



Corporate Performance Report

Quarter 2 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	
Completed	1
Off track	2
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	<ul style="list-style-type: none"> Work on the revised hybrid infrastructure estate is well advanced, with procurement activities for replacement servers, switches, and firewalls now in progress. Responses from bidders are awaited, with contract awards expected in November. Decision has been reached on the Softphone solution and project planning meetings are now taking place with the departments to re-confirm the previously agreed requirements. 	17-Oct-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	●	Completed	The final actions have now been completed as part of the Housing Service Review and will next be updated at C&W in November.	30-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"> Report submitted to Strategic Leadership Team and agreed at with relevant Policy Committee Chairs by "Completion Date". 	31-Jul-2024	●	Off track	Fairview Road has been further delayed as the access issue will now be heard by the land tribunal. Completion unknown.	10-Oct-2025
AP24/5.23	Crime & Disorder Committee; Housing and Communities Service	Adopt and deliver the Community Safety Action Plan	<ul style="list-style-type: none"> In year objectives delivered. 	31-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	✓

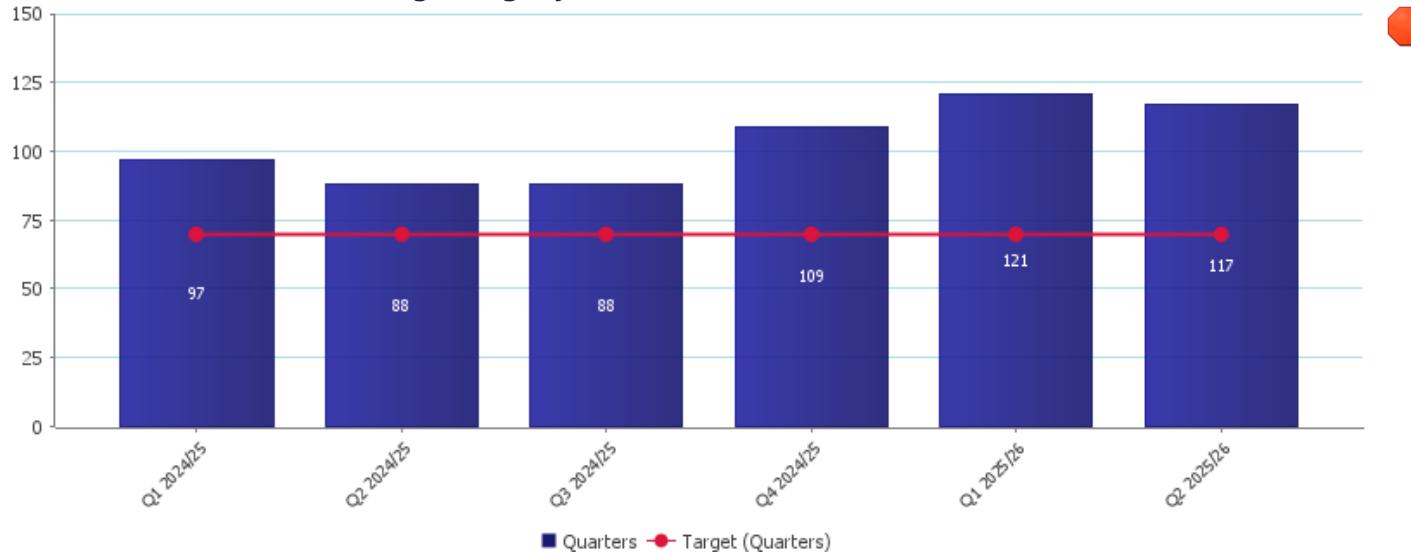
Key Performance Indicator	Status
Completion Rate for PRIORITY 1 Property Maintenance Works	

Corporate Key Performance Indicator Charts

Traffic Light	
Red	3
Amber	3
Green	16
Data Only	4

Community & Wellbeing Committee

Number of Households Living in Nightly Paid Accommodation

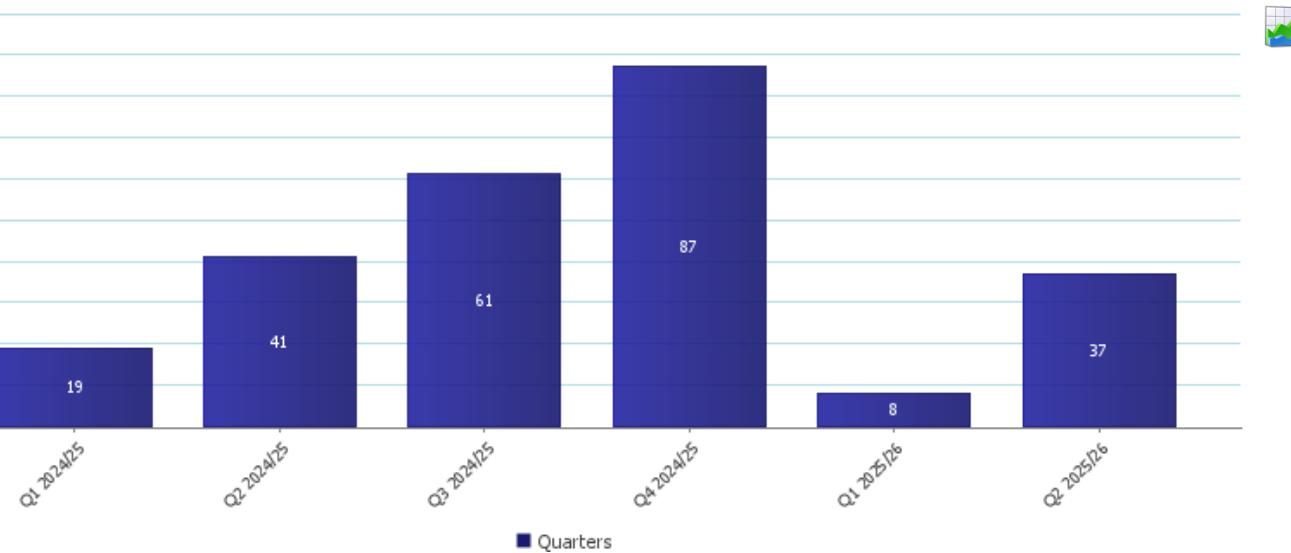


28-Oct-2025

There has been a 46.5% increase in homelessness application in Q1 & Q2 as compared to same periods in 2024/25. Whilst number in nightly paid accommodation are above target of 70 the numbers have remained consistent.

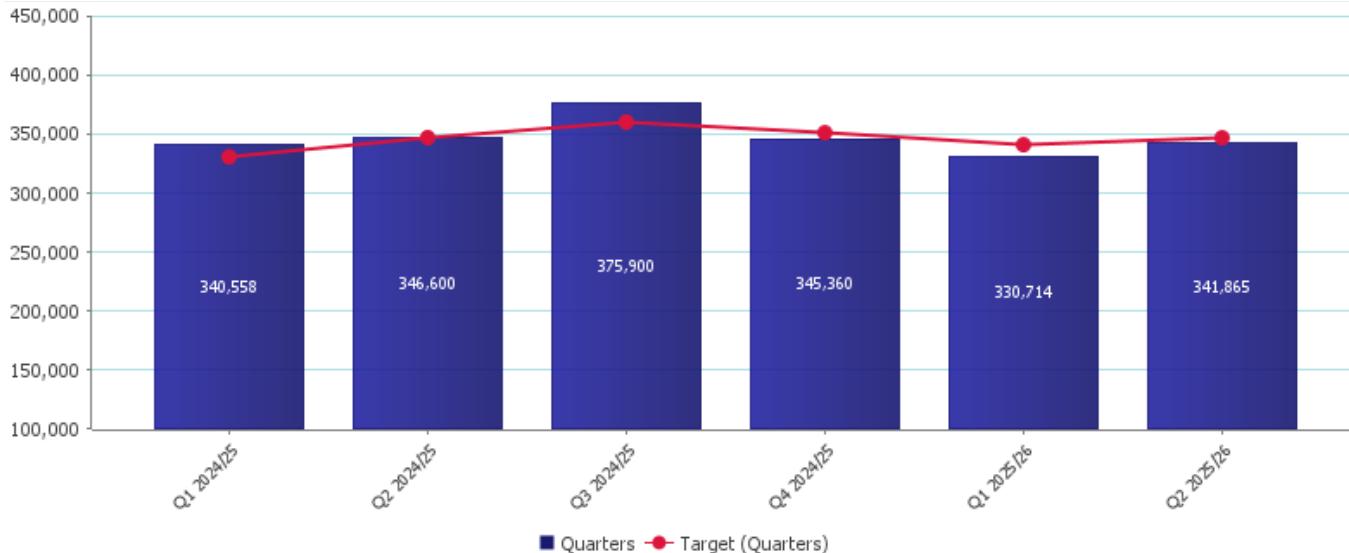
Number of Successful Preventions From Homelessness

24-Oct-2025



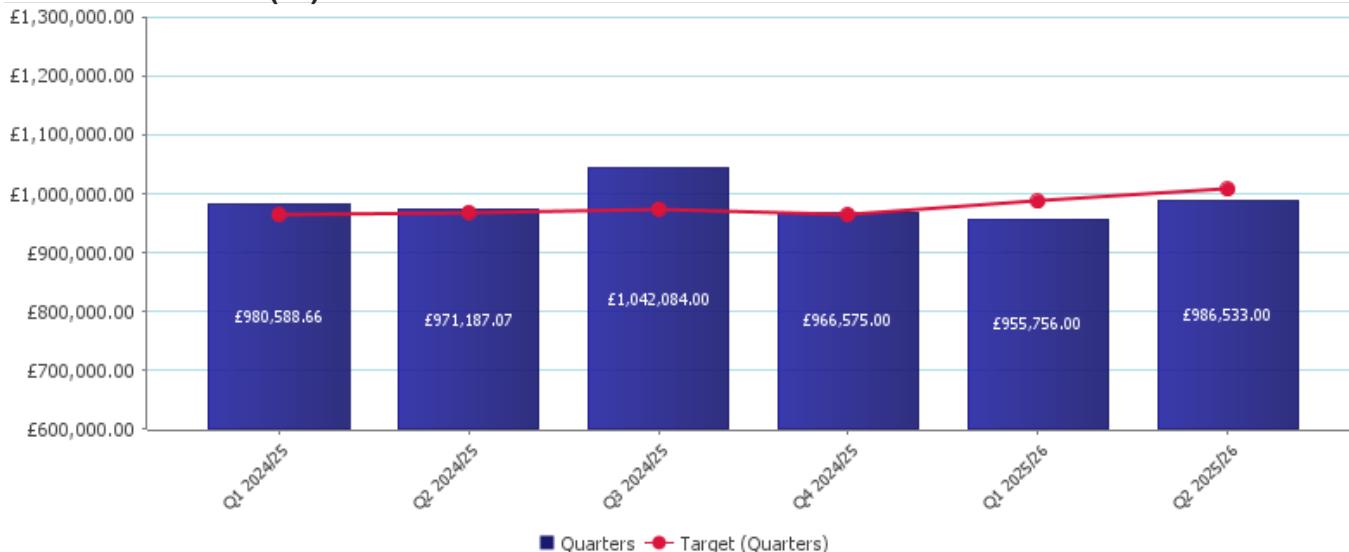
The cumulative number for successful interventions for Q1 & Q2 is 251. This comprises of 37 cases where homelessness has been prevented or relieved and a further 214 where Housing Services have been successful in preventing homelessness at an earlier stage by providing advice and early prevention assistance.

