



# Corporate Performance Report

Quarter 3 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

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"> <li>Replacement of critical hardware continues with the replacement Firewalls now ready to be installed.</li> <li>Other procurement work continues to ensure that the network is operational during the transition phase of the creation of the new Unitary Authority.</li> <li>Softphone solution in final procurement phase and High Level design meetings now taking place with the provider.</li> </ul>	16-Jan-2026
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	No further update. Still awaiting land tribunal outcome.	23-Jan-2026
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		Completed	Action plan complete.	29-Jan-2026

# 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	

<b>Key Performance Indicator</b>	<b>Status</b>
Completion Rate for PRIORITY 1 Property Maintenance Works	

## Corporate Key Performance Indicator Charts

Traffic Light	
Red	2
Amber	1
Green	19
Data Only	4

### Community & Wellbeing Committee

#### Number of Households Living in Nightly Paid Accommodation

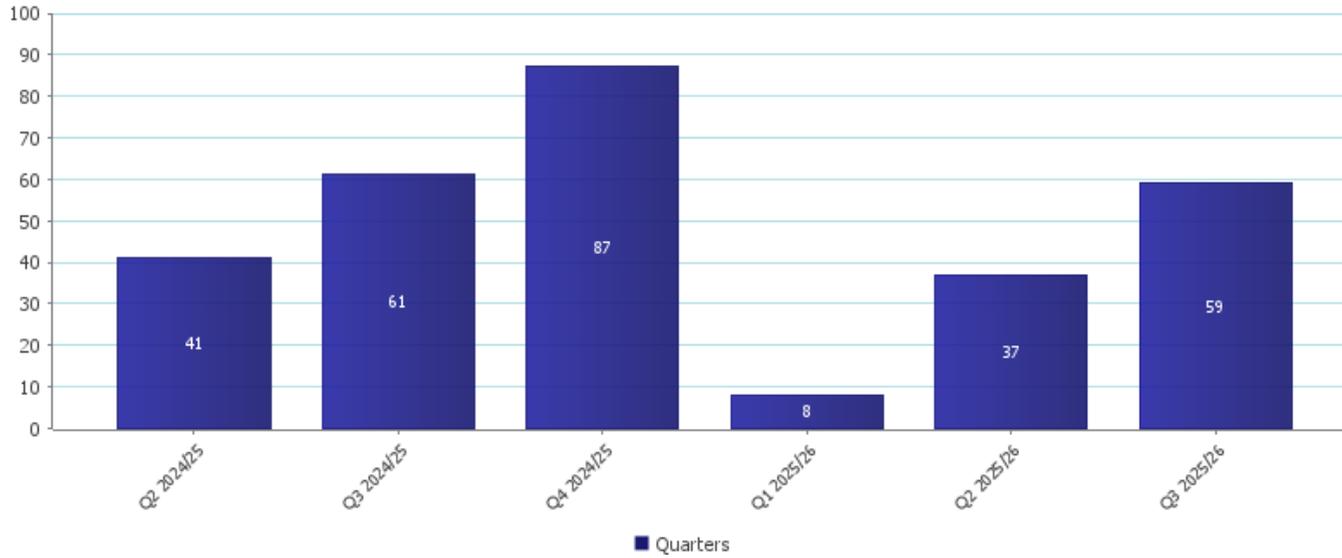


15-Jan-2026

There has been an 81.4.5% increase in homelessness application in Q1, Q2 & Q3 as compared to same periods in 2024/25. Whilst the numbers in NPA are above target, the numbers have remained consistent.

