



# Corporate Performance Report

Quarter 1 2025-2026

## Annual Plan Progress

The four actions below have been carried forward from the **Annual Plan 2024/5**.



### 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	
Off track	3
On track	1

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	RAG Status	Commentary	Latest Update
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
AP24/5.15	Community & Wellbeing Committee; Housing and Communities Service	Implement the Homelessness and Rough Sleeper Strategy	<ul style="list-style-type: none"> <li>• In year objectives complete, including updating empty homes policy.</li> <li>• Quarterly reports to the Community &amp; Wellbeing Committee Chairs meeting.</li> <li>• Housing event held</li> <li>• and network operational.</li> </ul>	31-Mar-2025		Off track	Most of the actions in the action plan have been achieved ahead of schedule, however, there are a few minor proactive actions which have slipped due to the pressure on the service. These actions are expected to be completed in Quarter 2 2025/26. In addition, a review of the service has been undertaken which recommends strengthening the focus on prevention of homelessness based activity. Delivery scheduled for Q1 2026/27.	16-Sep-2025


No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	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"> <li>• Report submitted to Strategic Leadership Team and</li> <li>• agreed at with relevant Policy Committee Chairs by "Completion Date".</li> </ul>	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 waiting for a decision by the Land Registry. Completion is anticipated to be between January and March 2026.	29-Aug-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"> <li>• In year objectives delivered.</li> </ul>	31-Dec-2025		On track	The Plan was approved in January 2024 by the Crime and Disorder Committee. It runs to December 2025. 75% of the Plan has been completed and the remainder is on track to be completed by the end of 2025. Please note the due date for this action has been amended to the end of December to align with its two year implementation.	02-Sep-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	✓

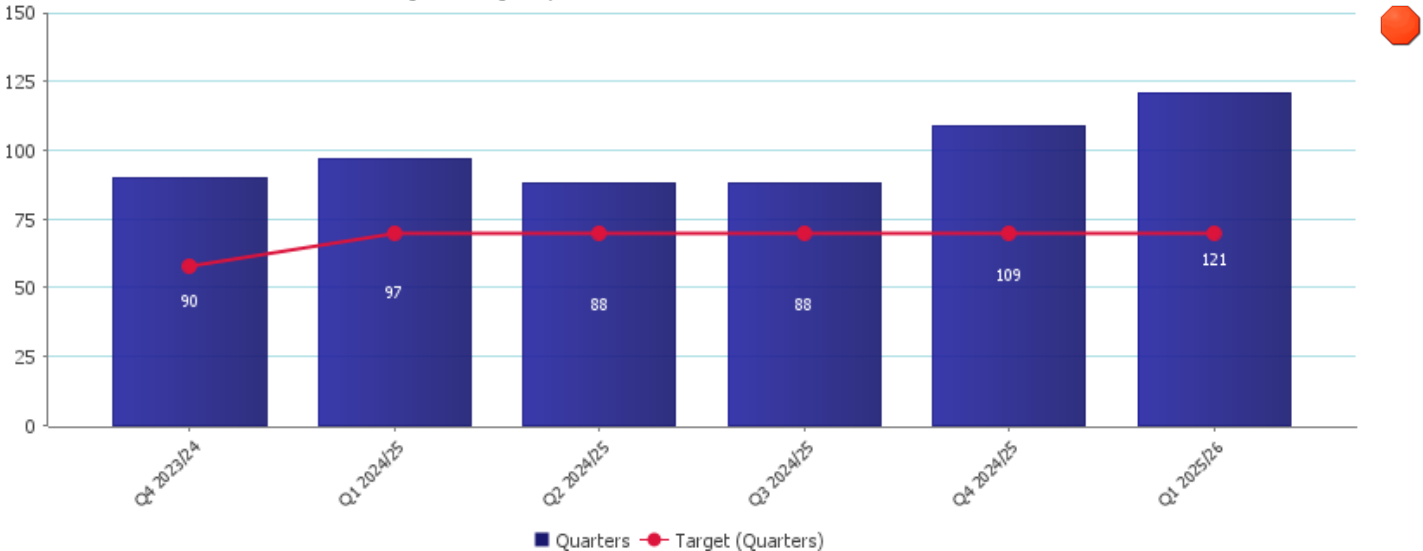
Key Performance Indicator	Status
Completion Rate for PRIORITY 1 Property Maintenance Works	

Corporate Key Performance Indicator Charts

Traffic Light	
Red	5
Amber	2
Green	15
Data Only	4

Community & Wellbeing Committee

Number of Households Living in Nightly Paid Accommodation

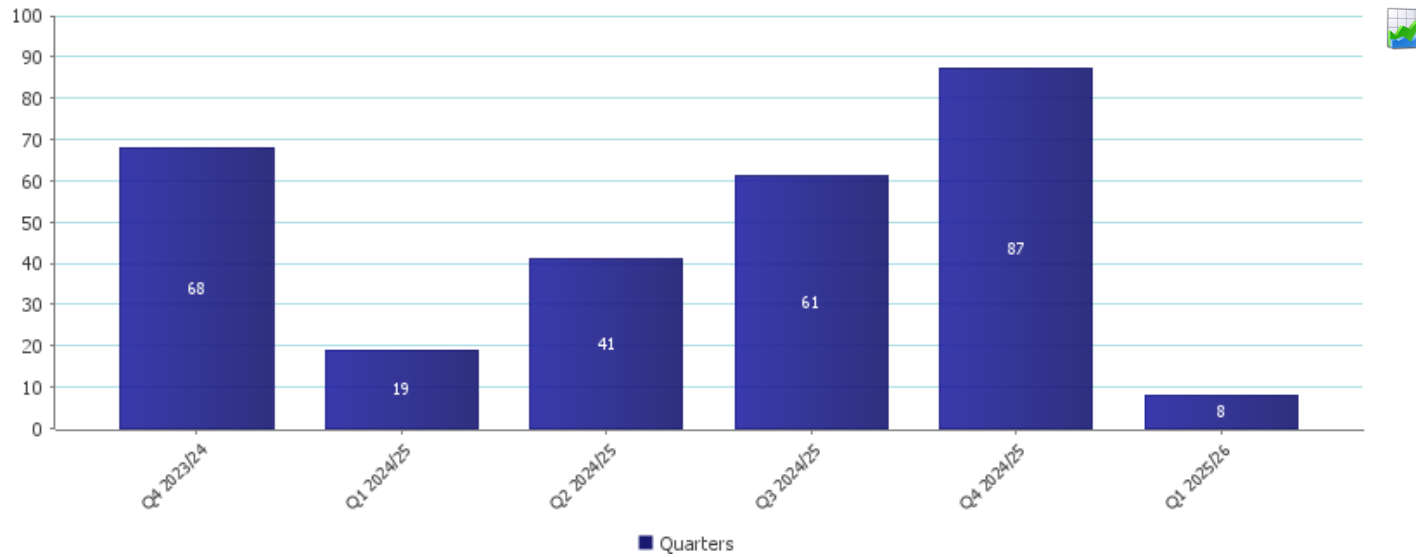


12-Aug-2025

See commentary for risk HC9 below in the Corporate Risk Register. Figure for 30th June.

Number of Successful Preventions From Homelessness

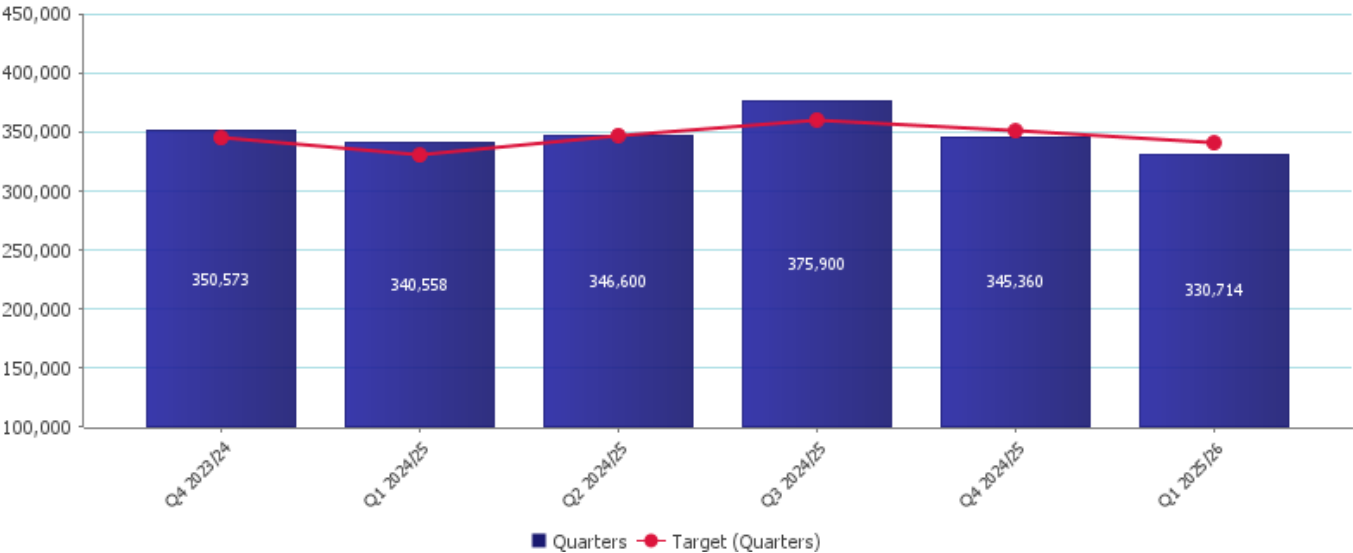
30-Jul-2025



Whilst there has been a reduction in the number of applications where homelessness has been prevented or relieved in Q1 2025/26, as compared to the same quarter in 2024/26, there has been a 28% increase in the number of cases (87) where we have been successful in preventing homelessness at an earlier stage by providing advice and early prevention assistance. This is as a result of changes to service delivery. In addition, there was a 19% increase in homelessness application in Q1 25/26 as compared to Q1 24/25.



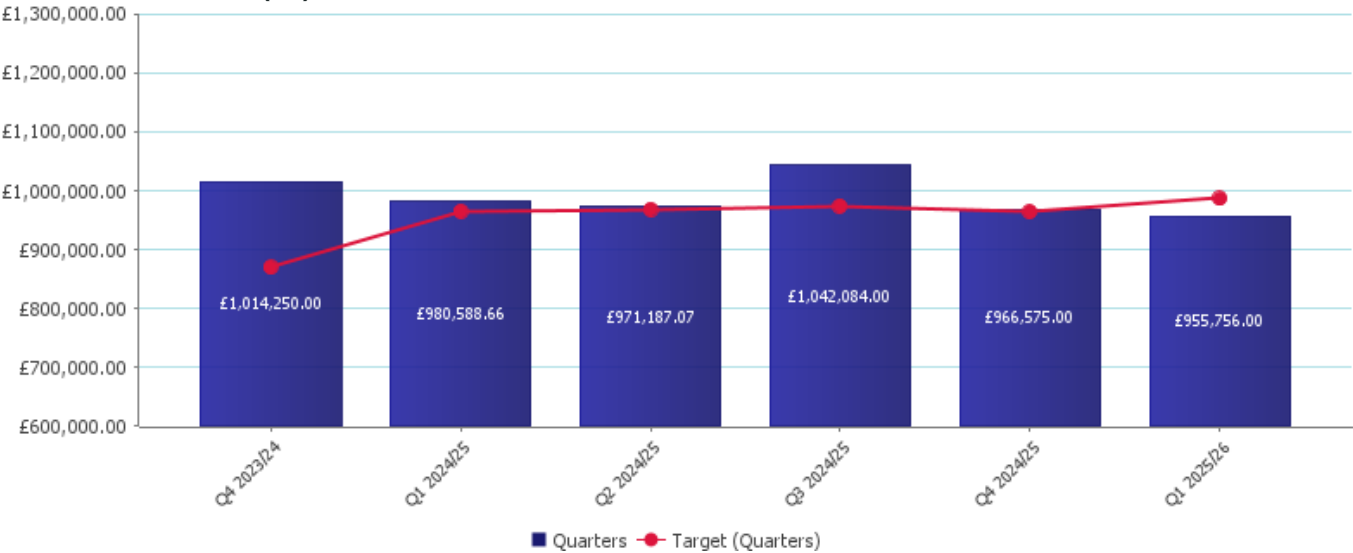
Car Park Visitor Numbers



29-Aug-2025

The total is less than 2024/25 although it should be noted that the majority of visitors to Hook Road Car Park, those with paper permits, no longer leave a footprint. i.e, they do not purchase a ticket or RingGo session and there is no longer a barrier to count entry and exit.

