



Corporate Performance Report

Quarter 3 2024-2025

Annual Plan Progress

Each year we prepare an Annual Plan, which contains objectives and actions that will deliver on the themes outlined in our Four Year Plan.


RAG Status*



Red/off track: Behind schedule, more than 3 months **Amber/Slippage:** Behind schedule, up to 3 months

Green/On track: On schedule **Blue:** Completed

* Note: Council and policy committees can agree to revise schedules.





Action Expected Outcome	
Completed	11
Off track	3
On track	10



No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
AP24/5.1	Finance Service; Strategy & Resources Committee	Set a balanced budget.	Set balanced budget, progressing towards removing reliance on the use of reserves to fund day-to-day services.	31-Mar-2025		Current projections are for a balanced budget for 2025/26	14-Jan-2025



No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
AP24/5.2	Executive Office; Strategy & Resources Committee	Sustainable budget plan	Plan developed by completion date, to be followed by implementation as agreed in the plan. Deliver a plan in conjunction with Budget Policy Chairs and Vice Chairs that will have a multi-year programme of prioritised service reviews as part of the budget making process in successive years with the aim of delivering sustainable budgets through the MTFS 2024-28. Consider opportunities for collaborative work with other organisations	31-Jul-2024		This item has been completed. Service Review Plan agreed at Strategy & Resources Committee in July 2024.	24-Jan-2025
AP24/5.3	ICT Service; Strategy & Resources Committee	Deliver ICT Strategy objectives	Deliver the ICT Strategy's 2024/25 road map objectives	31-Mar-2025		The updated version of the ICT Strategy was reviewed and its recommendations approved at S&R on the 28th January 2025. It has also been subject to review by SIAP and we have received the final report back from them.	11-Feb-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
AP24/5.4	Executive Office; Strategy & Resources Committee	Develop operational project plan for Town Hall move	a)Develop full operational project structure, plan and associated documentation for the Town Hall move to 70 East Street and progress delivery, b) Prepare a high level roadmap/timeline for councillors including key workstreams, deliverables and budget/costs c)Regular progress updates on (a) and (b) above to be provided via Strategy & Resources Committee Chairs' meetings and budget Policy Chairs	31-Jul-2024	●	This item has been completed. The operational project plan is regularly monitored. A high level timeline and budget monitoring update report is being produced on a monthly basis for the S&R Committee Chair's monthly meeting. The first written report will be submitted to the November monthly meeting.	24-Jan-2025
AP24/5.5	Property Regeneration Service; Strategy & Resources Committee	Proposals for future of current Town Hall site	Decision made by Full Council on the proposals around the development / disposal of the current Town Hall site.	31-Dec-2024	●	Slippage due to additional work requested of our consultants who will report back.	21-Feb-2025
AP24/5.6	Policy and Corporate Resources Service; Strategy & Resources Committee	Review and update the Procurement Strategy, CSOs and associated documents	Strategy updated and approved by Strategy & Resources Committee by "Completion Date". This objective is dependent on the when the Government adopts the new legislation.	31-Mar-2025	●	Full Council approved the updated CSOs on the 10th December 2024. Officer training has now been arranged for March 2025, and updates to the Procurement Strategy and associated documents are currently underway.	11-Feb-2025
AP24/5.7	Property Regeneration Service; Strategy & Resources Committee	Develop the scope and terms of reference for a detailed Asset Management Plan review	Report submitted to Strategy & Resources Committee Chairs by "Completion Date".	31-Jul-2024	●	This item has been completed. It was presented to Strategy & Resources Committee Chair / Vice Chair on 26 September 2024.	24-Jan-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
AP24/5.8	Property Regeneration Service; Strategy & Resources Committee	Develop a new Property Strategy	Report submitted to Strategic Leadership Team and agreed at Full Council by "Completion Date".	31-Mar-2025	●	This item has been completed. A new property strategy is not required as principles are covered in the Homelessness and Rough Sleeping Strategy.	24-Jan-2025
AP24/5.9	Policy and Corporate Resources Service; Strategy & Resources Committee	Embed a Risk Management Strategy ethos	Embed a Risk Management Strategy ethos in the delivery of services and review of policy. Risk Management Strategy reviewed and approved annually by Strategy & Resources Committee by "Completion Date".	30-Nov-2024	●	This item has been completed. <ul style="list-style-type: none"> Updated Risk Management Strategy reviewed and approved by S&R Committee (12/11/24), incl. revisions to further embed RMS ethos. Target met to complete delivery of this Action. Proposals submitted to close P-Hub implementation incl. on-going actions to further embed RMS ethos. Further embedding actions will continue as BAU for BA team. Plans for Risk Appetite Workshop continuing. 	24-Jan-2025
AP24/5.10	Executive Office; Strategy & Resources Committee	Corporate Peer Challenge report and adopt an action plan.	Draft report submitted to Strategic Leadership Team and agreed at Full Council by "Completion Date".	30-Sep-2024	●	This item has been completed. The action plan was adopted at the Strategy & Resources Committee on 23 July 2024.	28-Jan-2025
AP24/5.11	Licensing & Planning Policy Committee; Place Development Service	Progress the Local Plan toward Regulation 19 submission.	<ul style="list-style-type: none"> Progress the Local Plan toward Regulation 19 submission. Submit the final version of the Town Hall Master Plan to LPPC in Autumn 2024. Publish the revised Infrastructure Delivery Plan alongside the Regulation 19 Consultation. 	31-Mar-2025	●	This item has been completed. Regulation 19 Submission was agreed by the LPPC on 20 November 2024 and it was endorsed by the Council on 10 December 2024.	24-Jan-2025
AP24/5.12	Licensing & Planning Policy Committee; Place Development Service	Implement CIL spending protocol	Projects evaluated and recommendations taken to Licensing and Planning Policy Committee	30-Nov-2024	●	This item has been completed. On 12 November 2024, the Strategy and Resources Committee approved CIL funding bids for the 2024 funding allocation.	24-Jan-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
AP24/5.13	Community & Wellbeing Committee ; Housing and Communities Service	Deliver of the Arts, Cultural and Heritage Strategy	Deliver 2024-2025 objectives	31-Mar-2025		Two new murals were completed at Epsom Playhouse in January 2025 championing the 40-year history of Epsom Playhouse. Both murals were fully funded by the Arts, Culture and Heritage UKSPF funding allocation. Bloomberg Connects Tour - final stages of uploading in place. On track for March 2025 completion. Other deliverables attributed to 2024/25 ACH workplan are underway and on track for March 2025 completion.	24-Jan-2025
AP24/5.14	Community & Wellbeing Committee ; Housing and Communities Service	Deliver and implement revised Health and Wellbeing Strategy and deliver the 2024/25 objectives	<ul style="list-style-type: none"> • In year objectives delivered • Strategy submitted to committee 31/07/2024 	31-Mar-2025		A report was submitted to the Community and Wellbeing Committee on 16 January 2025. It agreed the Health and Wellbeing priorities for the new strategy. The full strategy is due back to committee in March 2025, with a view to then move to public consultation.	28-Jan-2025
AP24/5.15	Community & Wellbeing Committee ; Housing and Communities Service	Implement the Homelessness and Rough Sleeper Strategy	<ul style="list-style-type: none"> • In year objectives complete, including updating empty homes policy. • Quarterly reports to the Community & Wellbeing Committee Chairs meeting. • Housing event held • and network operational. 	31-Mar-2025		The majority of actions are either complete or on track. They were reported to the Community & Wellbeing Committee in July 2024. Another update was provided to the Committee in October 2024. The next update will be in March 2025.	11-Feb-2025
AP24/5.16	Community & Wellbeing Committee ; Policy and Corporate Resources Service	Leisure Centre contract retender	<ul style="list-style-type: none"> • Tender milestones achieved, and • briefing note prepared for S&R and C&W Committee Chairs and Vice Chairs. • In year objectives delivered. 	31-Mar-2025		Project on track: the tender opportunity is due to close on the 12th February 2025, after which officers will begin reviewing the bid documentation.	11-Feb-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
AP24/5.17	Community & Wellbeing Committee ; Housing and Communities Service	Implement a programme of "modular homes"	<ul style="list-style-type: none"> • Report submitted to Strategic Leadership Team and • agreed at with relevant Policy Committee Chairs by "Completion Date". 	31-Jul-2024		The original plan was for a programme of modular homes. As funding for this has been withdrawn, currently the only site being progressed is Fairview Road. Councillors have asked officers to consider what other opportunities there are to deliver on a wider programme of modular homes.	21-Feb-2025
AP24/5.18	Community & Wellbeing Committee ; Operational Services	Venue income generation programme	<ul style="list-style-type: none"> • Initiatives presented to relevant policy committee Chairs and • quarterly update to Community & Wellbeing Committee Chairs meetings. 	31-Mar-2025		<ul style="list-style-type: none"> • Income generation remains strong at venues with good numbers of users, bookings and attendance at events. • Initiatives will continue to be presented and updated to the Community & Wellbeing Committee Chairs on a quarterly basis. • The success of each initiative will also be reported at these quarterly meetings. • 2024 Financial year income objective is building on the cafe, and hire of space within Bourne Hall. • Within the Community Wellbeing Centre we will report back the initiative of higher needs. • The Playhouse will be focusing on the ice cream, snacks and beverage revenue offering after the renovation works have been completed. 	14-Feb-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
AP24/5.19	Environment Committee; Place Development Service	Deliver Climate Change Strategy objectives.	<ul style="list-style-type: none"> • Deliver the 2024-2025 objectives. 	31-Mar-2025		<ul style="list-style-type: none"> • New 5 year Climate Change Action Plan published and in effect • Bourne Hall Solar Installed and operational • Rainbow Leisure Centre PV installation commenced and project due to complete by the end of the financial year • Bourne Hall window replacement permission granted - due to start by end of January. • Tree Planting (approx. 2,610) underway to be concluded end of March 2025 • Green your home guide nearing completion and due to be published by the end of February 2025 • Annual and five year progress updates being prepared for Environment Committee. Note: 16% reduction in councils operations emissions as of 23/24 • Heat Decarbonisation Plan for Bourne Hall - final report received - awaiting internal approval - once approved grant funding can be reclaimed 	17-Jan-2025
AP24/5.20	Environment Committee; Operational Services	Pet crematorium and memorial garden, feasibility and business case	<ul style="list-style-type: none"> • A feasibility report and business case for providing a pet crematorium and memorial garden in the Borough • Report submitted to S&R Committee for consideration. 	31-Oct-2024		<p>This action has been completed.</p> <p>A report was submitted to the Strategy and Resources Committee on 28 January 2025. The Committee agreed to pause further work until there is greater clarity regarding the implications of Local Government Reorganisation.</p>	11-Feb-2025









No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	Commentary	Latest Update
AP24/5.21	Environment Committee; Operational Services	Monitor and respond to developments in Government Waste Strategy	<ul style="list-style-type: none"> Briefings provided to Environment Committee on any forthcoming developments or opportunities. 	31-Mar-2025	●	<ul style="list-style-type: none"> Defra had informed the Council that a response would be provided after 7 January 2025 regarding our appeal of the £671k EPR funding. The Council is waiting for the response. New, non-consulted government requirement to separate paper and card for recycling unless unable to do so due to Technical, Economical or Environmental impracticability. The Senior Leadership Team reviewed this on 23 January 2025 and agreed that we are currently unable to comply due to Technical impracticability, i.e. lack of disposal route being provided by SCC which seems unlikely to change in the short term. This reason will be documented according to Defra format by 31 March 2025. This matter will be picked up by successive authorities through Local Government Reorganisation. 	21-Feb-2025
AP24/5.22	Environment Committee; Operational Services	Develop cemetery lease renewals policy	<ul style="list-style-type: none"> Draft policy submitted to the Strategic Leadership Team and Agreed at Environment Committee by "Completion Date". 	30-Nov-2024	●	<p>This item has been completed.</p> <p>A report of the Grave Lease Extensions was approved by the Environment Committee on 21 January 2025.</p>	24-Jan-2025
AP24/5.23	Crime & Disorder Committee; Housing and Communities Service	Adopt and deliver the Community Safety Action Plan	<ul style="list-style-type: none"> In year objectives delivered. 	31-Mar-2025	●	<p>The Plan had been consulted and it was adopted in January 2024. It runs for 2 years. It is estimated that 50% of the Plan will be completed by March 2025 and 100% by end of 2025.</p>	24-Jan-2025
AP24/5.24	Crime & Disorder Committee; Housing and Communities Service	Progress actions from the CSP review recommendations	<ul style="list-style-type: none"> Outstanding objectives delivered or funding bids sought 	31-Mar-2025	●	<p>This action has been completed.</p> <p>In consultation with the Chair of the Crime and Disorder Committee it has been decided to close this action as the outstanding areas in the review require resource which is unavailable.</p>	11-Feb-2025

Summary of Key Performance Indicators



Key*

Red/Alert: Off target - significant Amber/Warning: Off target - marginal Green/Ok: On target






*For KPIs the definition for red/warning, amber/alert and green/ok is set for each KPI individually.

