



Corporate Performance Report

Quarter 4 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	17
Off track	5
Slippage	2




No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	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		Completed	This item has been completed. A balanced budget for the 2025/26 financial was agreed by Full Council in February 2025.	29-Apr-2025






No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	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		Completed	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		Off track	The updated ICT strategy was approved by the Strategy and Resources Committee on 28 January 2025. The uncertainty of Local Government Reorganisation (LGR) and cancellation of the move to East Street have had a direct effect on the strategy, whereby several key elements require full revision. This has impacted on the in-year objectives, now showing completion around 60%.	04-Jul-2025





No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	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		Completed	This item has been completed.	05-Jun-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		Off track	Off Track due to Local Government Reorganisation. The action has now been superseded by the council's new Strategic Priorities.	03-Jul-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	RAG Status	Commentary	Latest Update
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		Slippage	Amber: This action has been assigned an Amber end of year status. Its primary objective - the updating of the CSOs in light of the new Procurement Act 2023 (PA) - was achieved. The internal procurement templates have also been updated and are now reviewed and amended as BAU as the PA beds in. Procurement training was delivered to officers in March / April 2025. The updating of the Procurement Strategy is still in progress, and its intended to be submitted to Strategy & Resources Committee in July 2025 for approval. The ambition was for an updated Strategy to be approved before the end of March 2025, however with the government's delays to the implementation of the PA this was not possible, hence the amber action status.	03-Apr-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		Completed	This item has been completed. It was presented to Strategy & Resources Committee Chair / Vice Chair on 26 September 2024.	24-Jan-2025
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		Completed	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

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	RAG Status	Commentary	Latest Update
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		Completed	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		Completed	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		Completed	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		Completed	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	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		Completed	<p>Works attributed to UKSPF 2024/25 allocation completed by March 2025.</p> <p>Projects delivered since January 2025 include:</p> <ul style="list-style-type: none"> • Creative Careers workshops x 2. Girl Guiding Epsom Division. Epsom and Ewell Employment Hub • Family creative sessions - partnership project with Epsom and Ewell Family Centres and Creative Minds • Creative Wellbeing sessions - partnership project with E&E Refugee Network and Creative Minds. Hosted at Epsom Playhouse • Delivery of interactive music sculptures - installation due April/May 2025 	22-Apr-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		Off track	The Health & Wellbeing Strategy has now been written and been to March 2025 Committee. It is now out for public consultation. This will close 16th May 2025, with the final iteration of the Strategy being taken back to the Community and Wellbeing Committee on 8 July 2025.	29-Apr-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		Slippage	The actions are almost complete. The last update was provided for the Community and Wellbeing Committee in March 2025.	29-May-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	RAG Status	Commentary	Latest Update
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		Completed	Completed: This action has been marked as complete. Although the project will continue into 2025/26, the aim of this action was to progress the project on schedule within 2024/25, which has been achieved. The corporate risk associated with this project will remain on the corporate risk register until the project has been completed.	03-Apr-2025
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		Off track	The original plan was for a programme of modular homes. As funding for this has been withdrawn, the only site for the programme is Fairview Road. This has been further delayed due to an issue relating to access rights, which is still with the Land Registry. Completion is anticipated to be between January and March 2026.	01-May-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		Completed	<p>This item has been completed.</p> <p>Initiatives have been presented and updates have been provided to the Community and Wellbeing Committee Chairs on a quarterly basis.</p>	29-Apr-2025
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		Completed	The in year objectives have been completed.	21-May-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		Completed	<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>	01-Apr-2025

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	RAG Status	Commentary	Latest Update
AP24/5.21	Environment Committee; Operational Services	Monitor and respond to developments in Government Waste Strategy	• Briefings provided to Environment Committee on any forthcoming developments or opportunities.	31-Mar-2025		Completed	In line with the present government information this project is complete for this year. Officers will continue to monitor any updates coming from central government, and will continue to monitor the legislation that is expected to come as a result. Officers will also monitor the progress of the Council's appeal re. indicative EPR funding for 2025/26 and will advise should a response be forthcoming.	20-May-2025
AP24/5.22	Environment Committee; Operational Services	Develop cemetery lease renewals policy	• Draft policy submitted to the Strategic Leadership Team and • Agreed at Environment Committee by "Completion Date".	30-Nov-2024		Completed	This item has been completed. A report of the Grave Lease Extensions was approved by the Environment Committee on 21 January 2025.	24-Jan-2025
AP24/5.23	Crime & Disorder Committee; Housing and Communities Service	Adopt and deliver the Community Safety Action Plan	• In year objectives delivered.	31-Mar-2025		Off track	The Plan had been consulted and it was adopted in January 2024. It runs for 2 years. It is estimated that 60% of the Plan will be completed by March 2025 and 100% by end of 2025.	29-May-2025
AP24/5.24	Crime & Disorder Committee; Housing and Communities Service	Progress actions from the CSP review recommendations	• Outstanding objectives delivered or funding bids sought	31-Mar-2025		Completed	This action has been completed. 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.	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	✓

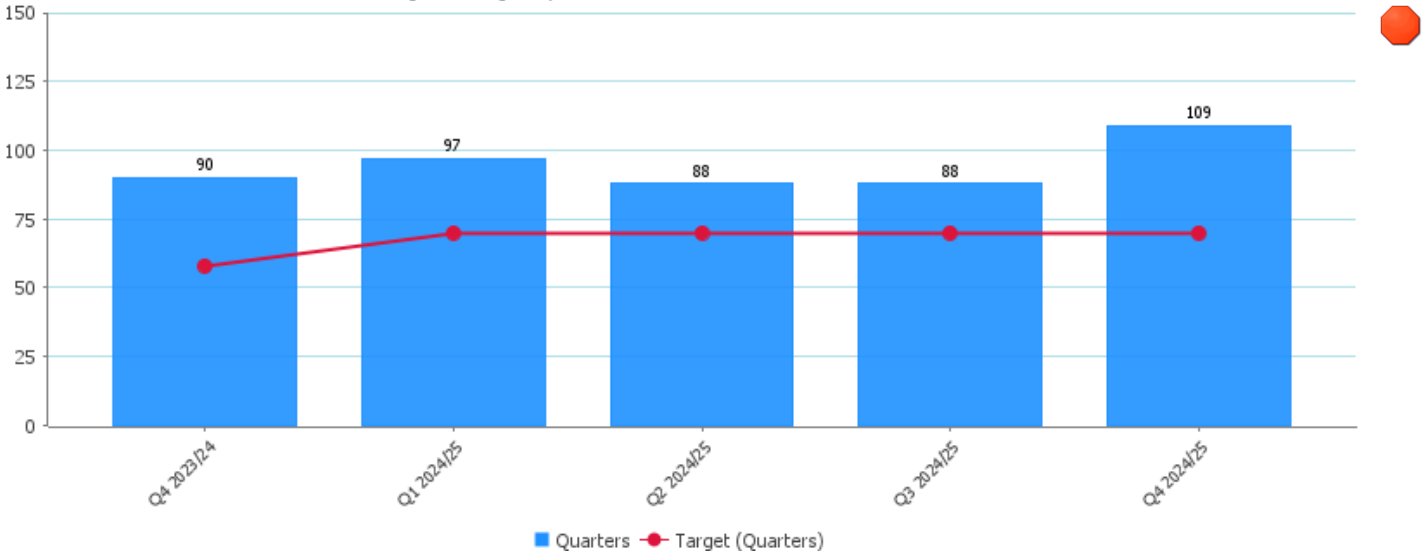
Key Performance Indicator	Status
Completion Rate for PRIORITY 1 Property Maintenance Works	

Corporate Key Performance Indicator Charts

Traffic Light	
Red	5
Amber	1
Green	16
Data Only	4

Community & Wellbeing Committee

Number of Households Living in Nightly Paid Accommodation

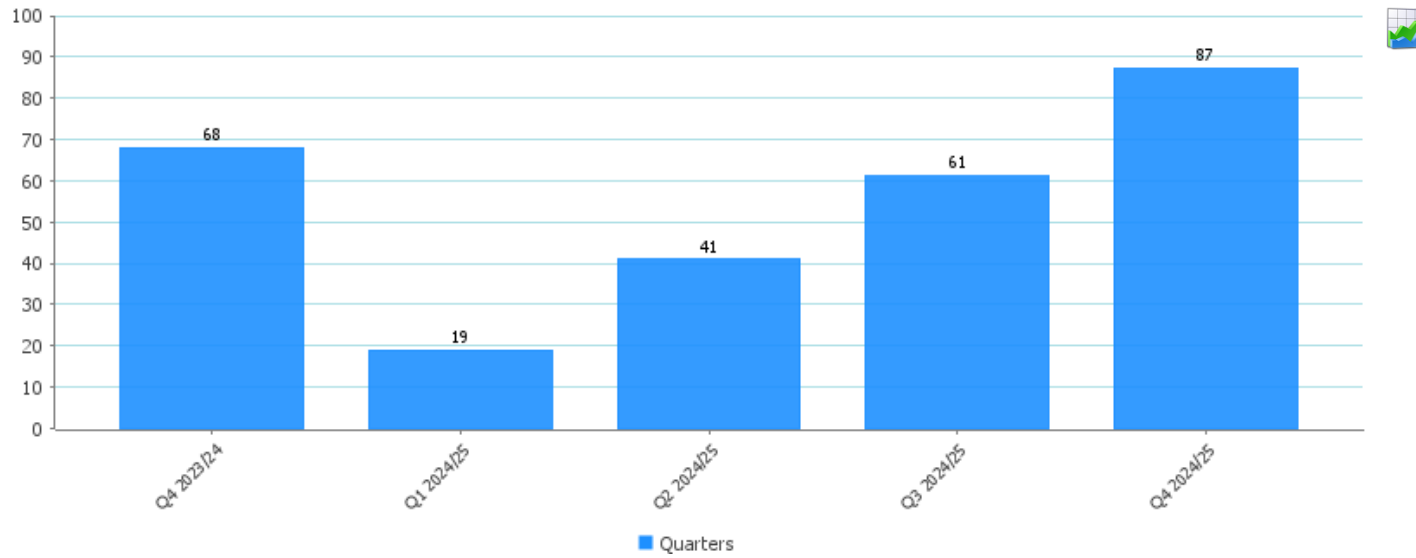


15-Apr-2025

Quarter 4 incorporates a higher level of single homeless households accommodated under SWEP than in previous years. 2024/25 also had lowest recorded number of permanent social housing nominations, with only 66 properties becoming available for let. Of which, only 24 were family sized properties. This then impacted on temporary accommodation vacancies.