#### Number of Successful Preventions From Homelessness

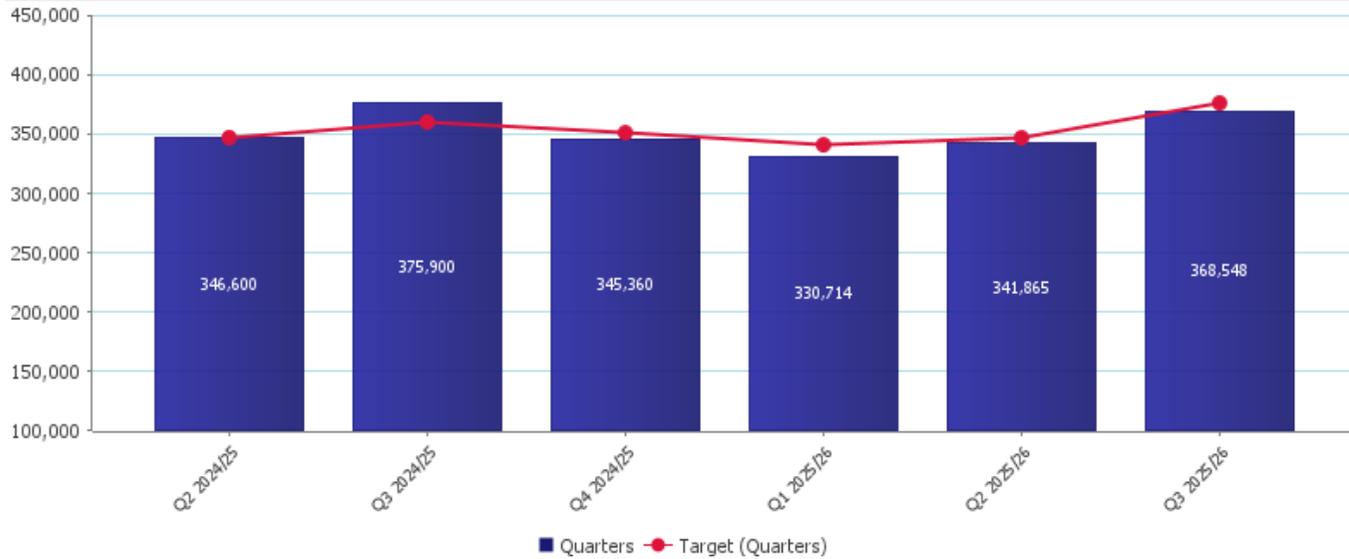
15-Jan-2026



The cumulative number for successful inventions up to and including Q3 is 390. This comprises of 59 cases where homelessness has been prevented or relieved and a further 331 where Housing Services have been successful in preventing homelessness at an earlier stage by providing advice and early prevention assistance.

In addition, there has been an 81.4.5% increase in homelessness application in Q1, Q2 & Q3 as compared to same periods in 2024/25. Whilst the numbers in NPA are above target, the numbers have remained consistent.

Car Park Visitor Numbers



09-Jan-2026

Given that a significant number of Hook Road Car Park users are now parking with paper permits, and therefore do not leave a recordable entry/exit footprint for this data capture, these figures are relatively consistent with the previous year.

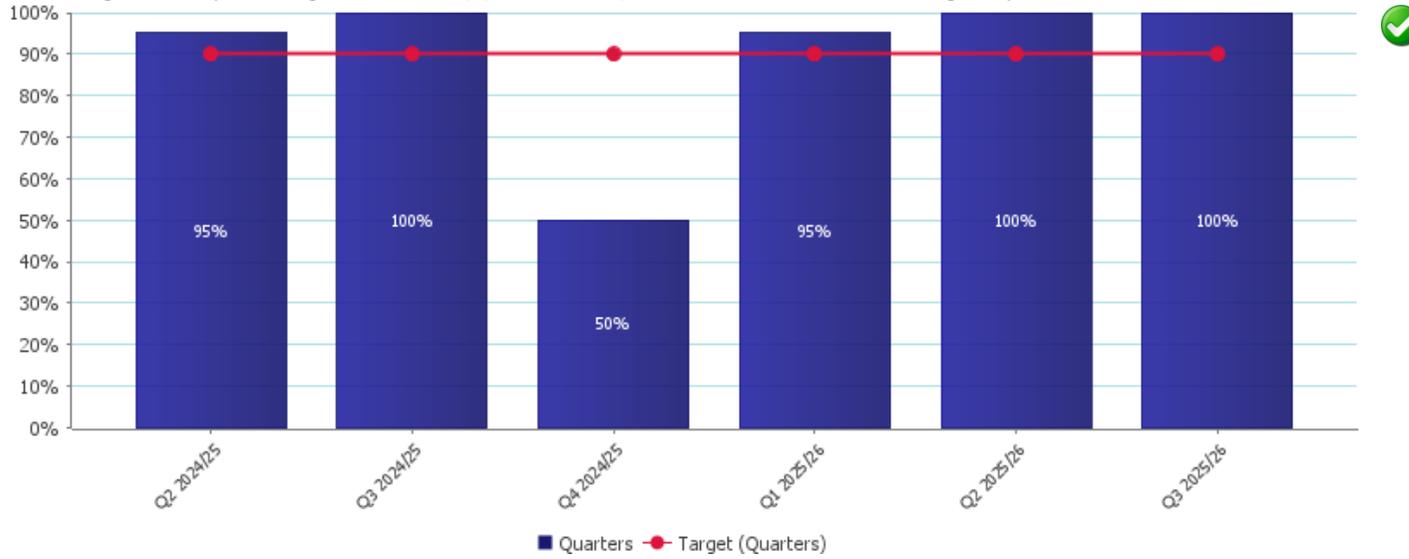
Car Park Revenue (£k)