In addition, there was a 46.5% increase in homelessness applications in Q1 & Q2 as compared to the same periods in 2024/25.

Car Park Visitor Numbers

04-Nov-2025

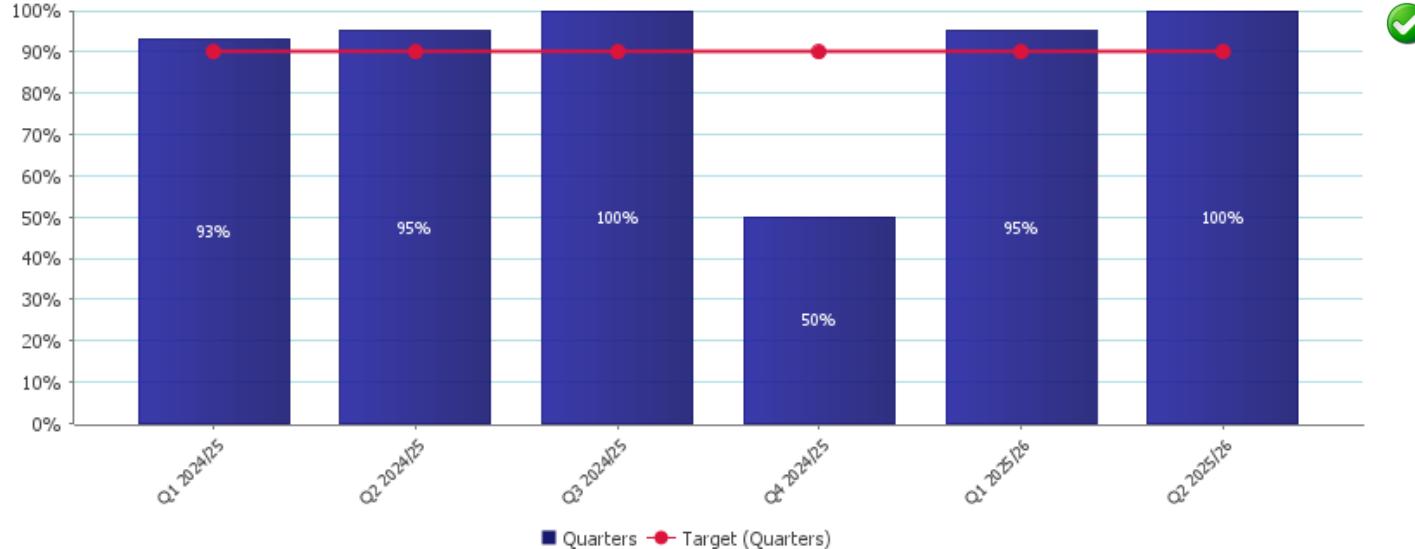
It is worth noting that whilst the visitor numbers provided in these statistics appear to show a decline based on the previous year this is largely down to the change in parking system at Hook Road car park. Whereas season permit holders would previously have left a footprint by swiping their parking cards in and out each day there is now no footprint left as they park with a paper permit. Based on previous data this could equate to at least 2,000 users per month.

Car Park Revenue (£k)

04-Nov-2025

The car park income has increased in comparison to q2 in 2024/25 however with the budgetary targets increasing by a further 6% in April, the income generated to date now falls below the new target.

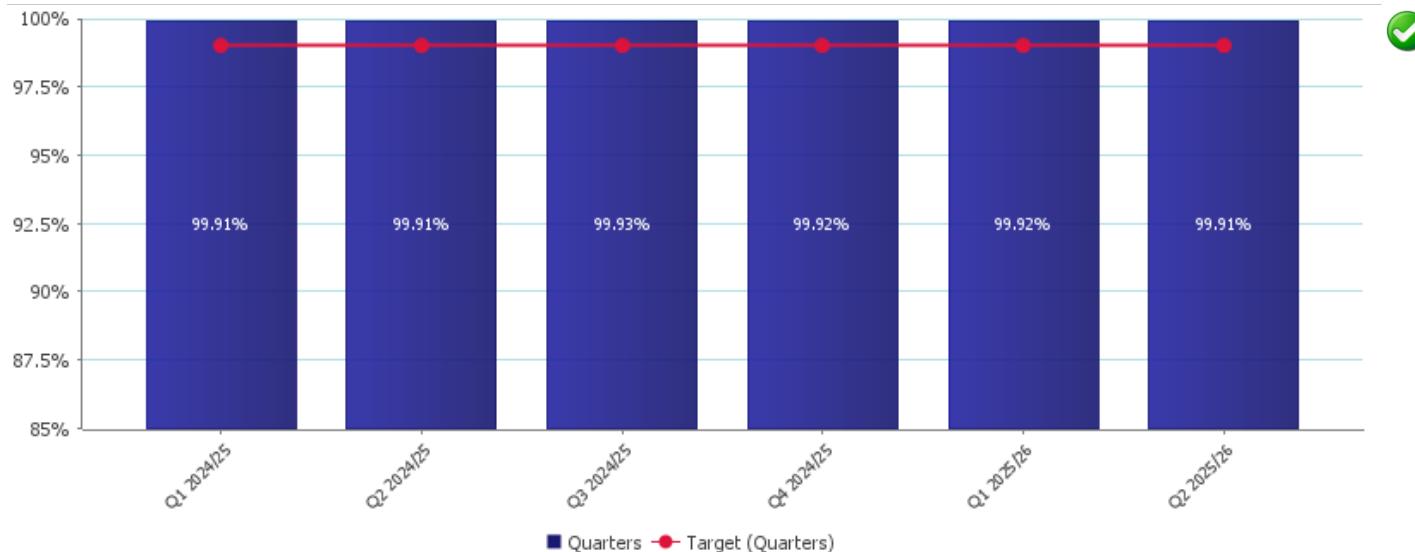
Parking Penalty Charge Notice Appeals Responded to in 10 Working Days



21-Oct-2025

The team have worked hard to stay on top of paper and online appeals.

Waste Collected

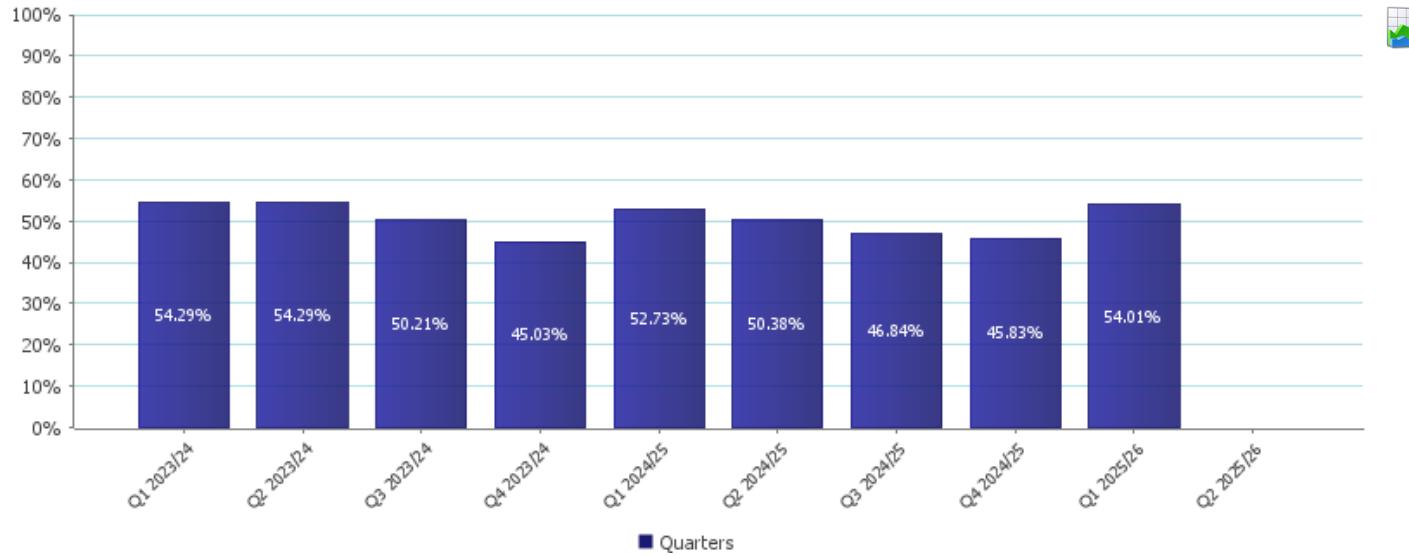


21-Oct-2025

Slight slippage in Q2 due to garden waste service disruptions in July and September. However, still well above target.