PI Status		Long Term Trends		Short Term Trends	
	Alert		Improving		Improving
	Warning		No Change		No Change
	OK		Getting Worse		Getting Worse
	Unknown				
	Data Only				





Community & Wellbeing Committee

Key Performance Indicator	Status
Number of Households Living in Nightly Paid Accommodation	
Number of Successful Preventions From Homelessness	















Environment Committee


Key Performance Indicator	Status
Car Park Visitor Numbers	
Car Park Revenue (£k)	
Parking Penalty Charge Notice Appeals Responded to in 10 Working Days	
Waste Collected	
Waste Sent for Recycling	

Licensing & Planning Policy Committee

Key Performance Indicator	Status
Major Planning Applications Decided in Time	
Minor Planning Applications Decided in Time	
Other Planning Applications Decided in Time	
Planning Appeals Against the Council's Refusal of Planning Dismissed by the Inspector	

Strategy & Resources Committee

Key Performance Indicator	Status
Council Tax Collected	
Non Domestic Rates Collected	
Forecast Outturn vs Budget (£m)	
Forecast Income from Treasury Management Investment (£k)	
Number of Stage 1 Complaints Received	
Number of Stage 2 Complaints Received	
Average Time Taken (days) to Process Stage One Complaints	
Average Time Taken to Process Stage Two Complaints	
Average Number of Days of Staff Sickness	
Short-term Staff Sickness (Av. no days)	
Long term sickness absence (Av. no.of days)	
Staff Turnover (voluntary)	
Council Owned Vacant Property Rate (%)	
Completion Rates for ALL Property Maintenance Works	

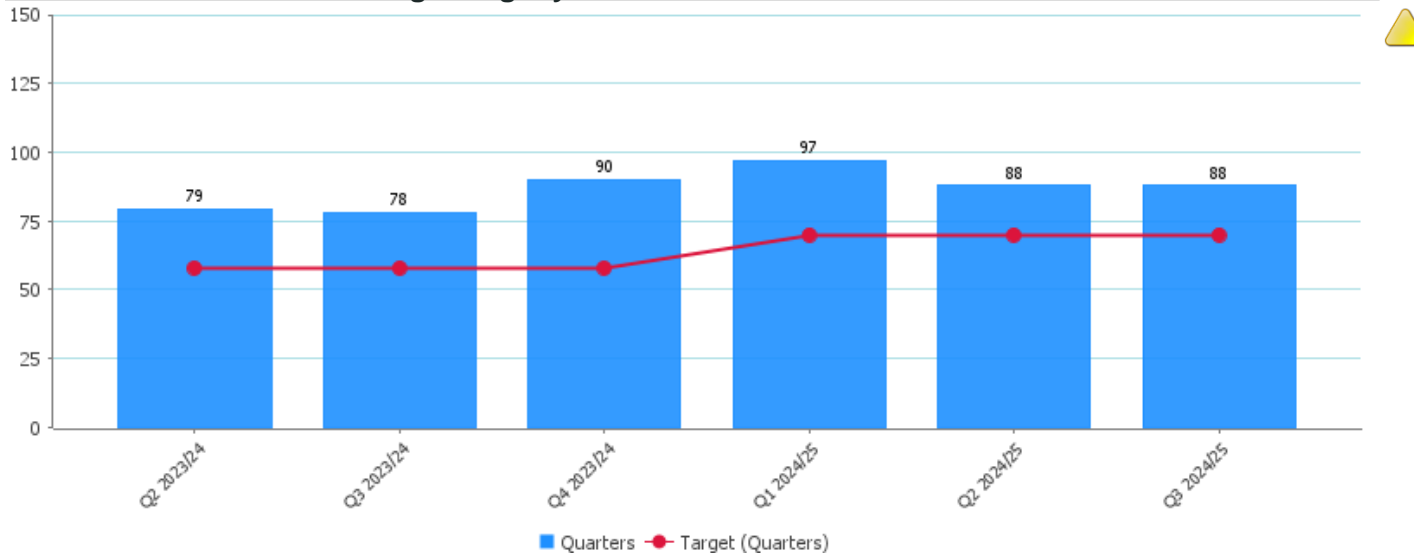
Key Performance Indicator	Status
Completion Rate for PRIORITY 1 Property Maintenance Works	

Corporate Key Performance Indicator Charts

Traffic Light	
Red	2
Amber	3
Green	17
Data Only	4

Community & Wellbeing Committee

Number of Households Living in Nightly Paid Accommodation

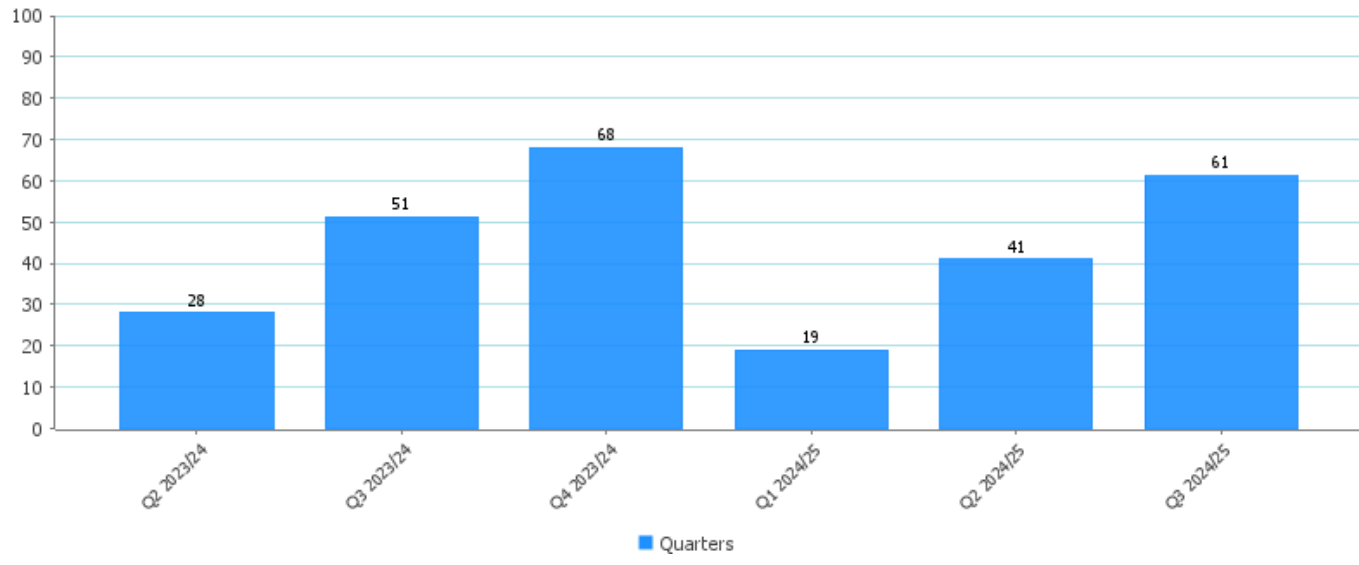


29-Jan-2025

- The no. of households is currently off target in relation to the budget, and the cost of supporting homelessness is therefore above budget. The current forecast for the year is 90, above the budget set value of 70. The additional expenditure will be met through a combination of the original budget, homelessness grant reserve and the Council's contingency for inflationary pressures and general fund balance.

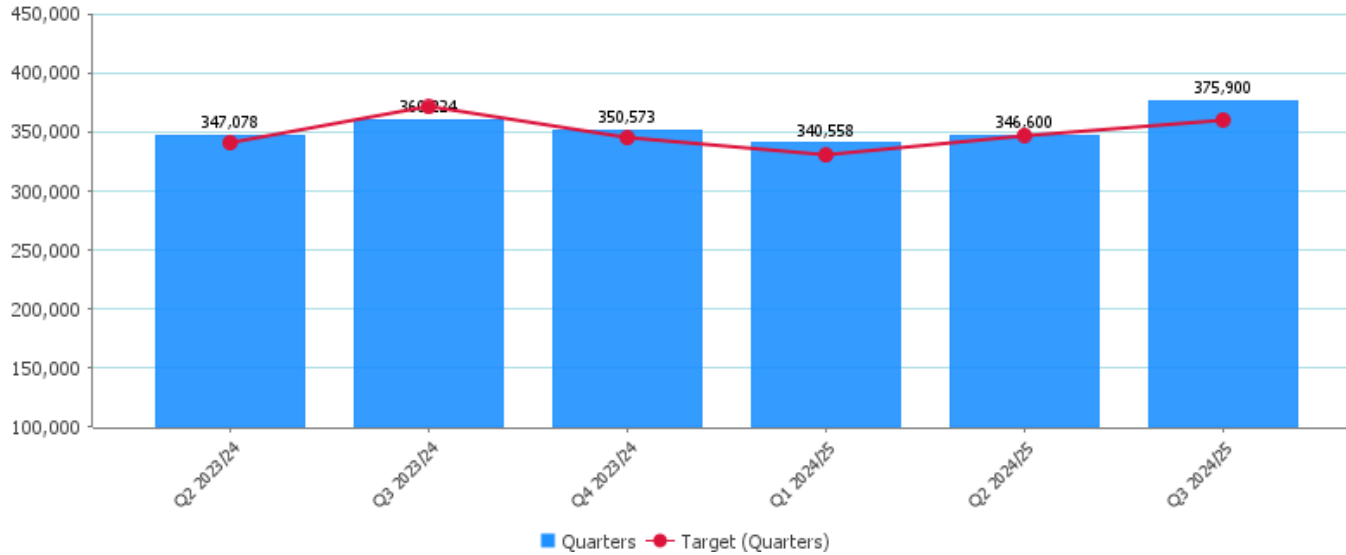
Number of Successful Preventions From Homelessness

17-Jan-2025



Cumulative total for year up to Q3

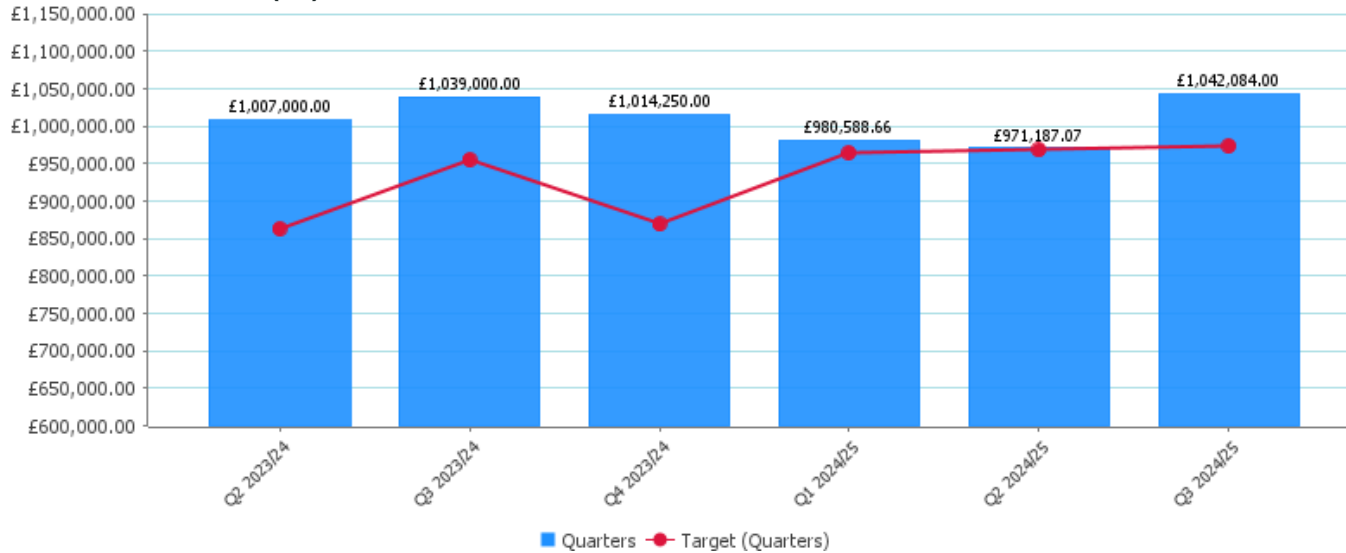
Car Park Visitor Numbers



24-Jan-2025

• The new Ashley Centre car park operating system has brought with it an increase in visitor numbers. Depot Road and Upper High Street have also shown significant increases when compared to the same period last year. • The target in 24/5 is based on the previous year's actuals, so readers will see some fluctuations.

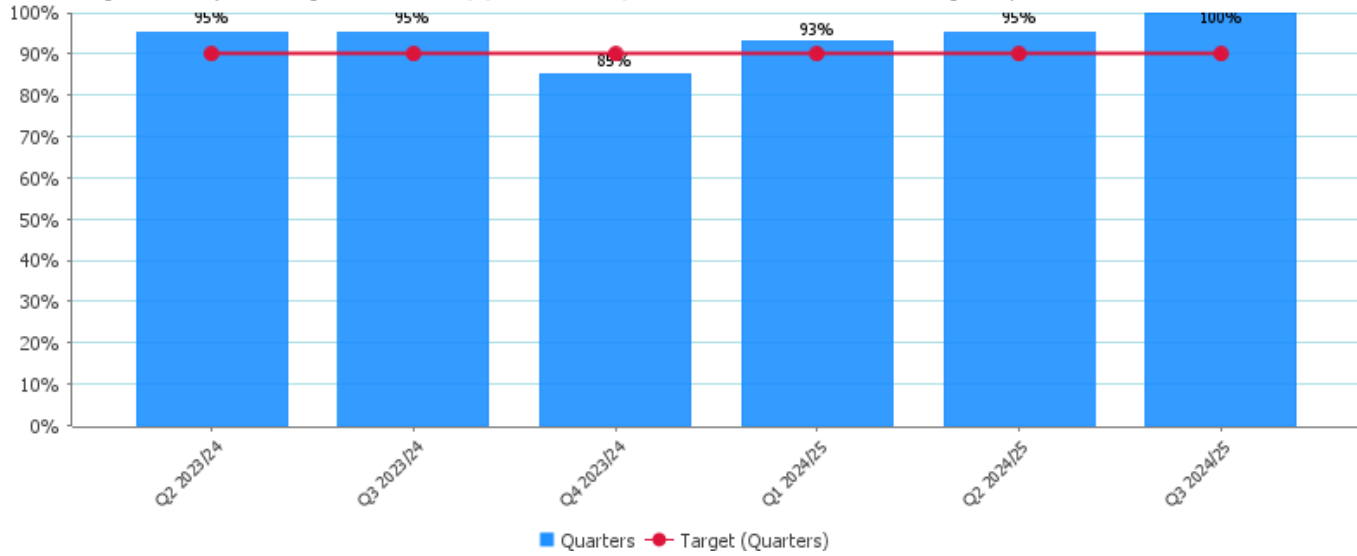
Car Park Revenue (£k)



14-Feb-2025

Increasing visitor numbers is also reflected in an increase in car parking revenue.

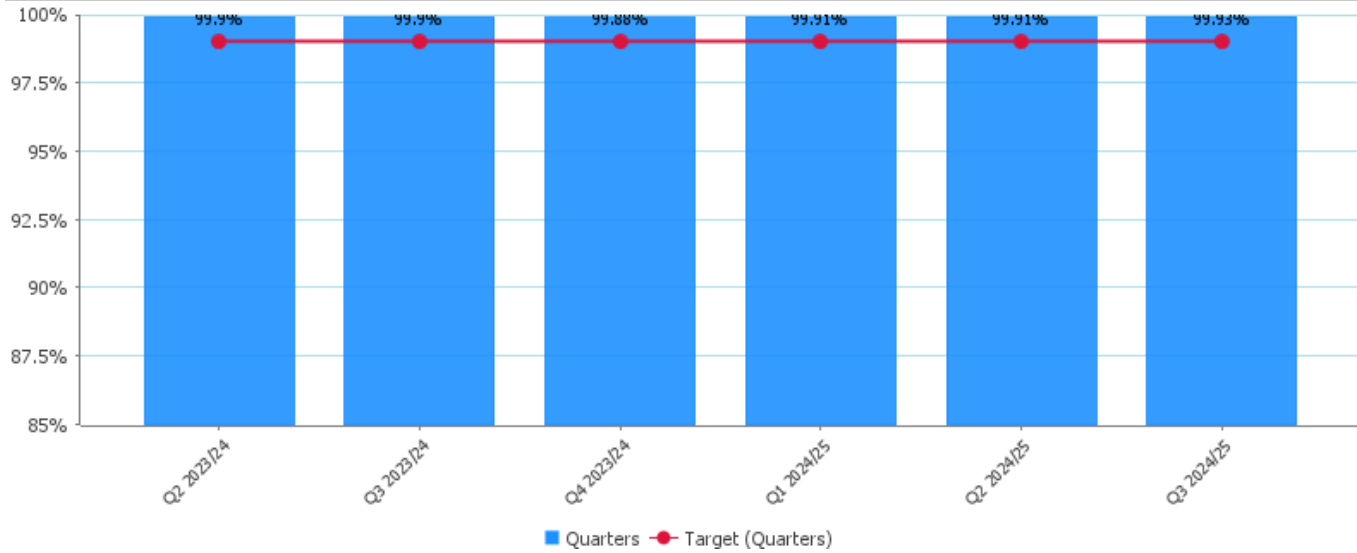
Parking Penalty Charge Notice Appeals Responded to in 10 Working Days



27-Jan-2025

All appeals dealt with within 10 working days.