09-Jan-2026

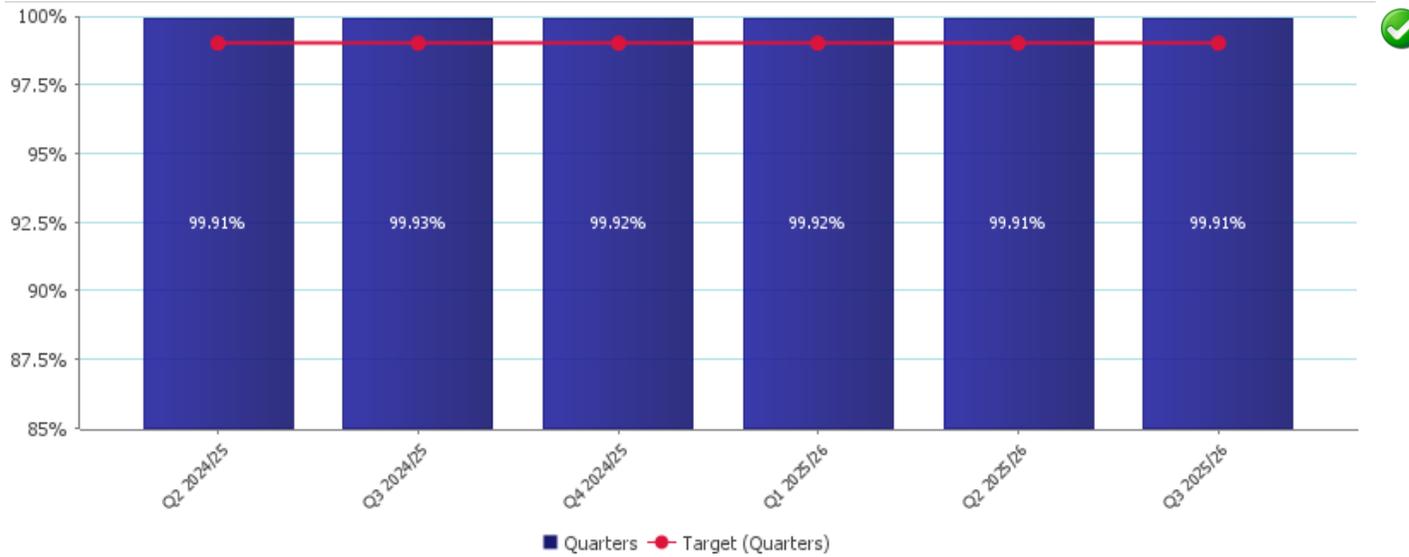
### Parking Penalty Charge Notice Appeals Responded to in 10 Working Days