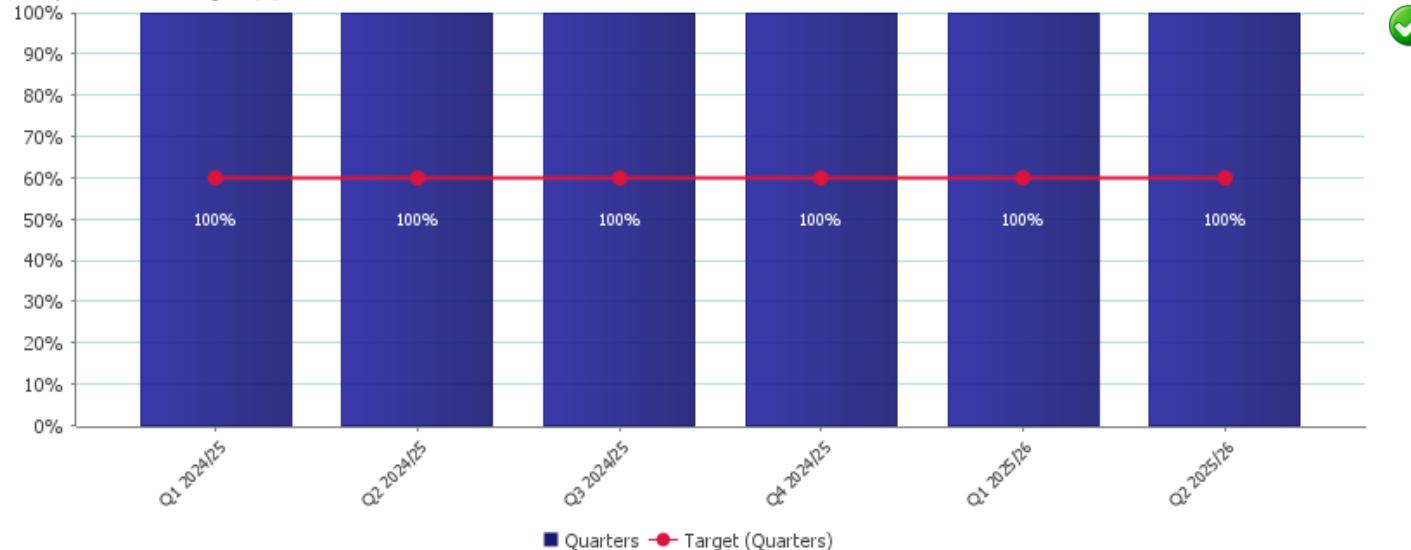
Waste Sent for Recycling

21-Oct-2025



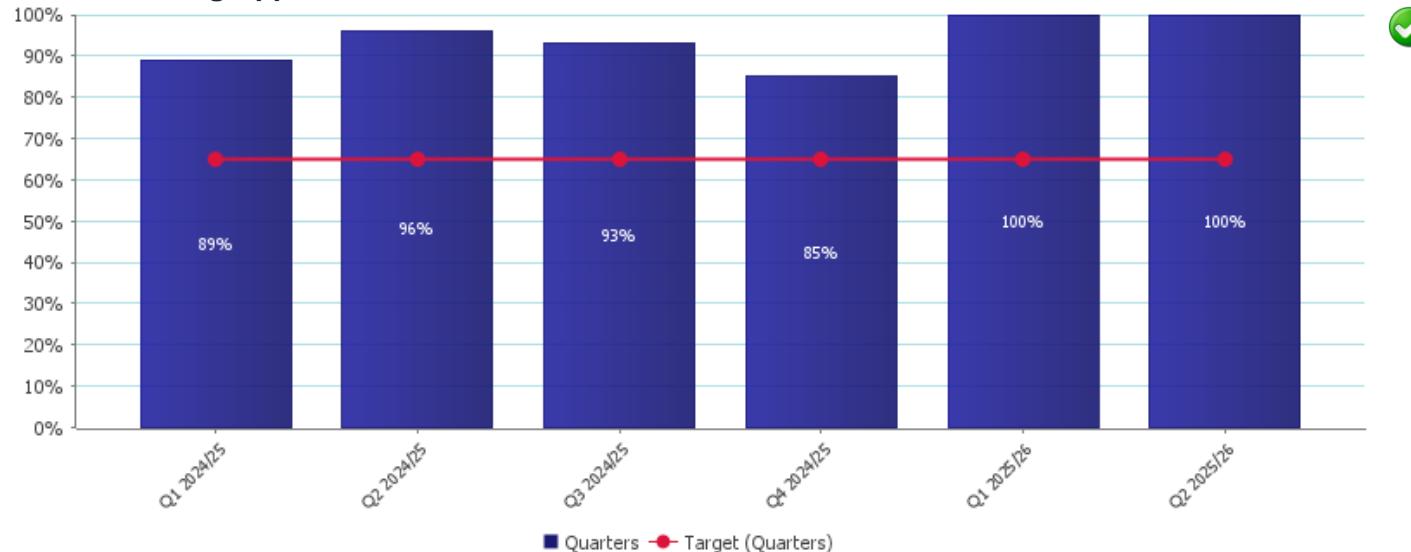
Q2 figures not yet available.

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

17-Oct-2025

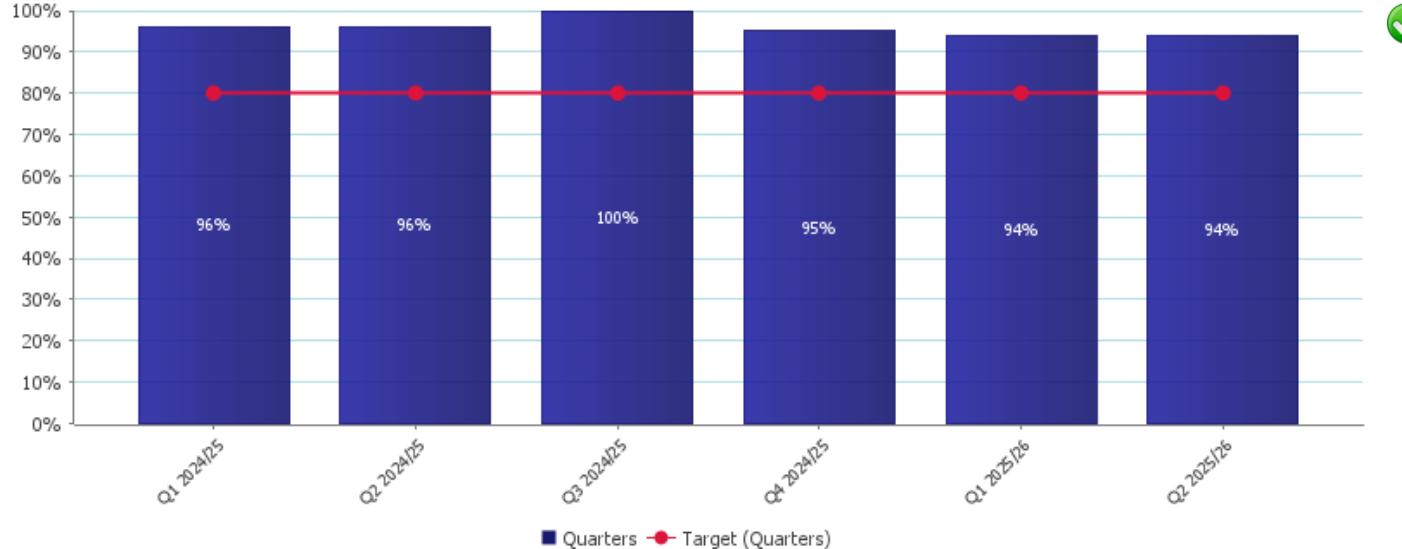
3 of 3 decisions decided in time.

Minor Planning Applications Decided in Time

17-Oct-2025

36 of 36 applications were decided in time, with 6 applications subject to extensions of time. Performance remains strong.

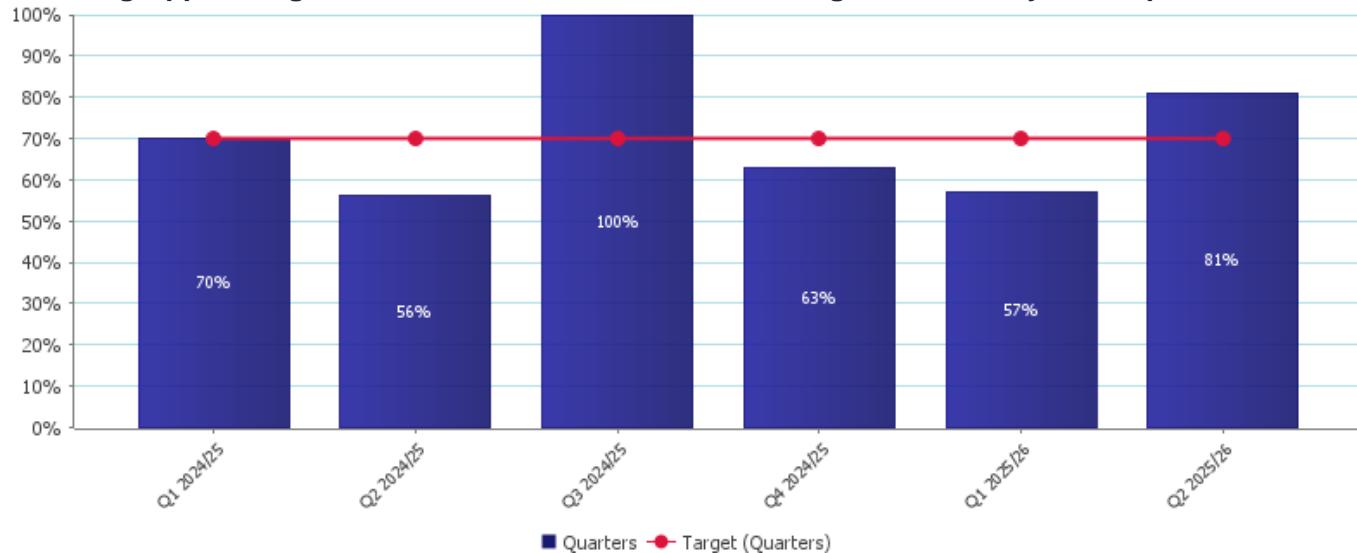
Other Planning Applications Decided in Time



17-Oct-2025

134 of 142 applications were determined in time,

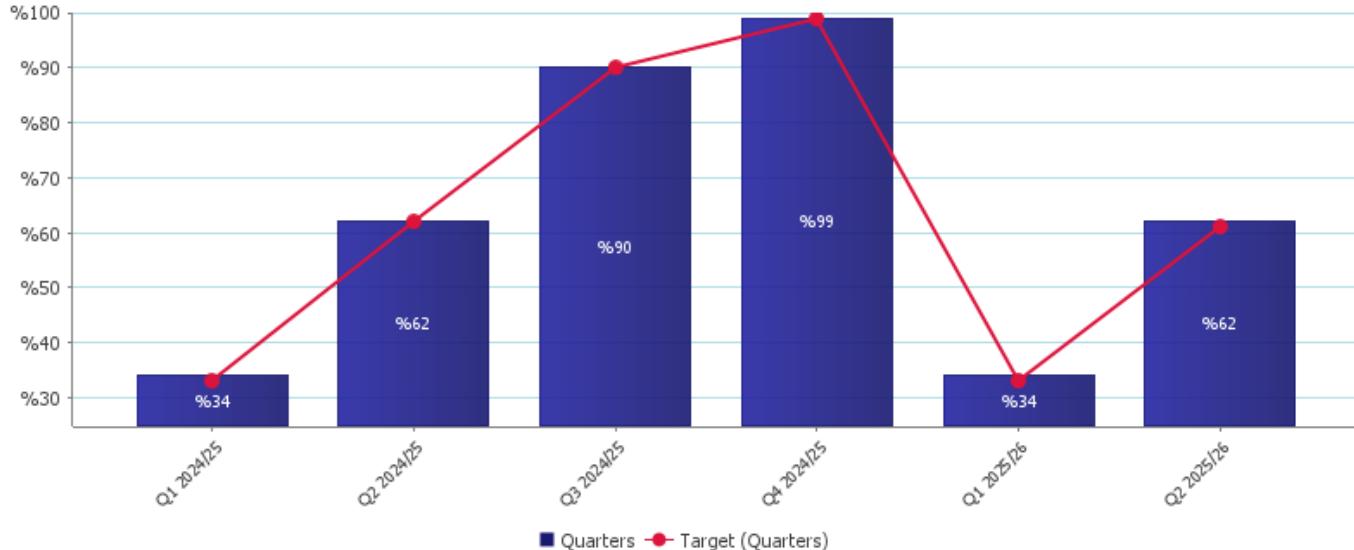
Planning Appeals Against the Council's Refusal of Planning Dismissed by the Inspector



17-Oct-2025

9 of 11 appeals were dismissed for the most recent quarter, an improvement on the previous quarter. There was also one appeal for the award of costs made against the Council that was dismissed. There were no 'major' appeals for the quarter.

