

Strategic Programme 2020-21 March 2020		2020/21 programme (initial)	IA Risk assessment	comment JAN 2020	last audited	last audit opinion	Corp Risks 2019/20	Corp plan 2020-24	CPDP 19/20 actions at 25/02/20 %	SPDP 19/20 actions at 25/02/20 %	KPI/PIs 2020/21	qtr 2 2019/20 opinion	2018/19 opinion	2017/18 opinion	2016/17 opinion	2015/16 opinion
1	Corporate	Business Continuity & Emergency Planning	y	follow-up to 2019/20 audit - LITTLE	2019/20	little	19-CR02 6			50		little			satisfactory	
2	Corporate	Climate Change & Sustainability	y	Formerly Energy Efficiency last audit 2017/18, to incorporate Climate Change	2017/18	substantial		Y			PI28 R			substantial		
3	Corporate	Commercial Enterprises & Investments	y	new enterprises and investments	2017/18	substantial	19-CR01 8	Y	75					substantial		
4	Corporate	Consultants, Contractors and Agency Staff	n		2019/20	satisfactory	19-CR04 6					satisfactory				
5	Corporate	Counter Fraud - Fraud Risk Assessment	n		2018/19	satisfactory	19-CR07 8						satisfactory			
6	Corporate	Equality & Diversity	y	follow-up to 2019/20 audit - LIMITED	2019/20	limited	19-CR07 8				PI107 R	limited	little			
7	Corporate	EU Exit	p	depends on risk of non deal EU Exit	2019/20	substantial	19-CR10 12					substantial				
8	Corporate	Fleet & Fuel Management	y	Last audited 206/17, changes following JVP	2016/17	substantial	19-CR01 8			75					substantial	little
9	Corporate	Governance & Ethical Culture	n		2017/18	substantial	19-CR07 8	Y						substantial	n/a	n/a
10	Corporate	Health & Safety	p	depends on 2019/20 opinion	2019/20	tbc	19-CR03 4			73		tbc				
11	Corporate	Information Governance	p	depends on 2019/20 opinion	2019/20	tbc	19-CR05 8			75		tbc				adequate
12	Corporate	Partnerships - LSP	n		2016/17	satisfactory		Y		75	PI43 A				satisfactory	
13	Corporate	Uttlesford Norse	y	UDC monitoring of JVP												
14	KF Resources	Benefits (including LCTS)	y	kf yr 1	2017/18	substantial	19-CR01 8	Y		76	KPI04 G; KPI06a G; KPI06b G; KPI17 A			substantial		substantial
15	KF Resources	Budgets	n	kf yr 2	2018/19	satisfactory	19-CR01 8	Y	75	70			satisfactory			substantial
16	KF Resources	Business Rates	n	kf yr 3	2019/20	substantial	19-CR01 8	Y		86	KPI03 A				substantial	substantial
17	KF Resources	Cash & Bank	n	kf yr 2	2018/19	satisfactory	19-CR01 8	Y		80			satisfactory		satisfactory	limited
18	KF Resources	Contracts & Procurement	n	kf yr 2	2018/19	satisfactory	19-CR01 8	Y		75			satisfactory			substantial
19	KF Resources	Council Tax	y	kf yr 1	2017/18	substantial	19-CR01 8	Y		85	KPI05 G			substantial		substantial
20	KF Resources	Creditors	n	kf yr 2	2018/19	satisfactory	19-CR01 8	Y		75	KPI01 G; PI02 G		satisfactory			substantial
21	KF Resources	Grants & External Funding received	n	kf yr 3	2016/17	substantial	19-CR01 8	Y							substantial	
22	KF Resources	Housing Rents	n	kf yr 2	2018/19	satisfactory	19-CR01 8	Y			KPI16 G		satisfactory			substantial
23	KF Resources	Income, Fees & Charges	n	kf yr 2	2018/19	substantial	19-CR01 8	Y					substantial		substantial	
24	KF Resources	Insurance	n	kf yr 3	2019/20	tbc	19-CR01 8	Y				tbc			substantial	substantial
25	KF Resources	Main Accounting System	y	kf yr 1	2017/18	substantial	19-CR01 8	Y		40				substantial		substantial
26	KF Resources	Recovery	n	kf yr 3	2019/20	satisfactory	19-CR01 8	Y		75	PI03 G	satisfactory			satisfactory	
