstreams of the Response Programme and the required outcomes and deliverables (products), allocate appropriate resources and develop the programme plan (by end of Jan 2024).
- Develop and implement a programme plan to address the requirements of the Notice.
- Agree the democratic process for reporting the programme updates.
- Produce an evidence base to support assurance on the organisation's governance and leadership in response to the Notice.
- Plan for and facilitate an external governance review.
- Assess organisational culture and leadership capacity against the council's core values and develop an action plan to support a high performing, one team corporate culture across all council departments that actively contributes to strong governance and delivery.
- Ensure all necessary recommendations and action plans are delivered in a timely manner to provide assurance of continuous improvement.
- Develop the formal response to DLUHC and gain necessary approvals prior to submission.

Constraints in which the programme will operate

- The Notice requires an external governance review to be commissioned which aims to provide more in-depth assurance on RBC's governance and leadership structures in line with Best Value principles. It is a working assumption that this will need to happen, and any report flowing from it, be incorporated into the formal response to DLUHC.
- The Notice remains in place for 12 months from 19 December 2023 with a formal response submitted to DLUHC no later than 19 December 2024.
- There are no scheduled Committee meetings in August for reporting purposes.

Limitations and Assumptions

Limitations that need to be accounted for

e.g. Resource limitations resources will only be available for a time period due to other scheduled activity

- Officer availability – as this is a priority for the organisation, other planned activity may need to be paused or postponed accommodating the work required in the timescale.
- Timescale is tight and need to demonstrate action at pace.
- Potential that multiple workstreams/ programmes will need to run concurrently to achieve timescale and required outcome that could impact further on resource requirements.
- Finance resource will be a significant requirement for multiple workstreams at the same time as closing of accounts. This is a risk to closing of accounts at a time when new external auditors are being brought on board.
- Timelines for reporting through the democratic process requires a significant lead time before a report is presented at Committee and will limit the time available for delivery of the activities required to inform a report.

Assumptions made that are critical for programme success and delivery within set parameters

e.g. Committee members approve the programme

- External consultancy will be necessary to support or deliver aspects of the programme. Spend will need to be approved as per the Financial Regulations and procured compliantly.
- Council leadership will continue to support the programme and the programme plan will continue to progress after the Borough Elections in May 2024. The programme charter will be formally reviewed in May 2024.

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
Activities that are ongoing or planned that have interdependencies with the Response Programme:			
<p>Service Review Programme (ongoing programme with interdependencies that will support N-S BVN response)</p> <p>CLT Sponsor: Amanda Fahey</p> <p>PMO Prog Manager: Matt Clift</p>	<p>Demonstrate progress in the delivery of the service review programme as part of continuous improvement and organisational development.</p>	<p>Review of the proposed service reviews considering the Notice.</p> <p>Deliver phase 1 service reviews for Safer Runnymede, Trade Waste, Complaints and Community Transport.</p> <p>Develop the service review plan for next phases and ensure this is built into SAP as appropriate.</p> <p>Facilitate and support the Service Review Officer group to monitor and capture progress and act as critical friend to service review leads.</p> <p>Capture lessons identified and ensure they are learnt by recording change that is applied to continuously improve the service discovery process.</p> <p>Capture achievements and benefits realised and make available to support financial reporting and the N-S BVN response.</p>	<p>Clear forward plan of service reviews that will evidence continuous improvement to support the N-S BVN response.</p> <p>Series of service reviews delivered in a timely manner in accordance with the programme plan that identify areas for improvement, potential savings and efficiencies whilst ensuring services are co-designed with residents and service users.</p>
<p>Savings and Efficiency Programme (ongoing programme with interdependencies that will support N-S BVN response)</p>	<p>Identify and deliver savings and efficiencies to meet the financial requirements to set and maintain a balanced budget</p>	<p>Establishment reconciliation to identify and update both the financial system and HR system to record the correct establishment.</p> <p>Establishment challenge to identify vacant posts that could be deleted.</p>	<p>Identification of disconnect between Finance and HR systems in terms of £1M annual underspend. Reconcile the HR and Finance systems to ensure establishment control. Deliver £1M savings against 2023/24 baseline.</p> <p>All vacant posts are reviewed with the relevant CHoS and any additional savings built into budget reports.</p>