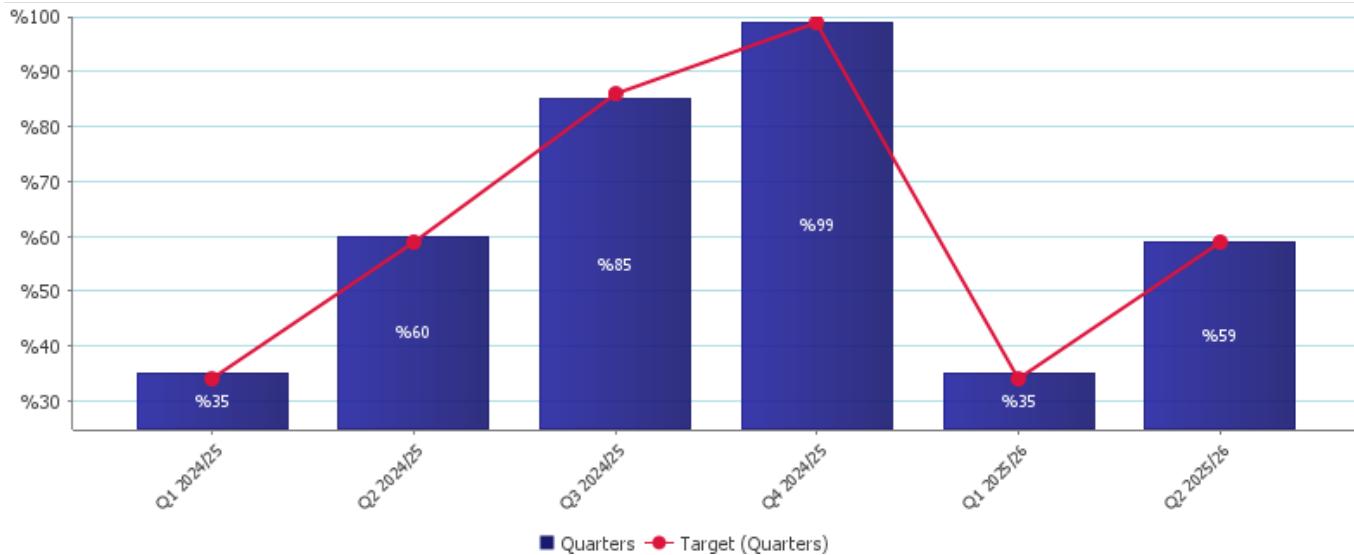
Council Tax Collected



16-Oct-2025

Target achieved for Quarter 2.

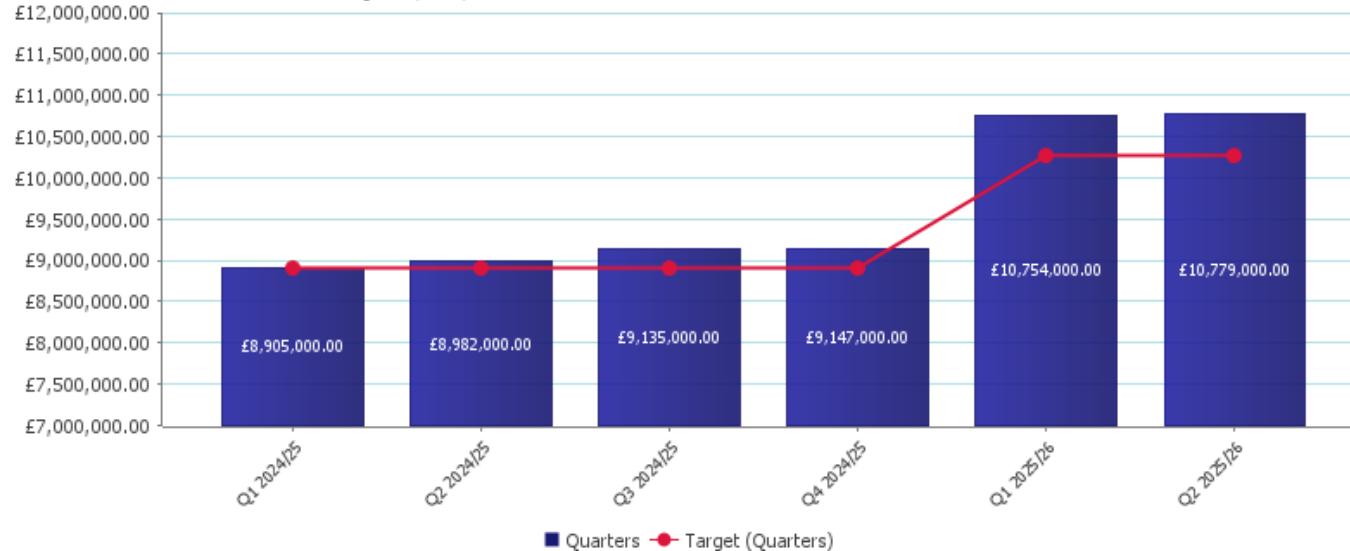
Non Domestic Rates Collected



16-Oct-2025

Target achieved for Quarter 2.

Forecast Outturn vs Budget (£m)



28-Oct-2025

We are currently reporting an overspend of £510k in Q2 mainly driven by TA which is unsustainable.

Forecast Income from Treasury Management Investment (£k)

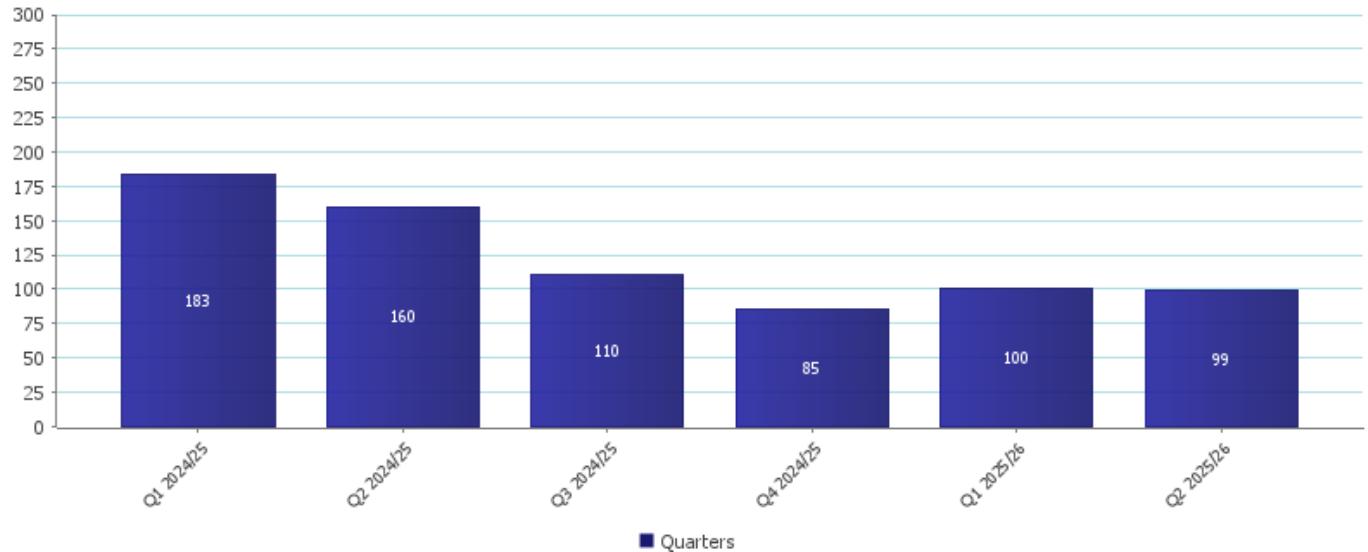


17-Oct-2025

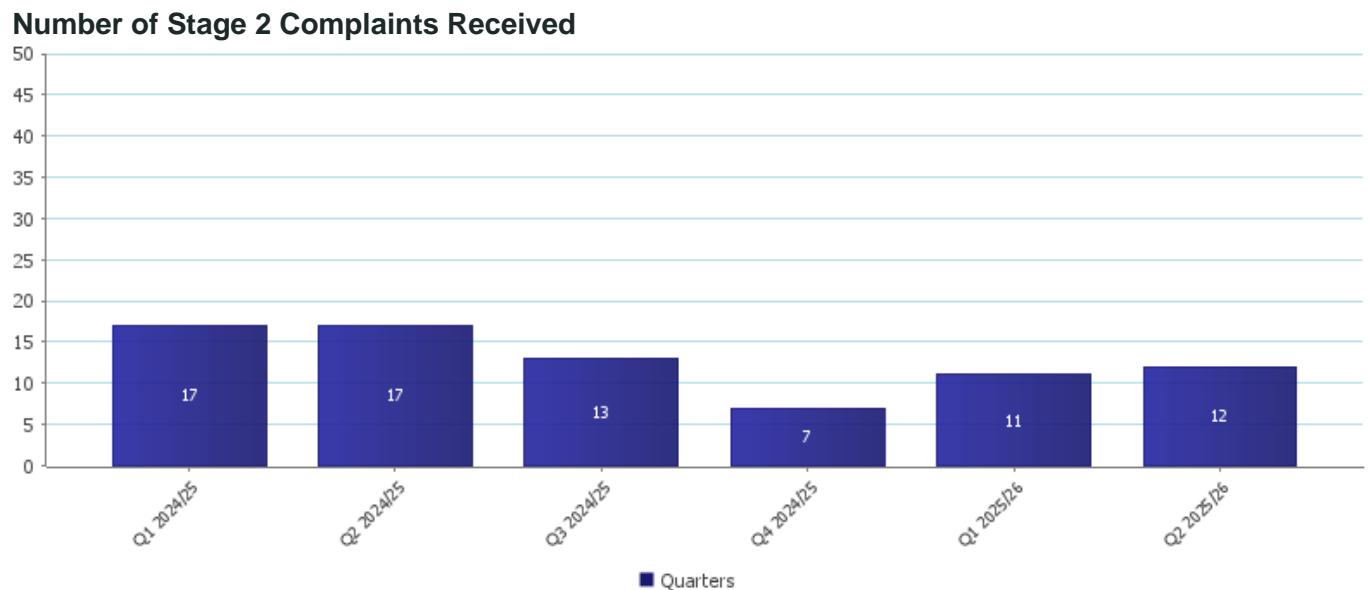
Interest rates are falling but not as quickly as previously forecast, updated forecast of £1.1m interest income for 2025/26

Number of Stage 1 Complaints Received

10-Oct-2025



In September there were more complaints specifically for waste than usual as the garden waste service was cancelled on separate days, and as a result residents logged complaints.