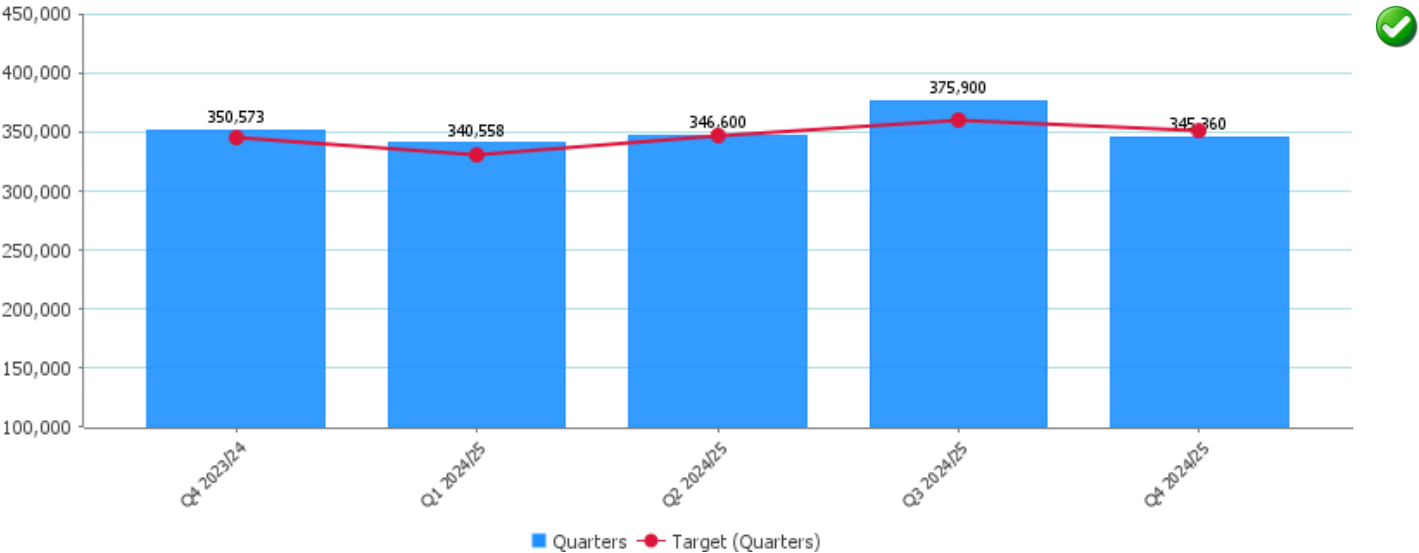
Number of Successful Preventions From Homelessness

15-Apr-2025



The steady rise in the number of successful homelessness preventions, is in the main the result of a successful recruitment of the Housing Options (Prevention) role.

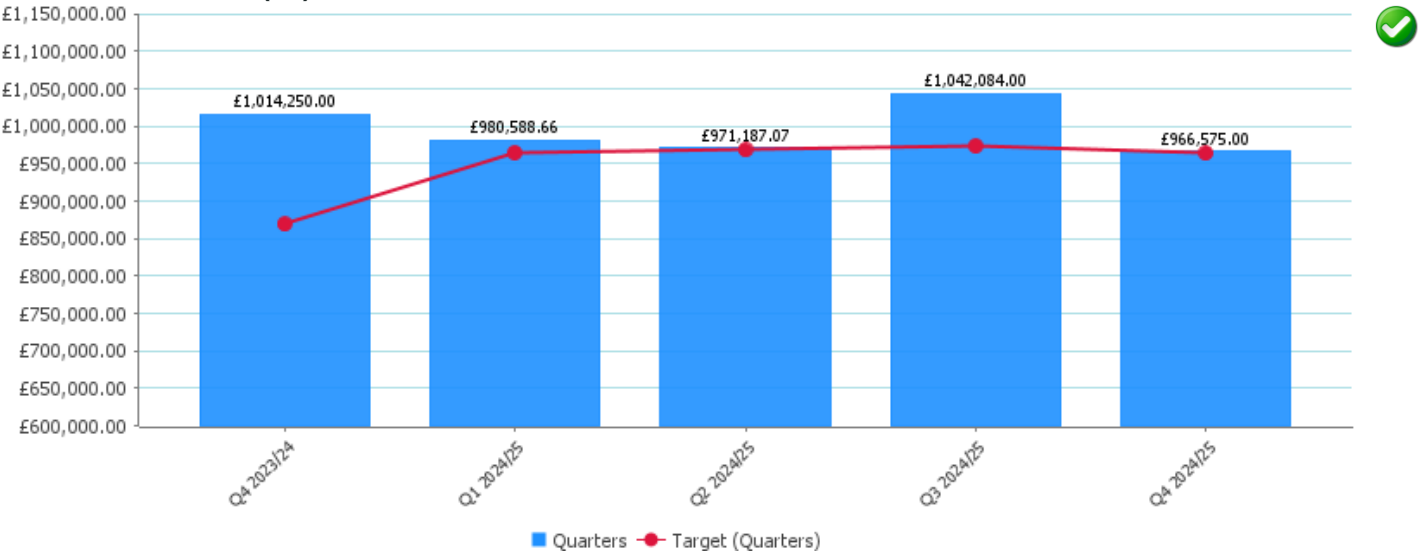
Car Park Visitor Numbers



29-Apr-2025

Jan 25 saw an increase in visitor numbers compared to last year, Feb 25 showed similar to 2024 but the March visitor numbers have declined to create the overall drop. There is no clear and obvious reason for this at present.

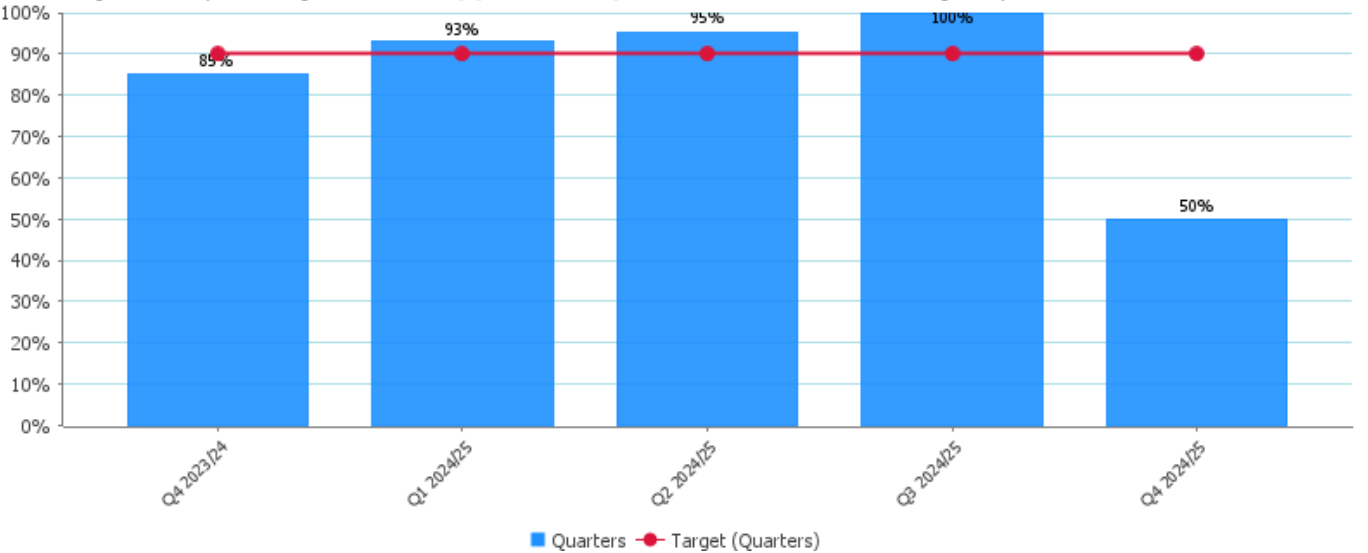
Car Park Revenue (£k)



29-Apr-2025

Despite the drop in overall visitor numbers the income from car park fees remained a surplus in Q4

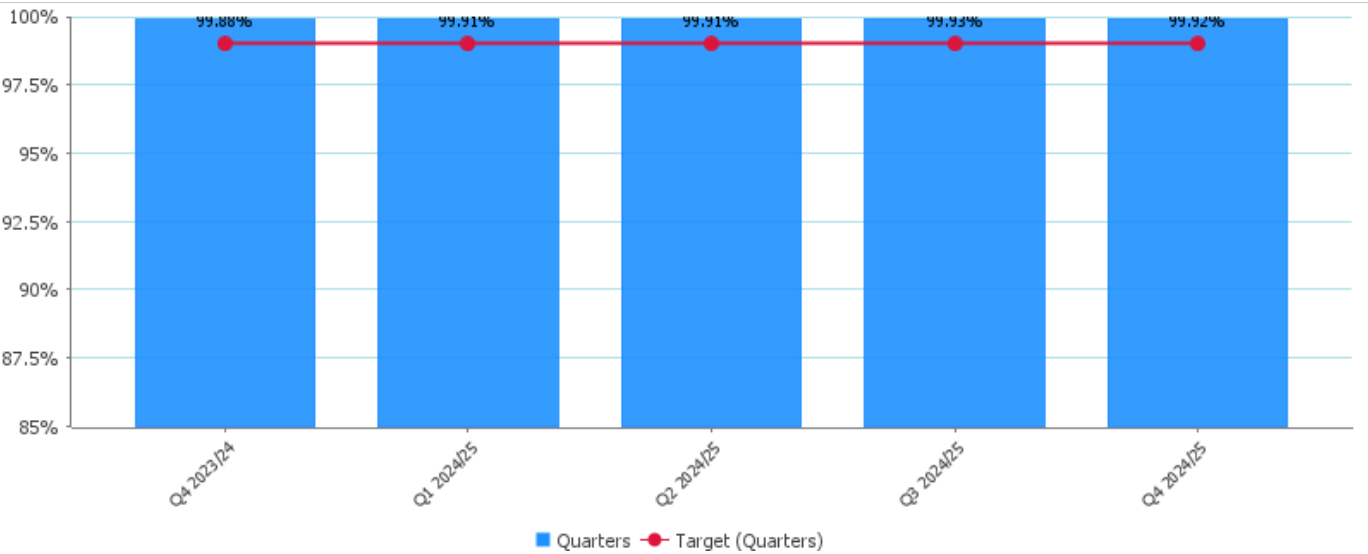
Parking Penalty Charge Notice Appeals Responded to in 10 Working Days



23-Apr-2025

We had a reduction in PCN appeals responded to in 10 working days due to printer upgrades and changes to the way documents are scanned and indexed meaning we were left unable to scan and index (and therefore process appeal responses) for 4 weeks. The backlog was cleared and all appeals were responded to within statutory timescales.

Waste Collected

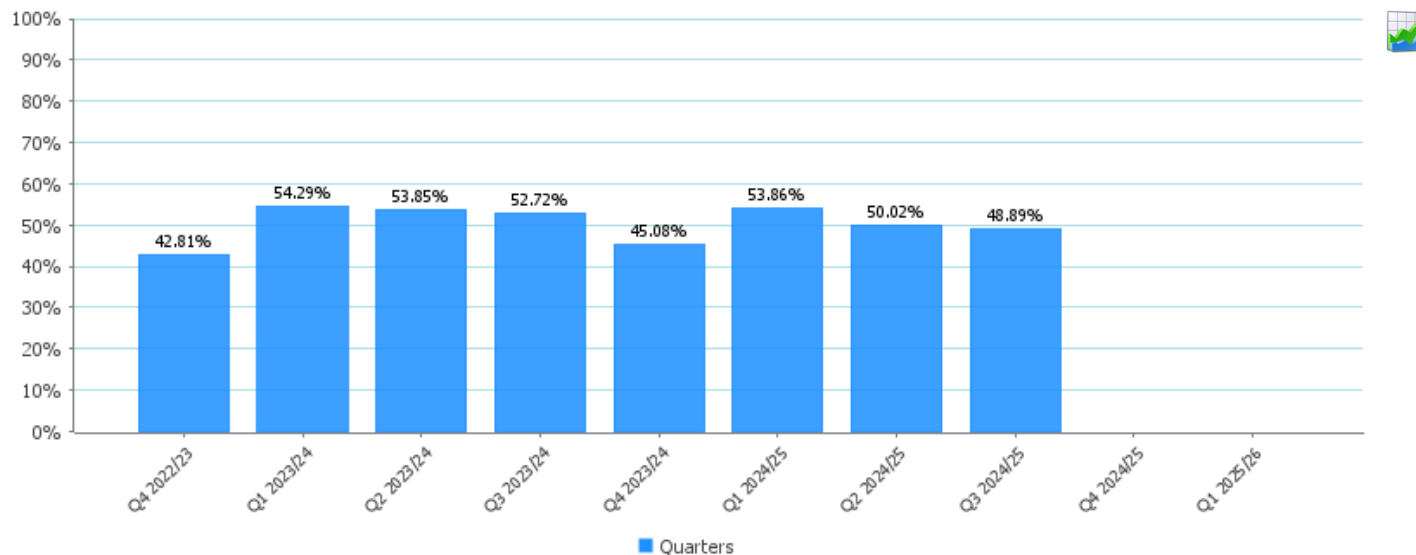


14-Apr-2025

Very strong Q4, even accounting for the increase in missed bin reports that we always see in January, prompted by the changed collection days over Christmas and New Year.