Waste Collected

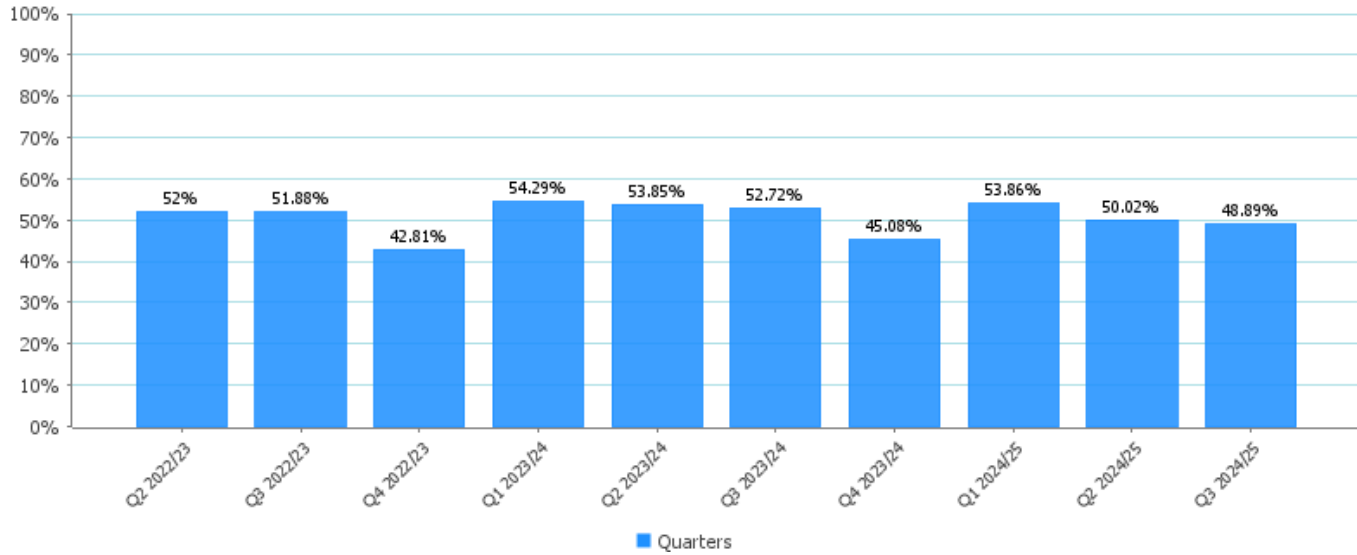


24-Jan-2025

Very good missed bins performance in Q3.

Waste Sent for Recycling

26-Feb-2025



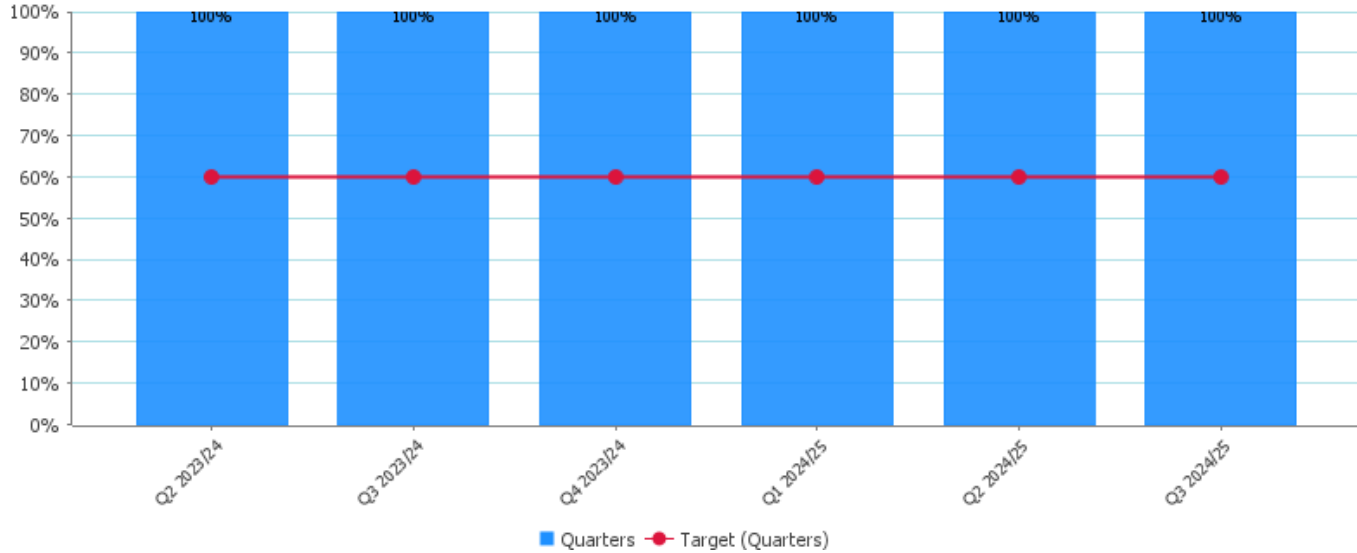
Q3 2024/25 was 1.32% lower than Q3 2023/24 due to:

- 112 tonnes higher fly tips this year
- 163 tonnes less mixed recycling this year
- 66 tonnes less glass this year
- 47 tonnes less food this year
- 41 tonnes less garden waste this year

We see a general decline in recycling which Operational Services seek to quell through publicity actions in the spring, including a 'No food waste' sticker on refuse bins (last time we did this in 2016 it increased food waste recycling by a fifth).

- We do not have a target for this indicator yet although further investigation is underway including to reflect seasonal impacts. For information the Surrey average is 51.8%.
- *Seasonal variations are evident in the production of waste, so it is better to make comparisons with the same quarter last year rather than the last quarter*

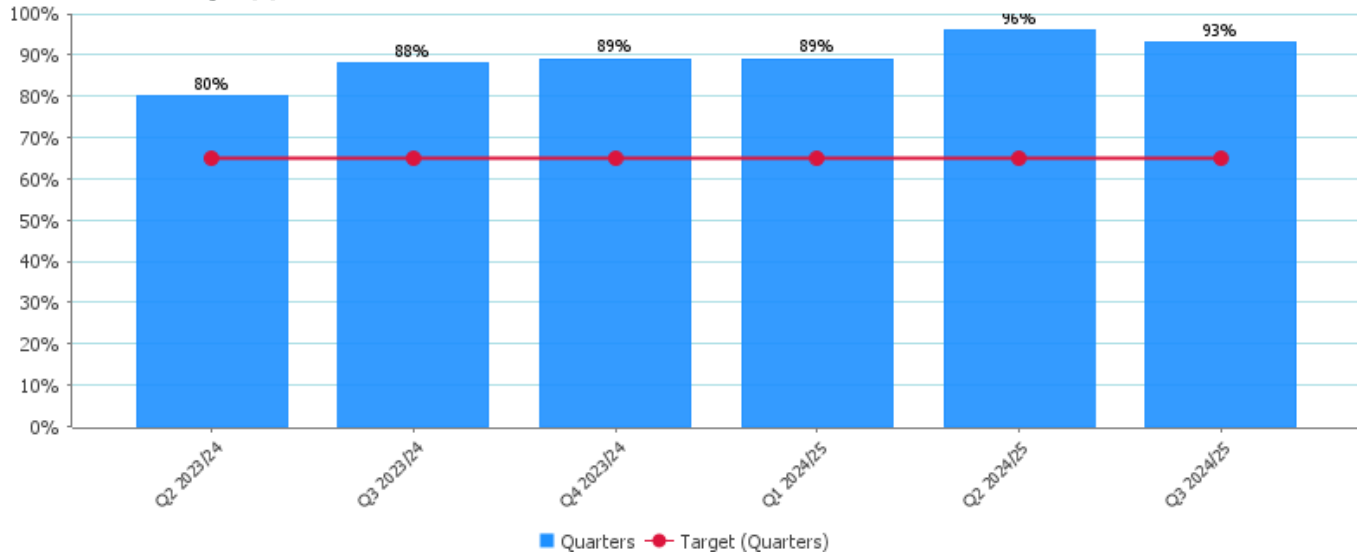
Major Planning Applications Decided in Time



17-Jan-2025

Performance remains very strong following completion of improvement actions.

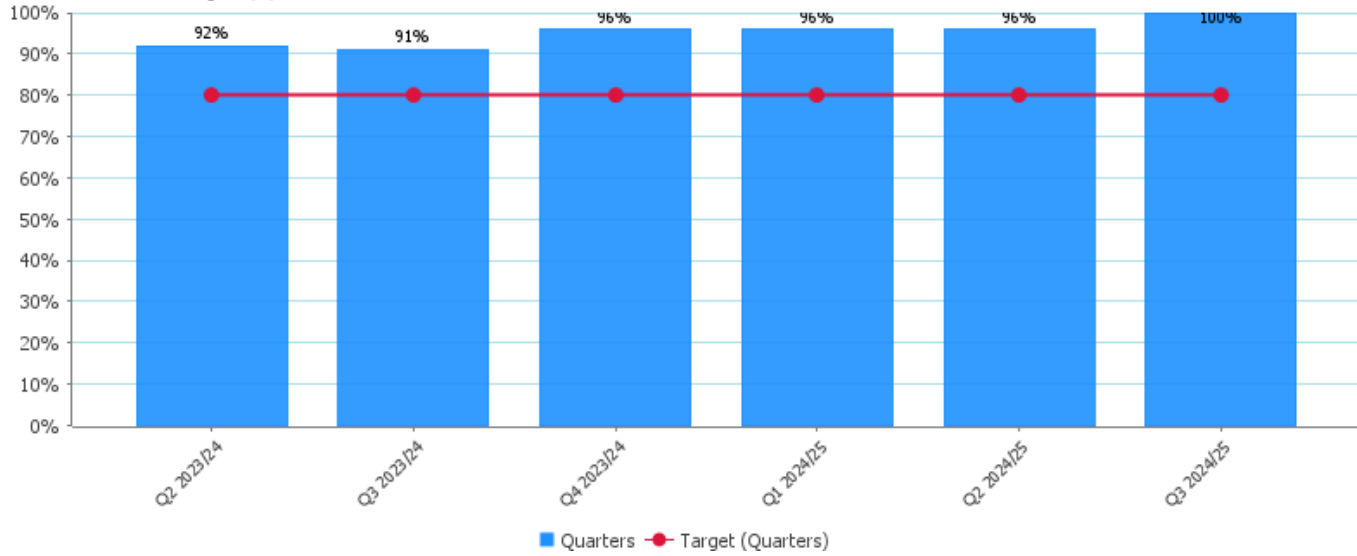
Minor Planning Applications Decided in Time



17-Jan-2025

Performance remains very strong following completion of improvement actions.

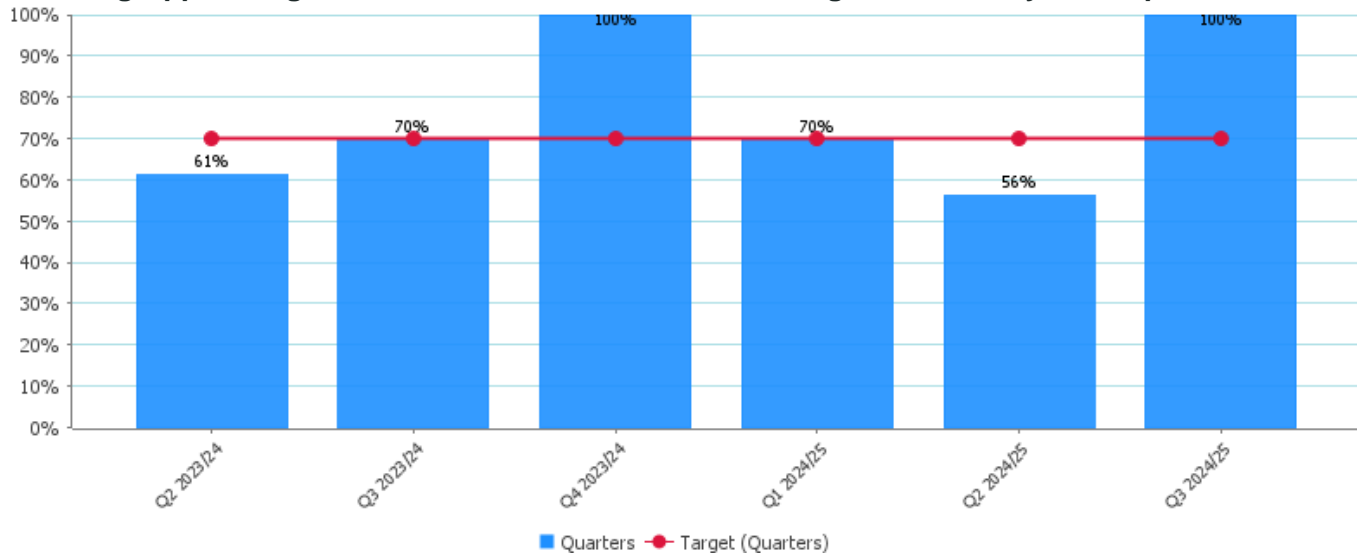
Other Planning Applications Decided in Time



17-Jan-2025

Performance remains very strong following completion of improvement actions.