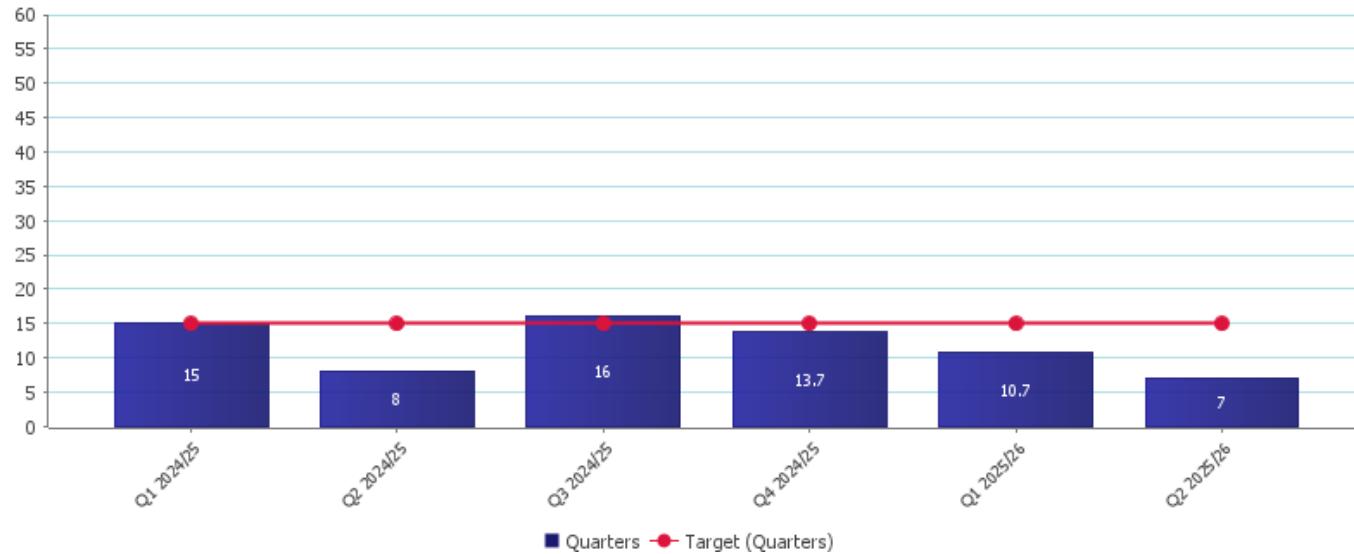


15-Oct-2025

There were 12 stage 2 complaints in this period, compared to 11 in the previous quarter. All of which were due to either no stage 1 response provided (2) or not happy with the stage 1 response given (10).

Average Time Taken (days) to Process Stage One Complaints

24-Oct-2025

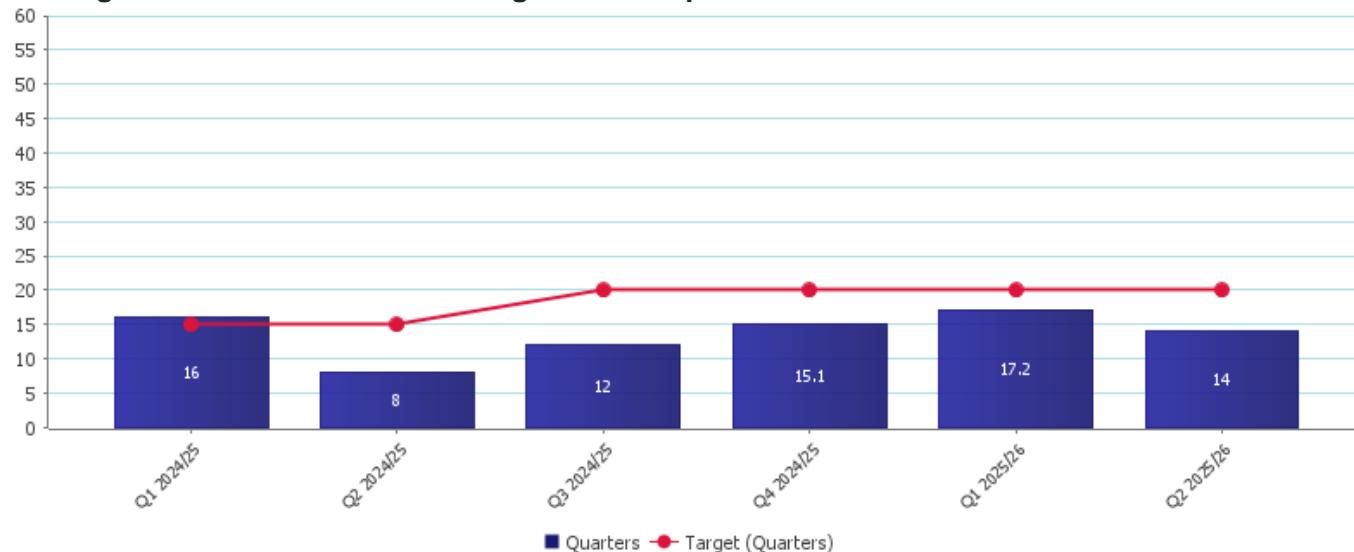


Many of the refuse and recycling complaints were due to the cancellation of garden waste.



We have a standard complaint response template for this type of complaint that has been provided by the Waste Services Management team, which meant we could respond to complaints the next day, which has helped the average stage 1 response time.

Average Time Taken to Process Stage Two Complaints



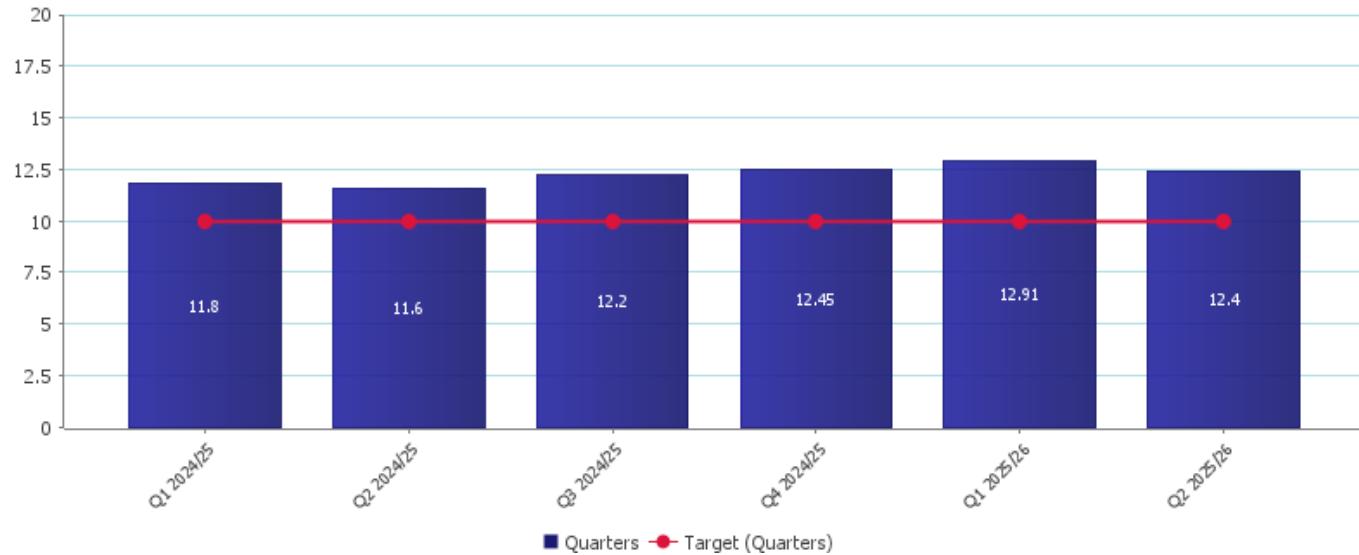
24-Oct-2025



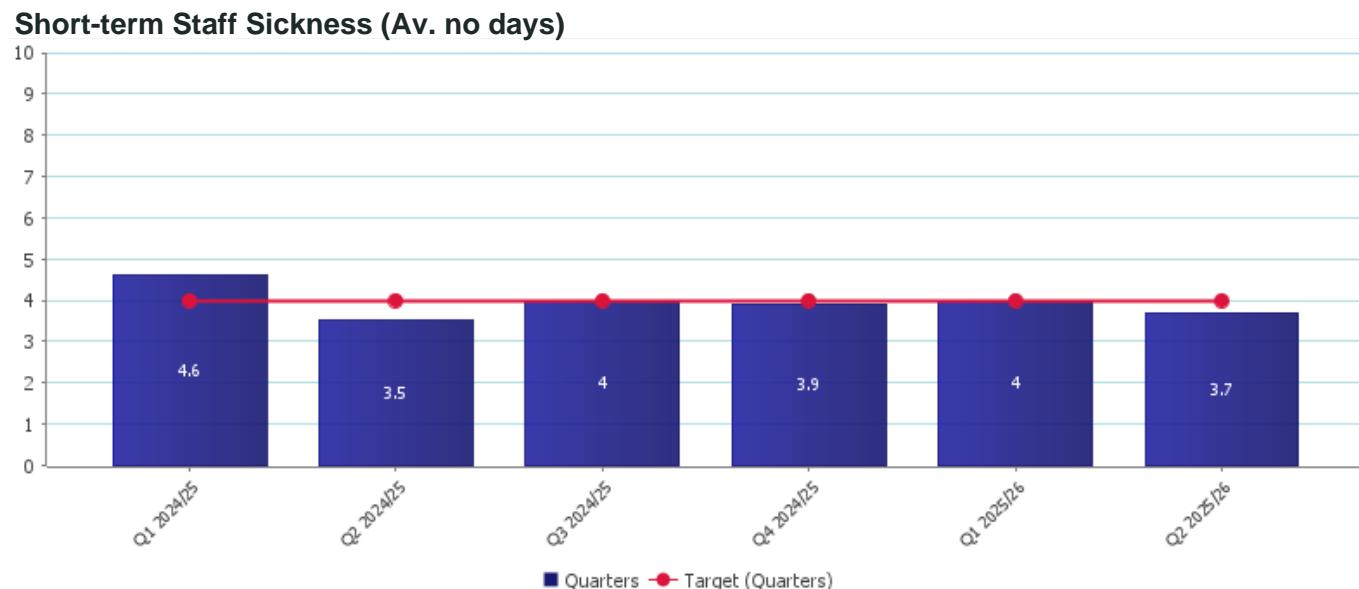
Quarter 2 target achieved.

