

Dear Members

Cabinet

A meeting of the Cabinet will be held on **Thursday 2 December 2021 at 6.30pm** in the **Craddock Room, Civic Centre, Riverside, Stafford** to deal with the business as set out on the agenda.

Please note that this meeting will be recorded

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.



Head of Law and Administration

CABINET - 2 DECEMBER 2021

Chair - Councillor P M M Farrington

A G E N D A

- 1 Minutes of 4 November 2021 as circulated and published on 5 November 2021.
- 2 Apologies
- 3 Councillors' Question Time (if any)
- 4 Proposals of the Cabinet Members (as follows):-

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(a) RESOURCES PORTFOLIO	
(i) Strategic Risk Register	3 - 38
(ii) Committee Cycle 2022/23	39 - 55
(b) COMMUNITY AND HEALTH PORTFOLIO	
(i) Housing Assistance Services - CONFIDENTIAL	56 - 75

This Report is confidential due to the inclusion of information relating to the financial or business affairs of any particular person (including the authority holding the information). No representations have been received in respect of this matter.

Membership

Chair - Councillor P M M Farrington

P M M Farrington	- Leader
R M Smith	- Deputy Leader and Resources Portfolio
J M Pert	- Community and Health Portfolio
J K Price	- Environment Portfolio
F Beatty	- Economic Development and Planning Portfolio
C V Trowbridge	- Leisure Portfolio

ITEM NO 4(a)(i)**ITEM NO 4(a)(i)**

Contact Officer:	Stephen Baddeley
Telephone No:	01543 464415
Ward Interest:	Nil
Report Track:	Audit and Accounts 18/01/2022 Cabinet 02/12/2021
Key Decision:	No

**SUBMISSION BY COUNCILLOR R M SMITH
RESOURCES PORTFOLIO**

**CABINET
2 DECEMBER 2021
Strategic Risk Register**

1 Purpose of Report

- 1.1 To set out details of the Council's Strategic Risk Register as at 30 September 2021.

2 Proposal of Cabinet Member

- 2.1 That Cabinet approves the draft Strategic Risk Register and considers the progress made in the identification and management of the strategic risks.

3 Key Issues and Reasons for Recommendation

- 3.1 All Strategic Risks and associated action plans have been reviewed and the Council's current risk profile is summarised in the table below:-

Risk Status	Number of Risks 1 April 2021	Number of Risks 30 September 2021
Red (High)	3	3
Amber (Medium)	6	6
Green (Low)	0	0
TOTAL	9	9

4 Relationship to Corporate Business Objectives

4.1 This report supports the Council's Corporate Priorities as follows:-

- (a) Risk management is a systematic process by which key business risks/opportunities are identified, prioritised and controlled so as to contribute towards the achievement of the Council's aims and objectives.
- (b) The strategic risks set out in the Appendices have been categorised against the Council's priorities.

5 Report Detail

5.1 The Accounts and Audit Regulations 2015 state that:-

"A relevant body must ensure that it has a sound system of internal control which:-

- (a) facilitates the effective exercise of its functions and the achievement of its aims and objectives;
- (b) ensures that the financial and operational management of the authority is effective; and
- (c) includes effective arrangements for the management of risk."

5.2 Risk can be defined as uncertainty of outcome (whether positive opportunity or negative threat). Risk is ever present and some amount of risk-taking is inevitable if the council is to achieve its objectives. The aim of risk management is to ensure that the council makes cost-effective use of a risk process that has a series of well-defined steps to support better decision making through good understanding of risks and their likely impact.

Management of Strategic Risks/Opportunities

5.3 The Council's approach to risk management (including its risk appetite) is set out in the Risk Management Policy and Strategy (March 2016).

5.4 Central to the risk management process is the identification, prioritisation and management of strategic risks/opportunities. Strategic Risks are those that could have a significant impact on the Council's ability to deliver its Corporate Business Plan Objectives.

5.5 The risk register has been updated as at 30 September 2021 and a summary is attached as **APPENDIX 1**. The 1 April 2021 review had aligned the risks to the new Corporate Plan priorities and the position at 30 September has also been updated to allocate risks to the revised portfolios. The mid-year review is a chance to update the risk register with progress made in delivering the

agreed actions as well as a chance to reflect changes in the risks or risk scores and where necessary add in new actions.

- 5.6 The risk summary illustrates the risks/opportunities using the “traffic light” method ie:-

RED	risk score 12 and above (action plan required to reduce risk and/or regular monitoring)
AMBER	risk score 5 to 10 (action plan required to reduce risk)
GREEN	risk score below 5 (risk tolerable, no action plan required)

- 5.7 There has been no changes in the number of risks or the risks scores in this review.
- 5.8 Although there haven't been any changes to the risk status actions have been progressing to deal with the risks that have been identified. The changing nature of the pandemic and fluctuating case rates in the Borough means that even though work has been undertaken the full impact and timescales when progress can be made on addressing the risks is difficult to determine at this time.
- 5.9 The detailed actions plans for each risk are set out in the full strategic risk register attached at **APPENDIX 2**. This includes a progress update. The action plans are closely aligned to the Council's Recovery plans and will be kept under review.

6	Implications
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6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	As set out in report and Appendices

6.2	Community Impact Assessment Recommendations	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
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Previous Consideration - Nil

Background Papers - File available in Internal Audit and Risk Section
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Stafford Borough Council
Summary of the Strategic Risk Register as at 30 September 2021

Risk No.	Risk Description	Risk Impact / Consequences	Risk Date	Gross Risk Score	Residual (Net) Risk Score	Residual (Net) Risk Score	Direction of Travel
RED RISKS					April 2021	Sept 2021	
C1	The Council's financial stability is adversely affected in the short and medium term	This could result in the Council being unable to achieve the objectives and priorities of the Council, to provide desired levels of service and have an impact on major redevelopment proposals	May 2020	20 RED	20 RED	20 RED	↔
C2	The economy of the Borough is adversely impacted limiting the ability to deliver the Economic Growth Strategy for the Borough	This could potentially lead to business failure or inability to grow; failure to secure investment in infrastructure and major projects; adverse impacts on the rural economy; unemployment; and, adverse impacts on town centres and the wider visitor economy	May 2020	15 RED	15 RED	15 RED	↔
C5	The Council's key contractors remain sustainable and continue to provide value for money	This could result in additional cost to the Council and may limit the delivery of the services	May 2020	20 RED	15 RED	15 RED	↔