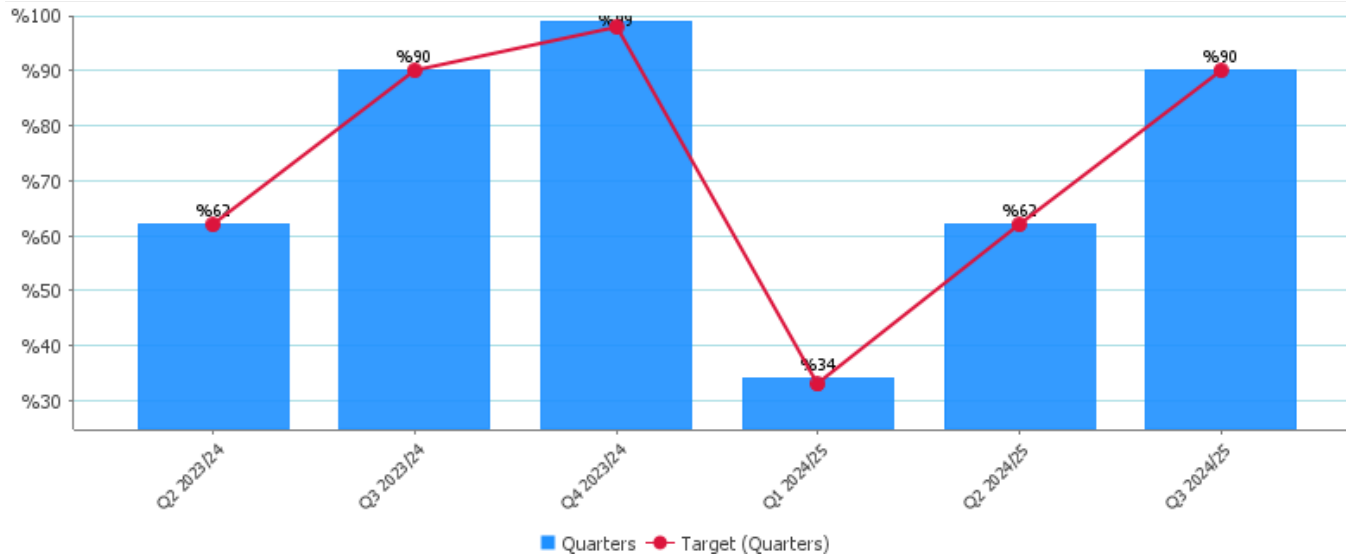
Planning Appeals Against the Council's Refusal of Planning Dismissed by the Inspector



25-Feb-2025

- Average appeal performance over a longer period remains strong, although the small number of appeals per Quarter means a small number of decisions can impact the overall percentage.
- For this quarter 12 out of 12 appeals against the Councils decisions were dismissed.

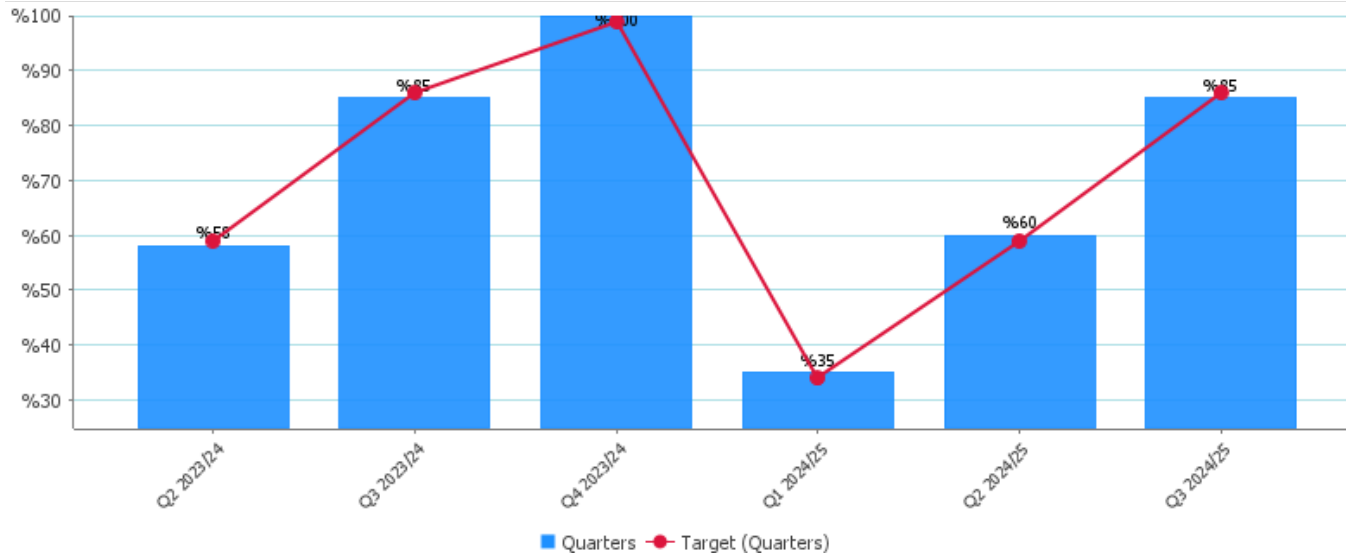
Council Tax Collected



28-Jan-2025

- Collections are on target.

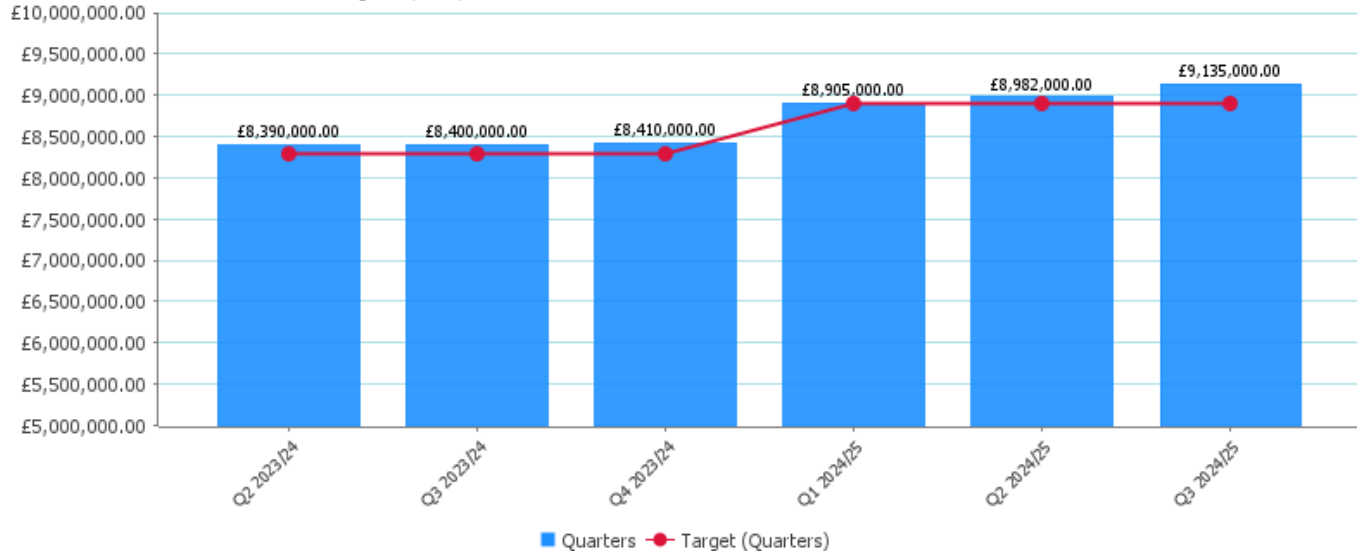
Non Domestic Rates Collected



28-Jan-2025

- 85% collected against profile of 86%

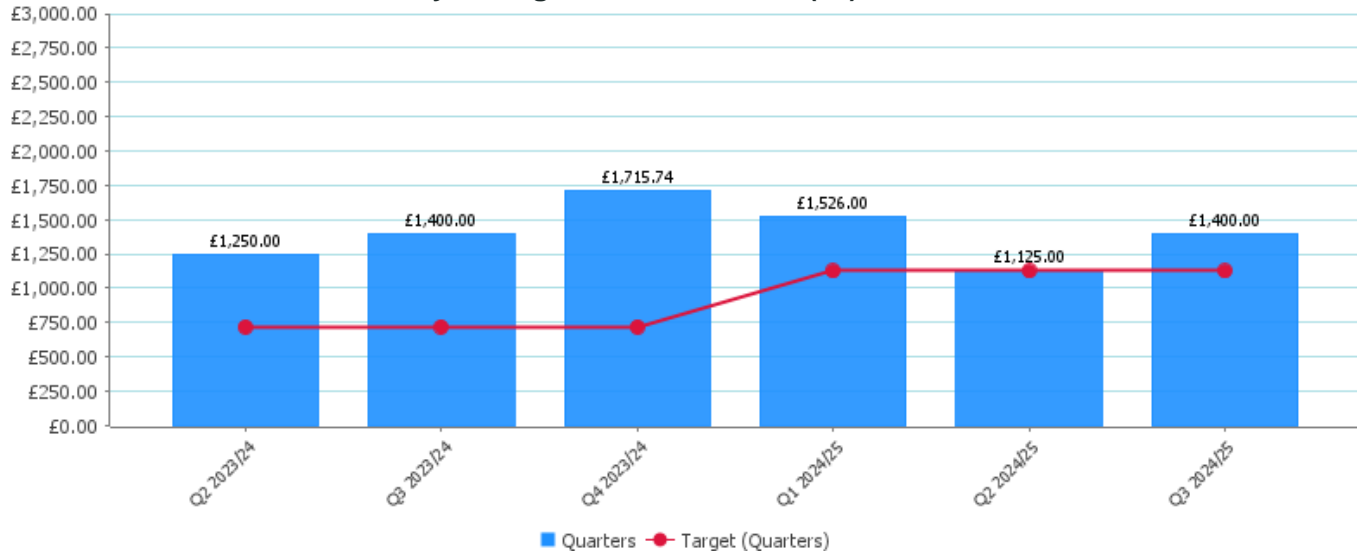
Forecast Outturn vs Budget (£m)



14-Feb-2025

Updated to reflect Q3 revenue monitoring. Went to Audit & Scrutiny on 6 Feb 2025.

Forecast Income from Treasury Management Investment (£k)

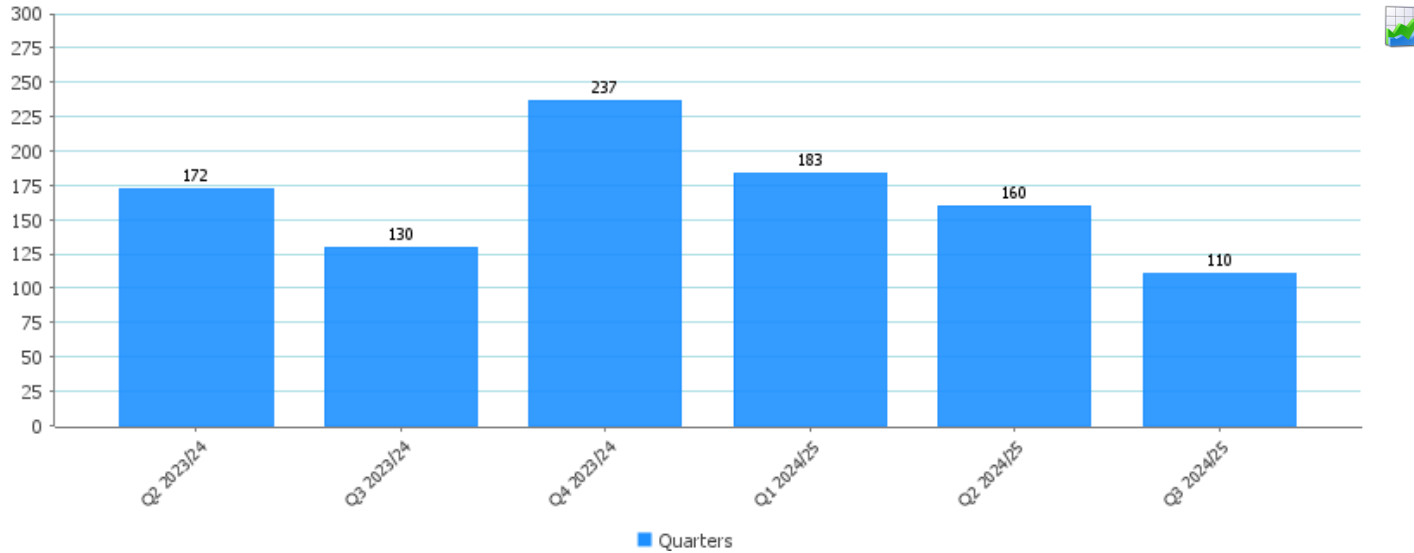


17-Feb-2025

Updated as per Quarter Three revenue monitoring - went to Audit & Scrutiny Committee on 6 February

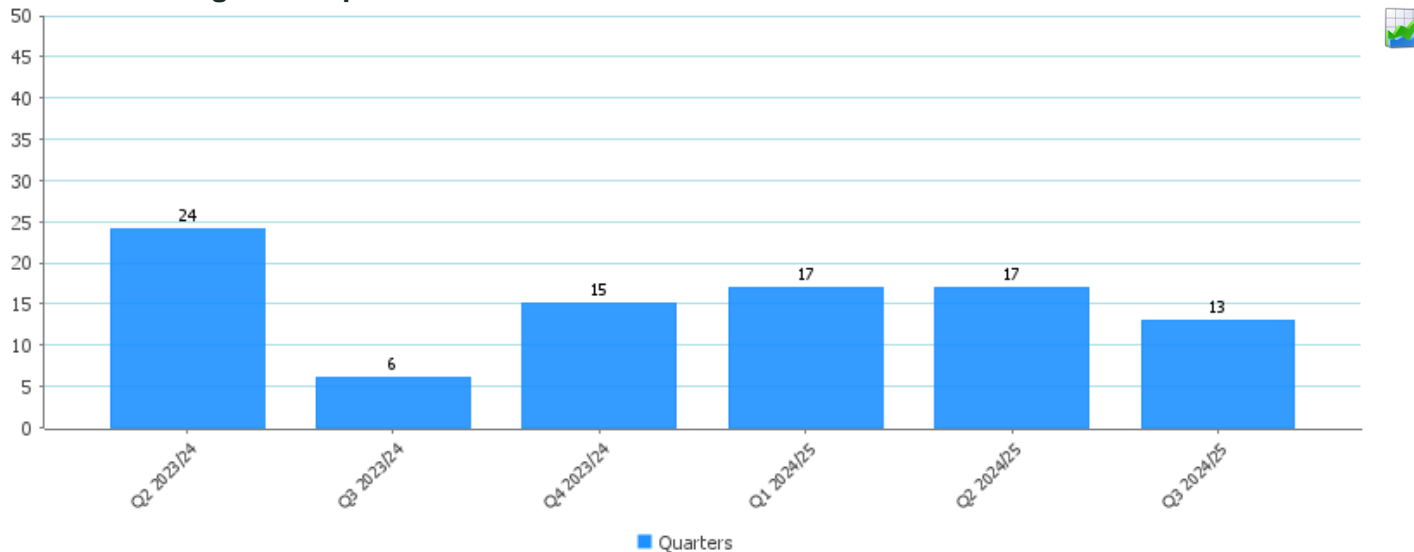
Number of Stage 1 Complaints Received

24-Jan-2025



- There was 110 stage 1 complaints received between October and December 2024, showing a significant drop over the past year. This could be partly due to the complaints training being carried out by Customer Services to managers across the organisation to refresh knowledge. There are also less complaints received in December normally due to the Christmas period.
- The majority of the complaints received were for Refuse and Recycling, with the second highest complaints related to car parks.
- Historically, we received very little to no complaints about Licensing, but there has been a slight increase due to delays in the service.