Waste Sent for Recycling

29-Apr-2025



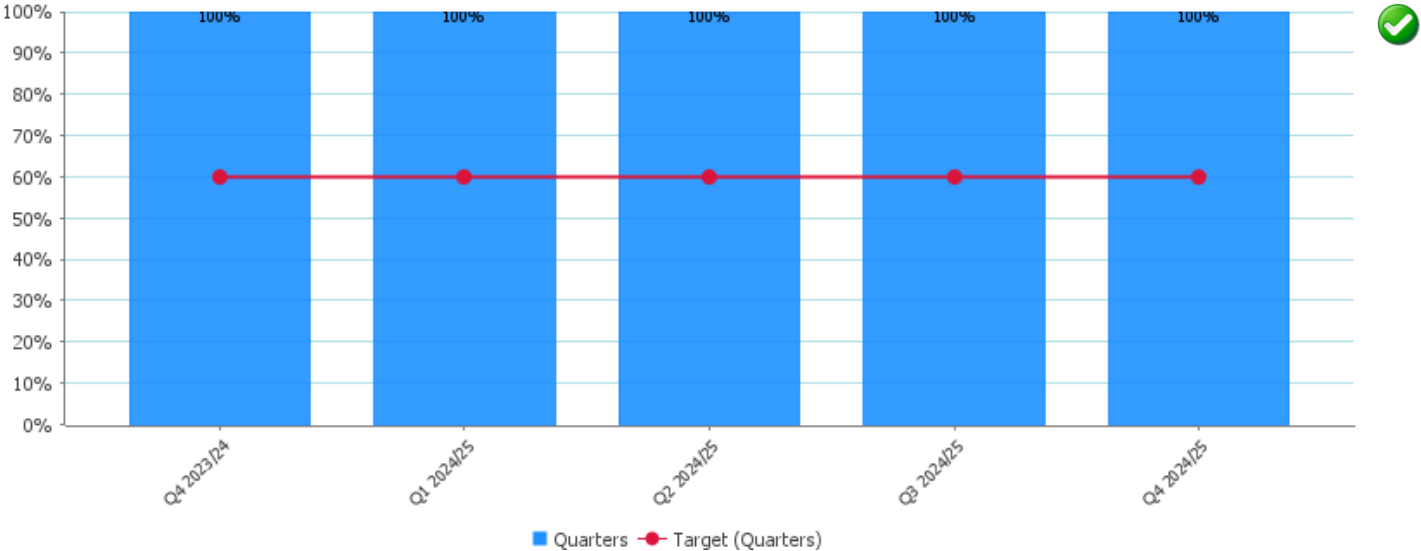
Q3 2024/25 was 1.32% lower than Q3 2023/24 due to:

- 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. However further investigation is underway, including how to reflect seasonal impacts. For information, the Surrey average is 51.8%.
- Q4 figures are not yet available due to usual time lag in receiving tonnage data from Surrey Environment Partnership's data system.
- *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*

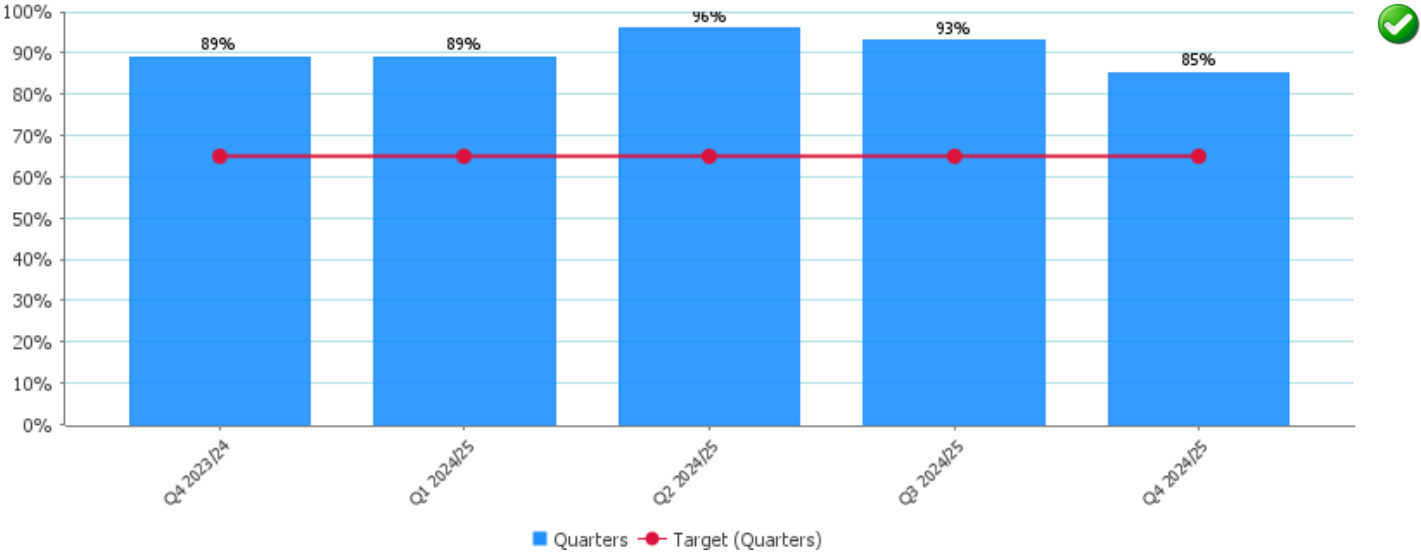
Major Planning Applications Decided in Time



15-Apr-2025

Performance remains very strong following completion of improvement actions.

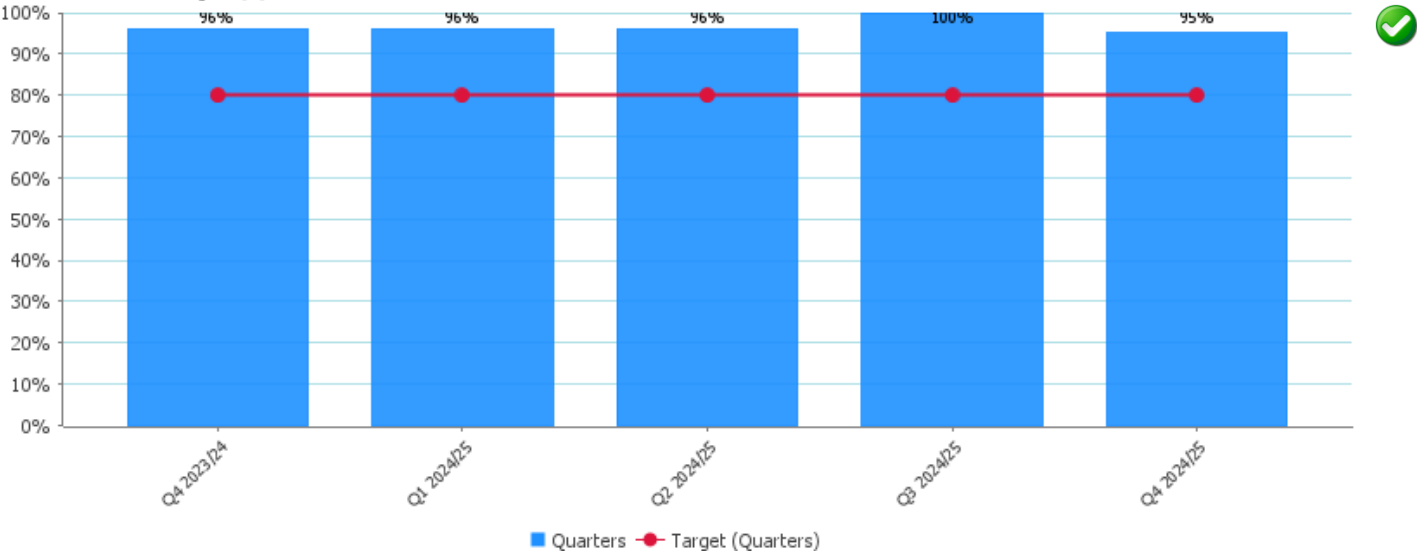
Minor Planning Applications Decided in Time



15-Apr-2025

Performance remains well above national performance target following completion of improvement actions.

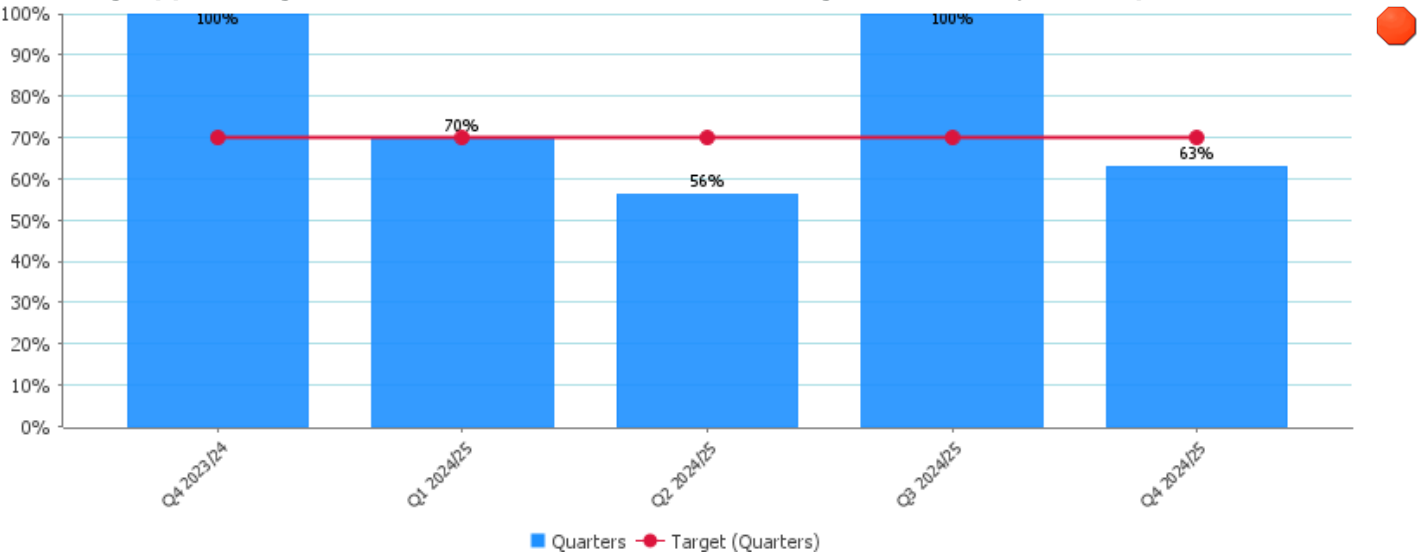
Other Planning Applications Decided in Time



15-Apr-2025

Performance remains very strong following completion of improvement actions.