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
<p>CLT Sponsor: Amanda Fahey</p> <p>PMO Prog Manager: Paul Ashman</p>		<p>Professional Services challenge to review interim and consultant appointments for best value and appropriateness.</p> <p>Ensure policy compliance for all honorarium and market supplement payments.</p> <p>Ensure savings initiatives proposed by CHoS are brought forward for delivery and monitor progress.</p> <p>Capture achievements and benefits realised and make available to support financial reporting and the N-S BVN response.</p>	<p>All interim posts and use of external consultants reviewed, and alternative options appraised to ensure value for money in approach.</p> <p>Business cases to support savings and efficiency initiatives come forward in a timely manner to support delivery of the MTFS action plan and reduce the budget gap identified.</p> <p>Delivery of approved savings and efficiency initiatives in the timelines agreed to meet the savings target set out in the MTFS</p> <p>Benefits realisation and savings tracked and included in MTFS scenarios and budget reports.</p>
<p>Review of the Corporate Business Plan 2022-2026</p> <p>CLT Sponsor: Andrew Pritchard</p> <p>Lead: Sarah Hall</p>	To review and validate that, at the midpoint of the plan and following local Borough elections, the strategic direction of the borough continues to reflect the environment in which the authority operates.	<p>Produce an update on actions delivered, actions approved for delivery in 24/25 and outstanding actions.</p> <p>As part of the Annual report, provide a narrative of delivery against the Corporate Business Plan.</p> <p>Engage with stakeholders to review and validate the strategic direction of the borough is reflected in the CBP. To take place in May 2024 after the local elections and to reflect the 2-year midpoint of the Corporate Business Plan.</p>	<p>Report prepared.</p> <p>Annual report prepared.</p> <p>Any amendments to the strategic direction of the Council documented and approved and change implemented.</p>
Audit backlog measures	To address the external audit backlog to meet the Government's backstop date	Respond to consultation. Work through timing of audit opinions.	Legacy accounts predating 2023/24 financial year closed.

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
CLT Sponsor: Amanda Fahey Lead: Paul French	of 30 September 2024 for the publication of all outstanding audited accounts from 2022/23 and earlier	Respond to any audit recommendations. Explore implications of a disclaimed opinion.	
Prepare Financial Settlement productivity plans CLT Sponsor: TBC Lead: TBC (when more detail is released)	To provide DLUHC with productivity plans setting out how RBC will improve service performance and ensure every area is making best use of taxpayers' money.	<u>Information released 05/02/24:</u> 4.1. Alongside the final settlement, the Government confirmed that it will require councils to publish local productivity plans – agreed by Council Leaders and members - by 28 July 2024, identifying ways to unlock productivity improvements and setting out the key implementation milestones. The expectation is that they cover the following main areas: -transformation of services to make better use of resources; -opportunities to take advantage of advances in technology and make better use of data to inform decision making and service design; -ways to reduce wasteful spend within systems, including specific consideration of expenditure on consultants and staff Equality, Diversity and Inclusion programmes – this does not include programmes designed to promote integration and civic pride, and counter extremism; and -barriers preventing activity that Government can help to reduce or remove. 4.2. Councils will have to provide progress updates against these plans. 4.3. At the time of writing, there is no specific guidance on the plans and the Government says it will work with the local government sector on the approach to producing these plans, but the plans	Provide the required information to DLUHC to support the improved Financial Settlement communicated on 24 January 2024. <u>240124 DLUHC SoS to Leaders - INCREASED FUNDING FOR LOCAL GOVERNMENT AT THE FINAL LOCAL GOVERNMENT FINANCE SETTLEMENT (002).pdf</u> Deadline for productivity plans to be published with Full Council approval is 28 July 2024.