Number of Stage 2 Complaints Received



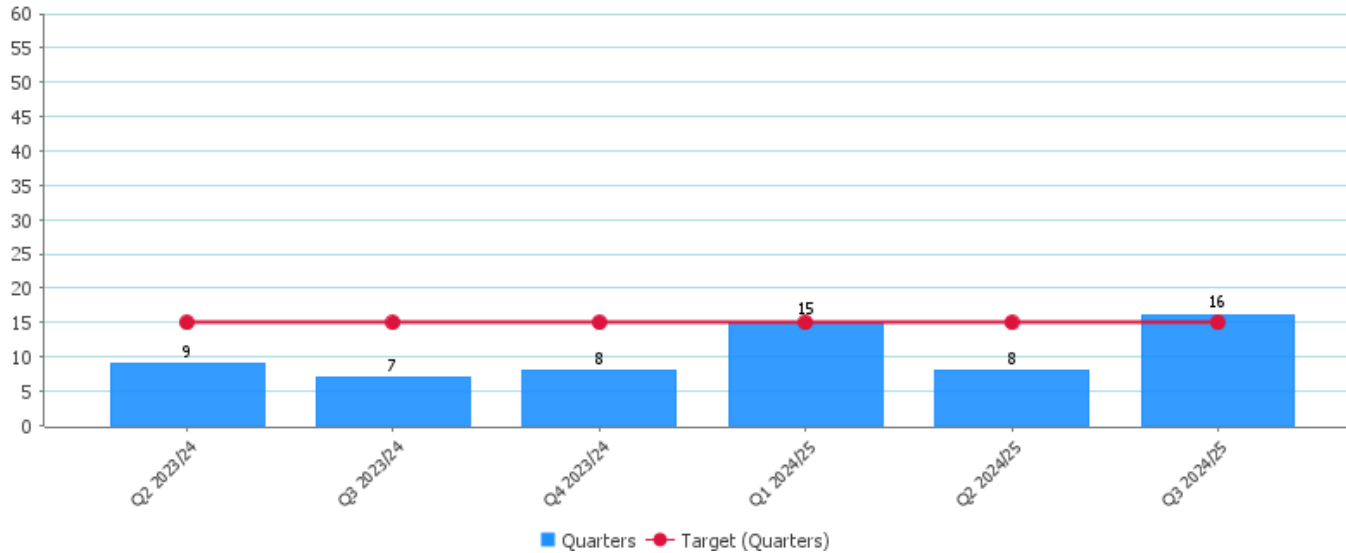
24-Jan-2025

The number of stage 2 complaints received from October - December 2024 has decreased slightly from the previous period. The majority of these are from the Planning and Planning Enforcement teams from one individual.

Other stage 2 complaints from this period include a mix of Refuse & Recycling, Streetcare, and Council Tax. The reasons for complaints escalating to a stage 2 mostly include the original issue not being resolved, or that the customer was unhappy with the response at stage 1.

Average Time Taken (days) to Process Stage One Complaints

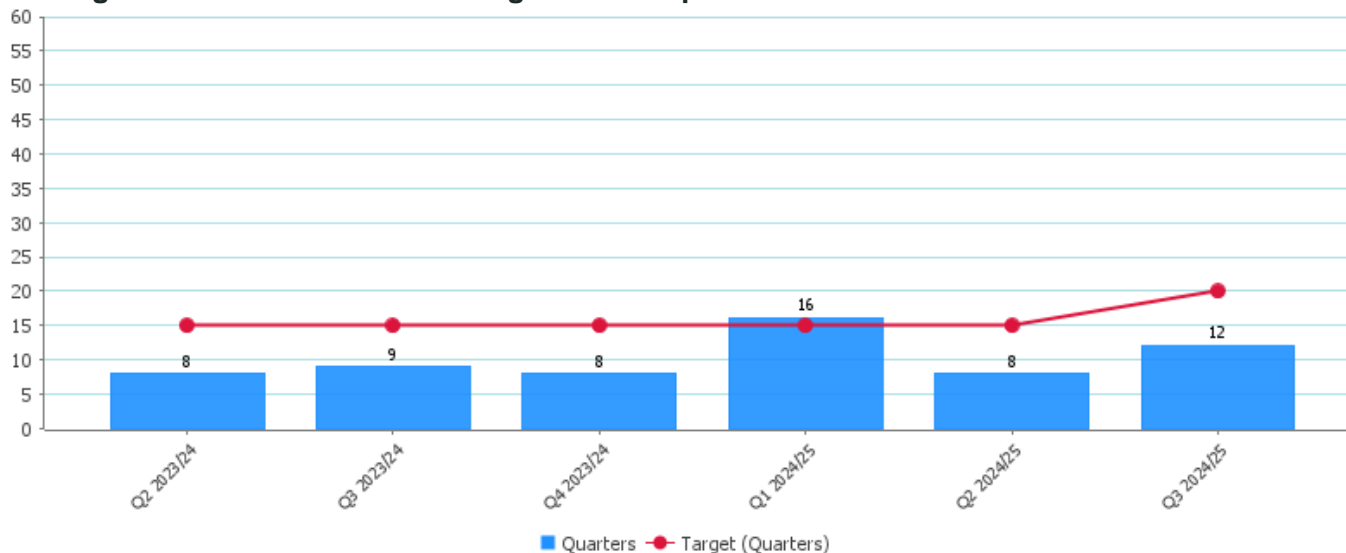
28-Jan-2025



- The time taken to respond to stage 1 complaints has increased from last quarter to this quarter. It has risen from 8 days to 16 days on average, taking us slightly over the target of 15 working days.

- This is partly due to resource shortages and we should now be back on track, and to combat this going forward, we have identified some extra resource and improved internal processing systems.

Average Time Taken to Process Stage Two Complaints



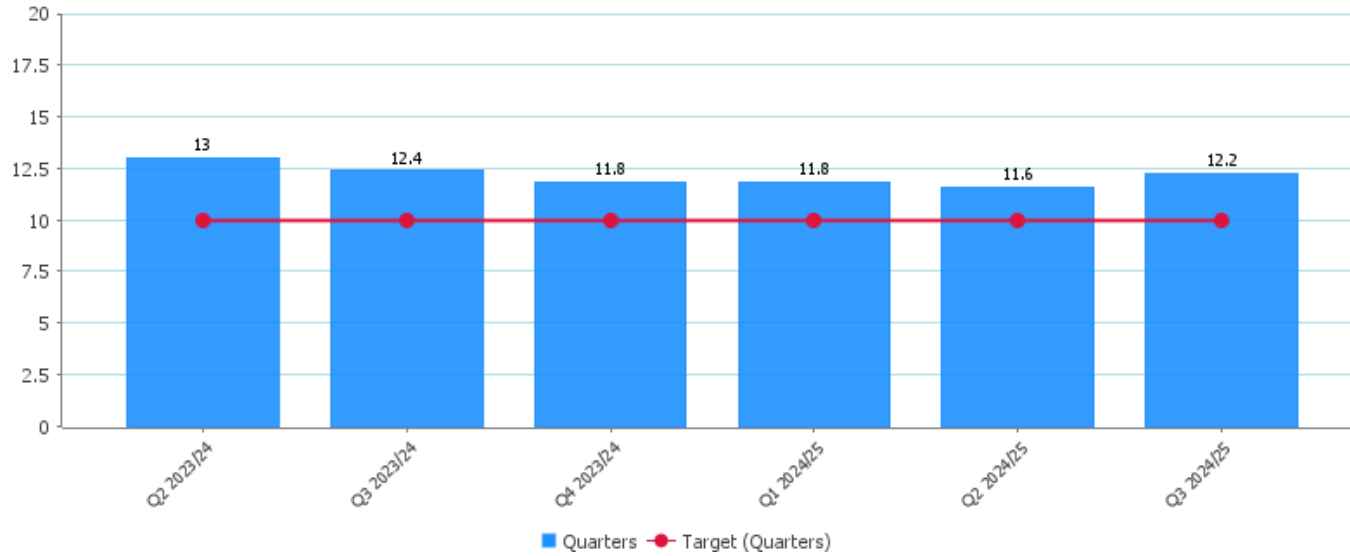
28-Jan-2025

- The target for completing stage 2 complaints has now changed to 20 working days as per our Complaints Policy.

- We are still keeping well below the 20 working days, but the timeframe for responses for this quarter has increased from 8 working days to 12 working days. This is most likely due reduced resource during the period.

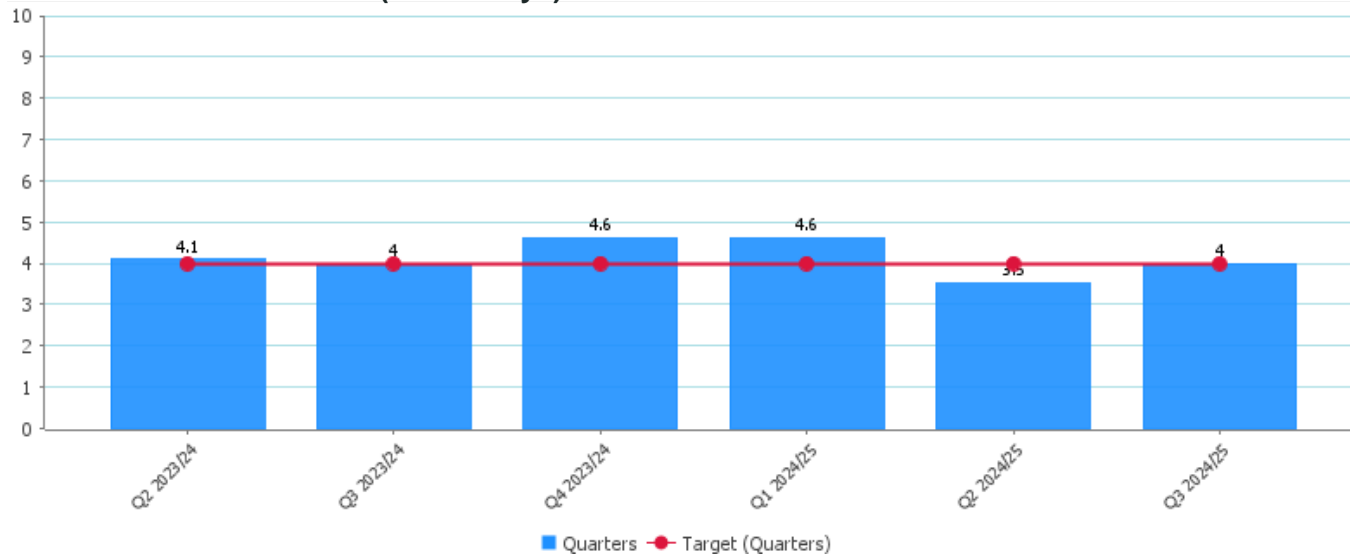
Average Number of Days of Staff Sickness

17-Jan-2025



• Slight increase from Q2 but similar to Q3 23/24. This quarter usually sees an increase due to respiratory illnesses.

Short-term Staff Sickness (Av. no days)

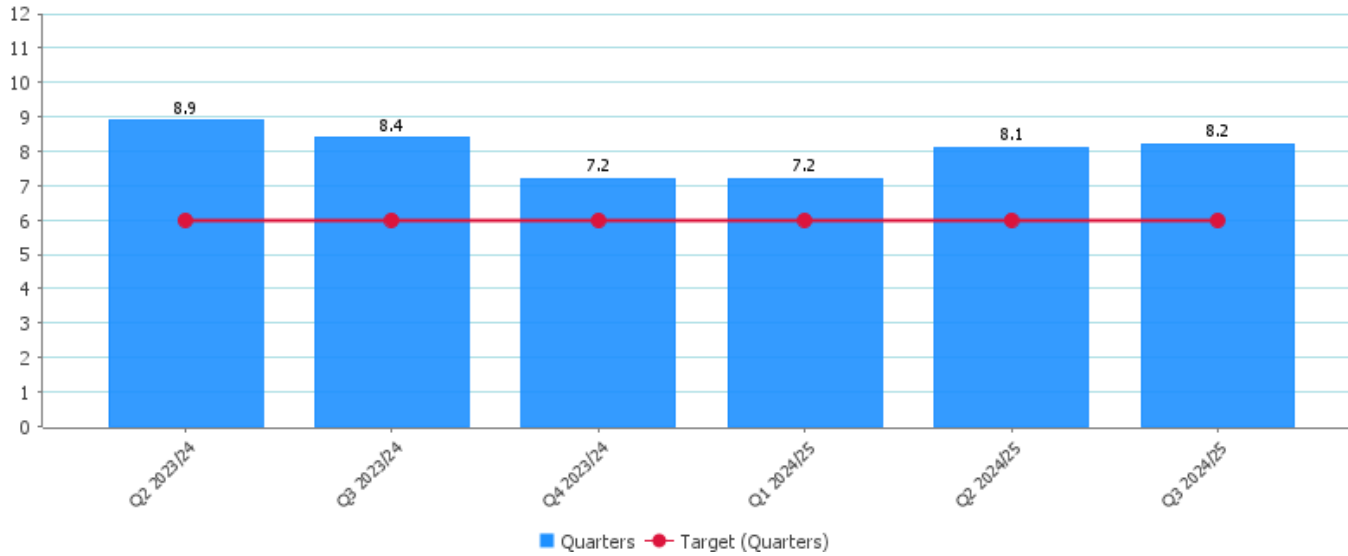


17-Jan-2025

• Slight increase from Q2 but within our target. This is due to seasonal illness factors.

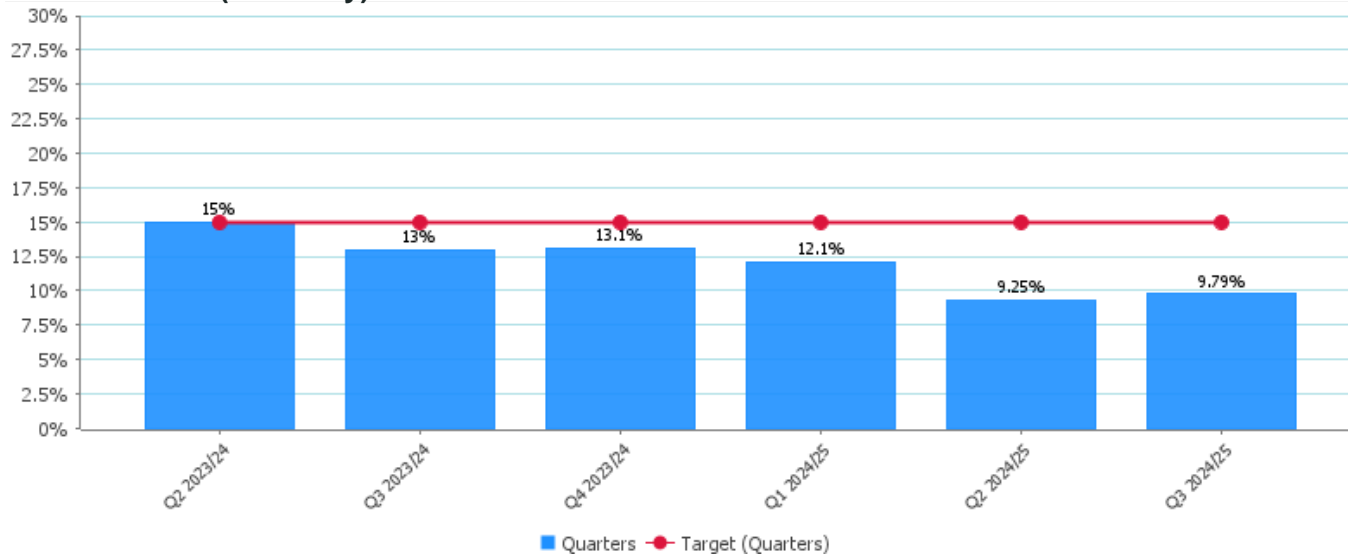
Long term sickness absence (Av. no.of days)

28-Jan-2025



• Similar to Q2 figure and above target. The People and OD Team continue to support managers to utilise good absence management procedures and we expect a reduction over the coming quarters.