Risk No.	Risk Description	Risk Impact / Consequences	Risk Date	Gross Risk Score	Residual (Net) Risk Score	Residual (Net) Risk Score	Direction of Travel
AMBER RISKS							
C3	The failure to manage the changes to town centres as a result of changes arising from the local and national restrictions	Lack of community confidence in accessing retail, leisure and other services within the town centre may reduce spending and add to the decline of the northern town area. This in turn will affect the amount of Business Rates collected.	May 2020	12 RED	9 AMBER	9 AMBER	↔
C4	Failure to work in partnership to sustain support to vulnerable residents post Covid-19	Existing service provision may not meet the need because of the increases in the range of vulnerabilities that people are experiencing.	May 2020	12 RED	9 AMBER	9 AMBER	↔
C6	Reduced Organisational resilience will lead to insufficient resources to support the Council's transformation and recovery agenda in dealing with the implications of Covid-19.	This could result in projects being delayed or not delivered. There is also a risk to employees' health & wellbeing.	May 2020	20 RED	9 AMBER	9 AMBER	↔

Risk No.	Risk Description	Risk Impact / Consequences	Risk Date	Gross Risk Score	Residual (Net) Risk Score	Residual (Net) Risk Score	Direction of Travel
C7	Failure to repel or recover from a Cyber-attack including targeted ransomware, malware and Distributed Denial of Service (DDoS) attacks. The move to home working has increased the vulnerability to malware issues.	This could result in the Council not being able to deliver services	May 2020	20 RED	9 AMBER	9 AMBER	↔
38b	Failure to minimise the impact on the environment from the construction and operation of HS2	This could result in a reduction in the air quality, excessive noise/vibration from the construction activities which may have an impact on people's health and wellbeing	2014	15 RED	10 AMBER	10 AMBER	↔
40b	Failure to deliver Westbridge Park Open Space transformation	This could affect the Council's ability to deliver its Health and Wellbeing agenda, which may impact on people's health.	2016	20 RED	6 AMBER	6 AMBER	↔

GREEN RISKS

There are no current Green Risks

DELETED RISKS

C8 Failure to put in place safe working practices and social distancing measures to protect employees and the public

↓	Risk has decreased	↔	Risk level unchanged	↑	Risk has increased
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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No: C1	Risk: The Council's financial stability is adversely affected in the short and medium term
Risk Owner: Head of Finance	Cabinet Member: Cllr Smith

Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 4	Impact: 5	Total Score 20 - RED

Actions Planned	Timescale/Person Responsible	Progress/Comments
Monitor Financial Impact of COVID-19	Head of Finance	Ongoing Monthly monitoring in place
Update Financial Plan in relation to the deferment of 75% Business Rates Retention and Fair Funding by a year	Head of Finance	Scenarios developed reflecting potential treatment of growth and levy Details awaited of new timescale for implementation.
Refresh Medium Term Financial Plan based upon alternative scenarios of short /medium and long term impact of in relation to external funding sources	Head of Finance	Ongoing New Financial Plan to be completed in 2021/22
Lobby Department for Levelling Up, Housing and Communities (DLUHC) via MP/DCN and LGA.	Chief Executive/Head of Finance	Ongoing contact with M.P.s, DCN, West Midland Chief Executives, LGA and directly with ministers. There is an on-going role to lobby the Government through the LGA on financial matters to protect the delivery of local services, engage in the local government re-organisation and future funding streams as well as

As at Sept 21

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
		consultations such as the New Homes Bonus etc
Determine feasibility of extending Business Rates Pool into 2021/22 Monitor impact of COVID 2019 on pool by authority on a month-by-month basis Liaise with S and Sot Business Rate Pool Members re options to maintain viable pool for 2021/2022 Prepare options report to Leaders and Chief executives	Head of Finance Completed	Pool established for 2021/22
Determine impact of Government proposals for key funding regime changes for 2022/23	Head of Finance	Ongoing
Implement a rolling programme of service reviews to ensure that resources are aligned to business objectives and are operating as efficiently as they can be	Chief Executive/Head of Finance	To form part of 2022-23 Budget Process

Overall Progress Summary:

Monitoring of the Financial impact of Covid -19 is ongoing. The estimated impact of the pandemic has been reflected in the Medium-Term Budget as approved by Council with a balanced budget in place for 2021-22.

The medium-term financial stability of the Council is however dependent upon changes arising from the future funding regime for local government. Details in relation to the implementation of 75% Business Rates Retention and Fair Funding and Business Rates Reset and New Homes are still awaited.

A consultation document in relation to the Future of New Homes Bonus, beginning in 2022/23, was published on the 21 February 2021 (a response from the Council was submitted in advance of the closing date of 7 April 2021).

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The Council is still awaiting details of the financial Settlement for 2022-23 to be provided by Central Government.

Ref No: C1**Risk: The Council's financial stability is adversely affected in the short and medium term**

Consequences of Risk:

- Unable to provide desired levels of service
- Major redevelopment proposals are impacted
- Council size becomes too small to sustain a viable organisation

Links to Corporate Business Plan – Objective 4

- To be a well-run, financially sustainable, and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives

Key Controls in Place:

- Medium term financial plan in place
- Annual Financial Plan and Medium-Term Financial Strategy to 2023/24 in place
- The Revenue Budget for 2021/22 is balanced with a potential deficit of £1,003,000 for 2022/23 if a new regime is implemented
- Working Balances maintained
- Comprehensive Service Review being undertaken to re-align resources to Corporate Plan
- Corporate Budget Monitoring
- Evaluation of consultations on changes to government funding regimes

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No:C2	Risk: The economy of the Borough is adversely impacted limiting the ability to deliver the Economic Growth Strategy for the Borough
Risk Owner: Head of Development	Cabinet Member: Cllr Beatty

Gross Risk Score (i.e. without controls)	Likelihood: 3	Impact: 5	Total Score: 15 - Red
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 5	Total Score: 15 - Red

Actions Planned	Timescale/Person Responsible	Progress/Comments
Deliver the opportunities for growth through the new Local Plan process	2021-22 Strategic Planning and Placemaking Manager	The first stage of the new Local Plan was consulted upon in February and March 2020. Critical elements of the evidence base are currently delayed due to the implications of recent Government policy changes and the economic uncertainty arising from the Covid pandemic. Therefore the ongoing timetable for progression to adoption is under review.
Continue with major projects as programmed, review detail to see if need to change in context of Covid 19	In accordance with individual project plans Economic Growth and Strategic Projects Manager	Scheduled works under review to identify potential delays. Emerging issues with supply chain for construction – being kept under review and considered within procurements. Internal and external stakeholders engaged early to minimise delays as programmes progress.