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
		<p>should be short and draw on work councils have already done.</p> <p>4.4. Government intends to monitor these plans, and funding settlements in future will be informed by performance against them.</p>	
Non-Statutory Best Value Notice Programme Activities			
<p>Self-assessment against Best Value Guidance</p> <p>CLT sponsor: Andrew Pritchard</p> <p>Lead: Sarah Hall</p>	<p>To perform a self-assessment of 'what good looks like' to identify areas for continuous improvement.</p> <p>Develop an evidence base to illustrate the response to the self-assessment.</p> <p>Identify any gaps or areas for improvement against the Best Value themes</p>	<p>For each Best Value theme identify a Lead Officer to own delivering that evidence set: identify areas and individuals that would need to respond for each element.</p> <p>Review the element with the area and prepare a narrative of how the Council meets the guidance (or not).</p> <p>Identify key documents and evidence to support the narrative and upload to the evidence library.</p> <p>Develop a report and recommendations based on the self-assessment for Member scrutiny.</p>	<p>Highlight success, leading practice and identify areas for improvement against the Best Value themes and report recommendations and an action plan to Committee in support of the N-S BVN response.</p> <p>Curate an evidence library to provide documentation to support the self-assessment and response to N-S BVN as required.</p> <p>Detailed assessment against:</p> <ul style="list-style-type: none"> Theme 1 Continuous Improvement Theme 2 Leadership Theme 3 Governance Theme 4 Culture Theme 5 Use of Resources Theme 6 Service Delivery Theme 7 Partnerships & Community Engagement
General Fund Capital Review	Although this already happens as part of business	Inputs required: Condition survey reports of operational buildings, fleet strategy and capital	Committee approval of General Fund capital programme

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
CLT sponsor: Amanda Fahey Lead: Paul French	and budget planning, the requirement is for an updated and accurate 30-year capital programme to support longer-term view and planning	replacement programme, digital strategy and hardware/software replacement programme Produce and review a 30-year General Fund Asset programme to include fleet and digital hardware/ ICT refresh.	
Governance Review of Companies CLT sponsor: Mario Leo Lead: Amanda Fahey	Engage an external specialist to independently review the governance of Runnymede Borough Council company structures	Develop a brief/ specification for the engagement of a consultant. Procure and execute the contract for the work. Mobilise, prepare for and support facilitation of the review. Receive and review the final report and recommendations. Assess costs of implementation of recommendations against risk and develop an action plan for implementation. Review progress against the action plan to demonstrate delivery to close out the actions.	Clear understanding of risk and opportunities relating to the RBC companies. 1. What was the original intent to having a company structure. 2. What is the structure, governance arrangement and reporting mechanism in place now. 3. Is the original intent met by the current model? 4. Applying leading practice to assure company governance – review the current model. 5. Make recommendations to mitigate risk, improve assurance from matters identified in items 1 – 4. 6. Add comment on whether the companies are necessary (a) as an entity (b) to deliver on their intent. 7. Clarity over the delineation between the remit of the 3 companies and of the Council Action plan developed and implemented to address any recommendations.
Review Commercial Portfolio Resilience CLT sponsor: Amanda Fahey	To review the commercial portfolio resilience in terms of 3 key areas: - Portfolio performance - Finance resilience	A scenario-based review of financial resilience that addresses potential fluctuations in income and capital value of assets over the life of the MTFS. Detailed modelling of the relative merit of disposal, for capital receipt, reduced MRP liability and	Evidence base showing the relative merit of disposal v retention for each commercial asset. Receipt of assurance report on company financial resilience.