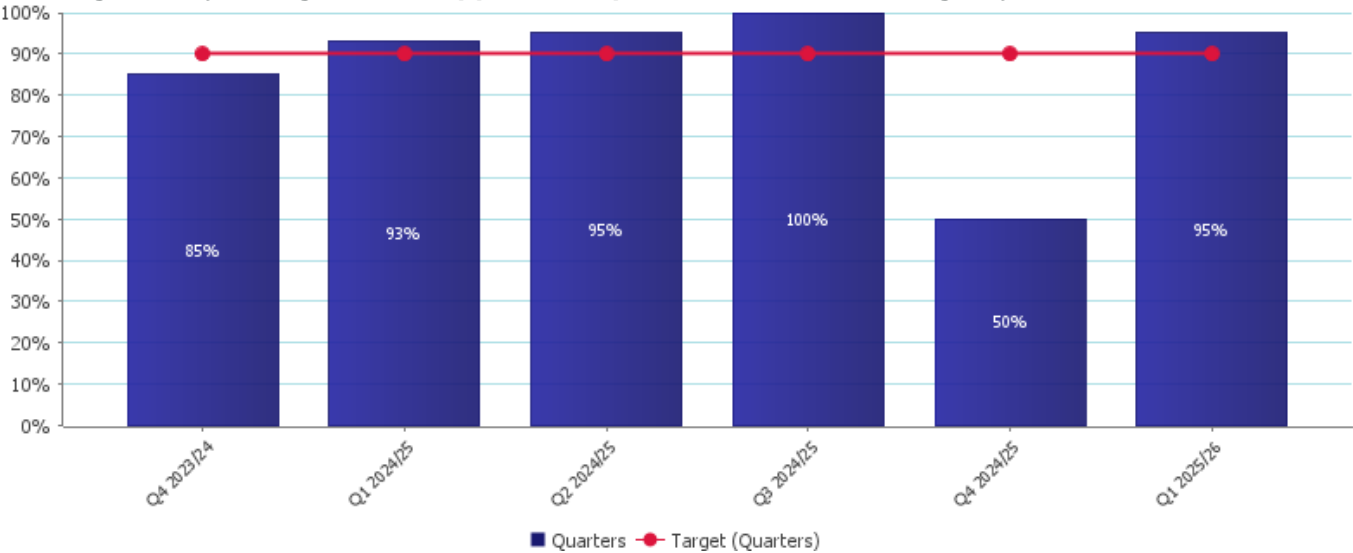
Car Park Revenue (£k)



29-Aug-2025

Revenue from car park fees is under budget for the first quarter and most notably in April. The primary impacts are the change of use at Hook Road car park and a contractual change impacting income share on our cashless parking provider. The budget increases for 2025/26 did also include a proportion based on volume increases which have yet to be realised.

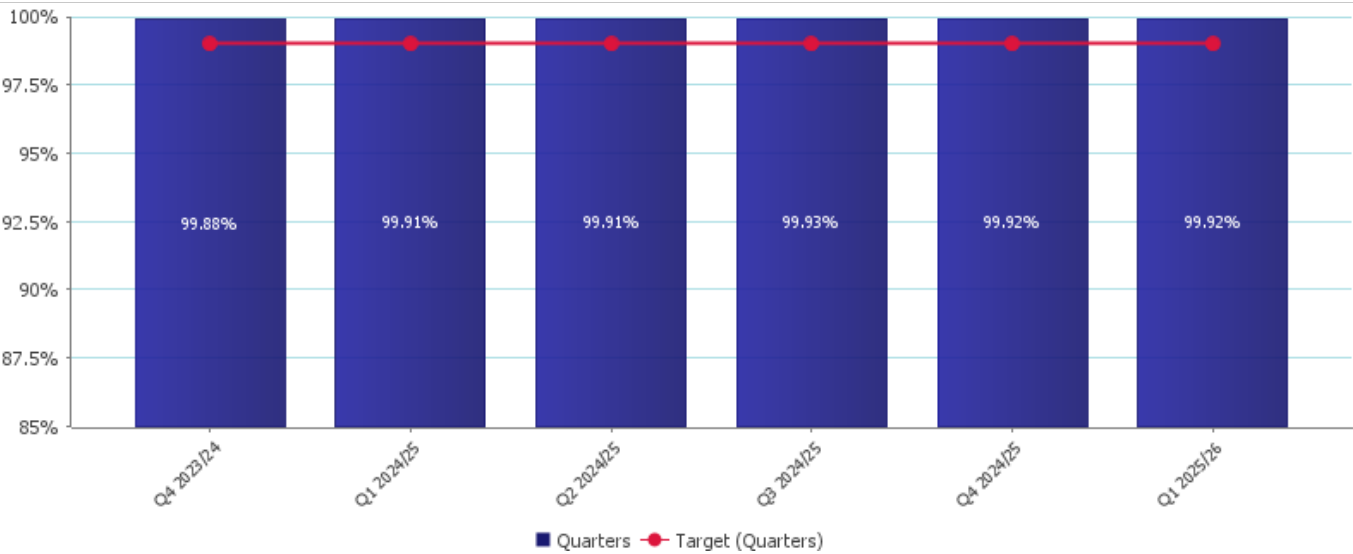
Parking Penalty Charge Notice Appeals Responded to in 10 Working Days



12-Aug-2025

Team have worked hard to stay on top of this work despite annual leave and other areas of the work we do getting busier.

Waste Collected

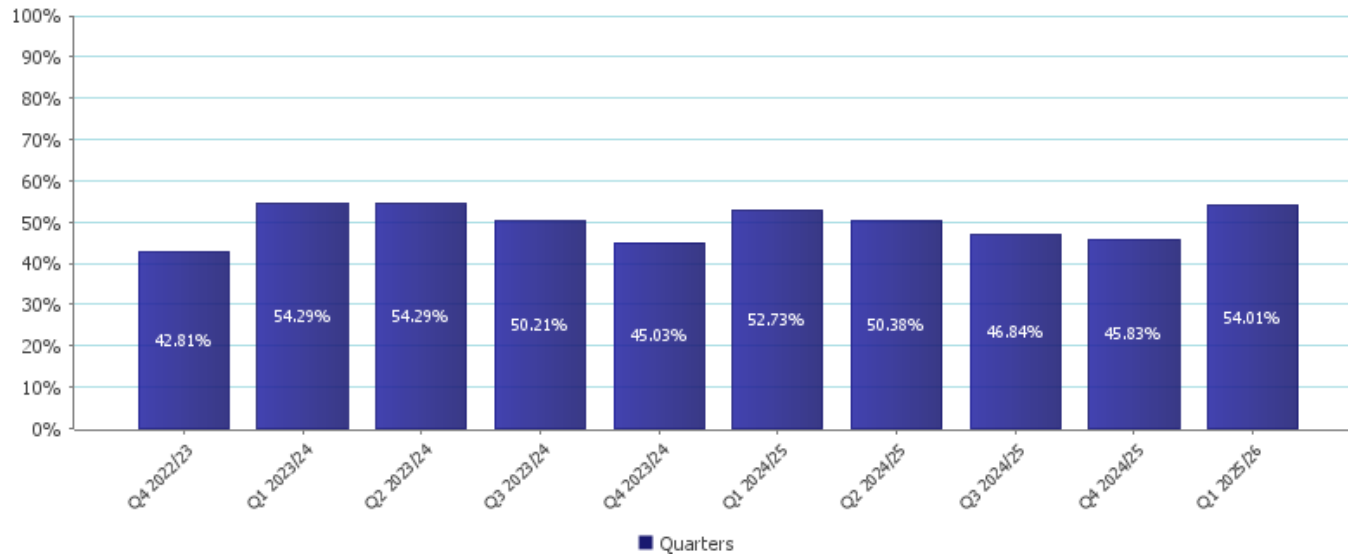


29-Aug-2025

Strong Q1 performance.

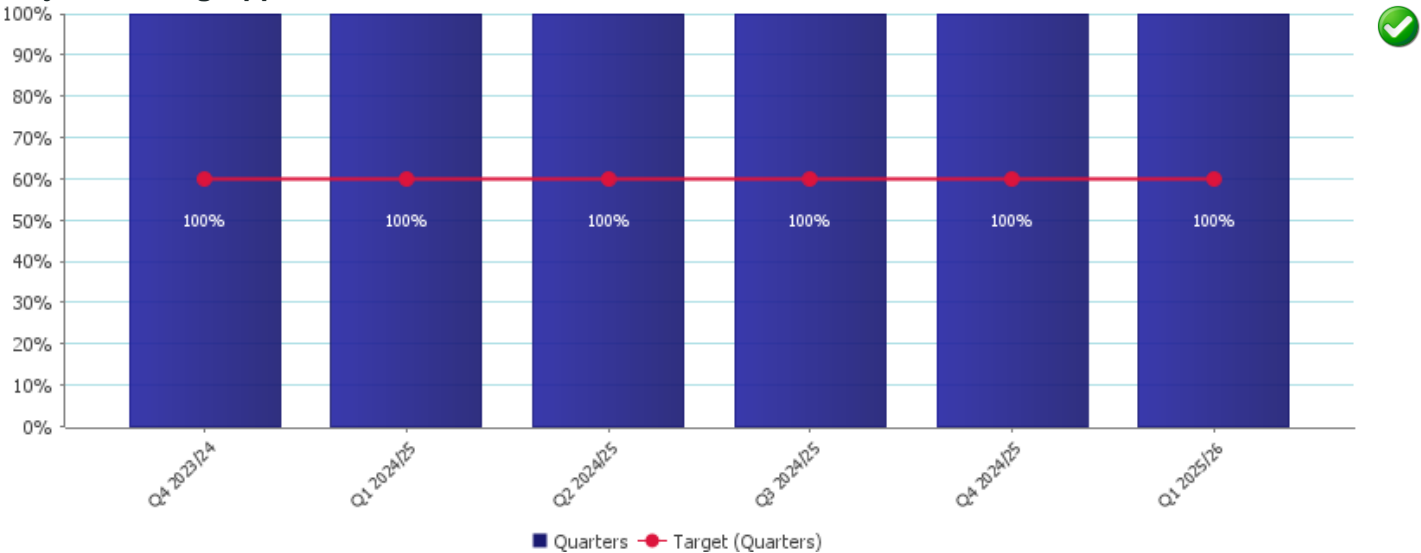
Waste Sent for Recycling

14-Aug-2025



Seasonal variations are evident in the collection of waste (e.g. higher garden waste in summer than winter) so it is better to make comparisons with the same quarter last year rather than the last quarter.

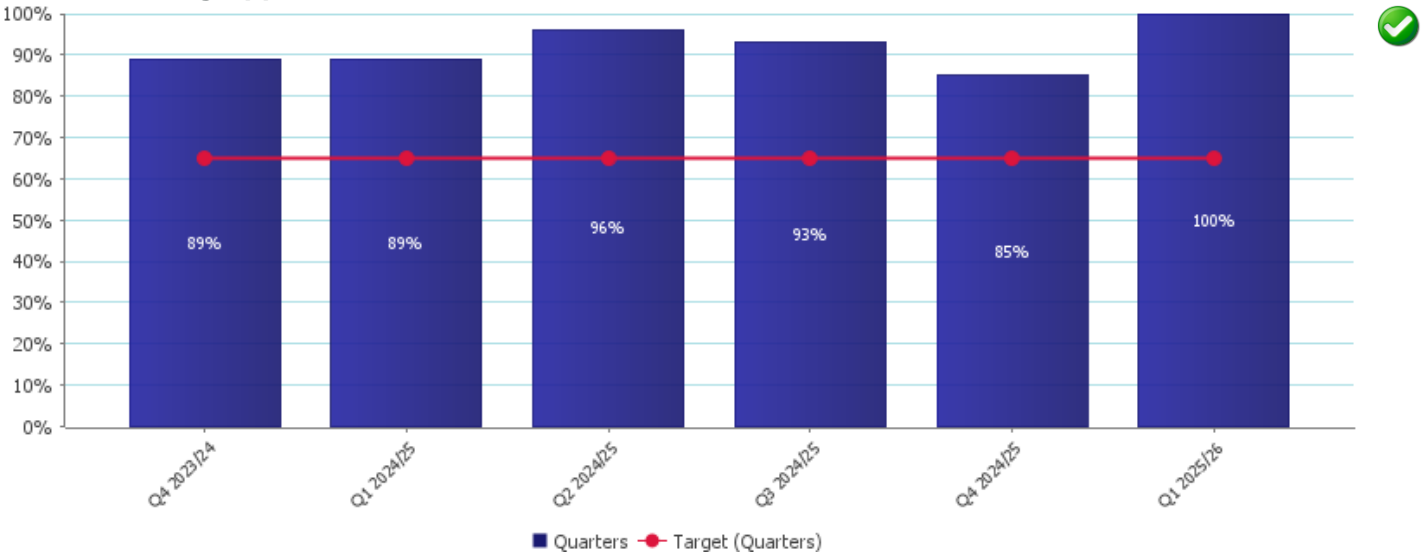
Major Planning Applications Decided in Time