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
Future High Street Fund programme to be delivered	2021-2024 Economic Growth and Strategic Projects Manager	Programme governance in place and inception meetings took place April 2021. Ongoing programme monitoring
Implementation of a discretionary financial support grant scheme (funded by Government) to mitigate the impacts of Covid 19	Until March 2022 Economic Growth and Strategic Projects Manager	The Additional Restrictions Grant Policy is available online and a programme of business support has been agreed with Cabinet April 2021 that runs until March 2022.

Overall Progress Summary:

Immediate and longer terms interventions identified and being implemented; minor disruption to major projects and Future High Streets Fund bid updated to reflect impact of Covid-19. Local Plan progression under regular review.

Ref No: C2	Risk: The economy of the Borough is adversely impacted limiting our ability to deliver the Economic Growth Strategy for the Borough
Consequences Of Risk:	<ul style="list-style-type: none"> The Council's ability to deliver the objectives as set out in the Economic Growth Strategy is adversely impacted potentially leading to business failure or inability to grow; failure to secure investment in infrastructure and major projects; adverse impacts on the rural economy; unemployment; and, adverse impacts on town centres and the wider visitor economy; Adverse impact on growth in revenue from Business Rates and Council Tax Failure to maximise the economic benefits associated with HS2 related development Increase in demand on Housing and Revenues services
Links to Corporate Business Plan – Objective:	<ul style="list-style-type: none"> 1, 2, 3

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Ref No: C2	Risk: The economy of the Borough is adversely impacted limiting our ability to deliver the Economic Growth Strategy for the Borough
Key Controls in Place:	<ul style="list-style-type: none"> • Project plans and governance arrangements for the Garden Community, Stafford Town Centre Transformation and Stafford Station Gateway projects • SGRIP group well established and key stakeholders are represented in the Economic Recovery work stream • Visitor Economy recovery work part of the overarching Recovery Strategy • The Economic Growth and Strategic Projects Team has a dedicated Senior Investment Manager working directly with the private sector and dedicated Project Managers to implement the major schemes • The Stafford Town Centre Strategic Framework responds to the outcome of the Future High Streets Fund bid to ensure the maximum amount of development remains viable • Market appraisals for emerging development schemes have been refreshed since March 2020 • Homes England are fully appraised of emerging development schemes that will require additional Government funding to attract private investment and tackle viability issues • The new Local Plan remains ambitious and will act as a portfolio for development; key evidence base studies are being updated to reflect recent economic changes

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No:C3	Risk: The failure to manage the changes to town centres as a result of changes arising from the local and national restrictions
Risk Owner: Head of Development	Cabinet Member: Cllr Beatty

Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 3	Total Score: 12 – Red
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 3	Total Score: 9 - Amber

Actions Planned	Timescale/Person Responsible	Progress/Comments
Supporting town centre groups in Stafford, Stone and Eccleshall to operate our high streets in a Covid Secure way	Ongoing Economic Growth and Strategic Projects Manager	1 ERDF funded Business Support Officer in post; 5 bespoke marketing campaigns launched from November 2020. In April 2021 Cabinet agreed to extend the additional post to continue to support our local businesses for a further 12 months

Overall Progress Summary:
Economic Recovery via the Growth Strategy Implementation Plan underway; ongoing liaison with Stafford Town Centre Partnership, Stone Traders Group and Destination Eccleshall.

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Ref No: C3 Risk: The failure to manage the changes to town centres as a result of changes arising from the local and national restrictions
Consequences Of Risk: <ul style="list-style-type: none"> • Lack of community confidence in accessing retail, leisure and other services within town centres will reduce spending and add to the decline of the northern town area of Stafford. • This in turn will affect the amount of Business Rates collected.
Links to Corporate Business Plan – Objective : <ul style="list-style-type: none"> • 1, 2, 3
Key Controls in Place: <ul style="list-style-type: none"> • Working with stakeholder groups in key town centres of Stafford, Stone and Eccleshall to support safe-opening of businesses and ensure that the wider community is aware of the measures in place to manage health and safety concerns • Additional Restrictions Grant programme in operation until March 2022 and communicated regularly to eligible businesses • Future High Streets Fund programme underway • Economically important planning applications are prioritised

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No: C4	Risk: Failure to work in partnership to sustain support to vulnerable residents post Covid-19
Risk Owner: Head of Development/ Corporate Business and Partnerships Manager	Cabinet Member: Jeremy Pert

Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 3	Total Score: 12 - RED
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 3	Total Score: 9 - AMBER

Actions Planned	Timescale/Person Responsible	Progress/Comments
Economic Recovery group meets monthly	Ongoing Economic Growth and Strategic Projects Manager	The group interrogates local and national data to identify priority areas for intervention, including the prioritisation of funding applications.
Extend commissioned services that provide lower level support to individuals experiencing drugs and alcohol use and mental health; outreach support for anti-social behaviour; and sanctuary provision for domestic abuse	June 2021 Corporate Business and Partnerships Manager	Completed Contracts recommissioned

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
DFG commissioned service to be closely monitored and managed to accelerate delivery in light of delays partly caused by lockdowns	May 2020 onwards Health and Housing Manager	Millbrook operational staff now back to full complement after period with vacancies/absences. Contractor rates uplifted to account for increased costs of labour and materials; this secured contractor availability and assisted with liquidity in supply chain, including access to materials from alternative suppliers. A full review of rates is planned for the end of the financial year.
Housing Options prepared for increase in demand as evictions restart and support measures to mitigate impact of the pandemic are withdrawn (for example furlough).	September 2020 onwards Health and Housing Manager	Early options support for households who have been identified as being in rent arrears prior to action being taken. Enhanced training of options officers with partner agencies to ensure they are prepared to deal with the changing caseload (for example repossessions). Additional support for Citizens Advice around housing debt and representation at possession proceedings.

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Actions Planned	Timescale/Person Responsible	Progress/Comments
Warmer Homes Stafford (WHS) commissioned service to be prepared for increased demand as economic impact of the pandemic, combined with spiralling costs in the energy market for home heating and as temperatures decline with the onset of winter create additional challenges for vulnerable residents living in cold homes.	Ongoing Health and Housing Manager	WHS delivery partner and fuel poverty charity Beat the Cold are commissioned until 31 March 2022. They have increased their staff numbers to manage the significant upturn in enquiries made to the service and have been central to the distribution of fuel and food vouchers via COVID-19 Winter Heating Support. Funding is required for continuation of the service from April 2022.