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
Lead: Alex Williams	<ul style="list-style-type: none"> Scenario plans for disposal/retention <p>Link to 24/25 SAP ID: AR045 Review asset strategy in line with MSCI performance data</p> <p>Link to existing 23/24 SAP ID: AR019 Asset Challenge</p>	<p>overhead costs v. servicing debt, MRP and Income benefit.</p> <p>Market valuation for sale of 'going concern' commercial activities.</p> <p>Implement a formal external review of commercial portfolio performance.</p>	Action plan developed and implemented to address any recommendations.
<p>Review A&R capacity and capability (interdependency with governance review of companies)</p> <p>CLT sponsor: Andrew Pritchard</p> <p>Leads: Kate Enver</p>	<p>Ensure that the A&R team have the capacity and capability to manage the existing property portfolio and can flex as necessary to support asset reviews and challenge.</p> <p>Link to existing 23/24 SAP ID: AR021 Change Management for A&R</p>	<p>Review and identify resource gaps and capacity and capability issues in the current structure. Link this to the recommendations and outcomes of the Governance review of the companies.</p> <p>Produce proposal for any change to team structure to address gaps and deficiencies. Report to Corporate Management Committee.</p> <p>Produce consultation pack.</p> <p>Seek relevant approvals.</p> <p>Consult with the Union and staff for necessary time period.</p> <p>Implement restructure.</p> <p>Review restructure</p>	<p>Improved staffing structure to support capacity and capability requirements of the service area.</p> <p>Improved staff morale and team culture to reduce staff turnover and improve staff retention.</p> <p>Succession plan in place in case of any staffing changes to reduce reliance on interims or consultants.</p>
Demonstrate implementation of CIPFA report recommendations.	To respond to the CIPFA report recommendations with associated evidence to	Continue to deliver the action plan to address the recommendations.	Response to CIPFA regarding recommendations made in the July 2023 report is accepted to close out the action plan.

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
CLT sponsor: Amanda Fahey Lead: Paul French	demonstrate delivery and continuous improvement. Link to SAP IDs: CIPFA000 – CIPFA009	Narrative and evidence base produced to illustrate achievement of the action plan. Continue to report progress against the action plan in the MTFS reports during the year.	
Assess organisational culture and leadership capacity. CLT sponsor: Phil Turner Lead: Kate Enver	Culture and leadership aligned to core values and strategic priorities, and operational decisions being made in the corporate interests	Design and implement a programme of work to test and develop the organisational culture with a focus on core values, effective corporate relationships and one team ethos. Undertake an internal “where are we now” review taking advantage of senior managers who have recently joined the organisation. Scope potential need for external support and what can be delivered within existing resources. Develop and deliver a programme of work that engages SLT, managers and staff in a conversation that focuses on ‘what good looks like’. Ensure confidential reporting and whistleblower systems are in place and accessible	One team culture feeding into leadership in keeping with the organisation’s core values. SLT operating as an effective team in the corporate interests and with residents at the heart of everything we do. Everyone in the organisation has a clear understanding of what ‘good’ looks like and the council’s leadership provides a consistent vision and direction, contributing to a vibrant and positive organisational culture.
Deliver external governance review. CLT sponsor: Andrew Pritchard Lead: Sarah Hall	To engage with the LGA to deliver a Peer Challenge review.	Commission a LGA Corporate Peer Challenge. Support the preparation and coordination of the review. Receive and review the final report and recommendations.	Corporate Peer Challenge (CPC) delivered September / October 2024 Report received. Action plan developed and approved. Actions implemented.

Workstreams/ Projects that make up the programme			
Workstream/ Project	Outcome/ Deliverable (Product)	High level work packages (product breakdown structure)	Success criteria
		<p>Develop an action plan for implementation.</p> <p>Review progress against the action plan to demonstrate delivery to close out the actions.</p>	<p>Follow-up peer response session scheduled ~10 months after the initial visit.</p> <p>Progress review report published within twelve months of the CPC taking place.</p>
<p>Produce report to DLUHC in response to Non-Statutory Best Value Notice</p> <p>CLT sponsor: Andrew Pritchard</p> <p>Lead: TBC</p>	<p>Produce an evidence-based submission from Runnymede Borough Council, as a formal response to the Best Value Notice 2024.</p>	<p>Collate all required evidence, reports and updates against action plans and consolidate in a submission for DLUHC.</p> <p>It is anticipated that outputs from the workstreams will form the major part of the submission and therefore these will be supplied to DLUHC as part of the ongoing dialogue with DLUHC during the 12 month period.</p>	<p>Submission of report to DLUHC by deadline date</p>

Tolerances (A permissible variation from the time and budget expectations set out at the start of the programme)

What are the tolerances that are permitted for the programme?