28-Jan-2026



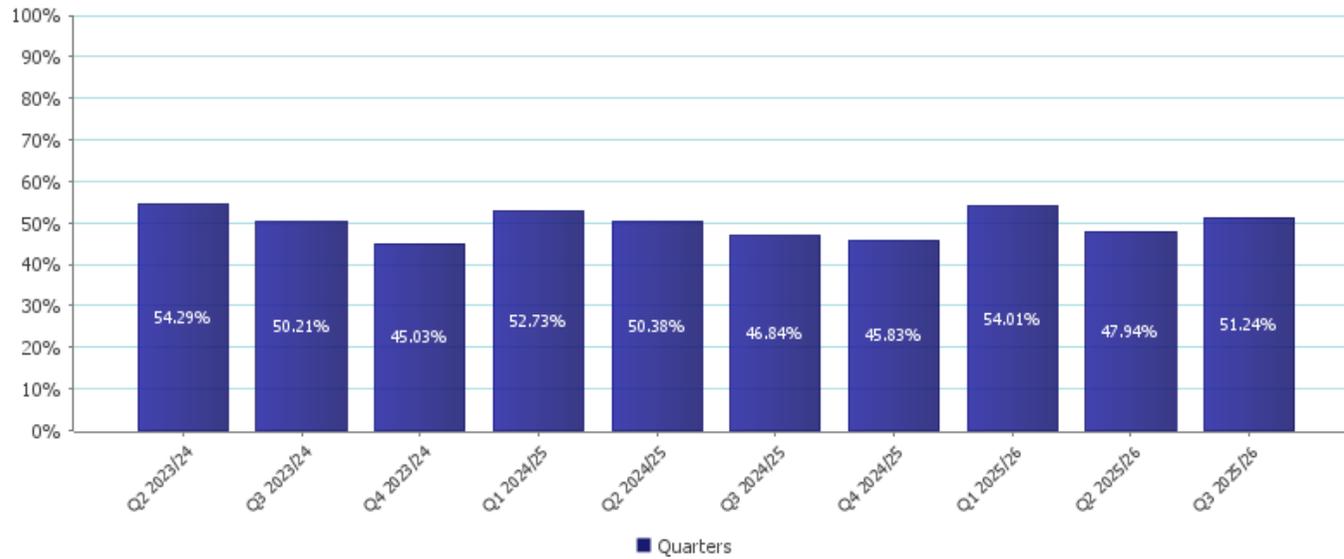
### Waste Collected

08-Jan-2026



### Waste Sent for Recycling

25-Feb-2026

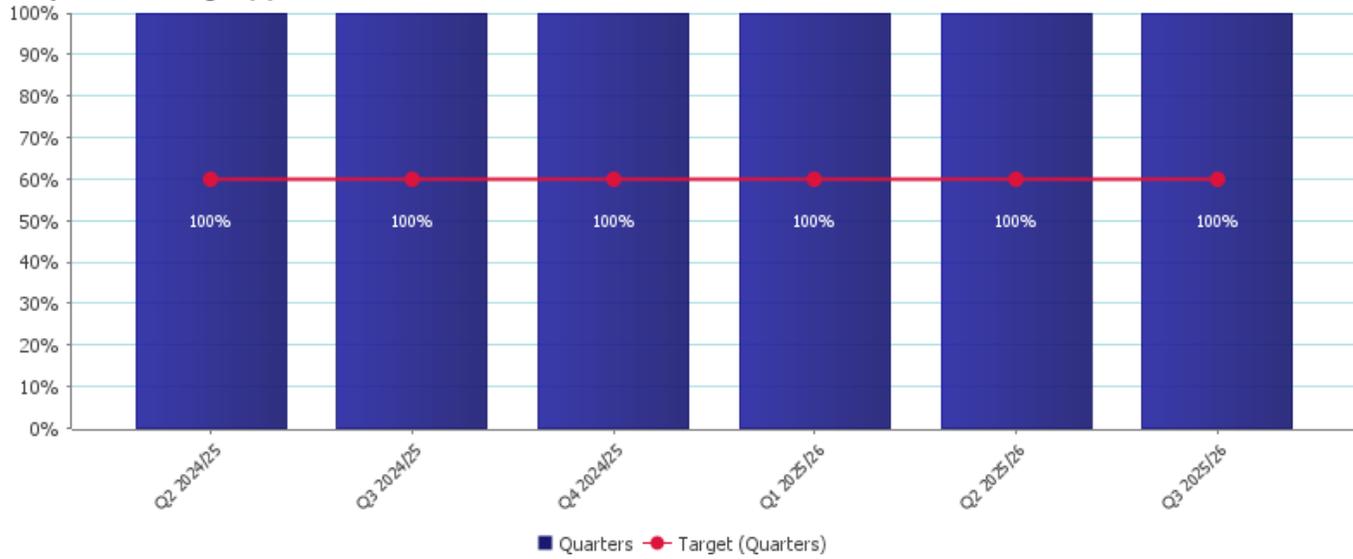


Q3 last year was 46.84%, which helps to recover the loss in Q2.

Q2 last year was 50.38%. Garden waste was down by 235 tonnes, which may reflect service suspensions resulting from staffing issues during Q2 this year.