Overall Progress Summary:

Good progress is being made in relation to the community recovery work.

- A comprehensive evaluation of activities has been conducted which has informed response activities during the lockdown. Meetings are taking place with partner organisations including parish councils and community groups – who continue to support vulnerable residents in the borough.
- The council assumed the role of anchor organisation for the borough and are signposted vulnerable residents to local provision, this support will continued until the end of March 2022. Council webpages have been updated and now encompass a broad range of signposting information for residents under the 'Talk to Us' pages and also information for community groups and parish councils.
- Webinars have been specifically designed for community groups, parish councillors and elected members based on their feedback received during the evaluation of the Community HUB; these remain available on line to watch again.

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- There is an open invitation to parish councils to ask for support from SBC when they are developing their resources. The Stepping Stones programme supports people in regaining their confidence to exercise at home, increase strength and mobility and independently leave the house to go on a short walk, with encouragement to share and engage with others online and in person. Involvement with parish councils with setting up walks in their local area and published walk guides are being prepared.

Ref No: C4**Risk: Failure to work in partnership to sustain support to vulnerable residents post Covid-19**

Consequences Of Risk:

- Potential of core support services being withdrawn, for example, substance misuse services, domestic abuse, mental health, impacting on a person's health and wellbeing and potentially on their housing situation.
- Vulnerable people at risk of not receiving help and support therefore increasing issues such as poverty, poor housing conditions, homelessness, rough sleeping, family breakdown, loneliness and isolation, suicide, safeguarding issues relating to child abuse, domestic abuse, exploitation, mental health, drugs and alcohol, self-medicating, anti-social behaviour
- Relationships with partners at risk because of failure to deliver services because of financial and resource difficulties therefore affecting community confidence and resilience
- Socio- economic impact in terms of job losses, closure of premises and the level of funding available for community groups may impact on reductions in service provision, increases in support needs, tenancies not being sustained, increases in hazards for health

Links to Corporate Business Plan – Objective : 1 and 2

- To deliver sustainable economic and housing growth to provide income and jobs
- To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No: C4**Risk: Failure to work in partnership to sustain support to vulnerable residents post Covid-19**

Key Controls in Place:

- Community Wellbeing Partnership in place that can escalate any issues to Local Strategic Partnership
- Commissioned services in place to support with mental health and substance misuse, antisocial behaviour and domestic abuse.
- Representation at County, Regional and National level multi-agency partnership meetings in respect of Voluntary Sector, Parish Councils, Community Safety, Economic Growth, Housing, DFG's, Rough Sleeping and Homelessness, Anti-social Behaviour, Earned Autonomy, Food Bank Forum, Domestic Abuse;
- Needs assessments in place for health, community safety, homelessness that identify areas of concern in the Borough to enable the targeting of resources
- Multi-agency place based model of support in place in Doxey, Rising Brook and Highfields
- Parish Council Forum in place
- Continued financial support for businesses in place until March 2022 and ongoing involvement in County-wide redundancy task force
- VCSE organisations such as Rising Brook Baptist Church and Stone Community HUB supporting residents with food parcels and prescriptions.
- Food schemes and food banks in place, foodbank forum meets on a regular basis
- Community Recovery Group now set up and in place, project plan produced and being monitored
- Additional support for DFG delivery being put in place.
- Proactive work to identify those at risk of eviction, when ban is fully lifted.
- Additional units of refuge accommodation operational
- Multi-agency strategies in place for Community Safety and Wellbeing, Economic Growth

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No: C5	Risk: The Council's key contractors remain sustainable and continue to provide value for money
Risk Owner: Head of Operations	Cabinet Member: Cllr Smith

Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 5	Total Score: 15 - RED

Actions Planned	Timescale/Person Responsible	Progress/Comments
All contracts being monitored by appropriate Head of Service/Service Manager.	Monthly/Quarterly Contract meetings take place between Council officers and representatives of major contractors Heads of Service Service Managers Contracts and Procurement Manager	Regular virtual meetings with contractors. Contracts exhibiting greatest risk are additionally being monitored by the Council's Contract and Procurement Manager
Assistance with financial management being offered by the Council to individual contractors	On-going open book process with Freedom Leisure Chief Executive Head of Finance Head of Operation Chief Accountant	Management payments being made in advance to assist with cash flow. Additional payments may be made subject to an "Open book" process to assist cashflow.

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
Information sharing with other Councils and Local Government Association	Responses given when requested to Government Departments and network partners Heads of Service Contracts and Procurement Manager	Contact with other Councils that have contracts with SBC contractors
Lobbying of Department for Levelling Up, Housing and Communities (DLUHC) via Members of Parliament, District Council Network and Local Government Association re financial impact of COVID 19 on SBC	As opportunities arise Chief Executive Head of Finance	Information provided regarding the financial impact of Covid 19 on contracted services
Ensuring timely applications are submitted for any available Government Grant funding	As bid windows are opened Heads of Service Head of Finance Service Managers Contracts and Procurement Manager Chief Accountant	<p>A successful application was made by our Leisure and Culture Contractor for an Arts Council grant of £250,000 for the Gatehouse Theatre to cover some of the losses incurred and to make building adaptations to ensure Covid-19 compliance.</p> <p>The Council has been successful in its application for a maximum amount of £260,000 from the National Leisure Relief Fund to cover losses that Freedom Leisure have incurred over Stafford Leisure Centre, Stone Leisure Centre and Rowley Park. Additionally, the Council has also been awarded a “top up” sum of £17,851.</p>

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
		<p>Freedom Leisure have recently be awarded additional funding for the Stafford Gatehouse Theatre of £124,950 from the second round of the Government's Culture Recovery Fund. The second round of awards made today will help organisations to look ahead to the spring and summer and plan for reopening and recovery. After months of closures and cancellations to contain the virus and save lives, this funding will be a much needed helping hand for organisations transitioning back to normal in the months ahead</p> <p>The Cabinet on 4 March 2021 considered a confidential report on Financial Support to Freedom Leisure which was scrutinised by a special Resources Scrutiny Committee on the 25 March 2021. Financial support given to Freedom Leisure to assist cashflow in line with Cabinet decision.</p>

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
Evaluation of Government guidance on Covid 19 on service that can be delivered	Responses actioned to Guidance as issued Heads of Service Service Managers Contracts and Procurement Manager	Services have been reintroduced as Government restrictions have been lifted. Recovery plans continue to be evaluated, revisited and further developed by Contractors in consultation with the Council as services delivered.