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

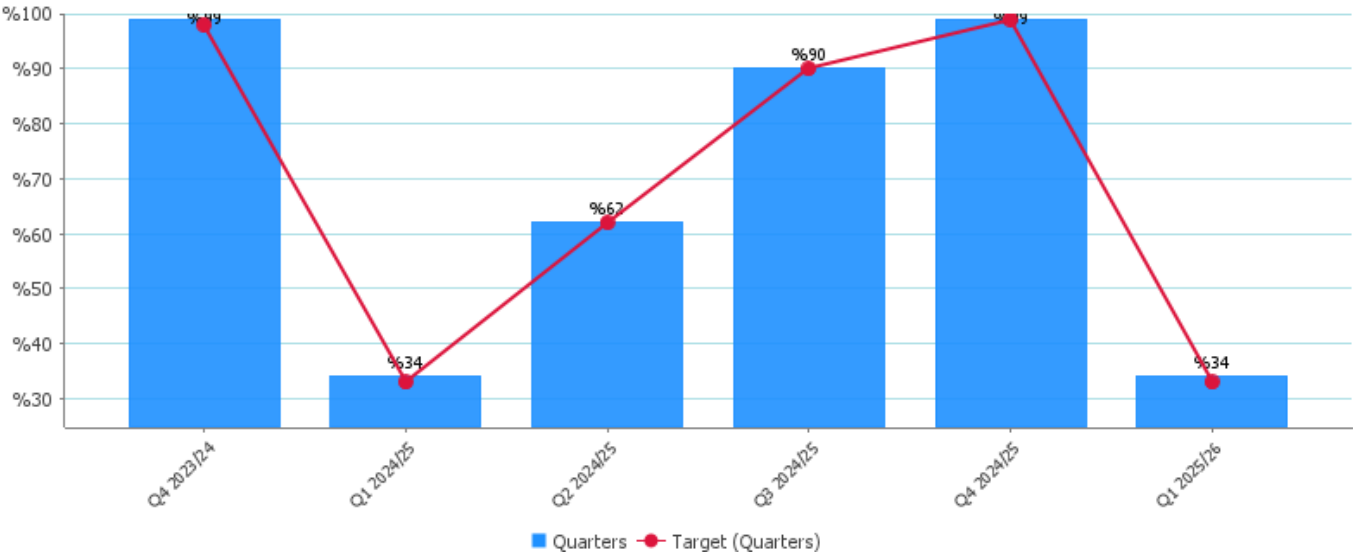


02-May-2025

Average appeal performance over a longer period remains steady, although the small number of appeals per Quarter means a small number of decisions can impact the overall percentage, which fluctuates quarter to quarter.

For this quarter 10 out of 16 appeals against the Council's decisions were dismissed. For the last quarter 12 out of 12 were dismissed. The number of refused applications subsequently allowed by the Planning Inspectorate is monitored by government and we are not currently at threat of designation on the basis of appeal performance.

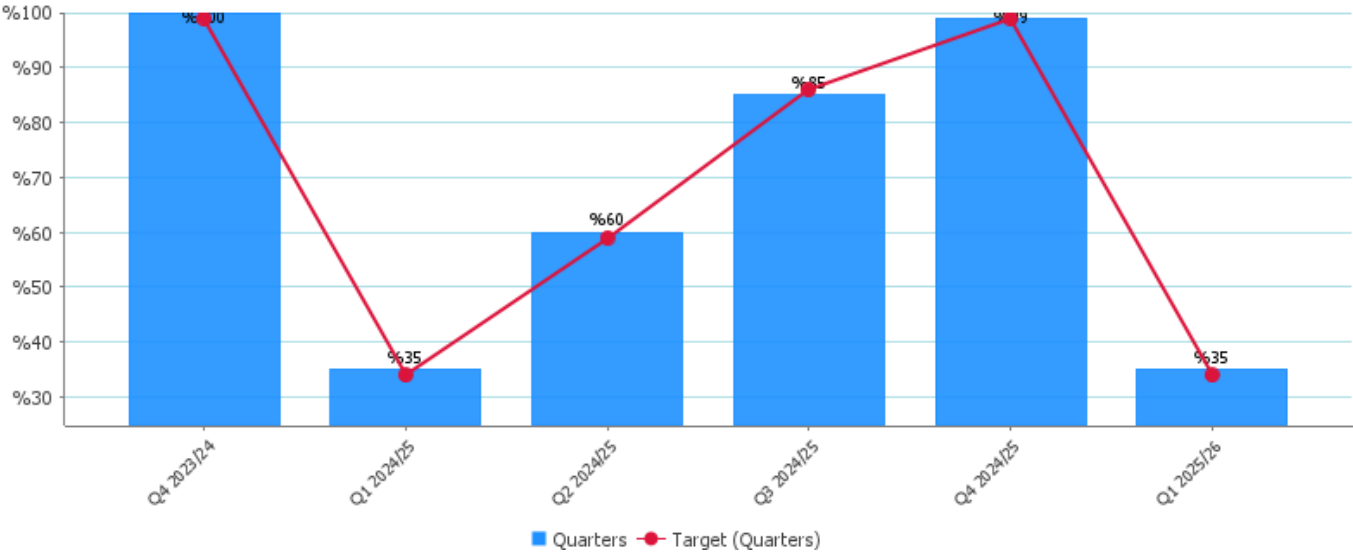
Council Tax Collected



04-Jul-2025

Achieved target for 2024/25, and Quarter 1 2025/26 collection is 1.30% higher than target figure of 33%.

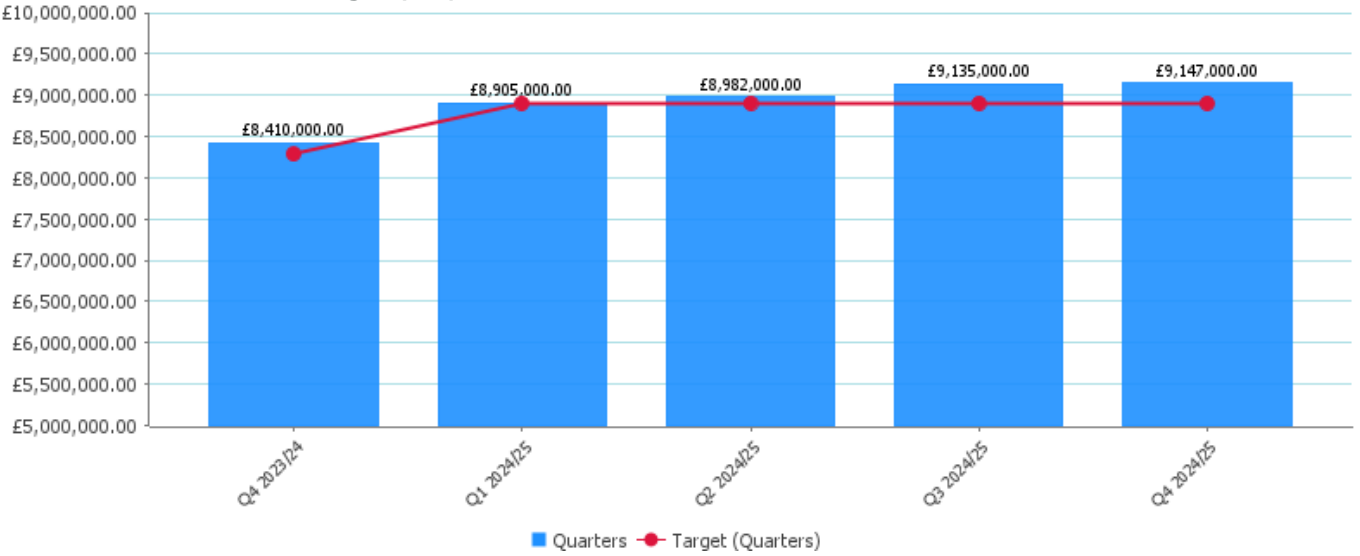
Non Domestic Rates Collected



04-Jul-2025

Achieved target for 2024/25, and Quarter 1 2025/26 collection is 1.53% above the profiled target of 33.6%

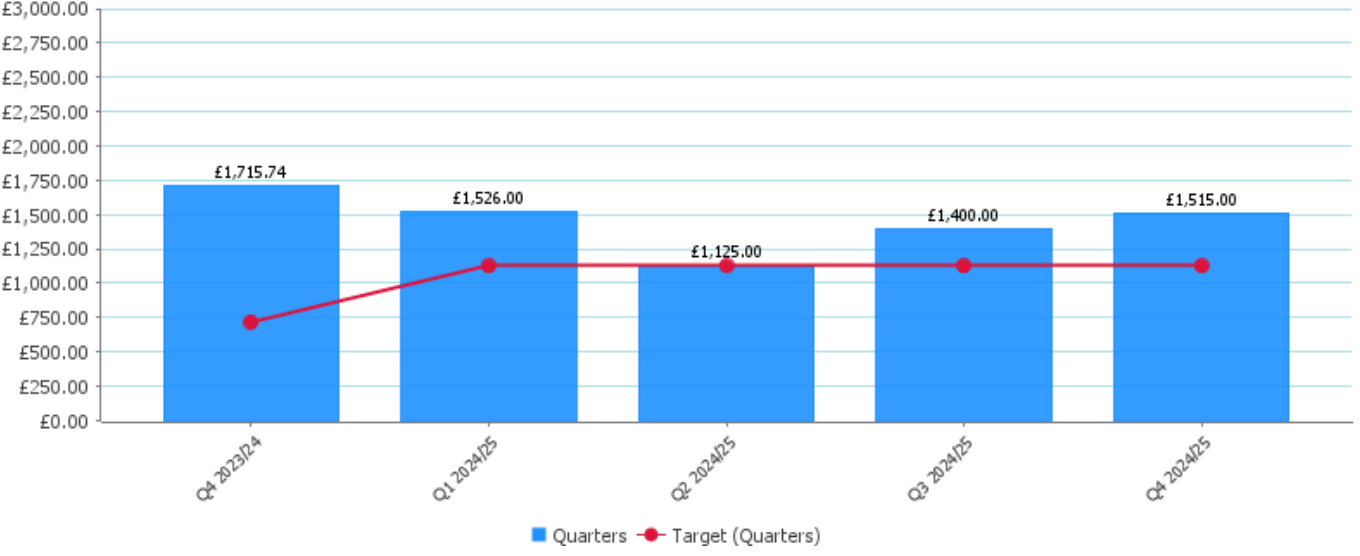
Forecast Outturn vs Budget (£m)



05-Jun-2025

The overspend is £12k higher than what was reported at Q3 due to continued rise in temporary accommodation cost, and loss of income in some key areas (e.g. cemetery income).

Forecast Income from Treasury Management Investment (£k)

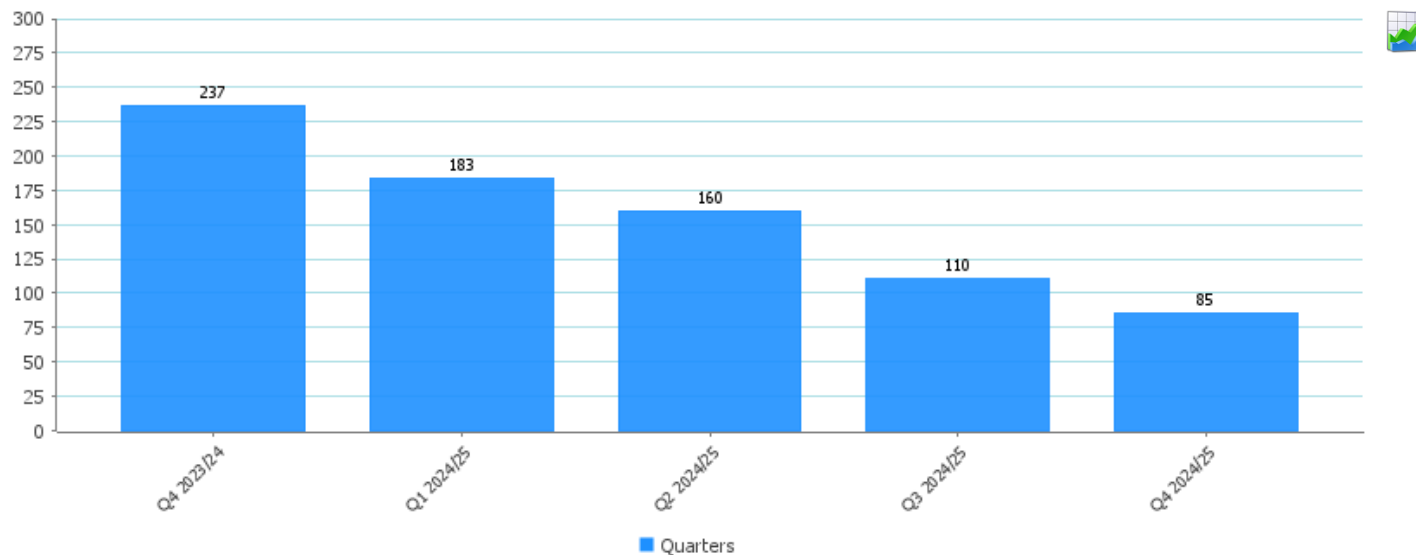


30-May-2025

Provisional outturn as at 25/04/2025.