Staff Turnover (voluntary)

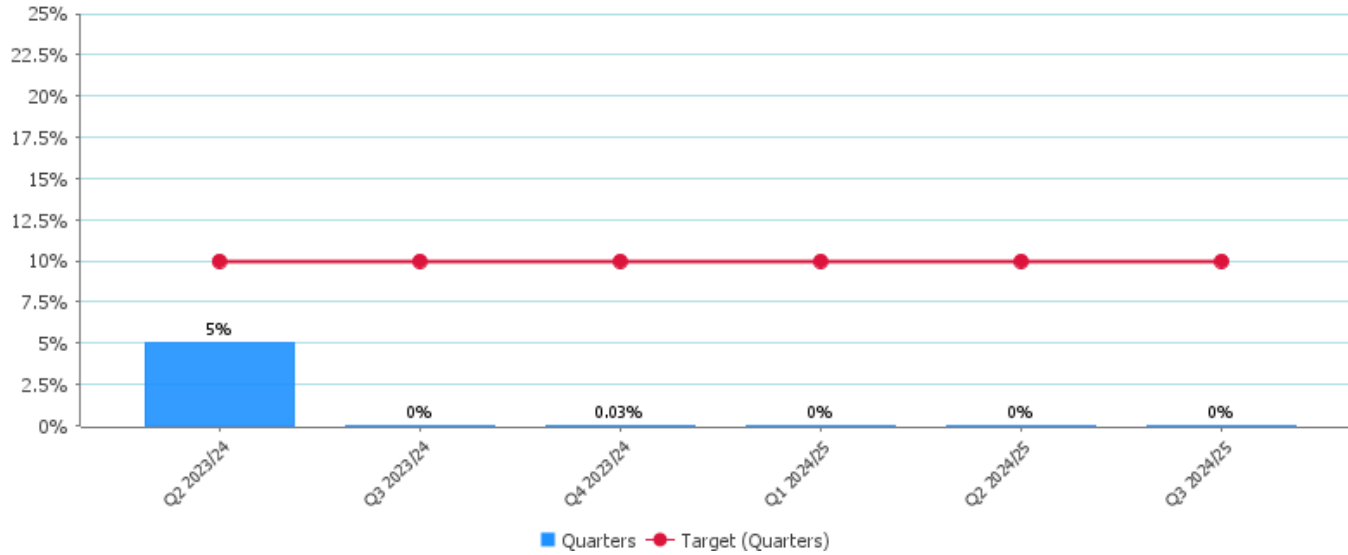


17-Jan-2025

• Slight increase from Q2 but well within target.

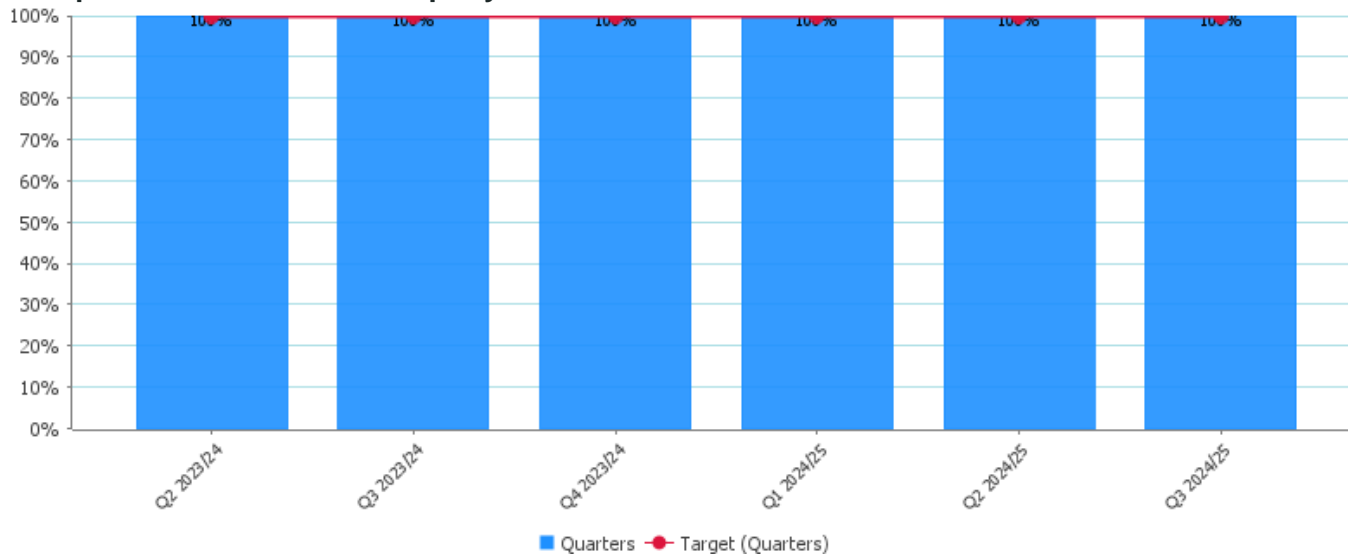
Council Owned Vacant Property Rate (%)

11-Feb-2025



- The property vacancy rate remains zero as East St is no longer being rented as it's undergoing refurbishment ahead of the Town Hall move.
- This KPI is for all council owned commercial/investment properties only.

Completion Rates for ALL Property Maintenance Works



31-Jan-2025

Completion Rate for PRIORITY 1 Property Maintenance Works

31-Jan-2025



Corporate Risk Register

Our corporate risk register contains our most strategic risks, those that may have a significantly detrimental effect on our ability to achieve our key objectives and delivery of core services. We assess our risks as follows:

Step 1: Score the **inherent** risk using the matrix below = the expected **impact** of the risk **multiplied** by the **likelihood** of the risk occurring (with no mitigations or controls).

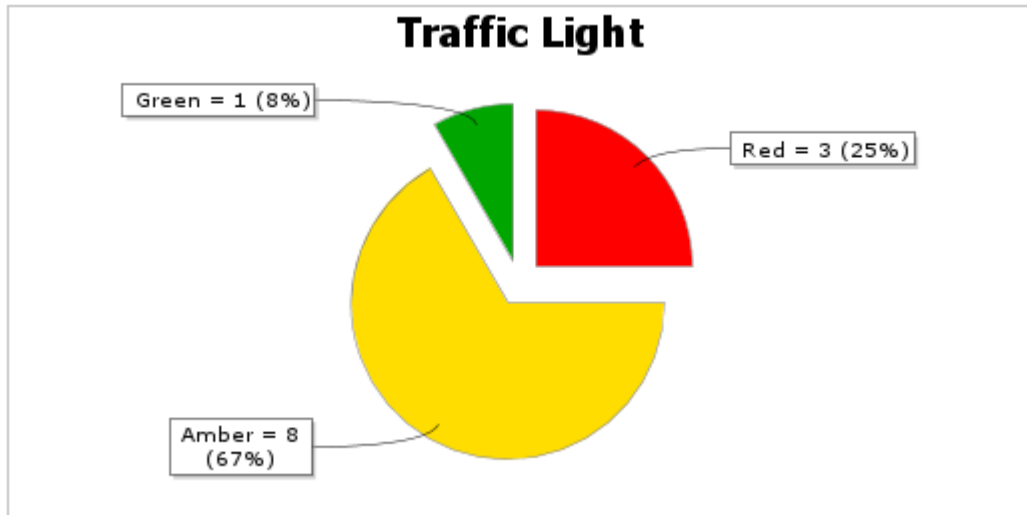
Step 2: Consider how we mitigate the risk and any controls in place.

Step 3: Score the **residual** risk = impact x likelihood (taking into account the controls and mitigations we have in place).




Step 4: Review final risk score against the **risk tolerance boundary** (yellow line). If High (red), seek to further mitigate the risk to reduce it to Medium (amber) or Low (green); or acknowledge why it cannot be lowered at this time.




Likelihood	4 Very likely	4	8	12	16
	3 Likely	3	6	9	12
	2 Possible	2	4	6	8
	1 Remote	1	2	3	4
<i>Multiplier</i>	1 Insignificant	2 Medium	3 High	4 Severe	
	Impact				



Red	High risks
Amber	Medium risks
Green	Low risks
Yellow	Risk tolerance boundary





ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
EO3	Implications of local government reorganisation	<ul style="list-style-type: none"> • Turnover of staff. • Financial uncertainty. • Disruption to BAU. • Capacity to deliver. • Staff morale/motivation. • Strategic uncertainty. 	4	4	16	Working Group	4	4	16	↑	Tolerate	<ul style="list-style-type: none"> • Current and original assessments updated following feedback from Policy Chairs. • Risk has been renamed to reflect the government whitepaper, and escalated to the Corporate Risk Register. 	25 Feb 2025
						Stakeholder group							
						Collaboration with other councils							
						Chief Executive working groups across the county							

HC9	Risk of homelessness expenditure exceeding budget provision	<ul style="list-style-type: none"> • Unable to meet statutory duties. • Pressure to increase spending on accommodation in locations further outside of Borough. • Need to source funding from outside current budget and knock-on reductions to other budgets. • Potential damage to reputation 	4	4	16	Fraud team investigation	4	4	16		Treat	No change (see also KPI: No. of households living in nightly paid accommodation and Risk HC13).	29 Jan 2025
						Additional staff							
						Working Group							
						Strategy in place							
						Housing First funding in place							
						Additional Government Funding							
						Homelessness Action Plan							
IT6	Failure or interruption to IT services	<ul style="list-style-type: none"> • Damage caused by successful cyber-attack. • Loss of data. • Service delays. • Reputational damage. • Staff satisfaction. 	4	4	16	Business Continuity Plan	3	4	12		Treat	• Risk remains unchanged while planned decommissioning of old hardware is in progress this quarter.	27 Oct 2024
						Budget							
						IT Strategy							
						IT processes and procedures							
						Security Operations Centre							
						Cyber Security Strategy							
PD1	Failure to deliver the climate change strategy	<ul style="list-style-type: none"> • Unable to deliver the Council's climate change objectives. • Fail to reduce the Council's carbon emissions. • Damage to reputation. 	4	4	16	Budget	3	3	9		Treat	New Climate Change Strategy 2025-29 now adopted containing new and update targets with progress to be monitored and reported annually to Environment Committee.	17 Jan 2025
						Additional staff							
						Working Group							
						Climate Change Action Plan							
						Member Working Group							

PD14	Failure to deliver a local plan / Local plan found unsound at inspection	<ul style="list-style-type: none"> • Unable to provide robust planning policy for development in the Borough. • Impact on other council activities that link to the local plan, e.g. housing. • Unable to demonstrate value for money on investment in developing the plan. • Government intervention. 	4	4	16	Budget	3	3	9		Treat	<ul style="list-style-type: none"> • Local Plan to be submitted in March 2025 for independent examination. • Note: the title of the risk has been amended to reflect its current status. 	14 Feb 2025
						Local Plan Risk Register							
						Report to Stakeholders							
						Member briefing							
						Project Critical Path Established							
						Project Plan							
						Full staffing in place							
						Partners fully engaged							
Political support to fund and deliver													
EO13	Failure to deliver the Town Hall move	<ul style="list-style-type: none"> • Wasted resources used to progress the project. • Reputational damage. • Negative staff moral. • Unable to achieve cost savings associated with the move. 	4	4	16	Internal Audit	2	4	8		Treat	<ul style="list-style-type: none"> • Project under review following the LGR announcement. (note updated following feedback from Policy Chairs) • Project remains on track. • Title of the risk was amended in Q3. 	04 Mar 2025
						Full Council Approval							
						Appoint external consultant							
						Corporate Procurement process							
						Steering Group appointed							
						Business case							
						Project Plan							
EO5	Failure in key statutory services	<ul style="list-style-type: none"> • Poor customer service. • Legal challenge. • Reputational damage. 	2	4	8	Risk Register	2	4	8		Treat	<ul style="list-style-type: none"> • Added to Corporate Risk Register for 2024/5 Q1. • Current risk assessment under review by SLT. 	30 Aug 2024
						Performance Monitoring							
						Risk Management Strategy							
						Budget Monitoring							
						Annual Budget Setting							
						Governance Framework							
						Performance Benchmarking							

F2	Failure to balance the budget annually & MTFS	<ul style="list-style-type: none"> • Fail to perform statutory duty and issue of Section 114 notice allowing potential Government intervention and potential cuts to services. • Reduced assurance over the Council's financial sustainability. • Reliance on commercial property income. • Significant damage to reputation. • Additional budget requirement for energy and EPC mitigation reduces budgets available for service delivery. 	4	4	16	Budget Monitoring	2	4	8		Treat	Annual budget will be balanced, MTFP requires future savings and efficiencies to balance.	29 Jan 2025
						Annual Budget Setting							
						Competitive Procurement of Utilities							
						Manage financial reserves							
						Savings targets							
						Discretionary service review							
						Asset review							
HC5	Non-compliance with safeguarding legislation, internal policies, and best practice.	<ul style="list-style-type: none"> • Negative impact on resident and staff health & safety. • Legal challenge. • Financial penalty. • Reputational damage 	4	4	16	Staff Update	2	4	8		Treat	The Council has recently commenced in the rollout of safeguarding briefings pertaining to the Council Safeguarding Policy and best practice. We have also secured an external auditor to examine safeguarding practices against our policy. We refresh our safeguarding e-learning annually. We have also completed a S11 audit against the Children Act 2004, which is focused on policy and best practice for child safeguarding and for which we received notification that our practices were satisfactory. This risk however will not be down-graded until the Council's up-and-coming adult safeguarding audit.	29 Jan 2025
						Intranet Site (The Hub)							
						Staff training							
						Safeguarding Policy							
						Knowledge sharing							
						Register of vulnerable residents							
						Internal safeguarding group							