Average Number of Days of Staff Sickness

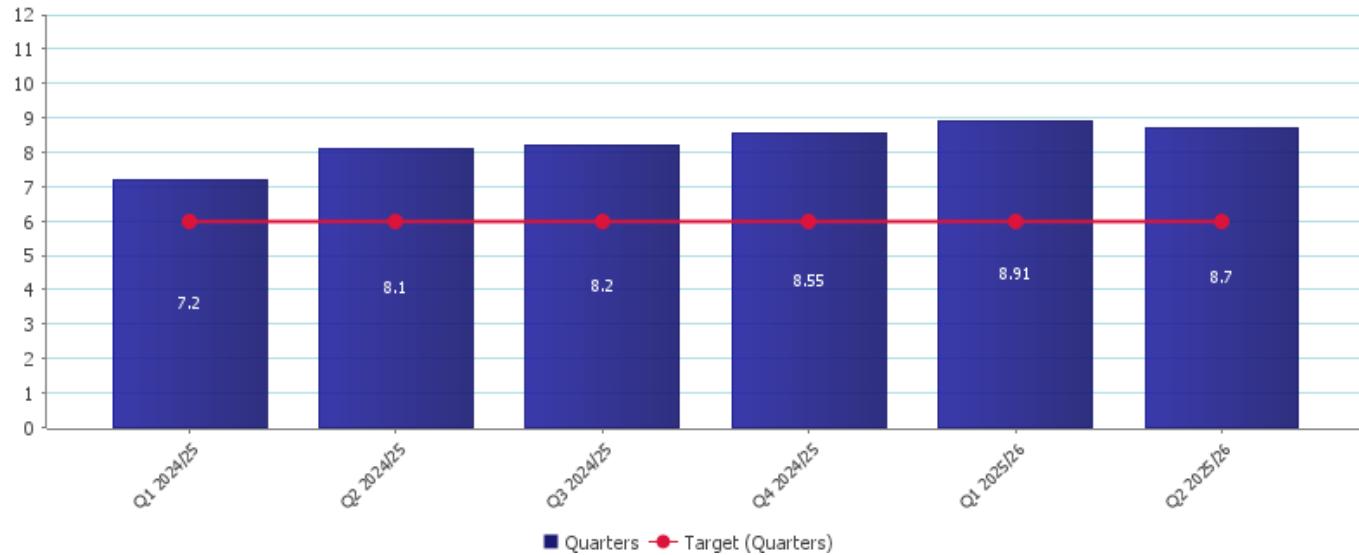
21-Oct-2025



The People and OD team continues to support staff and managers with sickness absence. Organisational Stress Risk Assessment will be rolled out in Q3 to assist the organisation with implementing preventative measures with regards to work related stress.



21-Oct-2025
Slight decrease on Q1 and within target.

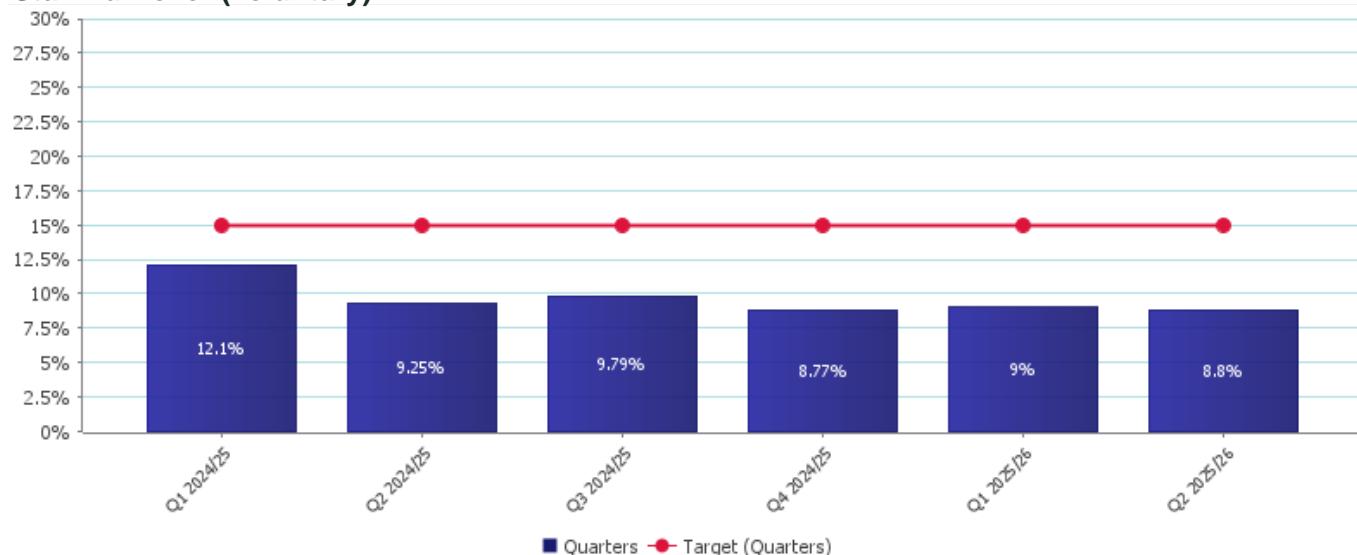


In the rolling 12 months to 30 September 2025 there was a total of 34 staff who had episodes of long term sickness absence. These 34 staff totalled 2364 days lost, an average of 69.5 days per staff member.

Reasons: 16 staff and 1200 days lost for Stress/Depression/Anxiety is the highest sickness absence reason hence our focus on the organisational stress risk assessment. 11 staff and 902 days lost for back pain/musculoskeletal is the second highest sickness absence reason.

6 staff were on long term sickness absence as of 30 September 2025. All cases are being managed with HR support.

Staff Turnover (voluntary)



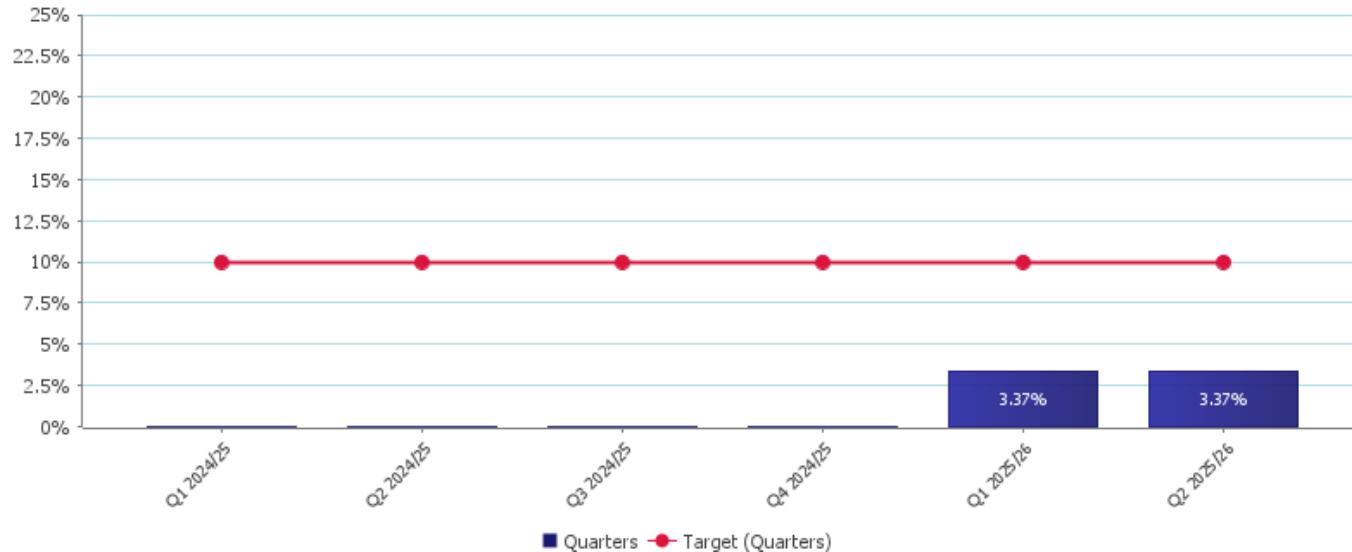
21-Oct-2025

Slight reduction from Q1 and well within target.

Workforce planning meetings are taking place to review risk associated with LGR and retention strategies.

Council Owned Vacant Property Rate (%)

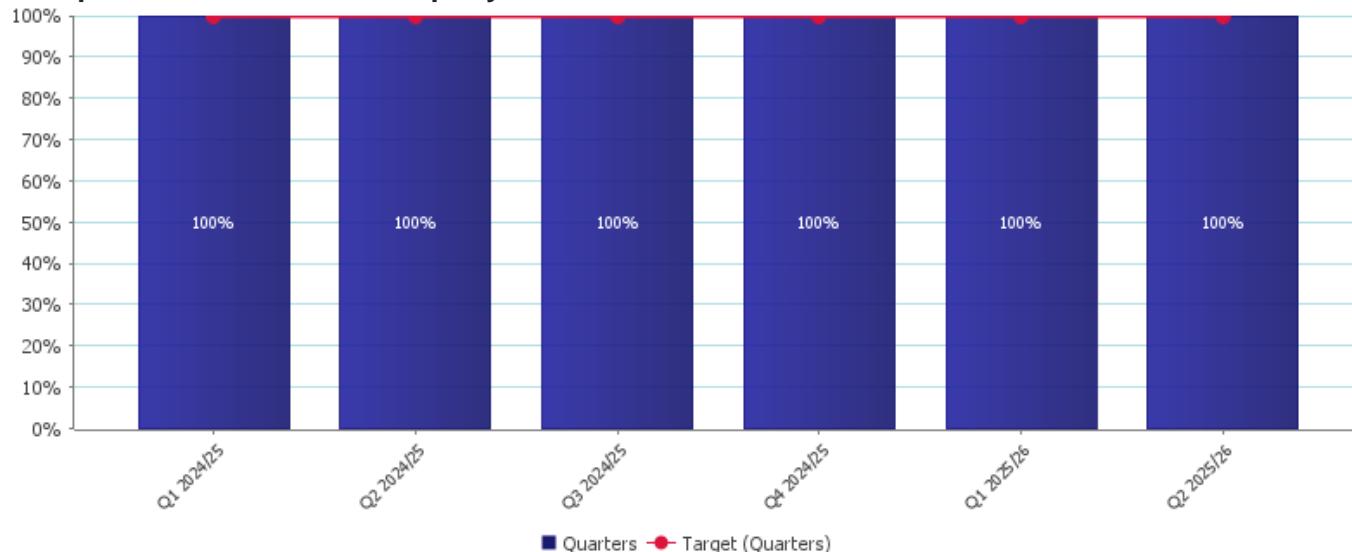
23-Oct-2025



- This KPI is for all council owned commercial/investment properties only.