Number of Stage 1 Complaints Received

25-Apr-2025



Number of Stage 2 Complaints Received

1. The number of Stage 1 complaints received in this quarter was 85. We have seen a decrease from 110 in the previous quarter.

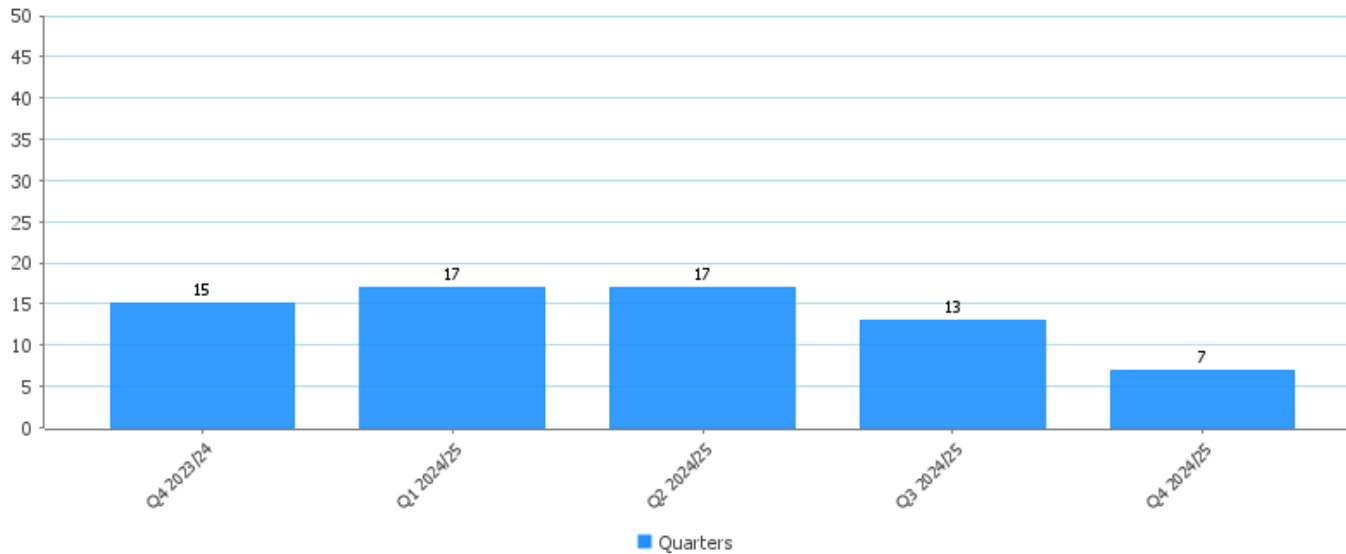
2. Most of the complaints received this quarter were from Refuse and Recycling, which continues to be the same each quarter regarding missed collections and the 'set back' of bins. We also received several complaints regarding upset at the change to the Christmas collections. This year we did not collect recycling during Christmas week and instead collected refuse.

3. In the early part of the quarter, we did continue to see a rise in complaints about Licensing due to delays with applications. However, this has now settled towards the end of the quarter as more staff members have joined the team.

4. Planning and Planning Enforcement continued to receive complex complaints from the same complainant which has taken up a lot of their resources this quarter. The majority of these did also escalate to Stage 2.

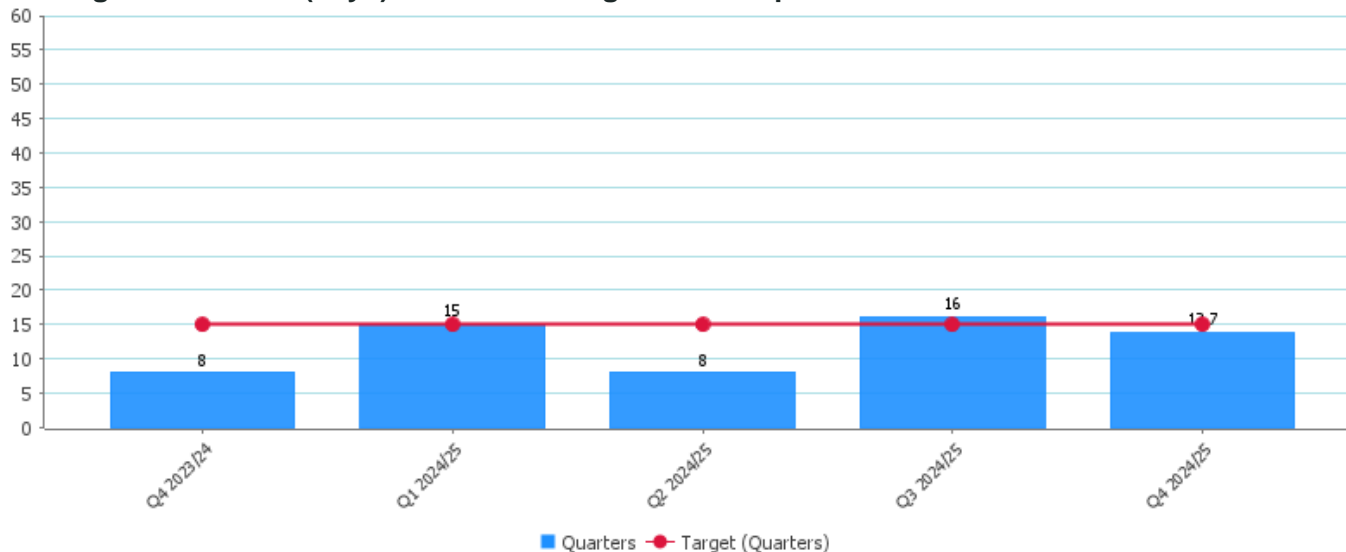
5. We also saw a rise in complaints about Planning Policy, which is rare, due to the publication of the Local Plan.

25-Apr-2025



1. The number of Stage 2 complaints has fallen this quarter from 13 to 7, a continued decrease from 17 in Q1 24/25.
2. These were mostly related to Planning or Refuse and Recycling. Planning complaints are the most likely to escalate to a Stage 2.
3. Complaints typically escalate as issues continue to be ongoing after the response at Stage 1 or the complainant is unhappy with the response and would like a further reply or investigation by a more senior member of staff.

Average Time Taken (days) to Process Stage One Complaints

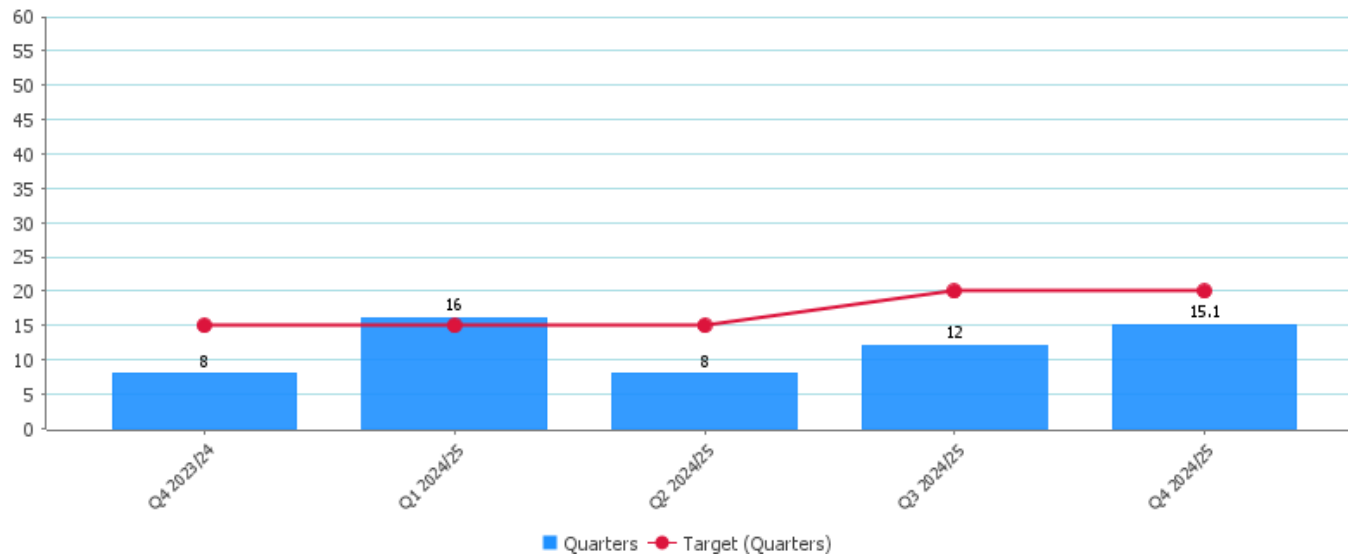


30-Apr-2025

1. The time taken to process Stage 1 complaints for this quarter was 13.7 days, within the target of 15 working day timescale. This improvement is down from 16 days in Q3 and may be due to fewer Stage 1 complaints to address this quarter.
2. Time to respond to Refuse and Recycling complaints has slightly increased as both Refuse and Recycling and the Contact Centre have taken on additional work related to the roll out of the new My Council Services forms.
3. Contact Centre training is underway to further build the team's resilience when workload increases.

Average Time Taken to Process Stage Two Complaints

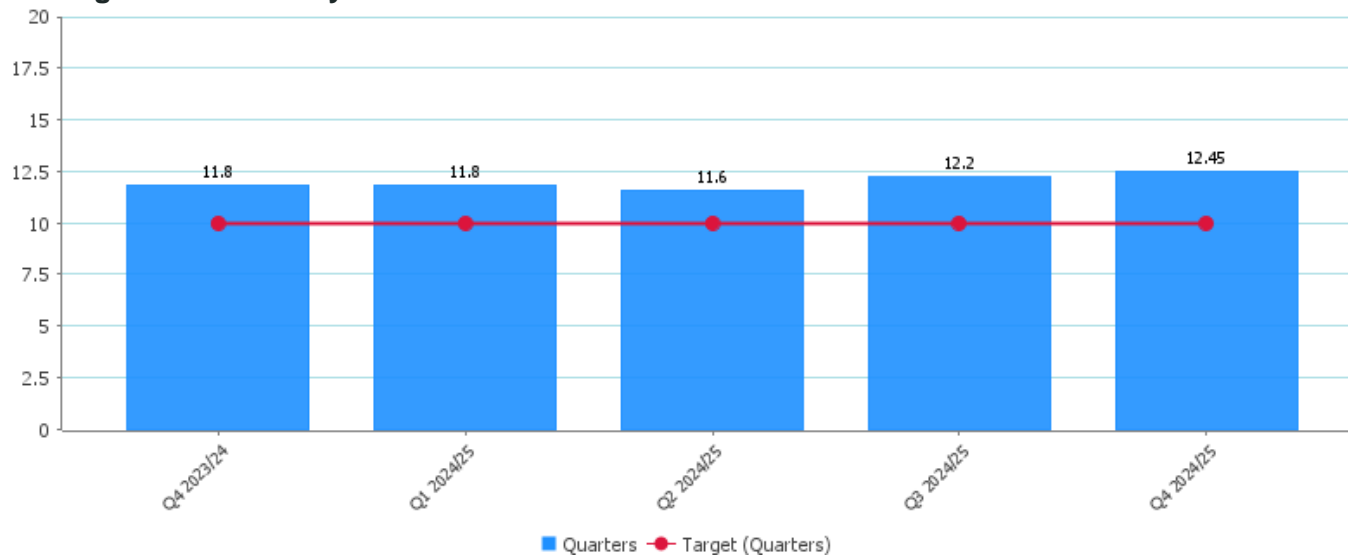
30-Apr-2025



1. The average time taken to process Stage 2 complaints in Q4 was 15.1 days, well within the target 20-working day timescale although slightly up from Q3 (12 days).