27	KF Resources	Taxation	y	kf yr 1	2017/18	satisfactory	19-CR01 8	Y						satisfactory		satisfactory
28	KF Resources	Treasury Management	n	kf yr 3	2019/20	substantial	19-CR01 8	Y		75		substantial			substantial	
29	KF Corp Serv	Payroll, Allowances & Expenses	y	kf yr 1 (split -from HR), specifically Officers' Allowances & Expenses	2018/19	substantial	19-CR01 8			90			substantial		limited	limited
30	KF ICT & Facilities	Asset Management	n	kf yr 3	2019/20	substantial						substantial			substantial	
31	Corp Serv	Communication	y	Last audit 2015/1, Corp Plan	2015/16	substantial				65						substantial
32	Corp Serv	Customer Service Centre	p	service changes	2016/17	satisfactory				38	PI44 G				satisfactory	
33	Corp Serv	Day Centres	y	service changes	2017/18	substantial			50	44				substantial		
34	Corp Serv	HR	y	follow-up to 2019/20 audit - LITTLE	2019/20	little	19-CR04 6		60	64	KPI07a & b G	little				
35	Corp Serv	Leisure PFI	n		2019/20	satisfactory				50		satisfactory		limited		
36	Corp Serv	Museum	p	depends on 2019/20 opinion	2019/20	limited		Y	70	49	PI49 A	limited				
37	Corp Serv	Performance Management	p	service changes	2016/17	satisfactory	19-CR08 4			45					satisfactory	
38	Corp Serv	Risk Management	y	Last audit 2015/16, RM review & service changes	2015/16	substantial	19-CR08 4									substantial
39	Corp Serv	Website & Consultation	y	New audit area, Corp Plan				Y	75							
40	Envir Serv	Domestic Waste & Recycling	p	depends on 2019/20 opinion	2019/20	tbc		Y	75	43	KPI14 G; 15b G PI48 G	tbc				
41	Envir Serv	Grounds Maintenance	y	Last audit 2014/15, Corp Plan	2014/15	adequate										
42	Envir Serv	Highway Ranger Services	y	Last audit 2014/15, Corp Plan	2014/15	adequate										
43	Envir Serv	Income Generating Services	n	garden waste, bulky goods	2016/17	adequate				67					adequate	
44	Envir Serv	Street Cleaning	y	Last audit 2014/15, Corp Plan	2014/15	adequate			90	80						
45	Envir Serv	Trade Waste	n		2018/19	satisfactory			75	85			satisfactory	little		adequate
46	Gov & Legal	Democratic Services	n		2018/19	substantial				56	PI21 G		substantial			
47	Gov & Legal	Elections	y	Last audit 2016/17 service changes & elections since	2016/17	adequate				70					adequate	
48	Gov & Legal	Electoral Registration	n	service changes	2016/17	substantial				70	PI12 A				substantial	
49	Gov & Legal	Legal Services	n		2018/19	substantial				44	PI06 G		substantial			
50	Gov & Legal	Local Land Charges	n	service changes	2016/17	satisfactory				66					satisfactory	
51	Gov & Legal	Members' Allowances & Expenses	p	depends on 2019/20 opinion	2019/20	tbc	19-CR01 8					tbc			substantial	
52	H, H & C	Communities - Community Safety	n		2018/19	satisfactory		Y	75	66			satisfactory			
53	H, H & C	Communities - Grants to Voluntary Organisations	n		2017/18	satisfactory								satisfactory		
54	H, H & C	Communities - Health Improvement	n		2017/18	substantial		Y	75	81				substantial		substantial
55	H, H & C	Environmental Health C - Food Safety & Infectious Disease Control	y	Last audit 2013/14, b/f from 2019/20	2013/14	adequate				75	PI41 G					
56	H, H & C	Environmental Health C - Licensing	n	service changes	2019/20	tbc		Y		70		tbc				adequate
57	H, H & C	Environmental Health C - Port Health & Imported Food Controls	n		2019/20	substantial				75		substantial				adequate