11-Jul-2025

Performance remains strong. A number of performance improvement actions have been implemented

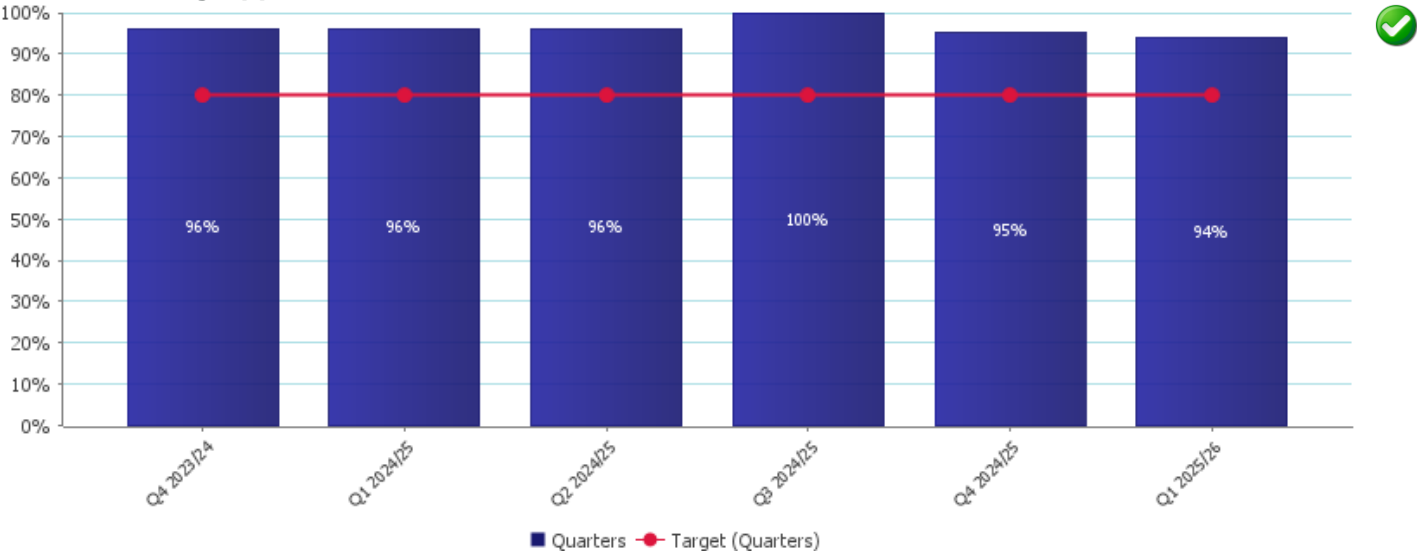
Minor Planning Applications Decided in Time



11-Jul-2025

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

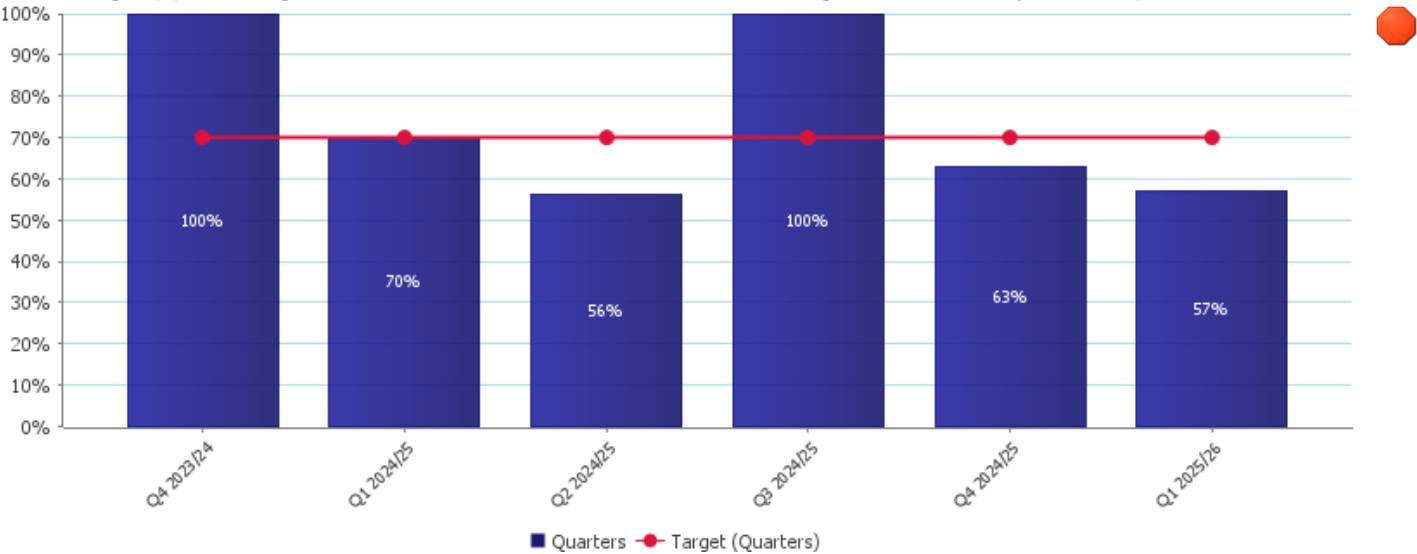
Other Planning Applications Decided in Time



11-Jul-2025

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

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

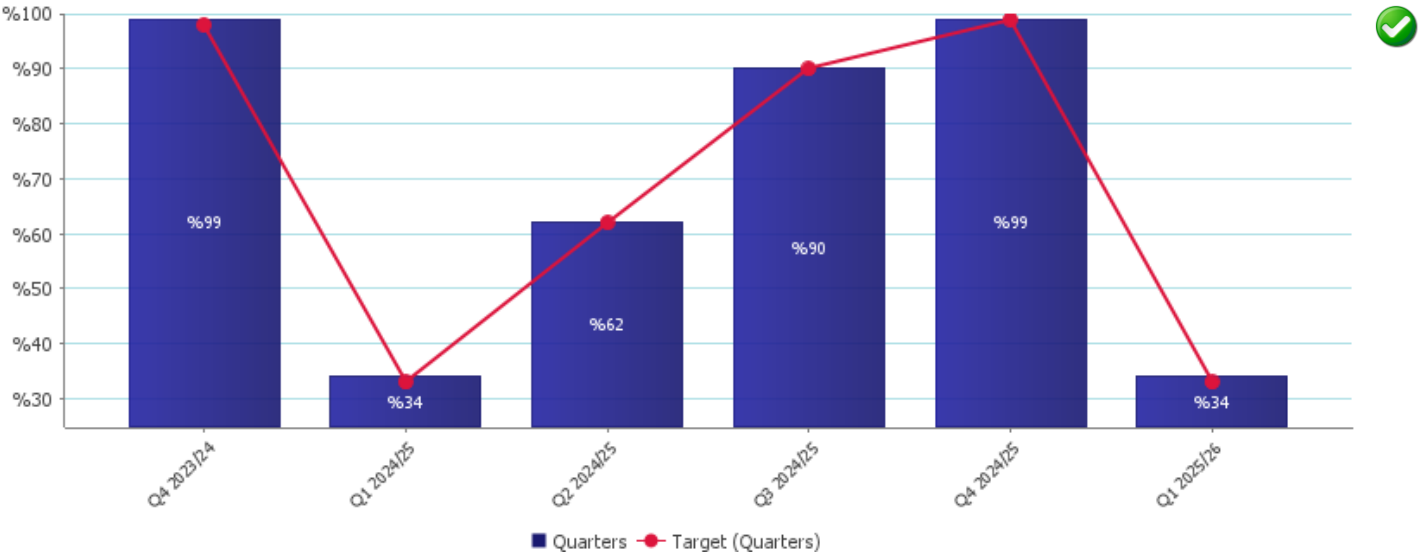


29-Aug-2025

Average appeal performance over a longer period remains strong, although the small number of appeals per Quarter means one or two negative decisions significantly impact the overall percentage.

For this quarter 3 out of 7 appeals against the Council's decisions were dismissed. Two of those three dismissed appeals were overturns of officer recommendations made by Planning Committee.

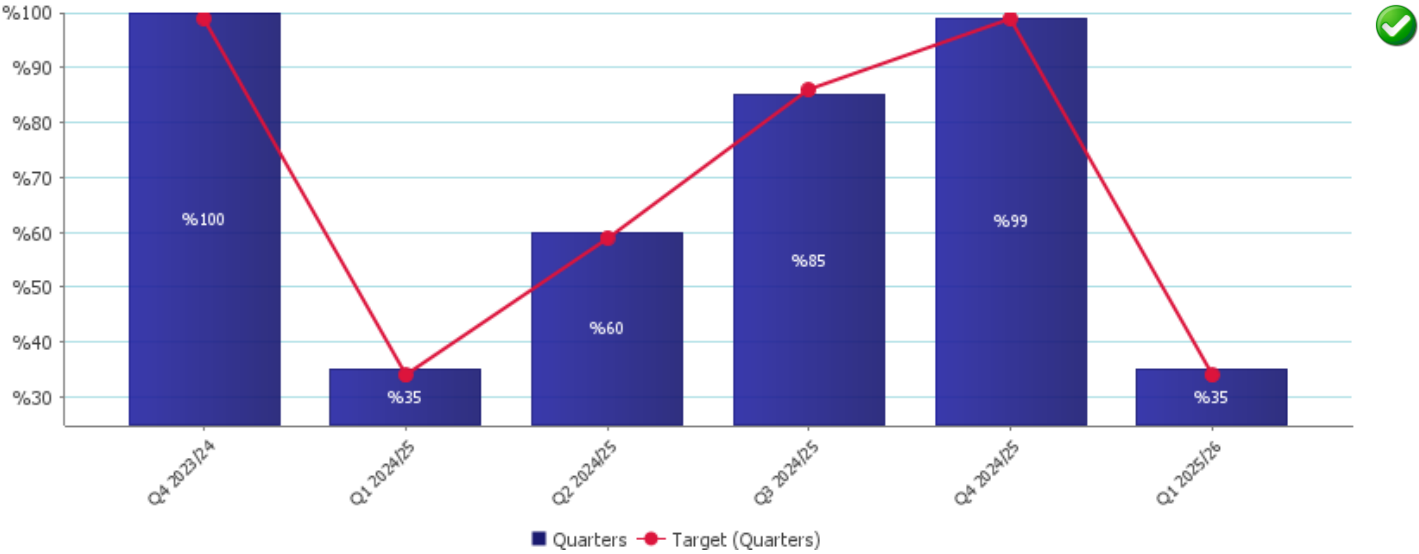
Council Tax Collected



17-Sep-2025

Achieved target for 2024/25, and Quarter 1 2025/26 collection is 1.30% higher than target figure of 33%. Last year the council's collection rate was seventh best in the country.