3. Factors impacting on the time taken to complete Stage 2 complaints include resourcing and changes to investigating officers.

Average Number of Days of Staff Sickiness

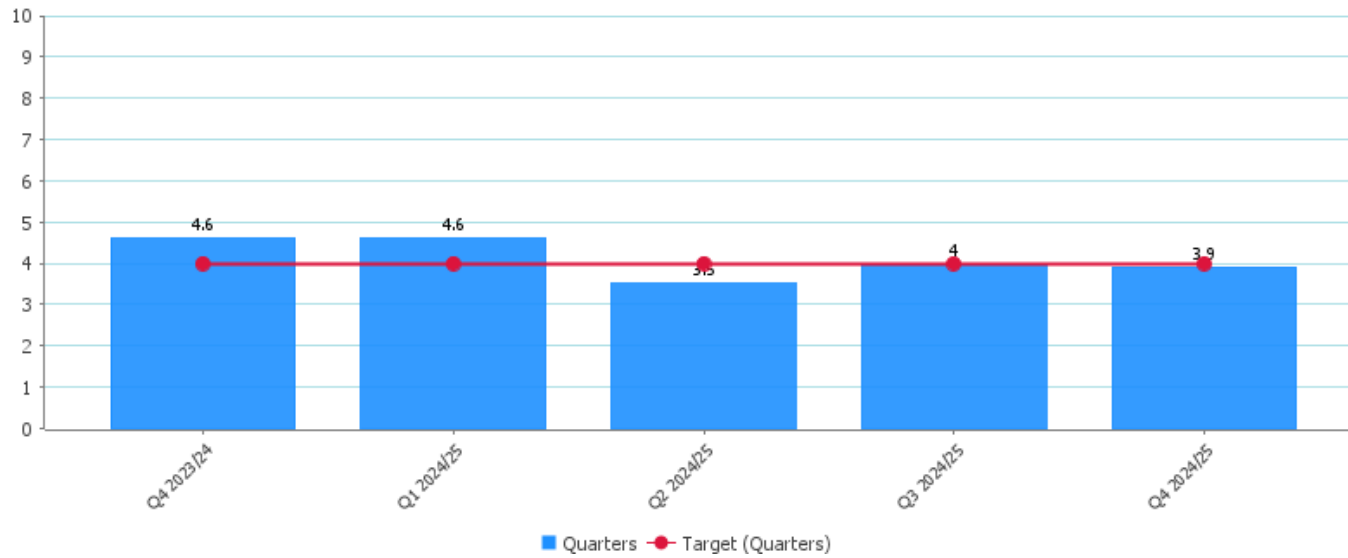


23-Apr-2025

- Slight increase from Q3 and still over our target of 10.

Short-term Staff Sickiness (Av. no days)

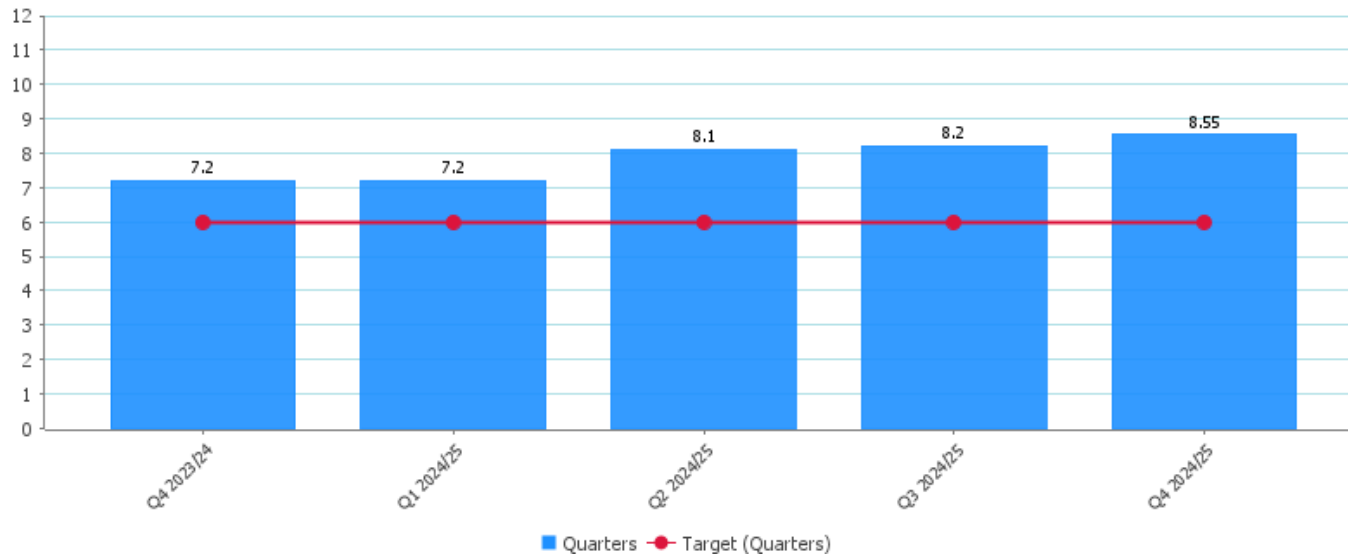
23-Apr-2025



- Slight reduction on Q3 and within target.

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

15-Apr-2025



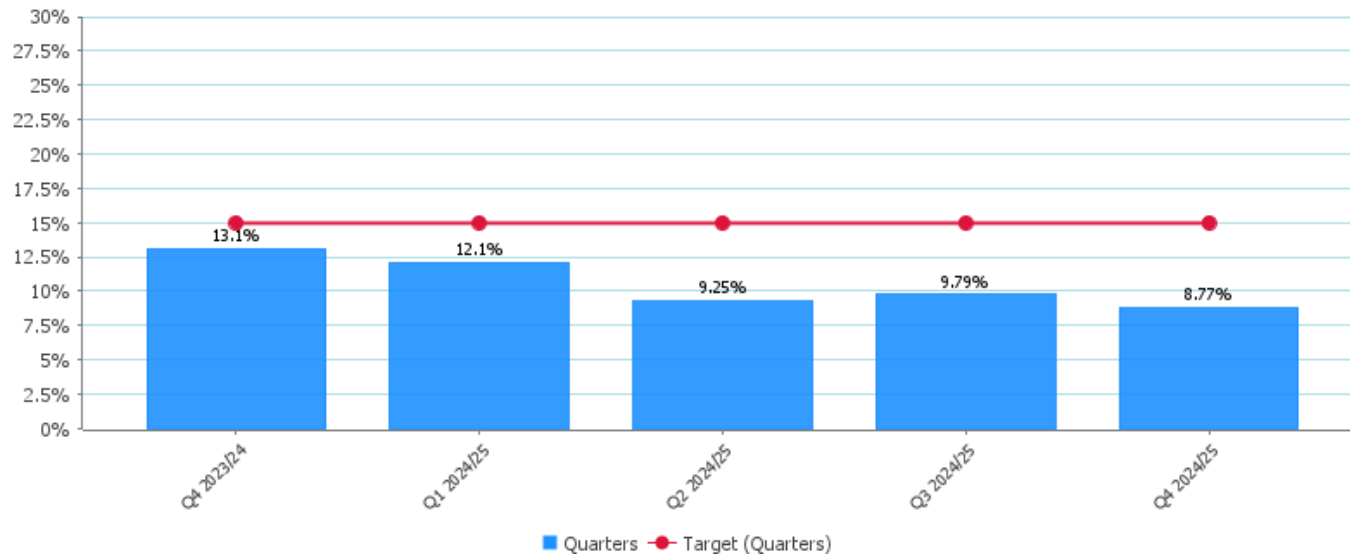
Long term sickness is being managed closely, as a priority, by our People and OD Business Partner and action is being taken on all long term cases.

We are continuing to work alongside managers to help bring high priority cases to a positive resolution, offering guidance and support throughout the process. By focusing on early intervention, we're able to pick up on issues sooner and put support in place more quickly. In number of recent cases, this has helped staff return to work with the right adjustments and arrangements in place. Referrals to Occupational Health have remained steady, and we're continuing to recommend reasonable adjustments and risk assessments to make sure staff feel supported and able to work safely and comfortably. All these steps are helping us to resolve cases more smoothly and ensure staff have a better experience, with early support making a real difference.

Due to the nature of long term sickness cases it takes some time to support staff and managers through the process. This coupled with the stats being based on a rolling year means that it may take up to 12 months to see a downward trend in our stats.

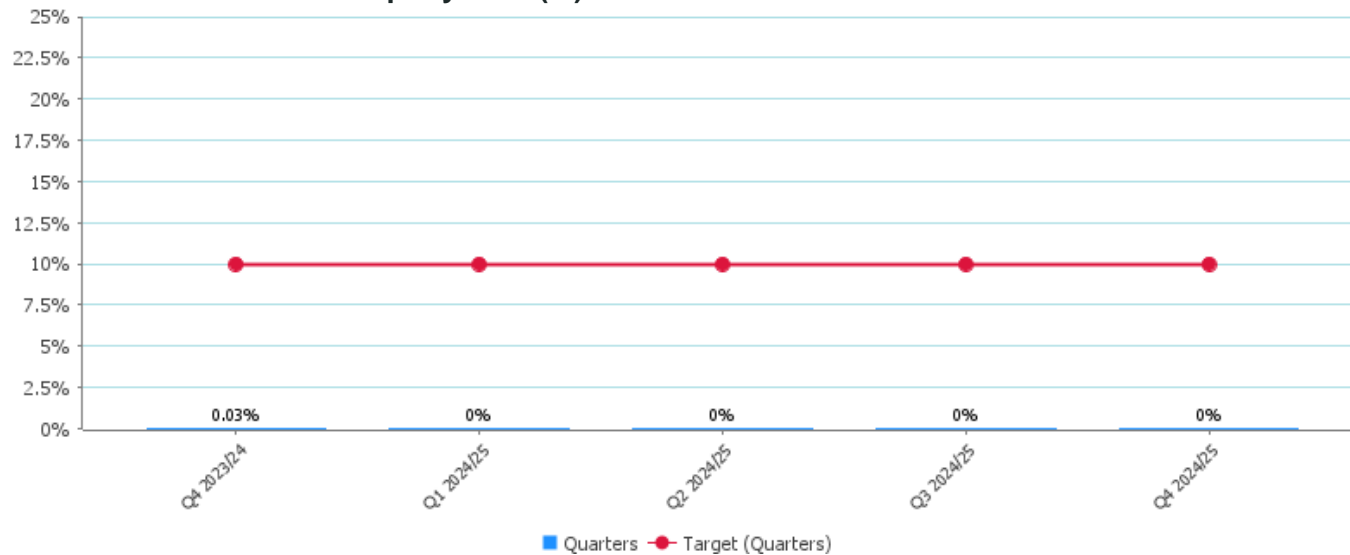
23-Apr-2025

Staff Turnover (voluntary)



- Reduction from Q3 and well within target.