Overall Progress Summary:

- Risk is not at the same level with all contractors.
- We are concentrating on the monitoring and financial support to the Leisure contractor which currently carries the highest risk.
- Services being re-introduced following the lifting of Government restrictions/return of work force.
- Prioritisation of service reintroduction on “open book” process.

Management of this risk is largely outside the control of the Council as it is a national issue and depends on the Government's plans for easing lockdown and support to businesses. However, the Council is working with its contractors to support them during lockdown and in implementing their recovery plans in accordance with Cabinet Office Action Note PPN04/20 Procurement Policy Note - Recovery and transition from COVID -19.

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No: C5 Risk: The Council's key contractors remain sustainable and continue to provide value for money
Consequences of Risk: <ul style="list-style-type: none"> • Varying degree of risk dependant on contract • Potential for an individual contract failure resulting in a defined Council service not being delivered • Financial loss • Reputational damage locally and nationally
Links to Corporate Business Plan – Objective 4: To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives
Key Controls in Place: <ul style="list-style-type: none"> • Regular contact with key personnel associated with each contractor • Regular discussion at Leadership Team and Cabinet level • “Open book” financial monitoring introduced on selected contracts • Corporate Budget Monitoring • Contract monitoring • Sharing of information with other authorities who have same contractors

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STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No: C6	Risk: Reduced Organisational resilience will lead to insufficient resources to support the Council's transformation and recovery agenda in dealing with the implications of Covid-19
Risk Owner: Chief Executive	Cabinet Member: Cllr Smith

Gross Risk Score (i.e. without controls)	Likelihood: 3	Impact: 5	Total Score: 15- RED
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 3	Total Score 9- Amber

Actions Planned	Timescale/Person Responsible	Progress/Comments
Implement the revised Corporate Business Plan	Corporate Business and Partnerships Manager	Completed Delivery Plans and performance framework have been implemented
Monitor the performance and delivery of the Corporate Business Plan	Corporate Business and Partnerships Manager From April 2021 – March 2022	Delivery Plans are being monitored by Leadership Team, Cabinet and the three Scrutiny Committees.
Continue to monitor the impact of Covid through the Recovery Programme	Corporate Business and Partnerships Manager Ongoing	Capacity to deliver continues to be highlighted as an issue across the 4 workstreams and this continues to be monitored closely by Leadership Team and Cabinet. Progress on the council's recovery programme is reported to Resources Scrutiny Committee.
Monitoring – Continued monitoring of impact of health and wellbeing of staff both in general and directly linked to COVID-19.	Group HR and Payroll Manager – on-going	On-going absence and well-being reporting via Managers/HR Services
Formulate organisational framework that sets out the future vision and ways of working.	Corporate Business and Partnerships Manager From March 2021 onwards	Covid Future Planning has been formulated which sets out and details the Organisation Visioning Framework. This is accompanied by an organisational SWOT and PESTLE analysis.

As at Sept 21

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Actions Planned	Timescale/Person Responsible	Progress/Comments
Ensure the effective and timely preparation of Risk Assessments, procedures and guidance to enable safe work practices to be implemented in line with HSE and Government Guidelines	Service Managers and H&S Adviser – Completed	Risk Assessments completed and published in line with Government Guidance and local decision making
Consult with employees and Trade Unions to provide “buy-in” to a joined-up approach to future ways of working	Chief Executive Head of HR and PS	On-going as required

Overall Progress Summary:

During each phase of COVID-19 lockdown capacity to support Council priority areas and community support and the overall response to COVID-19 was achieved by redeploying internal resources as required and the professionalism, goodwill and dedication of staff. The majority of the Council's workforce continue to work remotely in order to continue to provide effective services. Following consultation and updated risk assessments as appropriate some additional staff have returned to offices on a rota basis to ensure delivery of services. All workplaces are subject to COVID-19 risk assessments to ensure the health, safety and well-being of officers who cannot or are unable to work from home. Work going forward led by the Organisational Recovery Group is focusing on recovery and how the Council will operate in the future, at the same time as keeping a watching brief in relation to the on-going impact of COVID taking account of local and national priorities.

Ref No: C6

Risk: Reduced Organisational resilience will lead to insufficient resources to support the Council's transformation and recovery agenda in dealing with the implications of Covid-19."

Consequences Of Risk:

This could result in the following:-

- Service delivery/Projects impacted by delays, reduced quality of delivery or projects not delivered
- Increased costs due to delays and project inertia

As at Sept 21

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

<ul style="list-style-type: none"> • Customer expectation not met and satisfaction levels with service delivery reduced • Increased risk to employees' health, safety and wellbeing due to changes in circumstances • Failure to meet health and safety standards could lead to prosecution. • Unable to restore some services effectively • Risk of illness to staff and visitors
<p>Links to Corporate Business Plan – Objective 4:</p> <ul style="list-style-type: none"> • To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives
<p>Key Controls in Place:</p> <ul style="list-style-type: none"> • Sickness Absence and Welfare Monitoring by Managers in line with Council Policies • Co-ordinated support and guidance to managers and employees by Human Resources • Use of Occupational Health, external Counselling support services and on-line employee assistance programme • Regular discussion at Leadership Team meetings. • Health and Safety controls (including risk assessment) in place in line with Government Guidance and best practice • Organisational Recovery Group – High Level Action/Implementation Plan in place and under regular review • Government Guidance as and when published • Health and Safety Advice provided through H&S shared service arrangements – inbuilt resilience

As at Sept 21

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No: C7	Risk: Failure to repel or recover from cyber-attack including targeted ransomware, malware and DDoS attacks		
Risk Owner: Head of Technology	Cabinet Member: Cllr Smith		
Gross Risk Score (i.e. without controls)	Likelihood: 4	Impact: 5	Total Score: 20 - RED
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 3	Impact: 3	Total Score 9 - AMBER

Actions Planned	Timescale/Person Responsible	Progress/Comments
Information Risk Management- Continuous review and work on our information risk management regime	Ongoing/ Head of Technology	Policies under review.
Monitoring – External and Internal checks. Threat and vulnerability assessment and remediation including Annual IT Health Check by CLAS approved consultant with remedial work carried out	Ongoing/ Head of Technology	Annual Health check completed in August 2020. Follow-up check is planned for November 2021.
Application Security Assessment and Remediation action taken	Annually Head of Technology	The health check will produce an action plan to feed into this.
Limit the access to critical systems and data by non-corporate devices.	September 2021 Head of Technology	During 2020 & 2021 we have been able to increase the number of corporate laptops that access the internal systems.
Exploring options to improve security for sharing information with external partners	Ongoing Head of Technology	Further use of Teams to provide secure access to data for our partners.
The move to home working has increased the vulnerability to malware issues. The use of cloud technology has reduced the likelihood due to the data being segregated across systems and devices.	On-going Head of Technology	Email mailboxes are now held in the cloud. Data files will also be moved during 2021/22
Require one-time passwords for all email connections.	Systems Manager	Partially complete

As at Sept 21

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Overall Progress Summary:

Work has been completed and actions are in progress. However, the environment means that new risks and challenges are always developing and attacks are becoming more sophisticated.