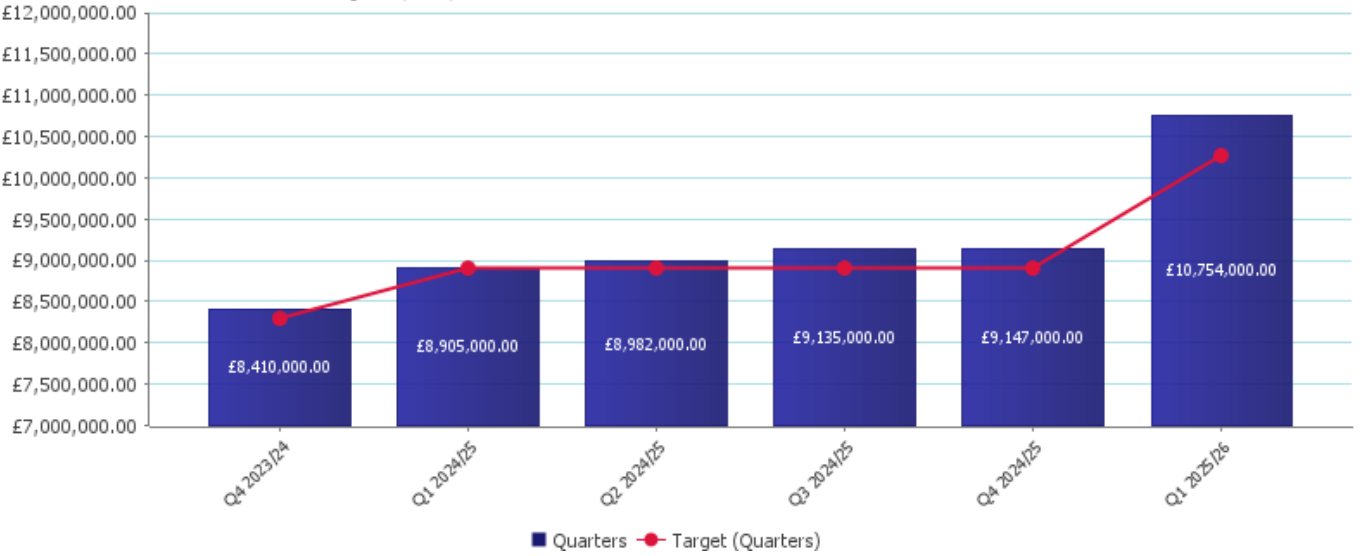
Non Domestic Rates Collected



04-Jul-2025

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

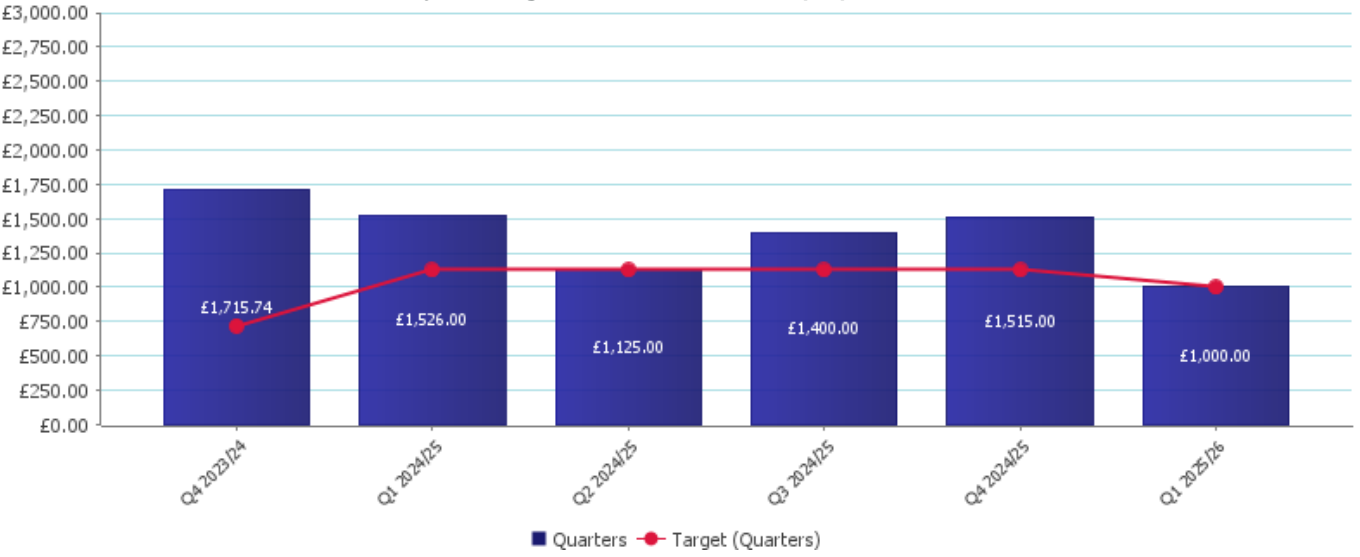
Forecast Outturn vs Budget (£m)



17-Sep-2025

The reported adverse variance is explained within the Q1 Revenue Budget Monitoring Report on the Audit & Scrutiny Committee agenda in September 2025.

Forecast Income from Treasury Management Investment (£k)

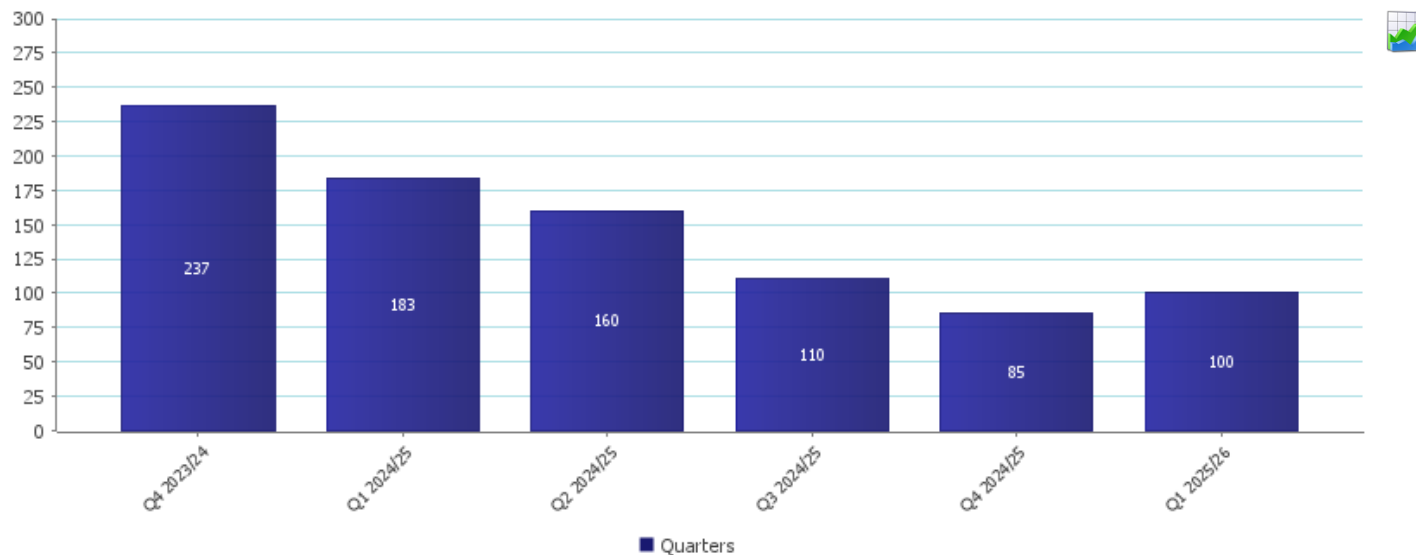


29-Aug-2025

Target achieved for Q1.

Number of Stage 1 Complaints Received

01-Aug-2025



1. The number of Stage 1 complaints received in this quarter was 100. We have seen an increase from 85 in the previous quarter, however this has decreased from the 183 complaints we received in Quarter 1 last year.

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.

3. We have seen increase in Grounds Maintenance complaints this quarter all regarding Grass cutting schedules and the confusion surrounding whether this Epsom and Ewell Borough Council's responsibility or Surrey County Council's.

4. This quarter has also seen a rise in Street Care complaints specifically issues with the quality of work carried out by the road sweeper.

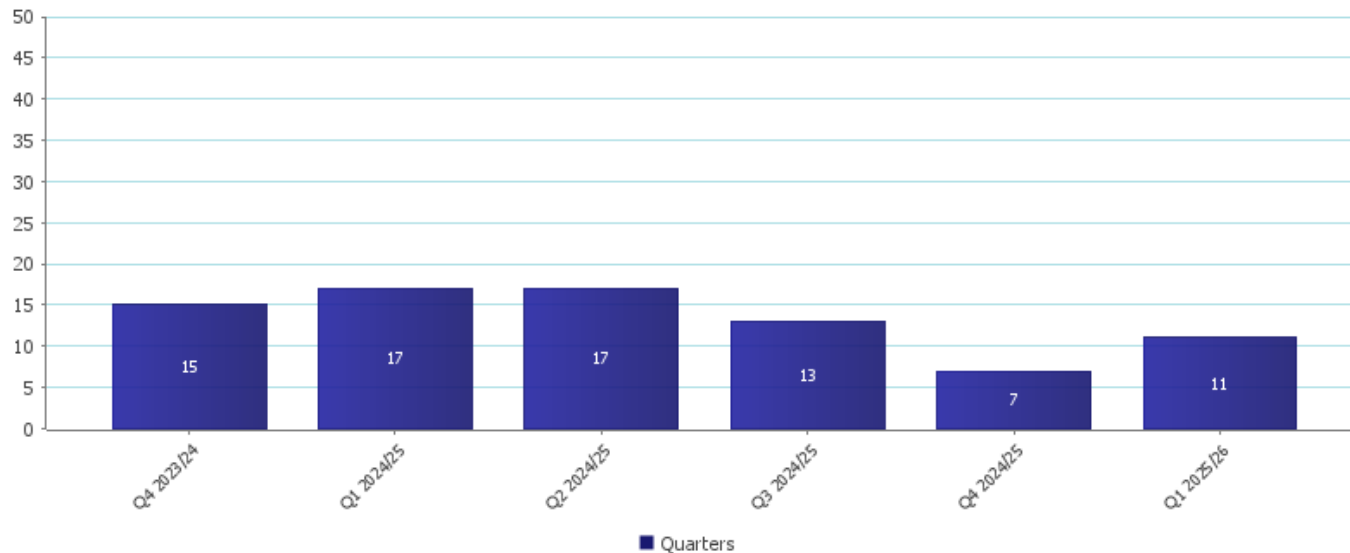
5. The introduction of Ringo only parking to Hook Road Car park led to a number of complaints this quarter.

6. Planning, Council Tax and Housing each saw an increase in complaints this quarter with people unhappy with the service they had received and lack of communication.

31-Jul-2025

## Number of Stage 2 Complaints Received



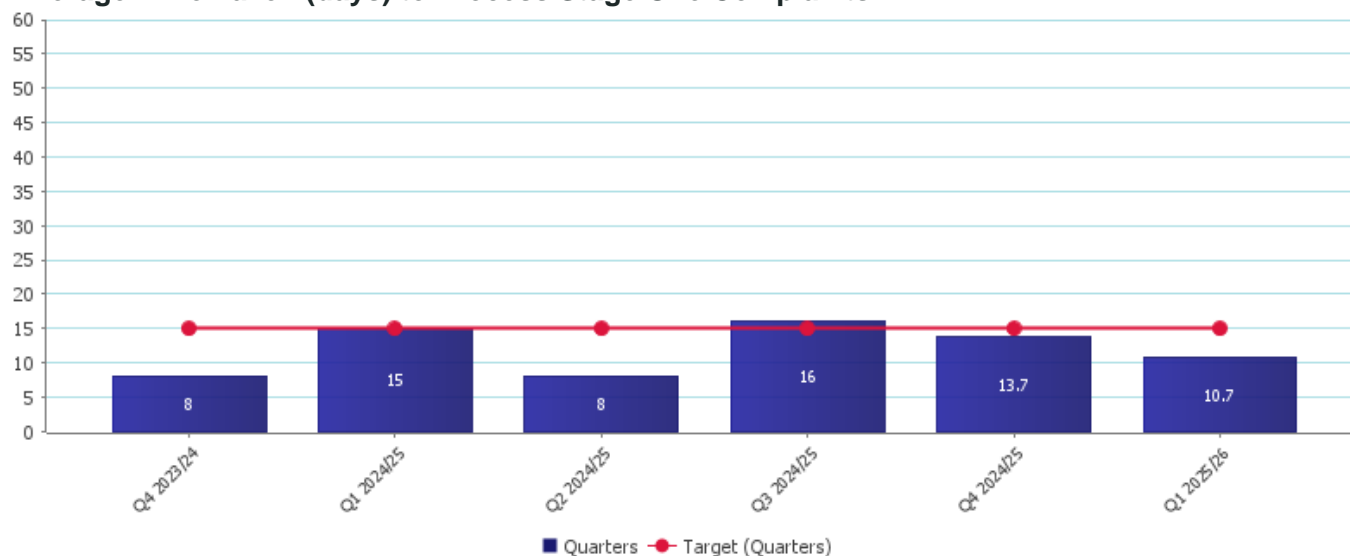


The number of Stage 2 complaints has increased this quarter from 7 to 11. This has decreased from the 17 we received in Q1 last year.

2. These were mostly related to Planning, Refuse and Recycling and Council Tax this quarter.

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, one complaint was escalated to Stage 2 due to the Stage 1 complaint not being responded to in time.