Council Owned Vacant Property Rate (%)

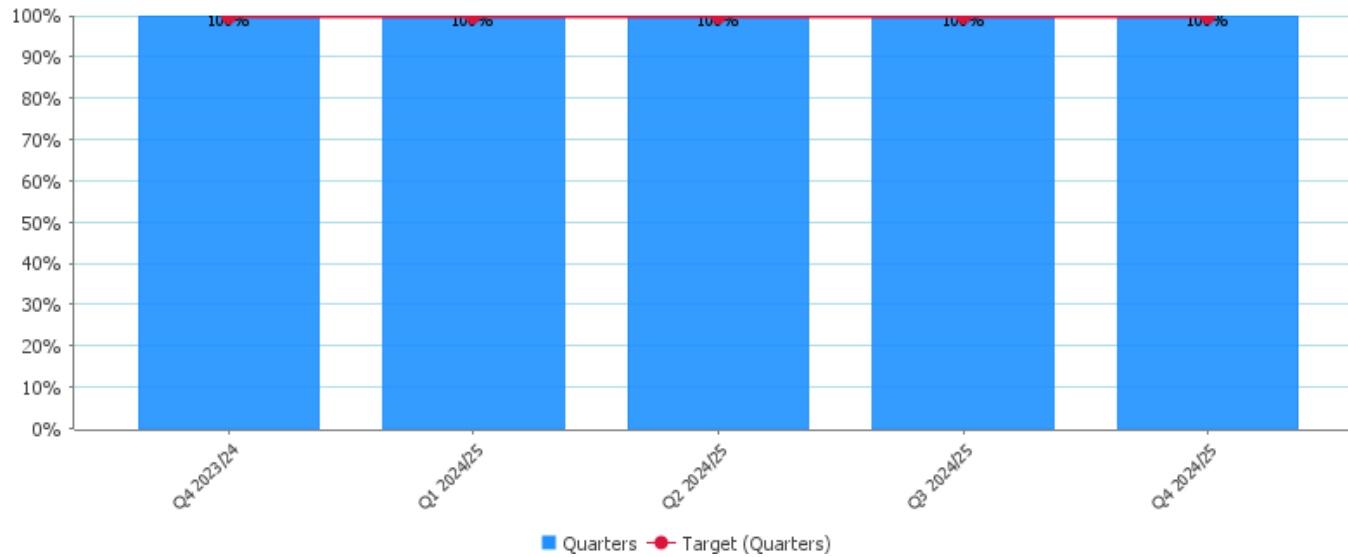


30-Apr-2025

- No change since last quarter.
- This KPI is for all council owned commercial/investment properties only.

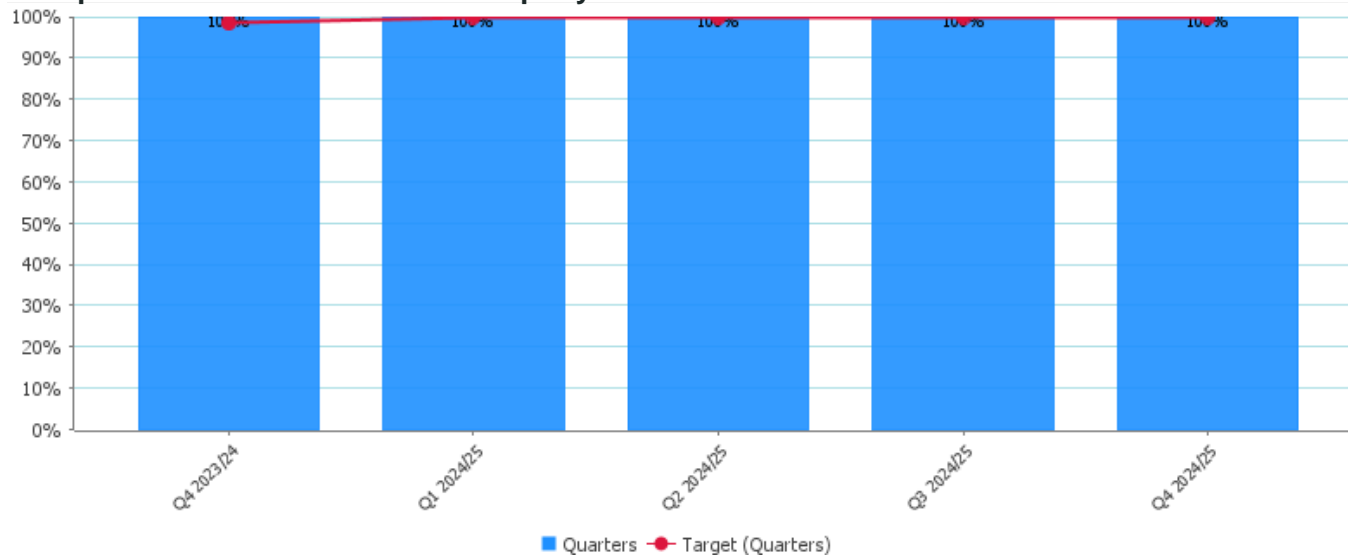
Completion Rates for ALL Property Maintenance Works

15-Apr-2025



All completion rates for ALL Property Maintenance Works have been completed within target

Completion Rate for PRIORITY 1 Property Maintenance Works



15-Apr-2025

Completion rate for Priority 1 Maintenance Works reached the given target in Q4 as all Maintenance Works have been completed on time and as per requirements.

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).

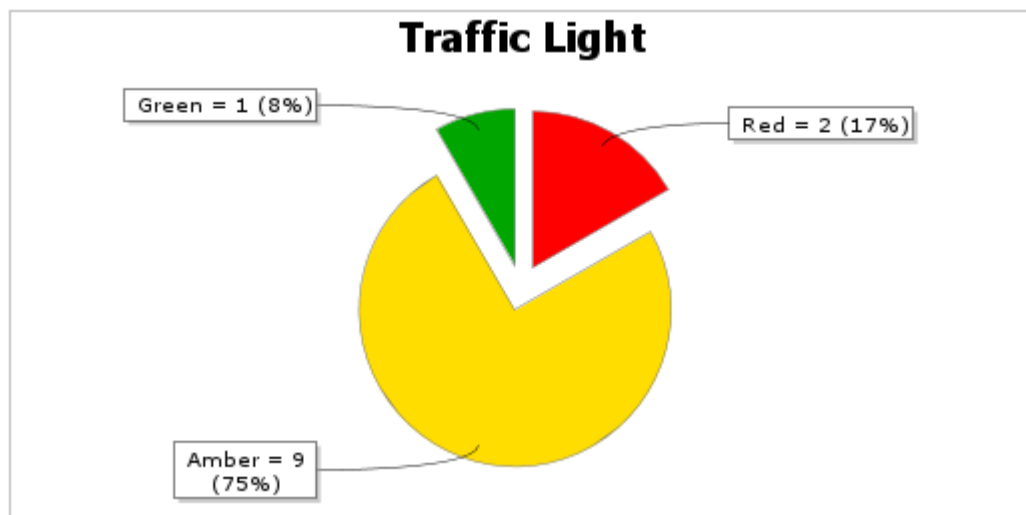
Step 2: Consider how we mitigate the risk and any controls in place.

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 Multiplier	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
		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
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	<div></div>	Treat	The Council will receive an uplift in Homelessness Prevention Grant (HPG) funding 2025/26, which will help mitigate some of expenditure related to temporary accommodation expenditure. In addition, the Strategic Housing Manager (SHM) is currently undertaking a service review to identify potential areas for increased efficiency.	23 Apr 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	<ul style="list-style-type: none"> • The risk assessment remains 'high' whilst associated risks that contribute to this score remain under review. • Significant work has been completed on some of the associated risks in the final quarter, however with the risks that remain the assessment is that this score should remain unchanged. • Works in the first quarter of the new year are likely to see additional associated risks removed, and further additional reductions by the end of Q2 2025. At this point the risk score is expected to be reduced. 	30 Apr 2025
						Budget							
						IT Strategy							
						IT processes and procedures							
						Security Operations Centre							
						Cyber Security Strategy							
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	3	3	9		Tolerate	<p>Local Govt Proposal for 2 or 3 Unitaries will be submitted to Govt on 21/5. From then until we hear the outcome (Autumn 25) all 12 Surrey authorities will be working towards a safe and legal Vesting Day and exploring collaboration of services. Risks remain possible/likely until more is understood and explored (particularly around CGR, Finances, ASC, CS and SEND)</p>	06 May 2025
						Stakeholder group							
						Collaboration with other councils							
						Chief Executive working groups across the county							

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	Local Plan was submitted in March 2025 for independent examination. Timings for examination not yet confirmed by Planning Inspectorate. There remains a risk that the Local Plan will be found unsound.	25 Apr 2025
						Local Plan Risk Register							
						Report to Stakeholders							
						Member briefing							
						Project Critical Path Established							
						Project Plan							
						Full staffing in place							
						Partners fully engaged							
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	No change from previous assessment.	06 May 2025
						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							

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	The work being done with Data Protection People is improving our organisation resilience on data protection, and in the event of an issue, the recent progress we've made would improve our response.	05 Jun 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 mobilisation programme							
						Email warnings and checks							
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	2	3	6		Treat	Likelihood reduced following adoption of new Action Plan 25-29	25 Apr 2025
						Additional staff							
						Working Group							
						Climate Change Action Plan							
						Member Working Group							
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	1	4	4		Treat	Decision at Full Council this evening to cancel proposed move in context of CGR and risk likelihood has been adjusted to take that into account.	06 May 2025
						Full Council Approval							
						Appoint external consultant							
						Corporate Procurement process							
						Steering Group appointed							
						Business case							
						Project Plan							

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	2	4		Treat	Improved management of safeguarding and training, plus a recent satisfactory safeguarding audit demonstrated that good controls are in place.	05 Jun 2025
						Intranet Site (The Hub)							
						Staff training							
						Safeguarding Policy							
						Knowledge sharing							
						Register of vulnerable residents							
						Internal safeguarding group							
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	Risk score remains unchanged for this quarter, however business as usual work is underway to maintain existing risk mitigations.	06 May 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	No change at Quarter 4 2024/25. The council is in the process of re-procuring its contract for emergency planning and business continuity support, which is on-track.	03 Apr 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).

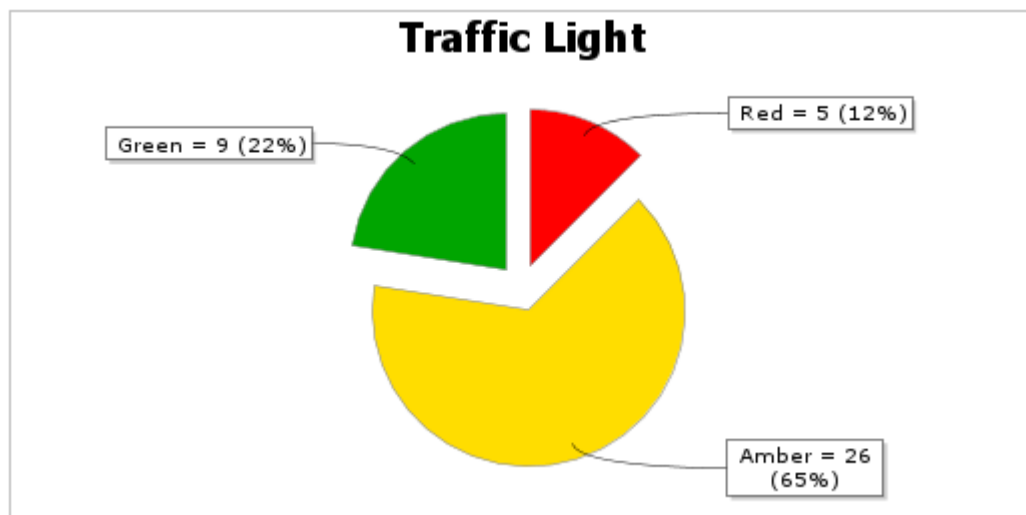
Step 2: Consider how we mitigate the risk and any controls in place.