Ref No: C7**Risk: Failure to repel or recover from cyber-attack including targeted ransomware, malware and DDoS attacks**

Consequences Of Risk:

- Data, Systems and Applications inaccessible
- Inability to deliver Council services
- Cybercrime/ Fraud/ Ransom demands/ Financial harm
- Reputational damage locally and nationally
- Data Loss and breach of Data Protection Act (DPA)
- Financial Loss

Links to Corporate Business Plan – Objective 4: To be a well-run, financially sustainable and ambitious organisation, responsive to the needs of our customers and communities and focussed on delivering our objectives

Key Controls in Place:

- Information Risk Management Regime – Assess the risks to our information assets, effective governance structure, Leadership Team engagement with cyber risk, produce supporting information management policies.
- Secure configuration – Corporate policies and processes to develop secure baseline builds
- Network Security – Protection and secured perimeter of external security threats and untrusted networks
- Managing user privileges – All users of ICT systems provided with privileges suitable for their role
- User education and awareness – Security policies that describe acceptable and secure use of ICT assets
- Incident management – Incident response and disaster recovery capabilities that address the full range of incidents that can occur
- Malware prevention – Produce policies that directly address the business processes (such as email, web browsing, removable media and personally owned devices)

As at Sept 21

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No: C7**Risk: Failure to repel or recover from cyber-attack including targeted ransomware, malware and DDoS attacks**

- Monitoring – Established monitoring taking into account previous security incidents and attacks. Annual IT Health Check and penetration testing conducted by a Council of Registered Ethical Security Tester (CREST)/Communications-Electronics Security Group (CESEG) Listed Advisor Scheme (CLAS) - accredited Government Communication Headquarters (GCHQ) approved consultants.
- Removable media controls – Produce removable media policies that control the use of removable media for the import and export of information
- Home and mobile working – Assess the risks to all types of mobile working including remote working and develop appropriate security policies

As at Sept 21

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No: 38b	Risk: Failure to minimise the impact on the environment from the construction and operation of HS2		
Risk Owner: Head of Operations	Cabinet Member: Environment		
Gross Risk Score (i.e. without controls)	Likelihood: 3	Impact: 5	Total Score: 15 - RED
Residual/Net Risk Score (i.e. with controls in place)	Likelihood: 2	Impact: 5	Total Score 10 - AMBER
Actions Planned	Timescale/Person Responsible	Progress/Comments	
Continued participation in HS2a Environmental Health Sub-Group covering Noise, Air Quality and land contamination implications	Attendance at Quarterly meetings Regulatory Services Manager	Have attended and participated in all scheduled meetings	
As we receive Section 61 Notices the Council has provided a response and approval	Section 61 notices are received on an on-going basis Regulatory Services Manager	New control	

As at Sept 21

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Overall Progress Summary:

Information obtained by officer's participation in HS2 working groups to address noise, environmental, air quality and planning elements of the route alignment, during construction and subsequent operation, has assisted them in providing an input into the Council's petitioning document. Continued liaison between the Council's Development Manager and Regulatory Services Manager has enabled better shared understanding of the issues/risks; and the use of appropriate mechanisms to try and address the areas of concern.

The hybrid bill has received Royal Assent

Officers are now working closely with HS2 on the mechanism associated with section 61 notices under the Control of Pollution Act 1974 which require contractors to state mitigation measures for adverse effects of the construction phase.

Section 61 notices have been received by Officers and reviewed, negotiated and subsequently approved.

Ref No: 38b**Risk: Failure to minimise the impact on the environment from the construction and operation of HS2****Consequences of Risk:**

- A reduction in the air quality from the construction activities. This could arise directly from the construction sites and indirectly from changes in the volume, composition, and location of traffic on the highway network.
- Excessive levels of Noise and vibration from construction and operation activities could lead to a significant effect on the residential amenity to domestic premises close to the proposed line.
- The negative effects associated with the off-site disposal to landfill of solid waste that will be generated by the construction and operation of the proposed scheme.
- The adverse effect of contaminant mobilisation.

Links to Corporate Business Plan – Objective 2:

- To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing

As at Sept 21

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021**Key Controls in Place:**

- Lead officer nominated
- Close working relationship with Staffordshire County Council and other District Council's in Staffordshire on the route
- Partnership in forums and working groups to maintain influence with major construction leads

As at Sept 21

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No: 40b	Risk: Failure to deliver Westbridge Park Open Space transformation		
Risk Owner: Head of Development	Cabinet Member: Leisure		
Gross Risk Score (ie without controls)	Likelihood: 4	Impact: 3	Total Score: 12 - RED
Residual/Net Risk Score (ie with controls in place)	Likelihood: 2	Impact: 3	Total Score: 6 - AMBER

Actions Planned	Timescale/Person Responsible	Progress/Comments
Following development of the Masterplan for Westbridge Park detailed designs and a funding strategy to be developed for phase 2 of the Stone Leisure Strategy.	Q4 2020-21 to Q2 2021-22 Head of Development/Leisure Projects Manager	Progressing
Sale of Tilling Drive complete. Capital receipt to be invested in leisure provision in Stone.	Q3 2020-21 Head of Development	Planning Application for Tilling Drive approved and development under construction. Compensatory playing field provision being progressed.
Alleyne's School have bid for funds from DoE to re-purpose swimming pool building, using SBC monies to decommission the pool as match funding.	Q3 / Head of Development	Awaiting the outcome of the bid.

Overall Progress Summary:

Sale of Tilling Drive completed. Planning permission granted for Tilling Drive and development under construction. Works on compensatory sporting provision are complete and balance of sale receipt now received and forms part of Stone Leisure budget..