#### Average Time Taken (days) to Process Stage One Complaints



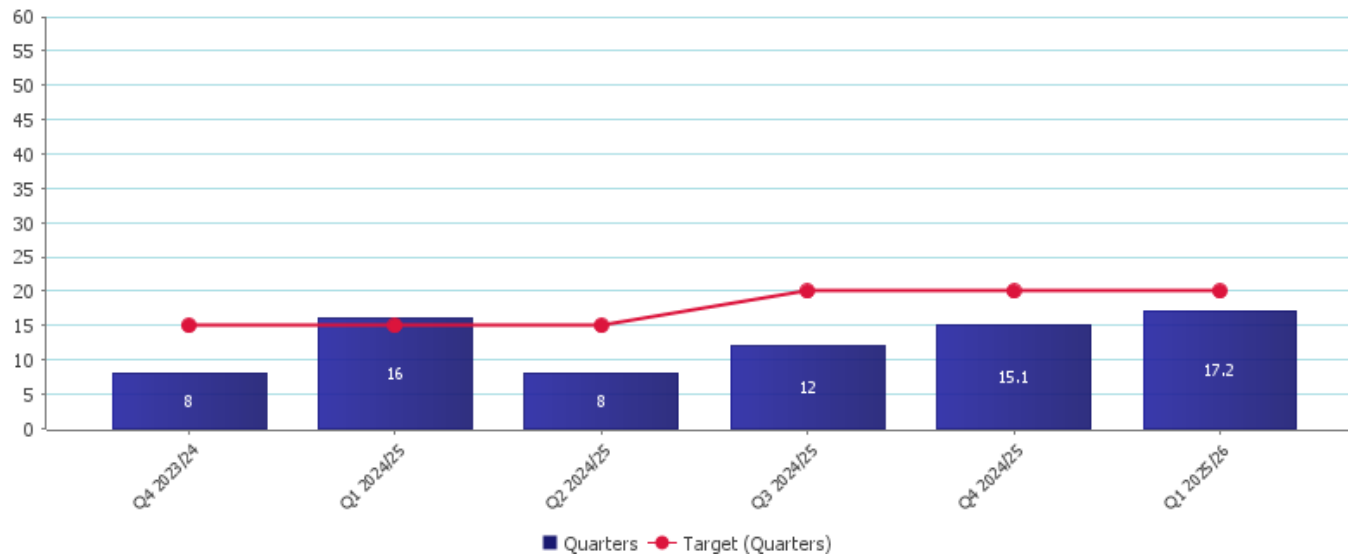
01-Aug-2025

1. The time taken to process Stage 1 complaints for this quarter was 10.7 days, within the target of the 15 working day timescale. This improvement is down from 13.7 days in Q4 and 16 days in Q3 despite an increase in Stage 1 complaints to address this quarter.

2. Training for the contact centre has been completed with all members of the team which has increase our resilience for logging and responding to complaints.

#### Average Time Taken to Process Stage Two Complaints

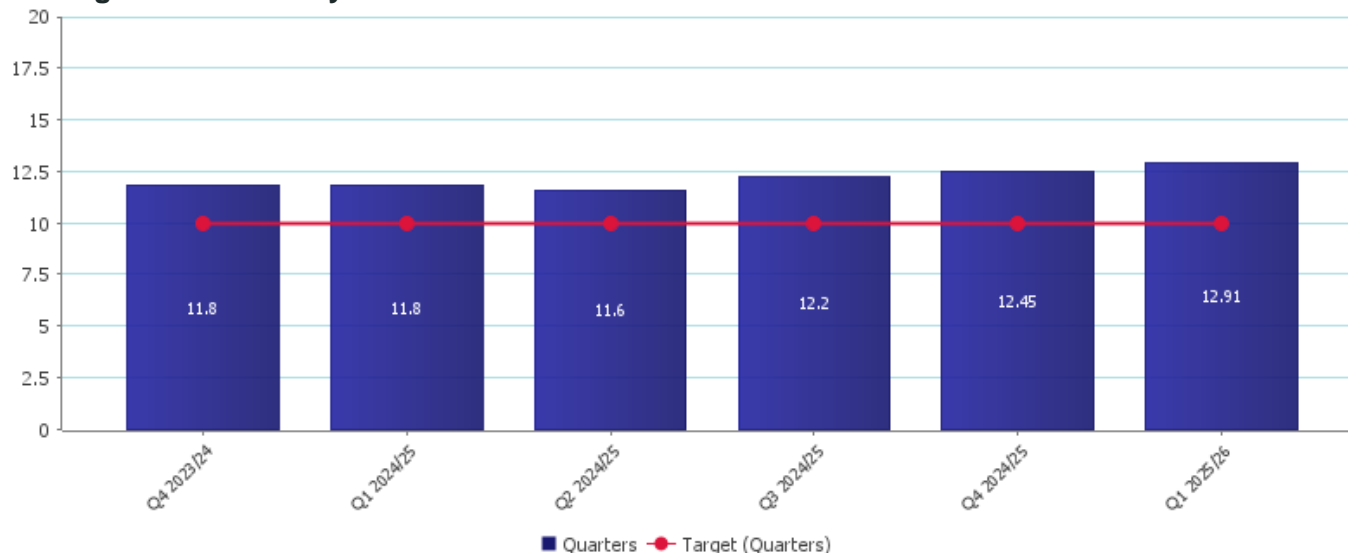
12-Aug-2025



1. The average time taken to process Stage 2 complaints in Q1 was 17.2 days, well within the target 20-working day timescale although slightly up from Q4 (15.1 days) and increased from the 12 days in Q3.

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

### Average Number of Days of Staff Sickiness

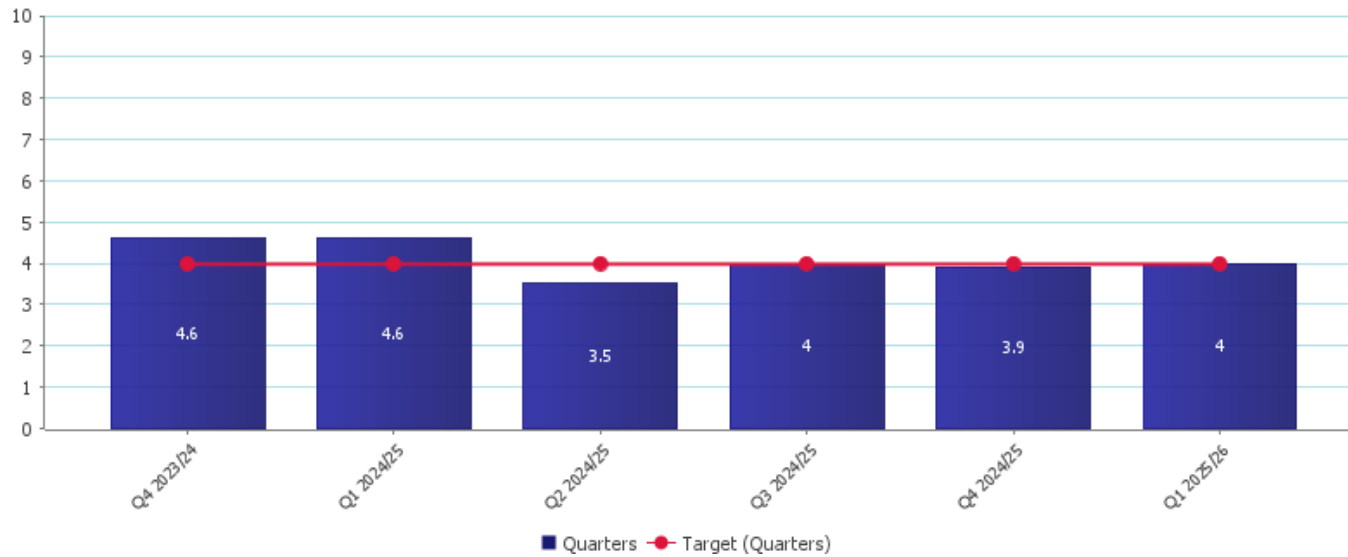


11-Jul-2025

Slight increase on Q4. Continue to monitor and manage long term sickness with some cases coming to resolution. These will not yet show through in the stats.

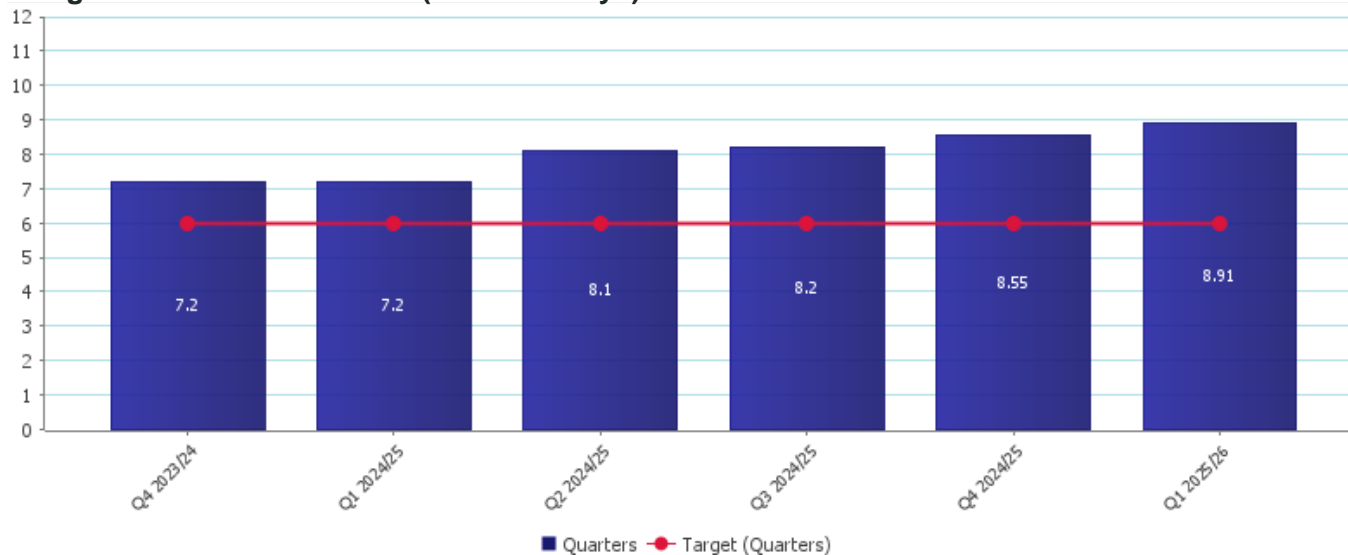
### Short-term Staff Sickness (Av. no days)

11-Jul-2025



Very slight increase on last quarter and on target.

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

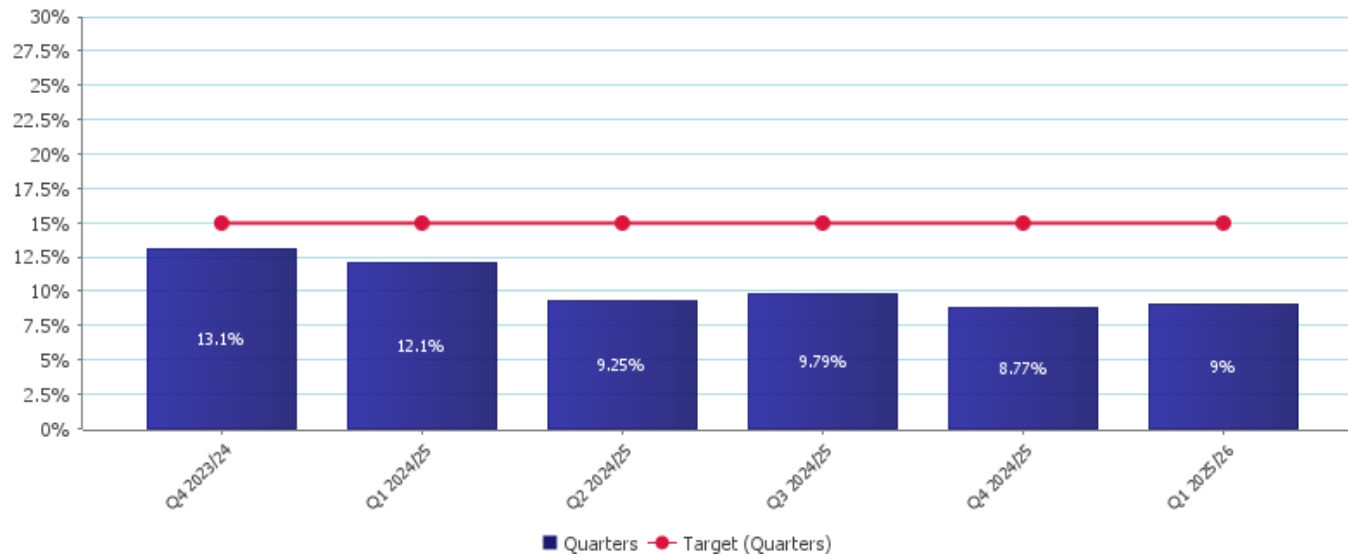


12-Aug-2025

Slight increase on last quarter. The team continues to closely monitor and support staff and managers on long term sickness absence. Some cases have come to resolution but will not yet show through on the statistics due to the rolling 12 month period.