As a Programme Manager these are the tolerances that you can work to without further approval from the Programme Sponsor.

These need to be approved by the Programme Sponsor during Programme Initiation and will inform the Programme Reporting RAG indicators

Mandatory:

• TIMELINE / SCHEDULE

Original programme completion date by 5 December 2024 \pm 2 weeks (no later than 19 December 2024);

If the programme completion date is re-baselined during the programme, this tolerance may need amending.

• BUDGET

Programme spend to be no more than **£110,000 + £15,000 PERMITTED CONTINGENCY** (SUBJECT TO CMC approval 22 Feb 2024)

If change requests are approved during the programme that change the approved budget, this will need amending.

• RISK / ISSUES

Risk scores (probability x impact) below 9 are acceptable. Risks identified above 9 must be reported on the Risk Management system and escalated for consideration on the relevant service risk register.

For all other tolerances identified, RAG reporting indicators are:

Green – On track and within tolerances

Amber – Issue raised and actively mitigated within tolerances excepted

Red – Critical issue identified that requires action outside of tolerances

Please reflect your approved tolerances in the reporting section below:

Timeline Reporting RAG indicators

RAG	Description	Tolerances
GREEN	applied if the programme is on track to complete within the permitted tolerances set above	0 to 1 weeks
AMBER	applied if the programme has, or is currently predicted to exceed the completion date but active mitigation under programme control to bring back within tolerances	1 to 2 weeks
RED	applied if the programme has, or is currently predicted to exceed the completion date but mitigation requires additional authorisation or mitigation is dependent on external factors not under programme control or no mitigation possible	Beyond Dec 19 th 2024

Budget Reporting RAG indicators (SUBJECT TO CMC approval 22 Feb 2024)

GREEN	applied if the programme spend is forecast to be within the permitted tolerances set above	Within or below £110,000
AMBER	applied if the programme has, or is predicted to overspend but this has been approved by Programme Sponsor and/or Committee (dependent on value of overspend)	Use of upto £15,000 contingency
RED	applied if the programme has, or is predicted to overspend and no approval for overspend in place	More than £125,000 in total

Risk Reporting RAG indicators

GREEN	Applied if the programme risks identified all score less than 9	Less than 9
AMBER	Applied if any programme risks identified scores between 9 to 12	9-12
RED	Applied if any programme risks identified score above 15	15 or more

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Budget TBC (SUBJECT TO CMC approval 22 Feb 2024)				
Summary	(Budget Baseline)	FY 23/24	FY 24/25	TOTAL
Capital Costs	£ —	NIL	NIL	NIL
Revenue Budget	£95,000			
External review of governance of company structures		NIL	£40,000	£40,000
Finance resource		NIL	£50,000	£50,000
LGA CPC expenditure		NIL	£5,000	£3,000
External facilitation of cultural assessment		NIL	£15,000	£15,000
Contingency	£15,000	NIL	£15,000	£15,000
	£125,000		£125,000	£125,000
Ensure that Programme Funding approvals (e.g. Supplemental Estimates, Committee Approvals etc) are saved in the Teams area CMC Feb 2024 – Request for budget				