As at Sept 21

STAFFORD BOROUGH COUNCIL - STRATEGIC RISK REGISTER AS AT 30 September 2021

Ref No: 40b Risk: Failure to deliver Westbridge Park Open Space transformation.
Consequences Of Risk: <ul style="list-style-type: none"> • Reputational damage • Impact on delivery of Health and Wellbeing agenda. • Unable to deliver corporate plan objectives
Links to Corporate Business Plan – Objective 2: <ul style="list-style-type: none"> • To improve the quality of life of local people by providing a safe, clean, attractive place to live and work and encouraging people to be engaged in developing strong communities that promote health and wellbeing.
Key Controls in Place: <ul style="list-style-type: none"> • Programme Board in operation which manages financial and legal controls • Project Plan – currently being reviewed. • Professional experts brought in as required (Consultants) • A detailed consultation exercise has been completed on the future play and leisure needs for Stone and a Masterplan for Westbridge Park developed. Cabinet approved the revised Stone Leisure Strategy in October 2021 with work on the detailed designs now to commence.

As at Sept 21

ITEM NO 4(a)(ii)**ITEM NO 4(a)(ii)**

Contact Officer:	Jim Dean
Telephone No:	01785 619209
Ward Interest:	Nil
Report Track:	Cabinet 02/12/2021 (Only)
Key Decision:	No

**SUBMISSION BY COUNCILLOR R M SMITH
RESOURCES PORTFOLIO**

**CABINET
2 DECEMBER 2021
Committee Cycle 2022/23**

1 Purpose of Report

- 1.1 To consider the proposed Committee Cycle for 2022/23.

2 Proposal of Cabinet Member

- 2.1 That the Committee Cycle for 2022/23 as submitted be approved.

3 Key Issues and Reasons for Recommendation

- 3.1 The Committee Cycle for 2022/23 has been produced on the basis of the current committee structure, and a similar basis to 2021/22. It also provides for the process leading to the 2023/24 budget.
- 3.2 Once again, timing of the Scrutiny Committees have been arranged in order to coincide with the production of performance and budgetary information. This enables the Scrutiny Committees to look at more current information with a view to taking more timely action, where necessary.
- 3.3 As in 2021/22 the programme of meetings for the Audit and Accounts Committee is to be confirmed; Members will be updated accordingly.

4 Relationship to Corporate Business Objectives

- 4.1 The Committee Cycle will assist the Council to support all of the Corporate Priorities.

5 Report Detail

- 5.1 The suggested Committee Cycle for 2022/23 is attached as an **APPENDIX**.

6 Implications

6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil
6.2	Community Impact Assessment Recommendations	<p>Impact on Public Sector Equality Duty: N/A</p> <p>Wider Community Impact: N/A</p>

Previous Consideration - Nil

Background Papers - File available in Democratic Services

Yearly Committee Cycle

2022 - 2023



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February	8
March	9
April	10
May	11
NOTE: School Holidays 2022-2023	12

Please Note: All meetings start at 6.30pm unless otherwise indicated

2022

May

Sunday	1	
Monday	2	Bank Holiday
Tuesday	3	
Wednesday	4	Planning Committee
Thursday	5	Cabinet
Friday	6	
Saturday	7	

Sunday	8	
Monday	9	
Tuesday	10	
Wednesday	11	
Thursday	12	
Friday	13	
Saturday	14	Council (Mayor Making) (10.30am)

Sunday	15		
Monday	16	Council (Appointments) (7.00pm)	
Tuesday	17		Call-in Ends
Wednesday	18		
Thursday	19		
Friday	20		
Saturday	21		

Sunday	22	
Monday	23	
Tuesday	24	
Wednesday	25	Planning Committee
Thursday	26	
Friday	27	
Saturday	28	

Sunday	29
Monday	30
Tuesday	31

June

Wednesday	1	
Thursday	2	Bank Holiday
Friday	3	Bank Holiday
Saturday	4	

Sunday	5	
Monday	6	
Tuesday	7	
Wednesday	8	
Thursday	9	Cabinet
Friday	10	
Saturday	11	

Sunday	12	
Monday	13	
Tuesday	14	
Wednesday	15	Planning Committee
Thursday	16	
Friday	17	
Saturday	18	

Sunday	19		
Monday	20		
Tuesday	21		Call-in Ends
Wednesday	22		
Thursday	23	Resources Scrutiny Committee	
Friday	24		
Saturday	25		

Sunday	26	
Monday	27	
Tuesday	28	
Wednesday	29	
Thursday	30	Economic Development and Planning Scrutiny Committee

July

Friday	1
Saturday	2

Sunday	3
Monday	4
Tuesday	5

Wednesday	6	Planning Committee Cabinet
Thursday	7	
Friday	8	
Saturday	9	

Sunday	10	Community Wellbeing Scrutiny Committee
Monday	11	
Tuesday	12	
Wednesday	13	
Thursday	14	
Friday	15	
Saturday	16	

Sunday	17	Council (7.00pm)	Call-In Ends
Monday	18		
Tuesday	19		
Wednesday	20		
Thursday	21		
Friday	22		
Saturday	23		

Sunday	24	Audit and Accounts Committee Planning Committee
Monday	25	
Tuesday	26	
Wednesday	27	
Thursday	28	
Friday	29	
Saturday	30	

Sunday	31
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August

Monday	1	Cabinet
Tuesday	2	
Wednesday	3	
Thursday	4	
Friday	5	
Saturday	6	

Sunday	7
Monday	8
Tuesday	9
Wednesday	10

Thursday	11
Friday	12
Saturday	13

Sunday	14
Monday	15
Tuesday	16
Wednesday	17
Thursday	18
Friday	19
Saturday	20

Planning Committee

Call-In Ends

Sunday	21
Monday	22
Tuesday	23
Wednesday	24
Thursday	25
Friday	26
Saturday	27

Resources Scrutiny Committee

Sunday	28
Monday	29
Tuesday	30
Wednesday	31

Bank Holiday

September

Thursday	1
Friday	2
Saturday	3

Economic Development and Planning Scrutiny Committee

Sunday	4
Monday	5
Tuesday	6
Wednesday	7
Thursday	8
Friday	9
Saturday	10

**Planning Committee
Cabinet**

Sunday	11
Monday	12
Tuesday	13
Wednesday	14
Thursday	15
Friday	16

Council (7.00pm)