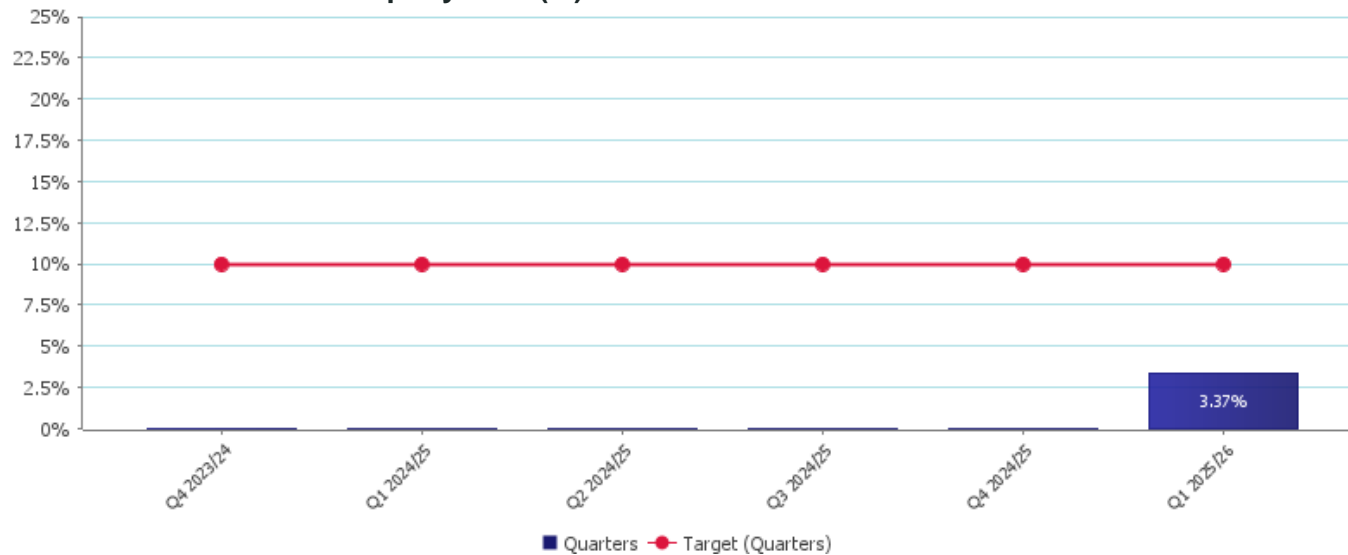
### Staff Turnover (voluntary)

29-Aug-2025



Performance remains on target.

### Council Owned Vacant Property Rate (%)

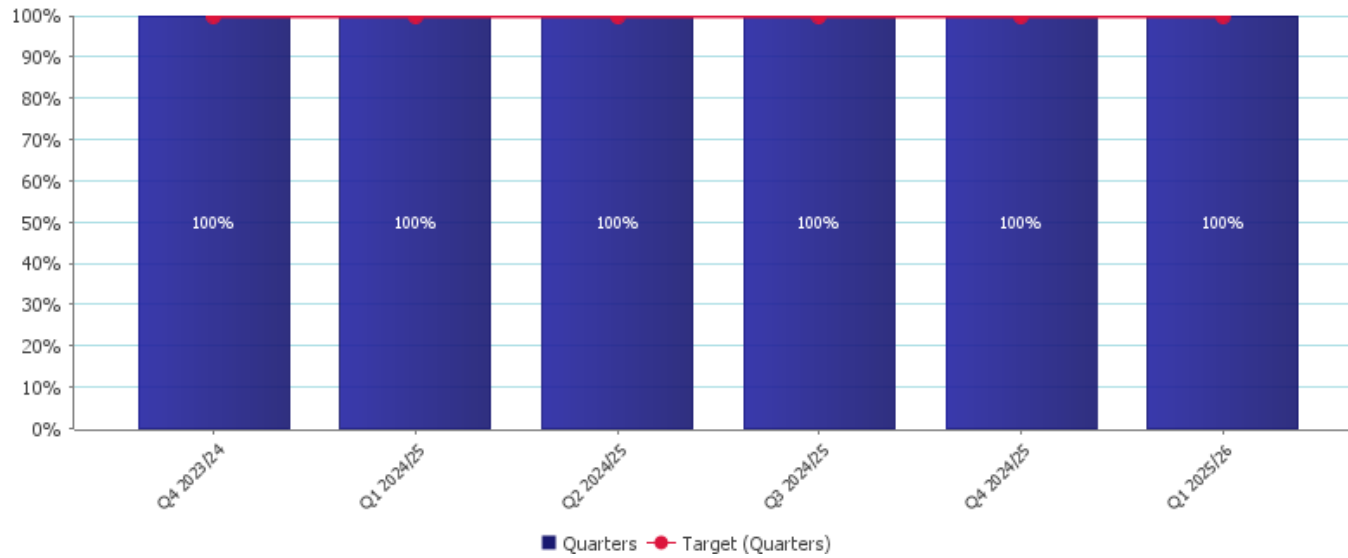


13-Aug-2025

- Including 70 East Street as vacant.
- This KPI is for all council owned commercial/investment properties only.

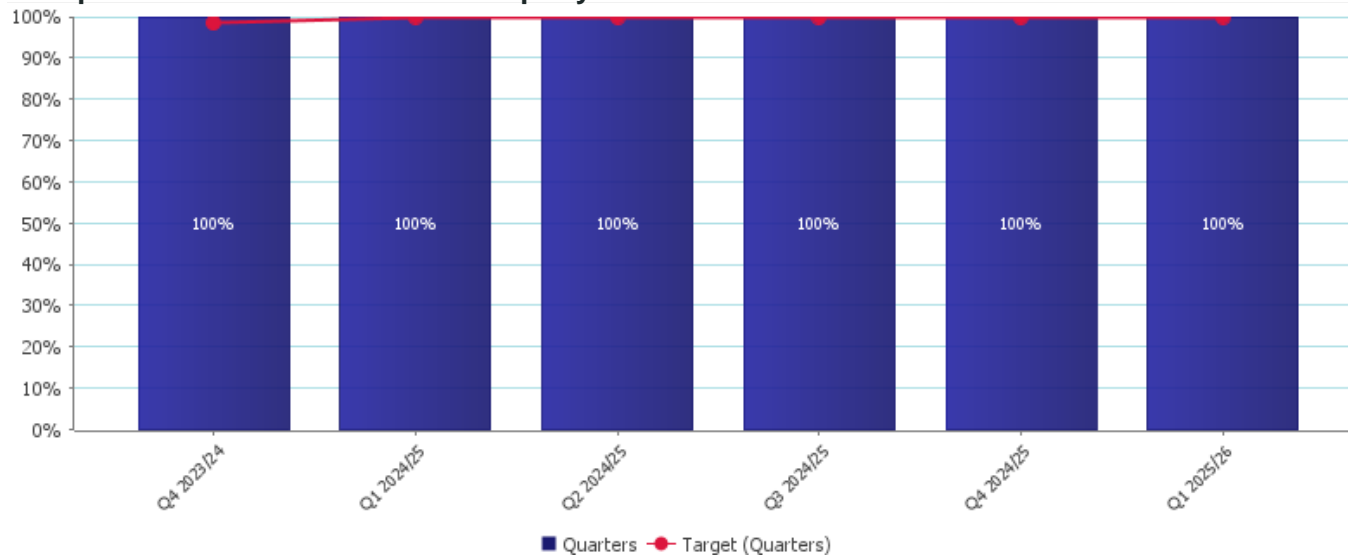
### Completion Rates for ALL Property Maintenance Works

30-Jul-2025



All required statutory and planned maintenance and servicing were completed on time and as per schedule.

#### Completion Rate for PRIORITY 1 Property Maintenance Works



30-Jul-2025

All priority maintenance items were completed on target.

## 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).

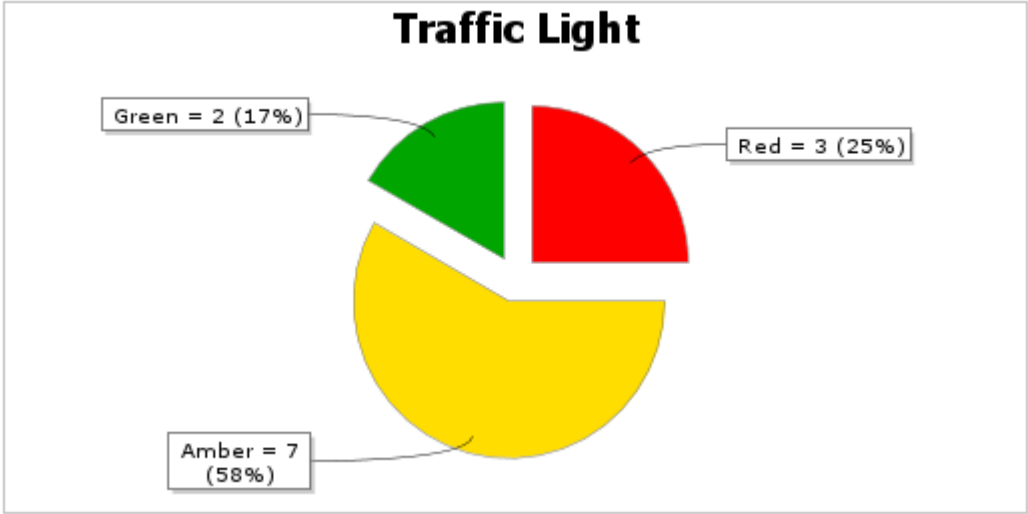
**Step 2:** Consider how we mitigate the risk and any controls in place.

**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
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F2	Failure to balance the budget annually & MTFS	<ul style="list-style-type: none"> <li>• Fail to perform statutory duty and issue of Section 114 notice allowing potential Government intervention and potential cuts to services.</li> <li>• Reduced assurance over the Council's financial sustainability.</li> <li>• Reliance on commercial property income.</li> <li>• Significant damage to reputation.</li> <li>• Additional budget requirement for energy and EPC mitigation reduces budgets available for service delivery.</li> </ul>	4	4	16	Budget Monitoring	4	4	16		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							
HC9	Risk of homelessness expenditure exceeding budget provision	<ul style="list-style-type: none"> <li>• Unable to meet statutory duties.</li> <li>• Pressure to increase spending on accommodation in locations further outside of Borough.</li> <li>• Need to source funding from outside current budget and knock-on reductions to other budgets.</li> <li>• Potential damage to reputation</li> </ul>	4	4	16	Fraud team investigation	4	4	16		Treat	The number of households in temporary accommodation remains high. The service review is almost complete, which if agreed should improve homelessness prevention measures.	14 Jul 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"> <li>• Damage caused by successful cyber-attack.</li> <li>• Loss of data.</li> <li>• Service delays.</li> <li>• Reputational damage.</li> <li>• Staff satisfaction.</li> </ul>	4	4	16	Business Continuity Plan	3	4	12		Treat	<ul style="list-style-type: none"> <li>• The overall risk assessment remains high, as several contributing factors are still under review.</li> <li>• However, notable progress has been made in the first quarter, particularly through the removal of a number of out-of-support pieces of hardware, which has directly addressed some of the associated risks. Despite this, the remaining unresolved risks justify maintaining the current risk rating at this stage.</li> <li>• Further mitigation work is planned for Q2 of the new year, with additional risk reductions anticipated by the end of Q3 2025. At that point, a re-evaluation of the risk score is expected, with a view to lowering the rating in line with the improved security posture.</li> </ul>	25 Jul 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"> <li>• Turnover of staff.</li> <li>• Financial uncertainty.</li> <li>• Disruption to BAU.</li> <li>• Capacity to deliver.</li> <li>• Staff morale/motivation.</li> <li>• Strategic uncertainty.</li> </ul>	4	4	16	Communications Campaigns	3	3	9		Tolerate	<p>Local Government Proposal for 2 or 3 Unitaries was submitted to Government. From then until we hear the outcome (Autumn 2025) 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>	22 Aug 2025
						Working Group							
						Stakeholder group							
						Collaboration with other councils							
						Learning from other new unitary authorities							