PCR16	Failure to comply with GDPR/Data protection	<ul style="list-style-type: none"> • Harm to, and breach of rights of, owners of the personal (inc. sensitive) data that has been breached. • Reputational damage • A range of sanctions from Information Commissioner's Office (ICO), including prosecution and unlimited fines. 	4	4	16	Internal Audit	2	4	8		Treat	A new data protection service has been appointed and has started. On site audit taking place on the 19/20th November.	29 Jan 2025
						eLearning							
						Data protection policies and processes							
						Staff training							
						Working Group							
						Information Governance Working Group							
						Breaches log							
						Data Protection Officer							
						Data/information management prep for building motivation programme							
						Email warnings and checks							
PCR13	Failure to successfully prevent a significant health and safety incident	<ul style="list-style-type: none"> • Harm to staff, visitors, members of the public and / or contractors. • HSE fine. • Reputational damage. • Unable to maintain service delivery. 	2	4	8	Staff Update	1	4	4		Treat	The score remains unchanged since the last assessment. Two health and safety e-learning modules have been released for managers and officers to complete as part of their regular review, and work on Stress Management has been progressed with the release of a pilot survey to officers.	11 Feb 2025
						Assurance Checks Undertaken							
						Health & Safety Officer							
						Health & Safety Group							
						Health & Safety Risk Register							
						Health & Safety Policies							
						Intranet Site (The Hub)							
						Budget							
						SLT Reporting							
						eLearning							
						Performance Monitoring							
						Guidance Documents							

PCR18	Failure to respond effectively to a major incident or civil emergency	<ul style="list-style-type: none"> • Loss of business continuity. • Health and wellbeing of residents. • Reputational damage. • Unable to support strategic and operational / service deliver partners. 	4	4	16	Applied Resilience	1	3	3	■	Tolerate	The assessment remains unchanged. The work programme (plan reviews, training, exercises etc.) are currently being planned and arranged for 2025/26.	11 Feb 2025
						Emergency Plans							
						Business Continuity Plan							
						Council responders							
						Internal Audit							

Committee Risk Registers

The following committee risk registers contain risks identified for the budget Policy Committees in accordance with our Risk Management Strategy. An overview of the individual committee risks is summarised on the next two pages. These risk registers are reviewed by the various policy committee Chairs on a regular basis.

In this register, the inherent risk score (before any mitigations or controls) and the residual risk score (with mitigations and controls in place) have been derived from using the risk matrix below. The matrix is included in the Risk Management Strategy. We assess our risks as follows:

Step 1: Score the **inherent** risk using the matrix below = the expected **impact** of the risk **multiplied** by the **likelihood** of the risk occurring (with no mitigations or controls).

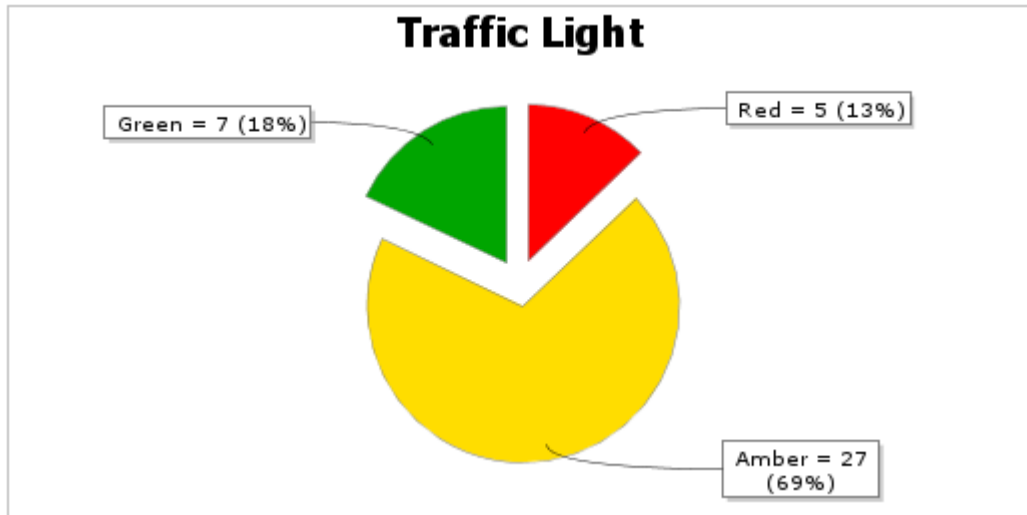
Step 2: Consider how we mitigate the risk and any controls in place.

Step 3: Score the **residual** risk = impact x likelihood (taking into account the controls and mitigations we have in place).

Step 4: Review final risk score against the **risk tolerance boundary** (yellow line). If High (red), seek to further mitigate the risk to reduce it to Medium (amber) or Low (green); or acknowledge why it cannot be lowered at this time.





Likelihood	4 Very likely	4	8	12	16
	3 Likely	3	6	9	12
	2 Possible	2	4	6	8
	1 Remote	1	2	3	4
<i>Multiplier</i>	1	2	3	4	
	Insignificant	Medium	High	Severe	
		Impact			


Red	High risks
Amber	Medium risks
Green	Low risks
Yellow	Risk tolerance boundary






Community & Wellbeing Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
HC13	Inadequate budget for homelessness over medium-long term	<ul style="list-style-type: none"> • Unbudgeted expenditure. • Pressure on statutory service. • Need to source funding from outside current budget envelope. 	4	4	16	Anti-Fraud & Corruption Strategy and Response Plan RBBC Counter-Fraud Service Service/Function Review Medium Term Financial Strategy Responded to Government Consultation Strategic Housing Manager New Units for Accommodation Secured Government Funding - Additional	4	3	12	■	Treat	The upward trend of homelessness approaches and placements continues, which has been exacerbated during January by SWEF (Severe Weather Emergency Provision). Reporting regularly to relevant committees and liaising closely with finance.	23 Jan 2025

HC14	Lack of affordable housing in the Borough	<ul style="list-style-type: none"> • Changes to Borough demographics. • Homelessness. • Provision for key workers. 	4	3	12	Partnership Working	3	4	12		Treat	No change	23 Jan 2025
						Strategic Housing Manager							
						Strategic Housing Group							
OS26	Playhouse lighting failure	<ul style="list-style-type: none"> • Playhouse closure. • Reputational damage. 	4	4	16	CIL Bid Submitted	3	4	12		Treat	<ul style="list-style-type: none"> • Playhouse had an electrical survey completed in January 2025 which resulted in a temporary fix being put in place. • Funding has been approved and the procurement process has started. The new light replacement is expected to commence in August 2025. 	14 Feb 2025
						Capital Bid Submitted							
HC6	Non-delivery of annual plan objectives, Housing and Community Service, due to our response to refugee crises	<ul style="list-style-type: none"> • Unable to deliver strategic objectives in the annual plan / Four Year Plan. • Reputational damage. 	4	4	16	Performance Management	2	3	6		Tolerate	Refugee support is well established and not anticipating significant new arrivals.	23 Dec 2024
						Recruited Additional Team Members							
						Partnership Working							
OS20	Not maximising commercialisation opportunities at council venues and parks / open spaces	<ul style="list-style-type: none"> • Less income to the council, leading to service pressures. • Financial sustainability of assets. 	4	3	12	Project Management Governance	2	3	6		Treat	Risk reduced as numbers of visitors to venues is growing with regular events. Bookings and cafe; usage numbers are showing positive growth.	14 Feb 2025
						Bourne Hall Cafe							
						Project Management Resource							
						Revenue Assessment Required for Change of Land Use							



HC15	Health and wellbeing worsen in the Borough due to increases in the costs of living	<ul style="list-style-type: none"> • Less income to the council, leading to service pressures. • Financial sustainability of assets. 	3	3	9	NHS Provide Services	2	2	4		Treat	Tranche 6 of the Household Support Fund for Q3 and Q4 has been rolled via our community sector partners to support those most impacted by the cost of living. We also continue to develop the Health & Wellbeing Strategy 2025-2028, ensuring that a priority is afforded to those residents most impacted by the wider determinant of health and by circumstance.	22 Jan 2025
						Community & Wellbeing Centre							
						Health Liaison Panel							
						Voluntary Sector Provide Services							
						Epsom & Ewell Employment Hub							
						Household Support Fund							
						Funding Provided to Voluntary Organisations							
						Epsom & Ewell Food Pantry							
						Bourne Hall Cottage - PCN Using							

Crime & Disorder Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
HC30	Ineffective Public Space Protection Order (PSPO) governance	<ul style="list-style-type: none"> • Ineffective PSPOs. • Lack of evidence for PSPOs. • Ineffective relationships with key partners, e.g. the Police. • Partial records. • Delayed enforcement. 	4	3	12	Partnership Working	2	3	6		Tolerate	No change since last quarter: The Council is in the processing of renewing and enhancing the central PSPO and is currently in the consultation phase. The direction of this area of policy will be guided by the outcome of the consultation expected Q4 2024-2025.	14 Feb 2025
						Information Published on Website							
						Policy in place							
						Knowledge sharing							
						Service Manager Review							
HC31	Upcoming changes to the Criminal Justice Bill	<ul style="list-style-type: none"> • Misunderstand the changes. • Legal challenge. • Unable to effectively meet our obligations. • Unbudgeted expenses. 	3	4	12	Watching Brief Maintained	2	3	6		Treat	No change in this quarter.	14 Feb 2025
						Access to legal advice							
HC33	Ineffective governance regarding PREVENT and PROTECT	<ul style="list-style-type: none"> • Unable to meet objectives of PREVENT and PROTECT. • Legal challenge. • Health and safety. • Unbudgeted expenses. 	4	4	16	Budget Monitoring	2	3	6		Tolerate	No change this quarter.	14 Feb 2025
						Community Safety Action Plan							

HC29	Failing to maintain adequate governance over Crime & Disorder Committee's budget	<ul style="list-style-type: none"> • Delays to the committee fulfilling its obligations and decision making. • Interruption to the recruitment (when necessary) of the community safety / safeguarding officer. 	1	3	3	Budget Monitoring	1	2	2	-	Tolerate	No change this quarter.	14 Feb 2025
						Constitution							
						Ringfenced budget							
HC32	Ineffective partnership working on anti-social behaviour case reviews	<ul style="list-style-type: none"> • Ineffective outcomes for victims. • Undeliverable actions assigned to the council. 	3	3	9	Partnership Working	1	2	2	-	Tolerate	No change this quarter: The Council administers the ASB case review process on behalf of the community safety partnership. The adopted approach is in line with local and national guidance and has received authentication on appeal via the police and crime commissioner. It is a resource intense exercise but there is no current evidence that it is falling short.	14 Feb 2025

Environment Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
HC24	Lack of officer capacity related to environmental health work	<ul style="list-style-type: none"> • Statutory duties not completed. • Increased costs incurred when appointing an external company to conduct statutory checks. • Poor performance. • Decrease in staff morale. • Reputational damage. 	3	4	12	Internal Audit Additional staff	3	3	9		Treat	Environmental Health posts are in the top three most challenging posts to appoint to and there remains a capacity issue within the team temporarily filled with expensive contacted resource at a reduced number of hours to fit in with available budget.	06 Nov 2024
OS21	Climate change - Fleet emissions	<ul style="list-style-type: none"> • Increased costs related to adapting / purchasing new vehicles. • Reduced efficiency. • Costs related to staff retraining. • Costs related to depot adaptations. 	4	3	12	Climate Change Group SEP Green Fleet Working Group Grant Funding Secured - Electric MealsOnWheels Vehicles	3	3	9		Tolerate	No specific progress to report: EEBC's vehicle fleet does not start renewing until mid-2027. Transport & Waste Manager to compile report outlining options for the various parts of the Council's vehicle fleet. However, the Council has not as yet identified funding for the higher acquisition costs of green vehicles other than taking advantage of SCC grant funding in 2024 to purchase 3 x electric vehicles for Meals at Home deliveries (hence risk reduced this quarter). Transport & Waste Services Manager to review monthly with Environment & Sustainability Project Officer.	14 Feb 2025



OS5	Outcome of national waste strategy	<ul style="list-style-type: none"> Budget implications. Service delivery implications. Operational management implications. Stakeholder management. 	4	3	12	Monitoring for Government Announcements	2	3	6		Tolerate	<ul style="list-style-type: none"> Defra has advised indicative EPR funds for 2025/26. Transport & Waste Services Manager has appealed a deduction for the management of materials disposal. Defra advises appeal responses will be provided after 7/1/25: no response yet received. Defra has announced new and un-consulted requirement to separate paper & card for recycling. SLT to review 15/1/25. 	28 Jan 2025
						Simpler Recycling							
PD31	Unable to meet costs associated with the Tree Management Plan (e.g. unplanned maintenance, Ash dieback)	<ul style="list-style-type: none"> Budgetary pressures. Public health and safety. Increased tree planting leads to increased ongoing maintenance costs. Reputational damage. 	4	3	12	Budget Monitoring	2	3	6		Treat	<p>Trees requiring Ash Dieback work, and unplanned maintenance works on other trees, have increased over the past year and could result in a backlog of tree works over the next financial year. However, an internal audit review of tree management in 2024 concluded with management response that Ash die back could be managed through existing budgets as now, but will be closely monitored.</p>	25 Feb 2025
						Financial Due Diligence							
						Tree Management Plan							
						Tree Maintenance Contract							
						Policy in place							
						New Policy and fees and charges approved for third party tree planting requests to cover council's costs							
Epsom & Walton Downs Conservators contribute to the maintenance of trees on the Downs.													
OS22	Increasing costs related to maintaining allotments	<ul style="list-style-type: none"> Increased budgetary pressures. Fall in 'quality' of allotments. Impact on users' health and wellbeing. Reputational damage. 	3	3	9	Annual Budget Setting	2	2	4		Treat	<ul style="list-style-type: none"> The Allotment Working Group has been set up. Review fees and charges in relation to the cost of managing the sites. Allotment Forum meeting which will be attended by Chair of Allotment WG, has taken place. 	16 Sep 2024
						Medium Term Financial Strategy							
						Working Group							


HC10	Significant decrease in parking revenue from car parks	<ul style="list-style-type: none"> Increased budgetary pressures. 	3	4	12	Annual Budget Setting	1	2	2	-	Treat	This risk was initially created during the Covid pandemic when there was an ongoing concern that car park visitor numbers would remain low. Visitor numbers and revenue have returned, however the risk still remains as income from the Car Park plays a key role in supporting other services.	05 Nov 2024
						Medium Term Financial Strategy							
						Revenue Assessment Required for Change of Land Use							
						Budget Profile Exercise							
HC26	Car park equipment reaching end of life without a replacement in place	<ul style="list-style-type: none"> Hook Road Car Park becomes inoperative to visitors, staff, local business users. Loss of income. Reputational damage. 	4	4	16	SLT Reporting	1	1	1	-	Treat	<i>Risk to be retired at the end of Q3. (Agreed with E Committee Chair)</i>	25 Feb 2025
						Options appraisal							
						Supplier communications							