Saturday 17

Sunday 18

Monday 19

Tuesday 20

Wednesday 21

Thursday 22

Friday 23

Saturday 24

Call-in Ends

Community Wellbeing Scrutiny Committee

Sunday 25

Monday 26

Tuesday 27

Wednesday 28

Thursday 29

Friday 30

Planning Committee

October

Saturday 1

Sunday 2

Monday 3

Tuesday 4

Wednesday 5

Thursday 6

Friday 7

Saturday 8

Cabinet

Sunday 9

Monday 10

Tuesday 11

Wednesday 12

Thursday 13

Friday 14

Saturday 15

Sunday 16

Monday 17

Tuesday 18

Wednesday 19

Thursday 20

Friday 21

Saturday 22

Call-in Ends

Planning Committee

Sunday	23
Monday	24
Tuesday	25
Wednesday	26
Thursday	27
Friday	28
Saturday	29

Sunday	30
Monday	31

November

Tuesday	1	
Wednesday	2	
Thursday	3	Cabinet
Friday	4	
Saturday	5	

Sunday	6	
Monday	7	
Tuesday	8	
Wednesday	9	Planning Committee
Thursday	10	Resources Scrutiny Committee
Friday	11	
Saturday	12	

Sunday	13	
Monday	14	
Tuesday	15	Economic Development and Planning Scrutiny Committee
		Call-in Ends
Wednesday	16	Audit and Accounts Committee
Thursday	17	Community Wellbeing Scrutiny Committee
Friday	18	
Saturday	19	

Sunday	20	
Monday	21	
Tuesday	22	Council (7.00pm)
Wednesday	23	
Thursday	24	
Friday	25	
Saturday	26	

Sunday	27	
Monday	28	
Tuesday	29	
Wednesday	30	Planning Committee

December

Thursday	1	Cabinet
Friday	2	
Saturday	3	

Sunday	4	
Monday	5	
Tuesday	6	
Wednesday	7	
Thursday	8	
Friday	9	
Saturday	10	

Sunday	11	
Monday	12	
Tuesday	13	
Wednesday	14	
Thursday	15	
Friday	16	
Saturday	17	

Call-in Ends

Sunday	18	
Monday	19	
Tuesday	20	
Wednesday	21	Planning Committee
Thursday	22	
Friday	23	
Saturday	24	

Sunday	25	Christmas Day
Monday	26	Boxing Day
Tuesday	27	Bank Holiday
Wednesday	28	
Thursday	29	
Friday	30	
Saturday	31	

2023

January

Sunday	1	
Monday	2	
Tuesday	3	Resources Scrutiny Committee
Wednesday	4	
Thursday	5	Economic Development and Planning Scrutiny Committee
Friday	6	
Saturday	7	

Sunday	8	
Monday	9	
Tuesday	10	Community Wellbeing Scrutiny Committee
Wednesday	11	Planning Committee
Thursday	12	Cabinet
Friday	13	
Saturday	14	

Sunday	15	
Monday	16	
Tuesday	17	Audit and Accounts Committee
Wednesday	18	
Thursday	19	
Friday	20	
Saturday	21	

Sunday	22		
Monday	23		
Tuesday	24	Council (7.00pm)	Call-in Ends
Wednesday	25		
Thursday	26		
Friday	27		
Saturday	28		

Sunday	29	
Monday	30	
Tuesday	31	

February

Wednesday	1	Planning Committee
Thursday	2	
Friday	3	
Saturday	4	

Sunday	5	
Monday	6	
Tuesday	7	
Wednesday	8	
Thursday	9	Cabinet
Friday	10	
Saturday	11	

Sunday	12
Monday	13
Tuesday	14
Wednesday	15
Thursday	16
Friday	17
Saturday	18

Sunday	19		
Monday	20		
Tuesday	21	Council (7.00pm)	Call-in Ends
Wednesday	22	Planning Committee	
Thursday	23		
Friday	24		
Saturday	25		

Sunday	26	
Monday	27	
Tuesday	28	Resources Scrutiny Committee

March

Wednesday	1
Thursday	2
Friday	3
Saturday	4

Sunday	5	
Monday	6	
Tuesday	7	Economic Development and Planning Scrutiny Committee
Wednesday	8	
Thursday	9	Cabinet
Friday	10	
Saturday	11	

Sunday	12	
Monday	13	
Tuesday	14	
Wednesday	15	Planning Committee
Thursday	16	
Friday	17	
Saturday	18	

Sunday	19		
Monday	20		
Tuesday	21	Audit and Accounts Committee	Call-in Ends
Wednesday	22		
Thursday	23	Community Wellbeing Scrutiny Committee	
Friday	24		
Saturday	25		

Sunday	26
Monday	27
Tuesday	28
Wednesday	29
Thursday	30
Friday	31

April

Saturday	1
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Sunday	2	
Monday	3	
Tuesday	4	
Wednesday	5	Planning Committee
Thursday	6	Cabinet
Friday	7	Good Friday
Saturday	8	

Sunday	9	
Monday	10	Easter Monday
Tuesday	11	
Wednesday	12	
Thursday	13	
Friday	14	
Saturday	15	

Sunday	16		
Monday	17		
Tuesday	18	Council (7.00pm)	Call-in Ends
Wednesday	19		
Thursday	20		
Friday	21		
Saturday	22		

Sunday	23		
Monday	24		
Tuesday	25		
Wednesday	26	Planning Committee	
Thursday	27		
Friday	28		
Saturday	29		

Sunday 30

May

Monday	1	Bank Holiday	
Tuesday	2	Cabinet	
Wednesday	3		
Thursday	4	Borough and Parish Elections	
Friday	5		
Saturday	6		

Sunday	7		
Monday	8		
Tuesday	9		
Wednesday	10		
Thursday	11		
Friday	12		
Saturday	13	Council (Mayor Making) (10.30am)	

Sunday	14		
Monday	15	Council (Appointments) (7.00pm)	Call-in Ends
Tuesday	16		
Wednesday	17	Planning Committee	
Thursday	18		
Friday	19		
Saturday	20		

Sunday	21
Monday	22
Tuesday	23
Wednesday	24
Thursday	25
Friday	26
Saturday	27

Sunday	28	
Monday	29	Bank Holiday
Tuesday	30	
Wednesday	31	

NOTE: School Holidays 2022-2023

- Monday 30 May - Friday 3 June 2022 (Half Term)
- Friday 22 July to Tuesday 6 September 2022 (Summer Holiday)
- Monday 5 September 2022 (Inset Day)
- Monday 24 October - Friday 28 October 2022 (Half Term)
- Monday 19 December - Monday 2 January 2023 (Christmas Holiday)
- Monday 20 February - Friday 24 February 2023 (Half Term)
- Monday 3 April - Friday 14 April 2023 (Easter Holiday)
- Monday 1 May 2023 (May Day)
- Monday 29 May - Friday 2 June 2023 (Half Term)