PD14	Failure to deliver a local plan / Local plan found unsound at inspection	<ul style="list-style-type: none"> <li>• Unable to provide robust planning policy for development in the Borough.</li> <li>• Impact on other council activities that link to the local plan, e.g. housing.</li> <li>• Unable to demonstrate value for money on investment in developing the plan.</li> <li>• Government intervention.</li> </ul>	4	4	16	Budget	3	3	9		Treat	Local Plan was submitted in March 2025 for independent examination. Timings for examination confirmed for August and October 2025 by Planning Inspectorate. There remains a risk that the Local Plan will be found unsound.	30 Jul 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"> <li>• Poor customer service.</li> <li>• Legal challenge.</li> <li>• Reputational damage.</li> </ul>	2	4	8	Risk Register	2	4	8		Treat	No change from previous assessment.	29 Aug 2025
						Performance Monitoring							
						Risk Management Strategy							
						Budget Monitoring							
						Annual Budget Setting							
						Governance Framework							
						Performance Benchmarking							

PCR16	Failure to comply with GDPR/Data protection	<ul style="list-style-type: none"> <li>• Harm to, and breach of rights of, owners of the personal (inc. sensitive) data that has been breached.</li> <li>• Reputational damage</li> <li>• A range of sanctions from Information Commissioner's Office (ICO), including prosecution and unlimited fines.</li> </ul>	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 movetionailsation programme							
						Email warnings and checks							
PD1	Failure to deliver the climate change strategy	<ul style="list-style-type: none"> <li>• Unable to deliver the Council's climate change objectives.</li> <li>• Fail to reduce the Council's carbon emissions.</li> <li>• Damage to reputation.</li> </ul>	4	4	16	Budget	2	3	6		Treat	Risk remains unchanged.	29 Aug 2025
						Additional staff							
						Working Group							
						Climate Change Action Plan							
						Member Working Group							

HC5	Non-compliance with safeguarding legislation, internal policies, and best practice.	<ul style="list-style-type: none"> <li>• Negative impact on resident and staff health &amp; safety.</li> <li>• Legal challenge.</li> <li>• Financial penalty.</li> <li>• Reputational damage</li> </ul>	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"> <li>• Harm to staff, visitors, members of the public and / or contractors.</li> <li>• HSE fine.</li> <li>• Reputational damage.</li> <li>• Unable to maintain service delivery.</li> </ul>	2	4	8	Staff Update	1	4	4		Treat	There is no change to the score for Q1 2025/26, but we have now started tracking incidents of verbal abuse as a standalone indicator which will provide more clarity for both accident related incidents and verbal abuse incidents.	24 Jul 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							

EO13	Failure to deliver the Town Hall move	<ul style="list-style-type: none"> <li>• Wasted resources used to progress the project.</li> <li>• Reputational damage.</li> <li>• Negative staff moral.</li> <li>• Unable to achieve cost savings associated with the move.</li> </ul>	4	4	16	Internal Audit	1	3	3		Treat	The town hall move to 70 East Street has been cancelled in light of Local Government Reorganisation. The new priority is to ensure the existing town hall remains fit for purpose with minimal investment required. The risk has therefore been adjusted accordingly.	29 Aug 2025
						Full Council Approval							
						Appoint external consultant							
						Corporate Procurement process							
						Steering Group appointed							
						Business case							
						Project Plan							
PCR18	Failure to respond effectively to a major incident or civil emergency	<ul style="list-style-type: none"> <li>• Loss of business continuity.</li> <li>• Health and wellbeing of residents.</li> <li>• Reputational damage.</li> <li>• Unable to support strategic and operational / service deliver partners.</li> </ul>	4	4	16	Applied Resilience	1	3	3		Tolerate	No change: work programme on track.	26 Aug 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).

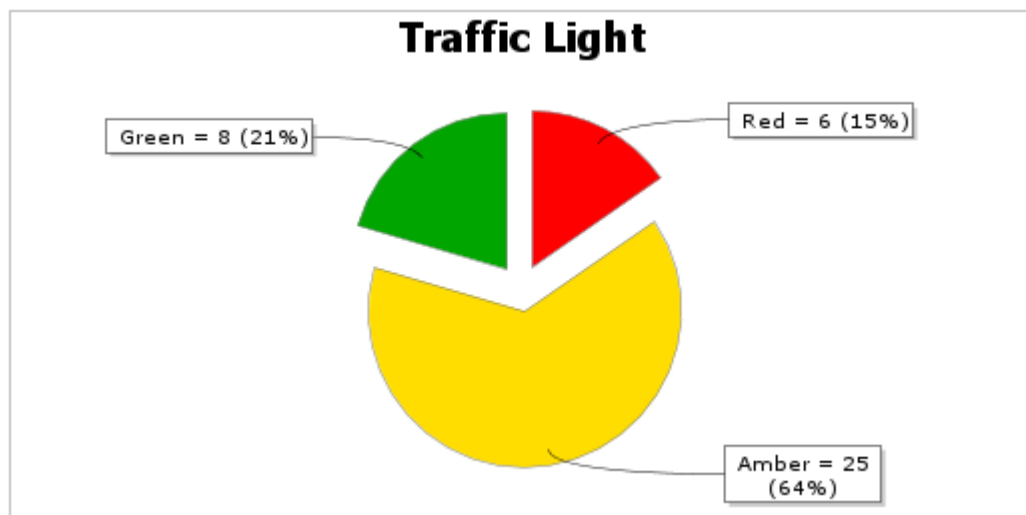
**Step 2:** Consider how we mitigate the risk and any controls in place.

**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"> <li>• Unbudgeted expenditure.</li> <li>• Pressure on statutory service.</li> <li>• Need to source funding from outside current budget envelope.</li> </ul>	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"> <li>• Changes to Borough demographics.</li> <li>• Homelessness.</li> <li>• Provision for key workers.</li> </ul>	4	3	12	Partnership Working	4	3	12		Treat	The Strategic Housing Manager (SHM) continues to work with planning colleagues and Registered Providers to increase delivery.	14 Jul 2025
						Strategic Housing Manager							
						Strategic Housing Group							
OS26	Playhouse lighting failure	<ul style="list-style-type: none"> <li>• Playhouse closure.</li> <li>• Reputational damage.</li> </ul>	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"> <li>• Unable to deliver strategic objectives in the annual plan / Four Year Plan.</li> <li>• Reputational damage.</li> </ul>	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"> <li>• Less income to the council, leading to service pressures.</li> <li>• Financial sustainability of assets.</li> </ul>	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.	29 Aug 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"> <li>• Less income to the council, leading to service pressures.</li> <li>• Financial sustainability of assets.</li> </ul>	3	3	9	NHS Provide Services	2	2	4		Treat	Health and Wellbeing Strategy has now been approved by committee. This was on 8th July 2025. A community development action plan (CDAP) will now be drafted. This will be aimed at addressing the wider determinants of health, of which the cost of living is considered.	21 Jul 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"> <li>• Misunderstand the changes.</li> <li>• Legal challenge.</li> <li>• Unable to effectively meet our obligations.</li> <li>• Unbudgeted expenses.</li> </ul>	3	4	12	Watching Brief Maintained	2	3	6		Treat	No change since last quarter.	29 Aug 2025
						Access to legal advice							
HC33	Ineffective governance regarding PREVENT and PROTECT	<ul style="list-style-type: none"> <li>• Unable to meet objectives of PREVENT and PROTECT.</li> <li>• Legal challenge.</li> <li>• Health and safety.</li> <li>• Unbudgeted expenses.</li> </ul>	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"> <li>• Ineffective PSPOs.</li> <li>• Lack of evidence for PSPOs.</li> <li>• Ineffective relationships with key partners, e.g. the Police.</li> <li>• Partial records.</li> <li>• Delayed enforcement.</li> </ul>	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"> <li>• Delays to the committee fulfilling its obligations and decision making.</li> <li>• Interruption to the recruitment (when necessary) of the community safety / safeguarding officer.</li> </ul>	1	3	3	Budget Monitoring	1	2	2		Tolerate	No change.	29 Aug 2025
						Constitution							
						Ringfenced budget							
HC32	Ineffective partnership working on anti-social behaviour case reviews	<ul style="list-style-type: none"> <li>• Ineffective outcomes for victims.</li> <li>• Undeliverable actions assigned to the council.</li> </ul>	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
HC10	Significant decrease in parking revenue from car parks	<ul style="list-style-type: none"> <li>Increased budgetary pressures.</li> </ul>	3	4	12	Annual Budget Setting	3	3	9		Treat	This risk was originally put in place due to the impact of COVID-19. As the risk abated it was reduced accordingly. However the revenue generated from car park does continue to play a significant part in maintaining a balanced budget for the Council. Future car parking income will depend future patterns of use and availability of Council provided car parking spaces, which could be reduced if the proposed actions outlined in the Local Plan are carried out.	22 Aug 2025
						Medium Term Financial Strategy							
						Revenue Assessment Required for Change of Land Use							
						Budget Profile Exercise							
HC24	Lack of officer capacity related to environmental health work	<ul style="list-style-type: none"> <li>Statutory duties not completed.</li> <li>Increased costs incurred when appointing an external company to conduct statutory checks.</li> <li>Poor performance.</li> <li>Decrease in staff morale.</li> <li>Reputational damage.</li> </ul>	3	4	12	Internal Audit	3	3	9		Treat	Risk relates to difficulty in recruiting rather than an identified lack of allocated resource. This remains a risk and is manifest via gaps in service being filled variously by consultancy staff.	01 Aug 2025
						Additional staff							

OS21	Climate change - Fleet emissions	<ul style="list-style-type: none"> <li>Increased costs related to adapting / purchasing new vehicles.</li> <li>Reduced efficiency.</li> <li>Costs related to staff retraining.</li> <li>Costs related to depot adaptions.</li> </ul>	4	3	12	Climate Change Group	3	2	6		Tolerate	Environment Committee decided 24/6/25 that we should not seek Electric Vehicles in our vehicle renewal programme for 2027, but should instead seek hybrids (diesel/electric) wherever possible.	01 Aug 2025
						SEP Green Fleet Working Group							
						Grant Funding Secured - Electric MealsOnWheels Vehicles							
OS5	Outcome of national waste strategy	<ul style="list-style-type: none"> <li>Budget implications.</li> <li>Service delivery implications.</li> <li>Operational management implications.</li> <li>Stakeholder management.</li> </ul>	4	3	12	Monitoring for Government Announcements	2	3	6		Tolerate	New Extended Producer Responsibility (EPR) assessment received in July 2025 raises indicated EPR payment from £671k (indicated 11/24) to just over £1m. However, it seems that some of that money may actually be due to Surrey County Council, leaving net £882k to Epsom and Ewell. If so, the Assistant Head of Service for Transport and Waste will brief the Strategic Leadership Team in August 2025.	29 Aug 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"> <li>Budgetary pressures.</li> <li>Public health and safety.</li> <li>Increased tree planting leads to increased ongoing maintenance costs.</li> <li>Reputational damage.</li> </ul>	4	3	12	Budget Monitoring	2	3	6		Treat	Trees requiring Ash Dieback work, and unplanned maintenance works on trees, have increased over the past year and will result in a backlog of tree works over the next financial year. To deal with this, officers are monitoring the situation and have submitted funding bids to support Ash Dieback work.	25 Jul 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.							