58	H, H & C	Environmental Health P - Disabled Facilities Grants	n		2018/19	satisfactory				75			satisfactory			

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59	H, H & C	Environmental Health P - Empty Homes & Private Sector Housing	n		2018/19	substantial		Y	75	75			substantial			
60	H, H & C	Environmental Health P - Enforcement	n		2019/20	satisfactory		Y		75		satisfactory	limited			
61	H, H & C	Environmental Health P - Other	n		2013/14	satisfactory				82						
62	H, H & C	Housing - Homelessness (incl Rent Deposit Scheme)	p	depends on 2019/20 opinion	2019/20	tbc			75	83	PH16 A	tbc				substantial
63	H, H & C	Housing - Landlord Services	y	New audit area						75						
64	H, H & C	Housing - Allocations	p	depends on 2019/20 opinion	2019/20	tbc				85		tbc				substantial
65	H, H & C	Housing - Supporting People (formerly Services for Older People)	n		2017/18	satisfactory		Y		73				satisfactory		
66	H, H & C	Housing Strategy	n		2017/18	substantial				69				substantial		
67	H, H & C	Property Services - Right to Buy	n		2019/20	substantial				75		tbc				adequate
68	ICT & Facilities	ICT	n		2018/19	substantial	19-CR06 12			77	PI20 G		substantial			substantial
69	ICT & Facilities	Printing & Mailroom	n		2016/17	satisfactory				50					satisfactory	
70	Planning	Building Control Service and Fees	n		2018/19	satisfactory				50			satisfactory			
71	Planning	Car Parking Partnership (NEPP)	n		2017/18	satisfactory								satisfactory		limited
72	Planning	Conservation	p	service changes - corp plan 2020	2017/18	substantial		Y		18				substantial		
73	Planning	Development Management	n		2019/20	satisfactory		Y		64	KPI 11 R; KPI12 A-PI30 G-PI24d G-PI46	satisfactory				
74	Planning	Economic Development - business parks and communities	y	New audit area b/f from 2018/19; Corp Plan				Y	75	50						
75	Planning	Economic Development - Stansted airport & partners for economic op	y	New audit area b/f from 2018/19; Corp Plan				Y	75	50						
76	Planning	Economic Development - town centres & small business support	n		2017/18	substantial		Y		60				substantial		
77	Planning	Enforcement	n		2018/19	satisfactory		Y		100			satisfactory		satisfactory	
78	Planning	Landscape	p	corp plan 2020	2017/18	satisfactory								satisfactory		
79	Planning	Neighbourhood Plans	y	New audit area b/f from 2018/19; Corp Plan				Y		25						
80	Planning	Policy & Local Plan	p	expanded to include policy	2017/18	substantial	19-CR09 8	Y	50	25				substantial		
81	Planning	Section 106 Obligations	p	depends on 2019/20 opinion	2019/20	tbc		Y		50		tbc				substantial
82	Planning	Support & Business	n		2018/19	substantial				83			substantial			
	H, H & C	Property Services - Planned Maintenance		to Uttlesford Norse Ltd - partnership management	2018/19	limited		Y		75			limited			
	H, H & C	Property Services - Repairs Service		to Uttlesford Norse Ltd - partnership management	2019/20	tbc				90		tbc				adequate
	H, H & C	Property Services - Stock & Voids		to Uttlesford Norse Ltd - partnership management	2019/20	tbc		Y	75	50	KPI08a R	tbc			substantial	substantial
	H, H & C	Property Services - Stores		to Uttlesford Norse Ltd - partnership management	2018/19	substantial				40			substantial			adequate
	ICT & Facilities	Facilities Management		to Uttlesford Norse Ltd - partnership management	2016/17	satisfactory				55					satisfactory	