Completion Rates for ALL Property Maintenance Works



06-Oct-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

06-Oct-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.

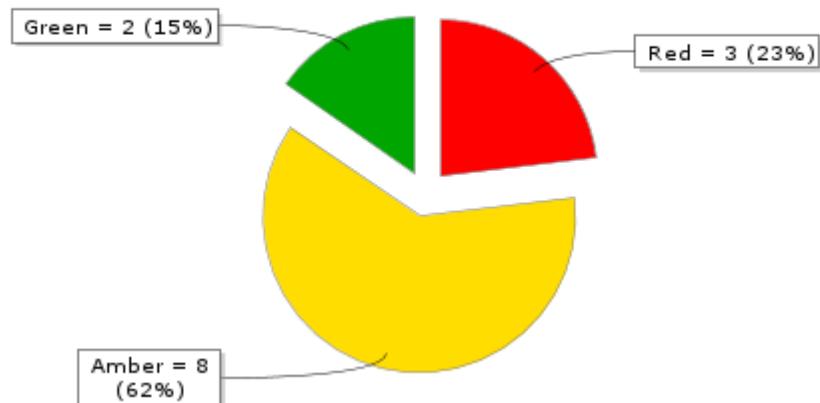
Step 3: Score the **residual** risk = impact x likelihood (taking into account the controls and mitigations we have in place).

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	Impact			
	1 Insignificant	2 Medium	3 High	4 Severe
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
Multiplier	1	2	3	4

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

Traffic Light



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 Additional staff Working Group Strategy in place Housing First funding in place Additional Government Funding Homelessness Action Plan	4	4	16	■	Treat	The numbers in nightly paid accommodation remain high, despite falling slightly from a peak during the summer months. The Strategic Housing Manager has undertaken a service review to consider actions which can be taken to reduce expenditure. Community & Wellbeing Committee will receive an expenditure update report at November's committee.	22 Oct 2025

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	<table border="1"> <tr><td>Budget Monitoring</td></tr> <tr><td>Annual Budget Setting</td></tr> <tr><td>Competitive Procurement of Utilities</td></tr> <tr><td>Manage financial reserves</td></tr> <tr><td>Savings targets</td></tr> <tr><td>Discretionary service review</td></tr> <tr><td>Asset review</td></tr> </table>	Budget Monitoring	Annual Budget Setting	Competitive Procurement of Utilities	Manage financial reserves	Savings targets	Discretionary service review	Asset review	3	4	12		Treat	We are currently forecasting an overspend of £510k as at Q2 for 25/26. This is driven by TA costs which is currently forecasting an overspend by more than £1m but is reduced by underspend in other parts of the council. Hence, we need a collaborative approach to address the rising costs in TA which is unsustainable.	24 Oct 2025
Budget Monitoring																				
Annual Budget Setting																				
Competitive Procurement of Utilities																				
Manage financial reserves																				
Savings targets																				
Discretionary service review																				
Asset review																				

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	<ul style="list-style-type: none"> Business Continuity Plan Budget IT Strategy IT processes and procedures Security Operations Centre Cyber Security Strategy 	3	4	12	■	Treat	<ul style="list-style-type: none"> • Significant progress has been made in upgrading and replacing hardware and servers that are approaching end-of-support. This work has been followed by an ITHC assessment, which identified further areas for improvement. The team is actively addressing these findings. • Specialist support has been engaged from our security partners, and remediation efforts are now at an advanced stage. A follow-up infrastructure check is expected to take place in the coming weeks, followed by a visit from the Cabinet Office to review the progress made. • The current risk assessment remains unchanged, reflecting the impact of the few remaining areas still undergoing final remediation. Once the PSN Assessor has approved all implemented changes, it is anticipated that the risk rating will shift to the Medium category of the matrix, indicating our awareness of the evolving threat landscape. 	20 Oct 2025
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	<ul style="list-style-type: none"> Communications Campaigns Working Group Stakeholder group Collaboration with other councils Learning from other new unitary authorities 	3	3	9	■	Tolerate	Unchanged - awaiting proposal decision mid October.	24 Sep 2025

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 examination hearings undertaken in August / October 2025. Awaiting a letter from the Planning Inspector as to how the examination should proceed. There remains a risk that the Local Plan will be found unsound.	17 Oct 2025
						Local Plan Risk Register							
						Report to Stakeholders							
						Member briefing							
						Project Critical Path Established							
						Project Plan							
						Full staffing in place							
						Partners fully engaged							
						Political support to fund and deliver							
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	Environmental Health Food Inspections are currently under pressure due to shortage of resources.	24 Sep 2025
						Performance Monitoring							
						Risk Management Strategy							
						Budget Monitoring							
						Annual Budget Setting							
						Governance Framework							
						Performance Benchmarking							
LS9	Shadow Authority Election						2	4	8	■		Under further consideration by L&DS team following SLT feedback that they are not sure if this our risk as the returning officer for the next election will be with Reigate and Banstead.	04 Nov 2025

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 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 movationalsation programme Email warnings and checks	2	4	8	■	Treat	Levels here remain as they were.	24 Oct 2025
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 Additional staff Working Group Climate Change Action Plan Member Working Group	2	3	6	■	Treat	• Risk remains the same	17 Oct 2025

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 Intranet Site (The Hub) Staff training Safeguarding Policy Knowledge sharing Register of vulnerable residents Internal safeguarding group	2	2	4	■	Treat	No change	23 Sep 2025
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 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	1	4	4	■	Treat	Focus group formed to look at additional mitigations to protect staff from ongoing incidents relating to verbal abuse and unacceptable behaviour towards staff, which continue to rise. The Stress Indicator Tool is now being rolled out to all teams (in phases).	24 Oct 2025

EO13	Failure to deliver a safe/compliant working environment at the Town Hall	<ul style="list-style-type: none"> • Wasted resources used to progress the project. • Reputational damage. • Negative staff moral. • Unable to achieve benefits associated with the move. 	4	4	16	Internal Audit Full Council Approval Corporate Procurement process Steering Group appointed Business case Project Plan	1	3	3		Treat	Description updated following SLT feedback.	04 Nov 2025
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 Emergency Plans Business Continuity Plan Council responders Internal Audit	1	3	3		Tolerate	No change at this assessment, the emergency planning work programme is progressing on track.	10 Oct 2025

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.

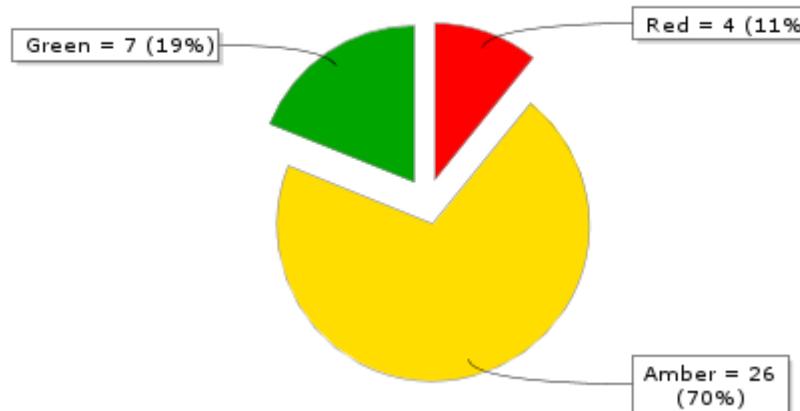
Step 3: Score the **residual** risk = impact x likelihood (taking into account the controls and mitigations we have in place).

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.



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

Traffic Light



Community & Wellbeing Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
HC13	Inadequate budget for homelessness over medium-long term	<ul style="list-style-type: none"> Unbudgeted expenditure. Pressure on statutory service. Need to source funding from outside current budget envelope. 	4	4	16	Anti-Fraud & Corruption Strategy and Response Plan RBBC Counter-Fraud Service Service/Function Review Medium Term Financial Strategy Responded to Government Consultation Strategic Housing Manager New Units for Accommodation Secured Government Funding - Additional	4	3	12	■	Treat	The numbers in nightly paid accommodation remain high, despite falling slightly from a peak during the summer months. The Strategic Housing Manager has undertaken a service review to consider actions which can be taken to reduce expenditure. Community & Wellbeing Committee will receive an expenditure update report at November's committee.	22 Oct 2025

HC14	Lack of affordable housing in the Borough	<ul style="list-style-type: none"> Changes to Borough demographics. Homelessness. Provision for key workers. 	4	3	12	Partnership Working	4	3	12	➡	Treat	<ul style="list-style-type: none"> The Strategic Housing Manager (SHM) continues to work with planning colleagues and Registered Providers to increase delivery. 	11 Nov 2025
						Strategic Housing Manager							
						Strategic Housing Group							
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	<p>SLT (31/10) support proposal to retire risk.</p> <p>Suggest risk is removed as 4 year plan now superseded by Members priorities.</p>	04 Nov 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	<p>Commercial opportunities at Bourne Hall continue to grow, with the Artisan Market operating successfully from the venue. The number of stallholders participating has increased significantly, contributing to a rise in footfall. This uplift in visitor numbers has also led to increased activity and revenue in the caf&eacute; on the Artisan Market days.</p>	23 Oct 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 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	2	2	4	■	Treat	The Community Development Plan (that supports the Health and Wellbeing Strategy) has now been drafted and therefore the community projects that seek to support the boroughs most vulnerable residents have commenced.	16 Oct 2025
OS26	Playhouse lighting failure	<ul style="list-style-type: none"> Playhouse closure. Reputational damage. 	4	4	16	CIL Bid Submitted Capital Bid Submitted	1	1	1	⬇	Treat	• Propose to drop this risk as new lights fitted to the Playhouse as of August 2025.	04 Nov 2025