## 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"> <li>Gaps in governance framework.</li> <li>Reputational damage.</li> </ul>	4	4	16	Additional staff	3	2	6		Treat	Elderly licensing policies related to workload issues has caused capacity to be deployed in day to day licence determinations, away from policy work. Investment in the team through new posts and software is beginning to show benefits and policy work has restarted. Expect to monitor over 2025 and confidence that the risk will reduce accordingly.	01 Aug 2025
						Access to legal advice							
						Committee training							
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"> <li>Reduced income to the Council.</li> <li>Reduction in the LPPC's budget.</li> <li>Unable to achieve national housing targets.</li> <li>Unable to deliver CIL projects.</li> </ul>	3	4	12	Budget Monitoring	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 should exceed that received last year.	30 Jul 2025
						Ability to Alter Discretionary Service Fees							
PD2	Planning breaches are not enforced	<ul style="list-style-type: none"> <li>Negative impact on neighbouring residents.</li> <li>Legal challenge.</li> <li>Reputational damage.</li> </ul>	4	4	16	Enforcement Trainer Actioning Cases	2	3	6		Treat	Risk score remains unchanged. The number of complaints received is still high; however the backlog is decreasing and current workload commitments are worked through. Anticipated improvements to continue. An Internal Audit on Enforcement is also underway.	30 Jul 2025
						Development Management Project							




PD20	Not preparing for legislative changes related to planning	<ul style="list-style-type: none"> <li>• Inappropriate governance.</li> <li>• Reduced service performance.</li> <li>• Legal challenge.</li> <li>• Reputational damage.</li> </ul>	4	4	16	Watching Brief Maintained Monthly briefing to Chair and Vice-Chair	2	3	6		Tolerate	A number of recent changes have been implemented and are still being worked through e.g. Biodiversity Net Gain with a number of new measures due to come via new legislation over the next 12-18 months,	29 Aug 2025
PD29	Planning policy officers leaving the council	<ul style="list-style-type: none"> <li>• Knowledge and experience leaves the council.</li> <li>• Increased timings to produce the Local Plan.</li> </ul>	2	4	8	Managers working closely with staff	1	4	4		Tolerate	<ul style="list-style-type: none"> <li>• Remains a high impact risk despite local plan progress.</li> <li>• Contract staff previously made permanent to help reduce risk as much as possible</li> </ul>	30 Jul 2025
PD3	Decline in development management performance i.e. threat of designation	<ul style="list-style-type: none"> <li>• * Poor customer service.</li> <li>• Legal / governmental challenge.</li> <li>• Reputational damage.</li> <li>• Staff dissatisfaction.</li> </ul>	3	4	12	Development Management Project	1	4	4		Tolerate	No change. Performance remains excellent in terms of planning applications, and is continually monitored in terms of appeal decision overturns.	30 Jul 2025
HC16	Not preparing for legislative changes related to licencing	<ul style="list-style-type: none"> <li>• Inappropriate governance.</li> <li>• Reduced service performance.</li> <li>• Legal challenge.</li> <li>• Reputational damage.</li> </ul>	4	4	16	Watching Brief Maintained	1	3	3		Treat	Successful recruitment has reduced the risk in this area. Additional administrative support due to commence in August 2025.	01 Aug 2025
HC23	Non-recovery of licencing fees	<ul style="list-style-type: none"> <li>• Reduced Council income.</li> <li>• Misalignment of resource costs and income generation.</li> <li>• Reputational damage.</li> </ul>	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"> <li>• Reduced income to the Council.</li> <li>• Reduced LPPC budget.</li> </ul>	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 2025-26. There is currently no evidence of a reduction in demand.	29 Aug 2025
						Budget Monitoring							
						Service Manager Review							
PD27	The spatial strategy site selection cannot be agreed at Full Council	<ul style="list-style-type: none"> <li>• Failure to meet the July 2025 deadline.</li> <li>• Failure to meet the transport assessment date with SCC.</li> <li>• Creation of Regulation 19 version of the plan is at risk.</li> <li>• Presentation of Regulation 19 to members at full council could result in the plan being voted down.</li> </ul>	3	4	12	Full Council Approval	1	1	1		Tolerate	This risk will be retired this quarter (Q1 2025-26).	29 Aug 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"> <li>• Fail to meet the July 2025 deadline.</li> <li>• Additional costs are incurred despite not being able to meet the deadline.</li> <li>• Local Plan work may become paused again and the borough remains with an old out of date plan.</li> </ul>	2	4	8	Engagement w/ Surrey County Council	1	1	1		Tolerate	This risk will be retired this quarter (Q1 2025-26). Transport modelling delivered by Surrey County Council (SCC) to support Local Plan Regulation 19 Consultation.	29 Aug 2025






## Strategy & Resources Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
F10	Failure to deliver services within agreed budget envelope (e.g. increase in operational costs, staffing, energy etc.)	<ul style="list-style-type: none"> <li>Negative impact on council budget.</li> <li>Service changes.</li> </ul>	3	3	9	Budget Monitoring Annual Budget Setting Competitive Procurement of Utilities	4	3	12		Treat	Currently overspending on TA and we are able to counter some of the variances but needs full forensic analysis of Housing data to control / manage the variances	02 Sep 2025
PR14	Not delivering a value for money result regarding the future of the current Town Hall site	<ul style="list-style-type: none"> <li>Loss of significant (future) income / capital receipts.</li> <li>Unable to deliver corporate and Borough objectives.</li> <li>Reputational damage.</li> </ul>	3	4	12	Member Working Group Appoint external consultant	3	4	12		Treat	Being assessed, covered under 6 May 2025 approval, 2025-2027 Strategic Priority 3.	29 Aug 2025
PR3	Property Portfolio	<ul style="list-style-type: none"> <li>Significant loss of income.</li> <li>Costs associated with replacing a tenant.</li> <li>Budgetary pressures.</li> </ul>	3	4	12	Tenant Sustainability Checks Commercial Property Acquisition Criteria Reports submitted to committee for approval Engagement w/ Finance Service Reported to EEPIC Board	3	4	12		Treat	No change to risk profile necessary. The risk score is unlikely to reduce until the UK economic environment improves.	29 Aug 2025

F27	Insufficient funding to implement Local Government Reorganisation	<ul style="list-style-type: none"> <li>• Funding promised by gov is not enough to cover costs.</li> <li>• Impacts on current day to day spending.</li> <li>• Confirmation from Government that the costs of elections will not be covered.</li> <li>• Implementation of LGR not effective.</li> <li>• Lack of capacity to deliver.</li> </ul>	4	4	16	Engagement w/ Surrey County Council	3	3	9		Treat	It is almost certain that the money to complete Local Government Reorganisation will not be enough from Government, and the council will have to use its own finances. However there is pressure on the council's finances.	29 Aug 2025
						Manage financial reserves							
						Partners fully engaged							
						Lobby Government							
						Share capacity across partner authorities							
						Reduce council spending							
PD21	Declining economic vitality in the Borough	<ul style="list-style-type: none"> <li>• Lack of economic drive and contributions in the Borough.</li> <li>• Reduced opportunities for residents and businesses.</li> </ul>	4	3	12	BID Support	3	3	9		Tolerate	Currently no resource available to progress any further.	29 Aug 2025
						Annual Plan Objective							
						Local Enterprise Partnership							
						Working w/ Neighbouring Authorities							
PR15	Climate change - Building emissions	<ul style="list-style-type: none"> <li>• Unable to achieve climate change strategy goal to reduce building emissions.</li> <li>• Council generates more CO2 than necessary.</li> </ul>	4	3	12	Climate Change Group	3	3	9		Treat	No change to risk profile necessary.	29 Aug 2025
						Climate Change Action Plan							





HR11	Lack of leadership and skills to deliver strategies objectives	<ul style="list-style-type: none"> <li>• Do not meet financial targets.</li> <li>• Unable to implement corporate strategies and plans.</li> <li>• Unable to implement revenue generating initiatives / opportunities.</li> </ul>	2	3	6	Recruitment Strategy	3	2	6		Treat	Local Government Reorganisation has increased the likelihood of staff moving to other organisations outside of the Surrey councils. We are working on retention, succession planning and recruitment strategies with partners across Surrey to be able to respond to this challenge.	29 Aug 2025
						Retaining Talent Policy							
						Succession Planning							
						Performance Management							
						My Performance Conversations							
						Risk Management Strategy							
						Project Management Governance							
PCR21	Retendering of leisure centre contract	<ul style="list-style-type: none"> <li>• Reputational damage.</li> <li>• Health and wellbeing of residents compromised.</li> <li>• Loss of business continuity.</li> <li>• Financial impact due to reduction of management fee.</li> </ul>	3	4	12	SLT sign-off - Feasibility	2	3	6		Treat	No change to the score. However we are now in the mobilisation phase, following Community and Wellbeing and Strategy and Resources committees approving the award of the new contract. The mobilisation is on track.	22 Aug 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"> <li>• Reduced income</li> <li>• Damage to Epsom's vitality and viability eg • Harder for visitors to find space</li> <li>• Overspill of parking into roads.</li> </ul>	3	2	6	Engagement w/ Surrey County Council	2	3	6		Treat	Being assessed as part of 6 May 2025 approval of 2025-2027 Strategic Priority 5.	29 Aug 2025
						Car Park monitoring							







DST10	Failing to respond to complaints effectively	<ul style="list-style-type: none"> <li>• Poor customer experience.</li> <li>• Reputational damage.</li> <li>• Increased costs related to officer time required to rectify complaints after initial response.</li> <li>• Costs related to any financial settlements / restitutions.</li> <li>• Public interest for non-compliance report issued by the Local Government and Social Care Ombudsman (LGSCO).</li> </ul>	3	4	12	Staff training	2	2	4		Tolerate	No change this quarter.	29 Aug 2025
						Information Published on Website							
						Complaints Management Governance							
						Complaints Meetings							
EO8	Ineffective communication to key stakeholders	<ul style="list-style-type: none"> <li>• Audiences and stakeholders are unaware of information and updates that are important and/or relevant to them.</li> <li>• Negative impact on Council reputation if we are seen not to be communicating and engaging effectively with audiences.</li> </ul>	3	3	9	Service/Function Review	2	2	4		Tolerate	<p>The level of risk remains the same, nothing has significantly changed. Local government reorganisation has changed some of our priorities but we continue to work to the 2024-28. Communications Strategy and annual communications planner.</p> <p>There are no staffing issues and planned campaigns and Business As Usual work continues to be delivered.</p> <p>The team continue to mitigate reputational risk by managing both proactive and reactive messaging.</p>	29 Aug 2025
						Communications Strategy							
						Regular review of communication channels							
						Communications Campaigns							
						Internal Client - Account Manager Process							
						Comms standards							


F26	Incorrect administration of Housing Benefit payments to a provider	• Financial impact to the council which could affect the budget / reserves.	3	3	9	Quarterly monitoring of subsidy position	2	2	4		Treat	The risk is being closely monitored, and there is ongoing engagement with the DWP.	17 Sep 2025
						Regular liaison meetings with DWP							
						Allocate contingency funds to cover potential financial impacts							

## 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
2023/24 - Review and enhance recruitment and retention policies and procedures for key roles across the council	31-Mar-2024	30-Sep-2025	<p>The Senior Leadership Team has weekly discussion to ensure that we have a range of retention measures in place, and this is particularly the case in light of the uncertainty of LGR.</p> <p>The Head of People and OD is working with the other Heads of HR across Surrey to take a joined up approach to the potential risk of retention challenges particularly of those in leadership roles ahead of LGR.</p> <p>In addition, the Surrey Chief Executives are building a collective study of retention measures to bring forward for discussion at Surrey Leaders in October 2025.</p>		Completed	01-Aug-2025
2023/24 - 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,		On track	01-Aug-2025
2023/24 - 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.		On track	01-Aug-2025
2023/24 - 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 October 2025.</p>		Slippage	01-Aug-2025

Issues Identified	Original Due Date	Due Date	Commentary	RAG Status	RAG Status	Latest Update
Management capability -to enhance management capability to lead through change, by delivering a new development programme.	31-Mar-2026	31-Mar-2026	The Corporate Leadership Team has begun a development programme around delivering through change. Options for programmes suitable for all managers have been scoped. We are also informing the Surrey Learning Partnership offer. Change training for managers and staff will be rolled out in phases as information on LGR becomes available to support them at the right time.		On track	18-Jul-2025
Review our cyber security response plans - to review to see if added value can be achieved through consolidation of existing plans	31-Dec-2025	31-Dec-2025	<ul style="list-style-type: none"> <li>Discussions with the outsourced SOC provider have concluded, and a Statement of Work has been issued to carry out a gap analysis of all ICT documentation related to Cyber Security, Disaster Recovery, and Backup Documentation.</li> <li>This process will then lead to the combining of existing knowledge along with industry best practice to create an overarching Cyber Security Response Plan (CRSP) .</li> <li>The CSRP will also include a detailed Cyber Incident Response Plan centred around the existing and 'to-be' infrastructure at EEBC.</li> </ul>		On track	25-Jul-2025
Staff resourcing across all teams - to Review level of resilience of staff resourcing.	31-Dec-2025	31-Dec-2025	This is currently in scoping phase.		On track	18-Jul-2025
Manual processes in Place team- to Replace manual processes in the Place Development team with automation.	31-Mar-2026	31-Mar-2026	No further progress has been made with respect to using AI.		On track	09-Aug-2025
Appeals related to the Local Plan - to review appeals related to the Local Plan to ensure they do not relate to the governance of the Plan.	30-Sep-2025	30-Sep-2025	Local Plan remains at examination stage with the hearings due to commence in late August and scheduled to conclude in mid October 2025.		On track	24-Jul-2025
Corporate priorities - in light of LGR, management will consider having a focussed set of corporate priorities for the coming year / 2 years	31-Oct-2025	31-Oct-2025	Corporate priorities for 25-27 were taken to full council on 6th May 2025 and approved as the councils priorities for the next two years ahead of LGR		Completed	08-Aug-2025

Issues Identified	Original Due Date	Due Date	Commentary	RAG Status	RAG Status	Latest Update
Performance appraisals of the manual workforce - to Develop a suitable My Performance Conversation process for our manual workforce	30-Sep-2025	30-Nov-2025	Discussions have been had with the depot leadership team and agreements about a tailored appraisal process. Forms are being designed for approval		On track	18-Jul-2025