Programme Team		
Role	Name	Service Area
Programme Sponsor	Andrew Pritchard	CEX
Programme Manager	Sarah Hall	CEX Office - PMO
Programme Team	Amanda Fahey	ACE (S151)
	Paul French	Finance
	Phil Turner	ACE (Place)
	Mario Leo	Monitoring Officer
	Kate Enver	People, Culture & Engagement
Workstream Leads	Alex Williams	Workstream – Review company resilience
	Kate Enver	Workstream – A&R team structure Workstream – organisational culture assessment
	Paul French	Workstream – GF capital programme review Workstream - Demonstrate implementation of CIPFA report recommendations. Workstream - Audit backlog measures
	Sarah Hall	Workstream - Self-assessment against Best Value Guidance Workstream – Review CBP Workstream – External governance review
	Amanda Fahey	Workstream - Governance Review of Companies
Partners and Contractors (any third parties / contractors involved in delivering the programme)		
Name	Company	Role in the programme
	(TBC)	To conduct Governance review of company structures

Programme Team

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Monitoring and Reporting

Meetings

Meeting Name / Description	Lead	Attendees*	Frequency
One-2-One Meetings	Programme Sponsor	Programme Manager	Fortnightly
	Programme Manager	Workstream Leads/ Teams	As required
Programme Team Meetings	Programme Manager	Workstream Leads/ Teams	Regular (frequency TBC)
Programme Board	Programme Sponsor		Monthly (minimum)
Progress Updates for PMO reporting	Programme Manager		Monthly (mandatory)
Workshops			Ad Hoc

* List any people with whom minutes should be shared, in addition to regular attendees

Democratic Reporting Intent

As described in the Table above, each workstream will produce an outcome or deliverable. Depending on the 'product', reports may need to seek Committee approval for implementation. This will be dependent on the purpose of each Committee as per the Constitution.

Committee	Scope and Purpose
Standards & Audit Cttee	To be made aware of the risks and any action plans developed as outcomes of workstreams. To note that reporting of risks identified will be in accordance with the risk management framework.
Corporate Management Cttee	Budget approval for the programme expenditure To note that as part of regular project portfolio reporting, the programme will be reported on a Qly basis to CMC at the meeting scheduled after the end of each quarterly reporting period Q4, Q1, Q2, Q3. RAG status will be reported as part of the monthly dashboard that is published to Members in the Teams area.
Full Council	Summary of the workstream outcomes and deliverables that make up the evidence base for the response.

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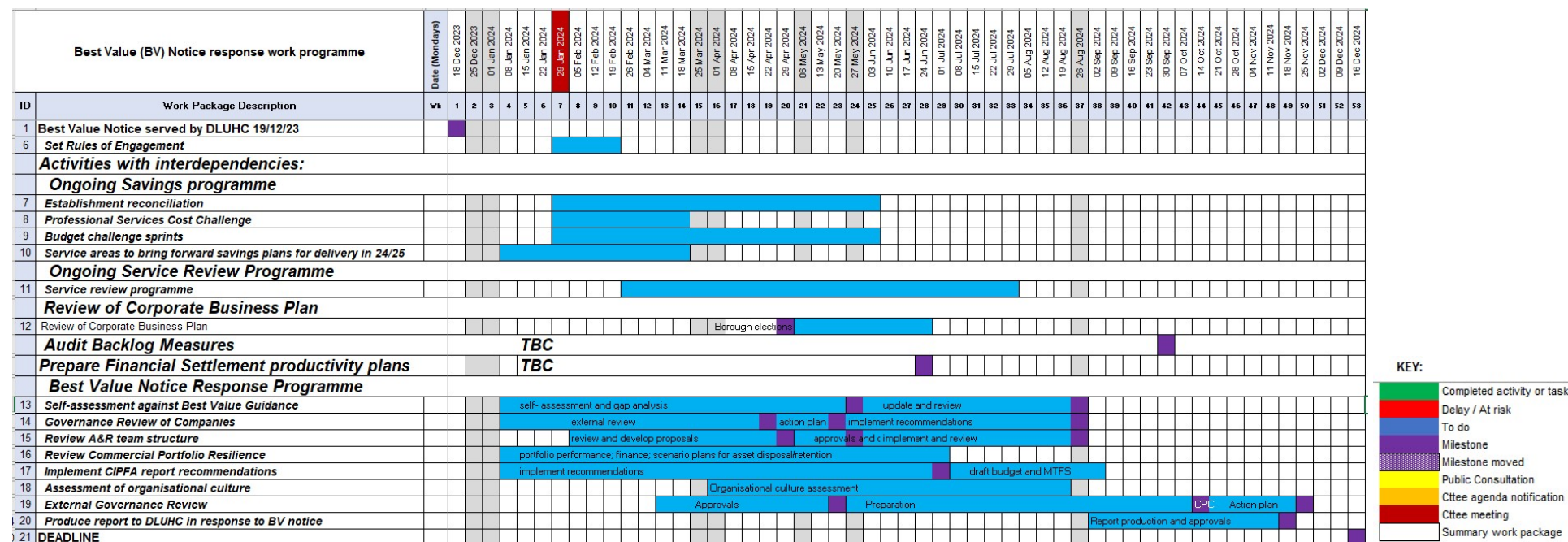
Programme Planning Stage