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 Multiplier	1	2	3	4
		1 Insignificant	2 Medium	3 High	4 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	4	3	12	<div></div>	Treat	The upward trend of homelessness approaches has continued after an unusually high number of SWEPP (Severe Weather Emergency Provision) placements. Reporting regularly to relevant committees and liaising closely with finance.	05 Jun 2025
						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							

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	4	3	12		Treat	There were no significant affordable housing developments during 2024/25. The Strategic Housing Manager (SHM) continues to work closely with Planning colleagues, Register Provider partners and developers to enable affordable housing.	23 Apr 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	The capital funding has been agreed, and the work needed has been tendered out and a contractor chosen. The funding fell short of the initial quotes for the works received, due to the the consultant used to put the tender out identifying the need for a new house lighting system, which was not included in the original bid for capital funding. This being the case, we removed the requirement for stage lighting fixtures and leads from the tender, to enable the priority works to go ahead in August. We have recently reviewed the stage lighting fixtures and leads, and the price has been reduced from the original quotation of £205,208 to £111,096, which leaves us £30,000 short of the needed capital to complete this element of the works.	05 Jun 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 we're not anticipating significant new arrivals.	05 Jun 2025
						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	The commercial offering at Bourne Hall is going from strength to strength, the cafe is doing exceptionally well. The marketplace is also thriving, keeping a steady income flow and bringing footfall to Epsom, boosting economic vitality. We are steadily increasing income from our parks, although we have faced opposition at times, especially with fairgrounds. However, this has subsided with good management of the situations.	05 Jun 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	The new H&WB Strategy is being developed, with those impacted by the cost of living and wider-determinants of health being targeted. This will continue to help mitigate risk.	23 Apr 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
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	All management, supervisors, and other venue staff have been tasked to complete the Protect awareness course online. It is also considered within our events risk assessments and we are now asking all departments to add it to any bookings to hire our venues. It was also discussed at our Operational Services health and safety meeting in May 2025.	05 Jun 2025
						Community Safety Action Plan							
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	1	3	3		Tolerate	Our process has been worked through and the risk has reduced compared with previous assessments.	05 Jun 2025
						Information Published on Website							
						Policy in place							
						Knowledge sharing							
						Service Manager Review							

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.	05 Jun 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	Current difficulty in delivering a compliant statutory service owing to recruitment difficulty over 2 posts. Managing risk using contracted resource however this is expensive and requires a reduction in overall hours to be affordable.	01 May 2025
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	Report has been requested to S&R Committee 15 July 2025.	29 May 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 Simpler Recycling	2	3	6		Tolerate	No change in status. Still no response to our EPR appeal.	29 May 2025

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	Trees requiring Ash Dieback work, and unplanned maintenance works on other trees, have increased over the past 12-18 months and will likely result in a backlog of tree works over the next financial year. Officers are monitoring the situation with a view to bidding for grant funding from government should it reach a level where it could not be managed through existing budgets as now.	25 Apr 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	It's recommend that this risk is retired, as allotments cover their costs as far as possible. While there is always the risk of unexpected costs (e.g. water supply), these are not deemed significant enough to be included on a budget committee risk register. In addition, Central services would be present without allotments.	05 Jun 2025
						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	Whilst car park income remains a significant source of revenue for the Council, the income generated in 2024/25 has been surplus to the budget.	05 Jun 2025
						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	This risk will be retired as a new solution is in place.	05 Jun 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
HC27	Out of date licensing policies	<ul style="list-style-type: none"> Gaps in governance framework. Reputational damage. 	4	4	16	Additional staff Access to legal advice Committee training	4	2	8		Treat	Agreed measures to free up and develop capacity are underway: anticipate resumption of policy work in Q2-3. A briefing note on this risk will be presented to the Committee at their July 2025 meeting.	19 May 2025
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	Budget Monitoring Ability to Alter Discretionary Service Fees	2	3	6		Tolerate	Fees have increased on 1 April 2025 with a doubling of householder fees and more larger schemes coming forward, with PPAs attached. Fee income will increase over this quarter when measured against the previous quarter.	24 Apr 2025
PD2	Planning breaches are not enforced	<ul style="list-style-type: none"> Negative impact on neighbouring residents. Legal challenge. Reputational damage. 	4	4	16	Enforcement Trainer Actioning Cases Development Management Project	2	3	6		Treat	Risk score remains unchanged, however the backlog is decreasing and current workload commitments are worked through. Anticipated improvements to continue. An Internal Audit on Enforcement is also underway.	19 May 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.	24 Apr 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		Treat	Following agreement around resource increase provided by income in this service area, there is a recruitment campaign underway covering three positions which will reduce the risk considerably. Expect this to come on stream in Q2-3.	01 May 2025
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. • Contract staff previously made permanent to help reduce risk. 	25 Apr 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.	24 Apr 2025
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	Budget Monitoring	1	3	3		Tolerate	Risk that government will transfer taxi licensing to strategic authorities, but this is any new Unitary Authority's risk to manage, and there are no significant concerns regarding recovery of fees. Hence likelihood reduced to 1.	19 May 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	Risk currently at a manageable level owing to 2 years fee free and a modest increase in 25-26 no evidence of a reduction in demand.	01 May 2025
						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	This risk will be retired.	19 May 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	This risk will be retired - transport modelling delivered by SCC to support Local Plan Regulation 19 Consultation.	19 May 2025

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 will always ensure it complies with its Best Value obligations by appointing properly procured, reputable and experienced property and regeneration consultants.</p> <p>The risk is severe because LGR could delay or postpone the Council's ability to deliver a value for money result.</p>	01 May 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	<p>The risk remains unchanged to reflect continuing economic global uncertainty and the possibility it might impact on commercial tenants.</p>	01 May 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	<p>Continued solid and tangible progress has been made evidenced by the Climate Change Action Plan Progress Update taken to Environment Committee on 17 March 2025.</p>	01 May 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 this quarter.	05 Jun 2025
						Annual Budget Setting							
						Competitive Procurement of Utilities							
F26	Incorrect administration of benefit payments could affect council budget.	<ul style="list-style-type: none"> Reduced recovery rate on benefits paid out. Increased demand for benefit payments due to recession. Reputational issue Welfare issue for residents 	2	4	8	Monitor benefit performance indicators	2	3	6			<ul style="list-style-type: none"> <i>This risk is proposed to be added to the S&R Risk register to help manage the impact of the following:</i> <i>The Council administers Housing Benefit (HB) on behalf of the Department for Work and Pensions (DWP).</i> 	24 Jun 2025
						Quarterly monitoring of subsidy position							
						Maintaining bad debt provision for claimant arrears							
						Manage the implementation of Universal credit							
						Recruitment and retention programme							
						Systems update							
						Regular meeting with DWP							
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		Treat	No change at Quarter 4 2024/25, as the project remains on track.	03 Apr 2025
						Contract Management							
						Procurement Strategy							
						Contract Standing Orders							
						Project Contingency Time							
						Corporate Procurement process							

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	3	6		Treat	The Car Park Strategy is being prepared to ensure adequate parking capacity is retained. This is now an increased Financial and Corporate Objective following the grant of planning approval for the Utilities Site 450 unit residential scheme and the likely impact on Hook Road Car Park.	01 May 2025
						Car Park monitoring							
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	• No change this quarter.	29 Apr 2025
						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		Tolerate	The risk assessment has not changed since the last review.	05 Jun 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	Our current Director of Corporate Services (S151) will be leaving shortly with our new Director joining on 19th May. All senior roles will be filled. As LGR progresses it is likely to impact on capacity of those in Leadership roles as they are likely to be contributing to workstreams. Capacity needs to be considered and plans for potential backfill drawn up.	24 Apr 2025
						Retaining Talent Policy							
						Succession Planning							
						Performance Management							
						My Performance Conversations							
						Risk Management Strategy							
						Project Management Governance							

Annual Governance Statement Actions

Every year we publish our Annual Governance Statement, which outlines the effectiveness of our overall governance framework. As part of this review, we identify key actions which we feel will improve our corporate governance.

Issues Identified	Original Due Date	Due Date	Commentary	RAG Status	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	31-Mar-2024	30-Sep-2024	HR Advisor left in December leaving one vacant post. Decision to recruit an HR Administrator and delete an HR Officer post to better meet the needs of the service. All HR posts filled in April 2025 giving capacity for team to progress policy and project work.		Completed	02-May-2025
Review and enhance recruitment and retention policies and procedures for key roles across the council	31-Mar-2024	30-Sep-2025	A new HR Administrator joined on 1st April 2025. The team is now at full capacity which will enable time to focus on this project. Recruitment and retention will be a key strand of HR in light of Local Government Reorganisation. The Council is working with our partners in the Districts & Boroughs on a joint approach where possible. This action will be CARRIED FORWARD.		On track	03-Jul-2025
Review and update IT policies as necessary	31-Mar-2024	31-Dec-2025	Additional elements being considered for inclusion in policies including the secured use of Artificial Intelligence (AI). Policy work is being scheduled to align with several high priority IT procurements that are currently underway, This action will be CARRIED FORWARD.		On track	04-Jul-2025
IT AGS action	31-Mar-2024	31-Dec-2025	Update relates to IT security so cannot be disclosed. Members are requested to contact the report author outside of the committee meeting if they would like the update. This action will be CARRIED FORWARD.		On track	03-Jul-2025
Document management Software - to procure new software to enhance the revenues and benefits service	31-Dec-2024	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.		Completed	11-Feb-2025

Issues Identified	Original Due Date	Due Date	Commentary	RAG Status	RAG Status	Latest Update
Biodiversity Net Gain - implement the Biodiversity Net Gain policy requirements	31-Jul-2024	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. Therefore, the impact of BNG has been very limited to date, and we haven't had to introduce any specific measures to deal with it. As such, this no longer represents a significant governance issue that the council can action. Consequently we have closed the action and will instead include it as a risk on our risk register.	●	Completed	04-Jul-2025
Public Protection Inspections - review resourcing in statutory Environmental Health services, including discretionary activities	31-Mar-2025	31-Mar-2025	This item has been completed.	●	Completed	11-Feb-2025
Audit and Scrutiny Committee- review the Audit and Scrutiny Committee's Terms of Reference	31-Mar-2025	28-Feb-2026	Due to LGR, the council is no longer pursuing its Corporate Peer Challenge action plan, which this action formed a part of. Therefore this action has been superseded by the council's new Strategic Priorities, and will be marked complete for this reason.	●	Completed	03-Jul-2025
Corporate Plan - produce a long-term corporate plan	31-Mar-2025	31-Mar-2025	Strategic Priorities for 25-27 approved at Full Council 6/5/25 - these will supersede old 4 year plan and proposed new 5 year plan.	●	Completed	08-May-2025
Develop a corporate record of the Council's resident engagement activities	31-Mar-2025	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>	●	Completed	11-Feb-2025

Issues Identified	Original Due Date	Due Date	Commentary	RAG Status	RAG Status	Latest Update
Data Protection Officer - source additional Data Protection Officer capacity	31-Oct-2024	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>		Completed	24-Jan-2025
Councillor Training - review and enhance the councillor training and development programme	31-Mar-2025	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> <p>This action will be CARRIED FORWARD.</p>		On track	03-Jul-2025