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 Access to legal advice	2	3	6	■	Treat	No change since last quarter.	29 Aug 2025
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 Community Safety Action Plan	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
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 Information Published on Website Policy in place Knowledge sharing Service Manager Review	1	3	3	■	Tolerate	SLT (31/10) support proposal to retire risk. Not a significant risk. Can be retired.	04 Nov 2025

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.	29 Aug 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	SLT (31/10) support proposal to retire risk. No change but suggest this risk is removed	04 Nov 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	• Increased budgetary pressures.	3	4	12	Annual Budget Setting Medium Term Financial Strategy Revenue Assessment Required for Change of Land Use Budget Profile Exercise	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
HC24	Lack of officer capacity related to environmental health work	• 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	• Assessment revised following further update on staffing to Policy Chairs. team having now secured additional resource. • Risk increased owing to long term sickness compounding with vacant positions partly covered by agency staff. Team is at 66% of minimum capacity.	21 Nov 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 adaptions. 	4	3	12	Climate Change Group SEP Green Fleet Working Group Grant Funding Secured - Electric MealsOnWheels Vehicles	3	2	6	■	Tolerate	Working on new specifications to incorporate hybrid engines wherever practicable. Waste vehicle no option for hybrids so diesel will be ordered, expected order by end of October 2025. Other vehicles will be ordered during mid-2026: working on specifications now, to include hybrid engines wherever that is an option.	16 Oct 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	Reviewed with SLT July 2025.	16 Oct 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 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.	2	3	6	■	Treat	Funding streams have opened up via a successful CIL bid (£200,000 over two years) and promised funding from the Forestry Commission (amount TBD), thus easing budgetary pressures and overall risks in this area. Longer term funding still imperative due to the longer term issue of ash dieback and tree planting where necessary.	15 Oct 2025

Licensing & Planning Policy Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
PD19	Macro-economic factors (inc. lack of development) lead to reduced planning income e.g. related to planning applications and CIL fees	<ul style="list-style-type: none"> Reduced income to the Council. Reduction in the LPPC's budget. Unable to achieve national housing targets. Unable to deliver CIL projects. 	3	4	12	Budget Monitoring Ability to Alter Discretionary Service Fees	2	3	6	■	Tolerate	Planning application fee income for two of three months of the quarter was well above average with YTD income above budget. Overall risks remain unchanged on this basis.	15 Oct 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. The number of complaints received is still high and the downward trajectory of open cases has stalled in recent months. Current workload commitments will ease towards the end of Q2 2025 with the filling of the vacant Planning Officer position. The Internal Audit on Enforcement has been completed, which had overwhelmingly favourable conclusions.	04 Nov 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	2	3	6	➡	Tolerate	<p>There is some degree of flux in this area due the Government's review of BNG legislation. Nonetheless, the risks remain unchanged due to the ongoing need to implement local policies and procedures to accompany legislative requirements.</p> <p>To note this risk also captures the risk of 'Failure to implement the Bio-diversity net gain policy' which had previously been proposed as a separate risk.</p>	22 Oct 2025
						Monthly briefing to Chair and Vice-Chair							
HC27	Out of date licensing policies	<ul style="list-style-type: none"> Gaps in governance framework. Reputational damage. 	4	4	16	Additional staff	2	2	4	⬇	Treat	<p>Risk downgraded following increase in staffing. This has bought capacity to resume policy work and consultation will commence in Q3 2025.</p>	24 Oct 2025
						Access to legal advice							
						Committee training							
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	<p>Remains a risk.</p> <p>One full time Planning Policy has left the organisation to take up a role elsewhere that will not be impacted by LGR</p>	17 Oct 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	<p>No change. Performance remains excellent in terms of planning applications, and is continually monitored in terms of appeal decision overturns.</p>	30 Jul 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	3	3	➡	Treat	<p>SLT (31/10) support proposal to retire risk.</p> <p>No longer a risk, recommend retiring this risk</p>	04 Nov 2025

HC23	Non-recovery of licensing 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	No change but LGR progressing will make this redundant	23 Sep 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 Budget Monitoring Service Manager Review	1	3	3	■	Tolerate	SLT (31/10) support proposal to retire risk. Income continues to be buoyant. Risk can be retired.	04 Nov 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.)	• Negative impact on council budget. • Service changes.	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
PR3	Property Portfolio	• Significant loss of income. • Costs associated with replacing a tenant. • Budgetary pressures.	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	Risk remains high while UK Economy remains sluggish.	23 Oct 2025

F27	Insufficient funding to implement Local Government Reorganisation	<ul style="list-style-type: none"> Funding promised by gov is not enough to cover costs. Impacts on current day to day spending. Confirmation from Government that the costs of elections will not be covered. Implementation of LGR not effective. Lack of capacity to deliver. 	4	4	16	Engagement w/ Surrey County Council Manage financial reserves Partners fully engaged Lobby Government Share capacity across partner authorities Reduce council spending	3	3	9	⬇	Treat	The £0.380 million recently announced by government to 'cover the cost' of proposals (for the whole of Surrey) was woefully inadequate but an indication of the level of funding that may be available for Councils in Surrey to address LGR. It is for this reason the council will review its reserves to ensure it has funds to cover unexpected costs during a time of such uncertainty.	21 Oct 2025
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 Local Enterprise Partnership Working w/ Neighbouring Authorities	3	3	9	➡	Tolerate	Risk remains unchanged	22 Oct 2025
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 Climate Change Action Plan	3	3	9	➡	Treat	Solar panels, increased insulation and new windows recently fitted to Bourne Hall.	23 Oct 2025

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 Appoint external consultant	2	4	8	⬇	Treat	Being reported to Strategy & Resources Committee on 11 November 2025.	23 Oct 2025
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 Retaining Talent Policy Succession Planning Performance Management My Performance Conversations Risk Management Strategy Project Management Governance	3	2	6	➡	Treat	<p>Retention rate currently well within target and has not been negatively impacted by LGR to date. Succession plans have been executed in response to a HoS resignation.</p> <p>Workforce planning meetings are taking place between the Head of People and OD and all Heads of Service to assess risks of staff leaving key roles and retention and succession plans that are in place.</p> <p>A memorandum of understanding with regard to sharing staff and skills across Surrey councils is being developed encompassing statement of works, S113 agreements and secondment agreements.</p>	13 Oct 2025
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 Contract Management Procurement Strategy Contract Standing Orders Project Contingency Time Corporate Procurement process	2	3	6	➡	Treat	No change to the overall score. There are a few, relatively minor issues to resolve ahead of signing the new contract (a 'side letter' is in place).	10 Oct 2025

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 Car Park monitoring	2	3	6	■	Treat	Being assessed as part of 6 May 2025 approval of 2025-2027 Strategic Priority 5.	23 Oct 2025
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 Information Published on Website Complaints Management Governance Complaints Meetings	2	2	4	■	Tolerate	the risk has not changed	22 Oct 2025

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 Communications Strategy Regular review of communication channels Communications Campaigns Internal Client - Account Manager Process Comms standards	2	2	4	■	Tolerate	<p>The level of risk remains the same, nothing has significantly changed since the last assessment.</p> <p>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 currently 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>	17 Oct 2025
F26	Incorrect administration of Housing Benefit payments to a provider	<ul style="list-style-type: none"> Financial impact to the council which could affect the budget / reserves. 	3	3	9	Quarterly monitoring of subsidy position Regular liaison meetings with DWP Allocate contingency funds to cover potential financial impacts	2	2	4	⬇	Treat	<p>The risk is being closely monitored, and there is ongoing engagement with the DWP.</p>	17 Sep 2025

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	<ul style="list-style-type: none"> • ICT Password policy has been reviewed by internal audit and agreement reached that an updated version with minor changes will be presented to SLT for approval. • Updated IT Sec and AUP will be presented to SLT for approval. 	●	On track	17-Oct-2025
2023/24 - IT AGS action	31-Mar-2024	31-Dec-2025	<ul style="list-style-type: none"> • ITHC has been completed and remedial actions are significantly underway. • Post remediation health check is now expected to be completed before the end of November and results will be shared and reviewed by the Cabinet Office PSN Inspector. 	●	On track	17-Oct-2025
2023/24 - Councillor Training - review and enhance the councillor training and development programme	31-Mar-2025	31-Oct-2025	This action has been postponed further to consultation with the CEO and Leader of the Council; refocused strategic priorities agreed on 6 May 2025 that supersede this action.	●	Completed	24-Oct-2025
Management capability -to enhance management capability to lead through change, by delivering a new development programme.	31-Mar-2026	31-Mar-2026	Corporate Leadership Team programme ending on 15th October. Planning for manager training will take place on conclusion of this programme.	●	On track	13-Oct-2025

Issues Identified	Original Due Date	Due Date	Commentary	RAG Status	RAG Status	Latest Update
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	• Draft CSRP has been returned and is currently under review.	●	On track	17-Oct-2025
Staff resourcing across all teams - to Review level of resilience of staff resourcing.	31-Dec-2025	31-Dec-2025	LGR Workforce Planning meetings are taking place between the Head of People and OD and all Heads of Service. These meetings will review current establishment lists, vacancies, retention and succession planning, training and development of staff.	●	On track	13-Oct-2025
Manual processes in Place team- to Replace manual processes in the Place Development team with automation.	31-Mar-2026	31-Mar-2026	AI tools in very early trial phase in summering reports and objections.	●	On track	15-Oct-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	31-Mar-2026	• Local Plan remains at examination stage with the scheduled hearings completed in mid October. • We are awaiting a letter from the Inspector as to how the examination will proceed. • The due date has been amended from September 2025 to March 2026 to reflect the current estimation of when the Plan could be adopted.	●	On track	24-Oct-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
Performance appraisals of the manual workforce - to Develop a suitable My Performance Conversation process for our manual workforce	30-Sep-2025	30-Nov-2025	Waste Services and Streetcare has developed MPC forms for their teams.	●	On track	25-Sep-2025

Issues Identified	Original Due Date	Due Date	Commentary	RAG Status	RAG Status	Latest Update
Open, transparent and timely discussions with key stakeholders: external auditors, internal auditors and members on key decisions affecting council affairs	31-Mar-2026	31-Mar-2026	Regular meetings have already been scheduled with external auditors to address weaknesses raised around the way the constitution was updated. Member communications will be reviewed, and training needs assessed.		On track	21-Oct-2025