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Programme Timelines

The programme timeline is built in to the work programme and found in the [Best Value Notice programme](#) document stored in Teams. This is a live document and is therefore subject to update and change.

Version below as of 30 January 2024



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Programme Risks – to be reviewed by Programme Team and added to the Risk Management system

Description	Post-mitigation Risk Score P x I (see Risk Matrix)	Owner Name / Department	Mitigation / Help needed	Risk Response
BVN001 Officers may be unable to engage in, support and deliver the work programme and workstreams at pace due to other competing priorities.	3 x 3 = 9	Andrew Pritchard	As this is a priority for the organisation, other planned activity may need to be paused or postponed accommodating the work required in the timescale.	Reduction: treat the risk to reduce the probability or impact if the risk were to occur
BVN002 Due to time constraints of response, procurement of external consultancy (if required) may need to be subject to a CSO waiver for a direct award if justified and compliant with PCR.	4 x 2 = 8	Amanda Fahey	Early discussion with Procurement, waiver application submitted for Procurement Board decision. Spend is under the PCR 2015 Regulations threshold therefore subject to RBC's CSOs.	Acceptance: accept and tolerate the risk
BVN003 Time constraints of Committee reporting cycle will be additional pressure on timelines when reports are taken to Committee.	5 x 3 = 15	Mario Leo	Programme plan to include reporting deadlines for relevant Committee meetings. Special Committee meetings may need to be arranged if timelines do not allow route through scheduled Committee meeting dates.	Contingency: action plan implemented to reduce the impact of the risk
BVN004 12m deadline for response to DLUHC is the same day as Full Council meeting.	5 x 3 = 15	Andrew Pritchard	Agree with DLUHC that submission of evidence and response will be spread over the 12m period as and when reports and deliverables come forward from the workstreams. Provide CMC and Full Council with a programme summary report ahead of the deadline.	Contingency: action plan implemented to reduce the impact of the risk
BVN005 Failure to demonstrate continuous improvement to DLUHC could result in further sanctions, issuing of an additional Notice and escalation. 'This Notice will remain in place for 12 months, after which time, should DLUHC deem it necessary to continue to seek assurance through such a Notice, the Notice will be reissued. The Notice may be withdrawn or escalated at any point based on the available evidence.'	3 x 3 = 9	Andrew Pritchard	This work programme will support the response to DLUHC and produce the evidence anticipated to be required. Ongoing dialogue with DLUHC during the time period to manage closely and keep satisfied.	Reduction: treat the risk to reduce the probability or impact if the risk were to occur
BVN006 DLUHC/ Oflog metrics by which we are measured are subjective	3 x 3 = 9	Andrew Pritchard	Ensure ongoing dialogue with DLUHC.	