Licensing & Planning Policy Committee




ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
PD19	Macro-economic factors (inc. lack of development) lead to reduced planning income e.g. related to planning applications and CIL fees	<ul style="list-style-type: none"> Reduced income to the Council. Reduction in the LPPC's budget. Unable to achieve national housing targets. Unable to deliver CIL projects. 	3	4	12	<ul style="list-style-type: none"> Budget Monitoring Ability to Alter Discretionary Service Fees 	3	3	9	▬	Tolerate	Planning fees to increase on 1 April will alleviate some immediate issues. Incoming applications remains stagnant.	16 Jan 2025
HC27	Out of date licensing policies	<ul style="list-style-type: none"> Gaps in governance framework. Reputational damage. 	4	4	16	<ul style="list-style-type: none"> Additional staff Access to legal advice Committee training 	4	2	8	↑	Treat	Owing to high volumes of applications and the need to train up new members of the team it is not currently possible to focus on policy or active compliance work. Plans are being worked on which are aimed at addressing this.	06 Nov 2024
HC23	Non-recovery of licencing fees	<ul style="list-style-type: none"> Reduced Council income. Misalignment of resource costs and income generation. Reputational damage. 	4	3	12	<ul style="list-style-type: none"> Budget Monitoring 	2	3	6	↑	Tolerate	Change of government would indicate previous risk of the taxi licensing area being transferred away from the council is lowered. At the present time the income is in line with forecasts.	06 Nov 2024
PD2	Planning breaches are not enforced	<ul style="list-style-type: none"> Negative impact on neighbouring residents. Legal challenge. Reputational damage. 	4	4	16	<ul style="list-style-type: none"> Enforcement Trainer Actioning Cases Development Management Project 	2	3	6	▬	Tolerate	Outstanding enforcement numbers have gradually reduced, reducing reputational risks.	16 Jan 2025




PD20	Not preparing for legislative changes related to planning	<ul style="list-style-type: none"> • Inappropriate governance. • Reduced service performance. • Legal challenge. • Reputational damage. 	4	4	16	Watching Brief Maintained Monthly briefing to Chair and Vice-Chair	2	3	6		Tolerate	Biodiversity net gain implications remain unresolved.	16 Jan 2025
HC16	Not preparing for legislative changes related to licencing	<ul style="list-style-type: none"> • Inappropriate governance. • Reduced service performance. • Legal challenge. • Reputational damage. 	4	4	16	Watching Brief Maintained	1	4	4		Tolerate	Risk is around the ability of the team to ensure both an appropriate level of service in respect of the issuing and granting of licences whilst maintaining a suitable level of compliance checking and enforcement as well as policy shaping and adoption. Owing to changes in personnel the question around the future resourcing of the team is being examined in a much wider context than the simple creation of a new post.	06 Nov 2024
PD29	Planning policy officers leaving the council	<ul style="list-style-type: none"> • Knowledge and experience leaves the council. • Increased timings to produce the Local Plan. 	2	4	8	Managers working closely with staff	1	4	4		Tolerate	<ul style="list-style-type: none"> • Remains a high impact risk despite local plan progress. • White paper proposals to form unitary local authorities may lead to staff retention issues. 	28 Jan 2025
PD3	Decline in development management performance i.e. threat of designation	<ul style="list-style-type: none"> • * Poor customer service. • Legal / governmental challenge. • Reputational damage. • Staff dissatisfaction. 	3	4	12	Development Management Project	1	4	4		Tolerate	No change. Performance remains acceptable.	16 Jan 2025

HC25	Reduced demand for licensing services due to increased fees/charges	<ul style="list-style-type: none"> • Reduced income to the Council. • Reduced LPPC budget. 	3	3	9	Reports submitted to committee for approval	1	3	3		Tolerate	On the vehicle licensing side despite inflationary pressures it has been possible to grow income by 55% in three years through volume increases and at the same time supporting business by holding fees at the same level. Whilst the volume increases are now levelling off it is still anticipated that the fee income will adequately cover the costs of the service. For other areas of licensing the fees are largely dictated nationally however broadly it is projected to meet the costs of the service.	06 Nov 2024
						Budget Monitoring							
						Service Manager Review							
PD27	The spatial strategy site selection cannot be agreed at Full Council	<ul style="list-style-type: none"> • Failure to meet the July 2025 deadline. • Failure to meet the transport assessment date with SCC. • Creation of Regulation 19 version of the plan is at risk. • Presentation of Regulation 19 to members at full council could result in the plan being voted down. 	3	4	12	Full Council Approval	1	1	1		Tolerate	<ul style="list-style-type: none"> • Risk to be retired as full council have agreed the spatial strategy for the Local Plan 	29 Jan 2025
						Councillor Engagement							
						Transport modelling							



PD28	SCC fails to deliver the transport assessment and the infrastructure assessment in time to meet our critical path milestones to deliver our Local Plan	<ul style="list-style-type: none"> • Fail to meet the July 2025 deadline. • Additional costs are incurred despite not being able to meet the deadline. • Local Plan work may become paused again and the borough remains with an old out of date plan. 	2	4	8	Engagement w/ Surrey County Council	1	1	1		Tolerate	Risk to be retired - transport modelling delivered by SCC to support Local Plan Regulation 19 Consultation	29 Jan 2025
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Strategy & Resources Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
PR14	Not delivering a value for money result regarding the future of the current Town Hall site	<ul style="list-style-type: none"> Loss of significant (future) income / capital receipts. Unable to deliver corporate and Borough objectives. Reputational damage. 	3	4	12	Member Working Group	3	4	12		Treat	<p>The Council is being advised by specialist external consultants to ensure all options are considered and value for money demonstrated.</p> <p>The uncertainty brought on by Local Government reorganisation has added uncertainty regarding the deliverability of any future opportunities for the town hall site.</p>	14 Feb 2025
						Appoint external consultant							
PR3	Property Portfolio	<ul style="list-style-type: none"> Significant loss of income. Costs associated with replacing a tenant. Budgetary pressures. 	3	4	12	Tenant Sustainability Checks	3	4	12		Treat	Continually monitored.	09 Jan 2025
						Commercial Property Acquisition Criteria							
						Reports submitted to committee for approval							
						Engagement w/ Finance Service							
						Reported to EEPIC Board							
PD21	Declining economic vitality in the Borough	<ul style="list-style-type: none"> Lack of economic drive and contributions in the Borough. Reduced opportunities for residents and businesses. 	4	3	12	BID Support	3	3	9		Tolerate	No change from previous.	17 Jan 2025
						Annual Plan Objective							
						Local Enterprise Partnership							
						Working w/ Neighbouring Authorities							

PR15	Climate change - Building emissions	<ul style="list-style-type: none"> • Unable to achieve climate change strategy goal to reduce building emissions. • Council generates more CO2 than necessary. 	4	3	12	Climate Change Group	3	3	9		Treat	Solid progress made to reduce carbon emissions as comprehensively described under Theme 2 (Council buildings and energy use) items 18 - 28 of the Climate Change Action Plan 2025-29 approved by Environment Committee at its 15 Oct 2024 meeting.	09 Jan 2025
						Climate Change Action Plan							
F10	Failure to deliver services within agreed budget envelope (e.g. increase in operational costs, staffing, energy etc.)	<ul style="list-style-type: none"> • Negative impact on council budget. • Service changes. 	3	3	9	Budget Monitoring	3	2	6		Treat	No change	14 Jan 2025
						Annual Budget Setting							
						Competitive Procurement of Utilities							
PCR21	Retendering of leisure centre contract	<ul style="list-style-type: none"> • Reputational damage. • Health and wellbeing of residents compromised. • Loss of business continuity. • Financial impact due to reduction of management fee. 	3	4	12	SLT sign-off - Feasibility	2	3	6		Tolerate	No change since the last assessment. The tender opportunity closes on the 12th February 2025. The risk will be re-assessed following the subsequent review of the bid submissions.	11 Feb 2025
						Contract Management							
						Procurement Strategy							
						Contract Standing Orders							
						Project Contingency Time							
						Corporate Procurement process							






DST10	Failing to respond to complaints effectively	<ul style="list-style-type: none"> • Poor customer experience. • Reputational damage. • Increased costs related to officer time required to rectify complaints after initial response. • Costs related to any financial settlements / restitutions. • Public interest for non-compliance report issued by the Local Government and Social Care Ombudsman (LGSCO). 	3	4	12	Staff training	2	2	4	■	Tolerate	This risk remains as it is. The complaints policy has been updated along with updated processes and procedures. Complaint handling training is taking place for all staff on 5th and 7th November. We are working in collaboration with service areas to try and encourage a reduction in response times and hope that this should all help to mitigate this risk.	05 Nov 2024
						Information Published on Website							
						Complaints Management Governance							
						Complaints Meetings							
EO8	Ineffective communication to key stakeholders	<ul style="list-style-type: none"> • Audiences and stakeholders are unaware of information and updates that are important and/or relevant to them. • Negative impact on Council reputation if we are seen not to be communicating and engaging effectively with audiences. 	3	3	9	Service/Function Review	2	2	4	■	Treat	<p>The update is the same as the last quarter with the exception of:</p> <ul style="list-style-type: none"> • the interim Communications & Engagement Manager is no longer interim, • the Communications Officer has now been recruited to a permanent role. • The communications team are reviewing the Communications Strategy and plans for 2025 this month. 	23 Jan 2025
						Communications Strategy							
						Regular review of communication channels							
						Communications Campaigns							
						Internal Client - Account Manager Process							
						Comms standards							

HR11	Lack of leadership and skills to deliver strategies objectives	<ul style="list-style-type: none"> • Do not meet financial targets. • Unable to implement corporate strategies and plans. • Unable to implement revenue generating initiatives / opportunities. 	2	3	6	Recruitment Strategy	2	2	4		Treat	New Director of Corporate Services (S151) started in post 20th January 2025. All senior roles are filled.	27 Jan 2025
						Retaining Talent Policy							
						Succession Planning							
						Performance Management							
						My Performance Conversations							
						Risk Management Strategy							
						Project Management Governance							
PR16	Reduction in car parking capacity	<ul style="list-style-type: none"> • Reduced income • Damage to Epsom's vitality and viability eg • Harder for visitors to find space • Overspill of parking into roads. 	3	2	6	Engagement w/ Surrey County Council	2	2	4		Tolerate	<ul style="list-style-type: none"> • PROPOSED NEW RISK FOR S&R COMMITTEE OVERSIGHT • First assessment made at E Committee Chairs meeting and accounts for controls and mitigations as follows: <ul style="list-style-type: none"> • monitoring of parking levels and capacity at car parks, • work with SCC to enforce on-street parking, • take forward investment proposals for expanding capacity at car parks (decking) 	26 Feb 2025
						Car Park monitoring							

Annual Governance Statement Actions

Every year we publish our Annual Governance Statement, which outlines our assurance on our systems of internal control. As part of this review, we identify key actions which we feel will improve our Corporate Governance.

Issues Identified	Due Date	Commentary	RAG Status	Latest Update
Enhance the resilience of the People & Organisational Development Service by recruiting vacant posts and continuing with multi-role training for new team members	30-Sep-2024	This item has been completed. On 18 September 2024, all recruitment complete and full People and OD Team.	●	24-Jan-2025
Review and enhance recruitment and retention policies and procedures for key roles across the council	31-Mar-2025	Due to reduced capacity in the HR team this project has been paused. To be picked up once new HR Administrator is in post (anticipated March 25).	●	27-Jan-2025
Review and update IT policies as necessary	31-Dec-2024	The IT Password policy has been reviewed by SLT and approved. The IT Security and AUP is still in draft form and will be completed before the end of March 2025	●	11-Feb-2025
PSN Certificate	31-Mar-2025	In regard to the two remaining legacy line of business systems, one is now upgraded and live and its servers beginning the decommissioning phases. The other is in the advanced stages of migration with a plan that the remaining legacy components will begin decommissioning in the first quarter of the new year (2025/26).	●	11-Feb-2025
Document management Software - to procure new software to enhance the revenues and benefits service	31-Dec-2024	This item has been completed. The new system has now gone live in Revenues and Benefits. Just a couple of additional modules waiting to go live.	●	11-Feb-2025
Biodiversity Net Gain - implement the Biodiversity Net Gain policy requirements	31-Jul-2024	Concern at national level regarding the number of applications which are able to opt out and avoid BNG has meant most authorities have received very few schemes meeting the requirement. It is likely that this action will be carried forward to next year.	●	11-Feb-2025
Public Protection Inspections -review resourcing in statutory Environmental Health services, including discretionary activities	31-Mar-2025	This item has been completed.	●	11-Feb-2025

Issues Identified	Due Date	Commentary	RAG Status	Latest Update
Audit and Scrutiny Committee-review the Audit and Scrutiny Committee's Terms of Reference	28-Feb-2026	<p>At the Strategy & Resources Committee on the 23 July 2024, the following actions and timescale were agreed:</p> <p>11.1 Explore how audit and scrutiny is carried out in other councils with a committee system.MO in Sept 2025.</p> <p>11.2 Arrange a training for members and officers on committee system governance to understand the role of committees in proper scrutiny of policy. Chief Executive to ask CFGS to run this in Oct 2025.</p> <p>11.3 Explore compliance with national legislation to ensure statutory requirements are met. MO in Sept 2025.</p> <p>11.4 Proposal put forward to members for decision. MO/Constitution Working Group in Feb 2026 (Full Council)</p>		01-Nov-2024
Corporate Plan - produce a long-term corporate plan	31-Mar-2025	Policy Chairs met in September 2024 in setting strategic objectives for the next 5 years. Currently awaiting feedback from RA Chair and also considering the implications of the Local Government Reorganisation.		11-Feb-2025
Develop a corporate record of the Council's resident engagement activities	31-Mar-2025	<p>This action has been completed.</p> <p>A report was submitted to the Community and Wellbeing Community in October 2024. Areas where there is a need for further activity would be around:</p> <ul style="list-style-type: none"> • engagement with young people • engagement with advisory groups • ensuring that where E&E are attending events our presence is clearer e.g. with a stand • identify a mechanism to get more feedback from councillors. <p>This is going to be added into BAU activities going forward.</p>		11-Feb-2025
Data Protection Officer - source additional Data Protection Officer capacity	31-Oct-2024	<p>This item has been completed.</p> <p>The new DPO service is underway with the first meetings having taken place and full on boarding completed.</p>		24-Jan-2025
Councillor Training - review and enhance the councillor training and development programme	31-Oct-2025	<p>At the Strategy and Resources Committee meeting on 23 July 2024, the following action and timescale were agreed:</p> <p>11.2 Arrange a training for members and officers on committee system governance to understand the role of committees in proper scrutiny of policy. Chief Executive to ask CFGS to run this in Oct 2025.</p>		01-Nov-2024