Programme Charter – Non-Statutory Best Value Notice Response

Programme Planning Stage

Programme Execution Stage

Programme Risks – to be reviewed by Programme Team and added to the Risk Management system

and therefore there is no clear exit strategy from intervention.			Develop a clear exit strategy that is agreed by DLUHC. Continue to lobby and provide feedback on Oflog metrics	
BVN007 Local election in May 2024 may result in a change of administration that could change the Council's strategic priorities.	3 x 3 = 9	Andrew Pritchard	Ensure ongoing dialogue with all parties regarding strategic priorities. Formal review of Corporate Plan scheduled for May 2024 post local elections	Reduction: treat the risk to reduce the probability or impact if the risk were to occur
BVN008 General election may be called during the N-S BV notice response period that may impact on the BVN process and requirements.	3 x 3 = 9	Andrew Pritchard		Acceptance: accept and tolerate the risk
BVN009 Progress against the Action Plan arising from the 2019 LGA Corporate Peer Challenge was not taken to Cttee (likely due to covid pandemic and change in personnel). The action plan was not formally closed out. This could impact on CPC 2024.	TBC	Andrew Pritchard	This will need to be explained and followed-up as part of the BVN response programme prior to a CPC in 2024. Include the follow-up to the action plan in the report to S&A informing intent to hold CPC 2024 (May mtg)	Acceptance: accept and tolerate the risk

Risk Matrix:

LIKELIHOOD (A)	Certain 5	5	10	15	20	25
	Probable 4	4	8	12	16	20
	Possible 3	3	6	9	12	15
	Unlikely 2	2	4	6	8	10
	Highly unlikely 1	1	2	3	4	5
		Negligible 1	Small 2	Noticeable 3	Serious + Significant 4	Critical + Considerable 5
		IMPACT (B)				

Green = Low risk, Amber 9 = Medium risk, Amber 10–12 high risk, Red = High risk

Likelihood of Occurrence (A)	Severity of Impact (B)
1 – Highly unlikely to happen	1 – Negligible impact
2 – Unlikely to happen	2 – Only a small effect
3 – Possibly will happen	3 – Noticeable effect
4 – Probably will happen	4 – Serious problem with significant impact
5 – Certain to happen	5 – Critical issue and considerable impact

Stakeholder Identification						
Stakeholder Name e.g. Group / Organisation / Individual	Key Contact Name / Details	Involvement in Programme	Potential Impact on Programme	Influence on Programme	Engagement Type	Strategy for engaging Stakeholder
Leader / Administration			High	High	Manage closely	Weekly Leader meetings
Opposition group leaders			Medium	Medium	Keep informed	Group Leader meetings (as scheduled)
Members			Medium	Medium	Keep informed	Service Chairs, Member briefings may be required (TBC)
MP			Medium	Medium	Keep informed	CEX meets regularly with MP
DLUHC officials	DLUHC civil servants	Keep updated on progress and continue dialogue	High	High	Manage closely	Quarterly meeting scheduled
OFLOG		Respond to OFLOG consultation(s) as necessary;	Low	Low	Keep satisfied	
CIPFA		Continue dialogue and progress in implementation of recommendations	High	Low	Keep satisfied	ACE (S151) to maintain dialogue
External auditors	Grant Thornton (2023/24); BDO (2022/23 and prior)	Inform of BVN	High	Low	Keep satisfied	ACE (S151) and CHoF to maintain dialogue
Internal audit	TIAA (upto May 2024); SIAP (2024/25 onwards)	Inform of BVN	Medium	Low	Monitor	ACE (S151) to maintain dialogue
SLT		Significant input into workstreams required as identified in the plan	High	High	Keep informed	Monthly SLT meetings
Staff		Other staff from across the organisation will be required to fulfil some activities in the plan	High	High	Keep informed	CEX roadshow meetings (all staff); specific meetings and updates
Residents			Medium	Medium	Monitor	Communication strategy to be developed. Publish all related documents on website for transparency.

Stakeholder Identification						
Surrey Leaders		Interested parties	Low	Low	Monitor	CEX to maintain dialogue with Surrey Leaders
Surrey LA CEXs		Interested parties	Low	Low	Monitor	CEX to maintain dialogue with Surrey CEXs
News outlets		Interested parties	Medium	Low	Monitor	Head of Public Relations & Marketing to monitor and respond as per BAU