*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.*

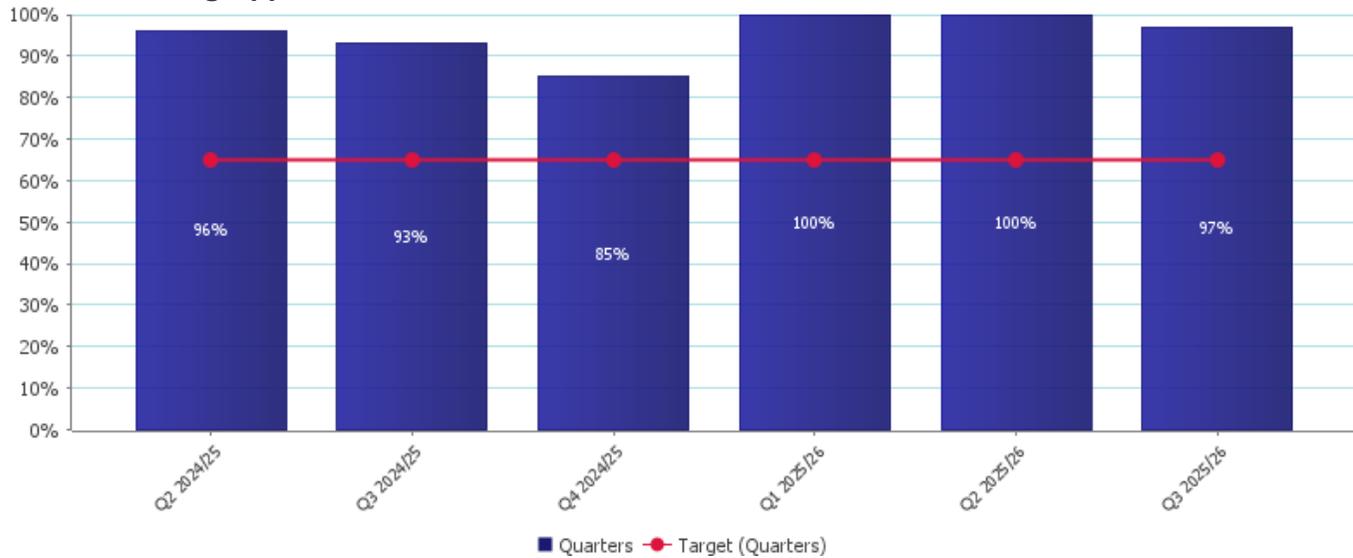
### Major Planning Applications Decided in Time



20-Jan-2026

5 of 5 in time

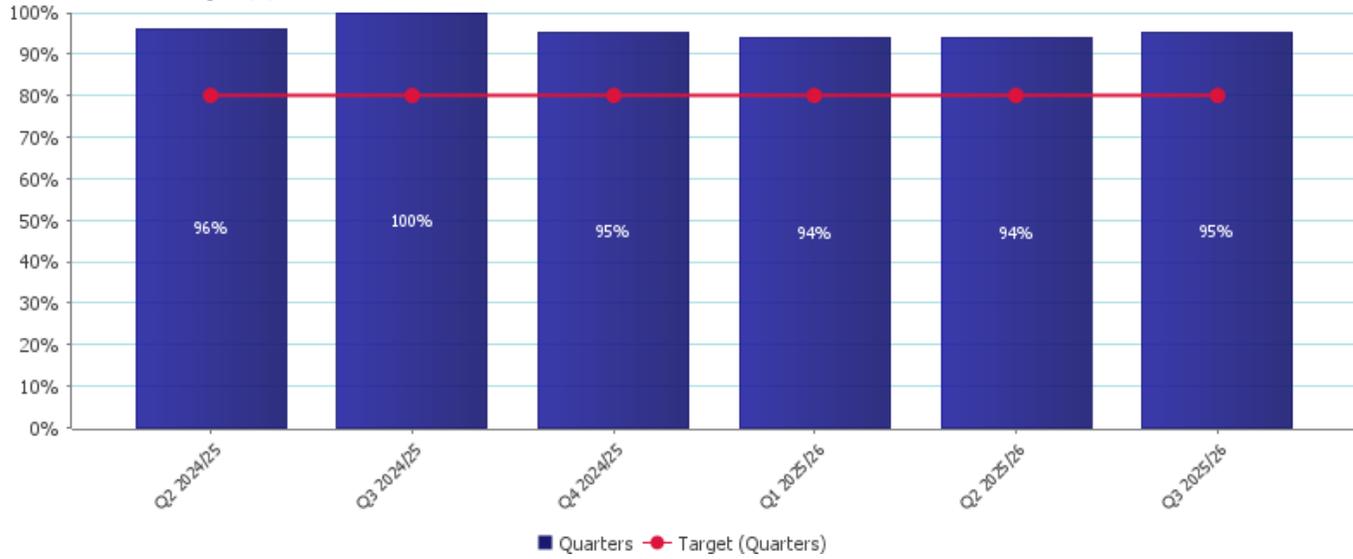
### Minor Planning Applications Decided in Time



20-Jan-2026

34 of 35 applications in time.

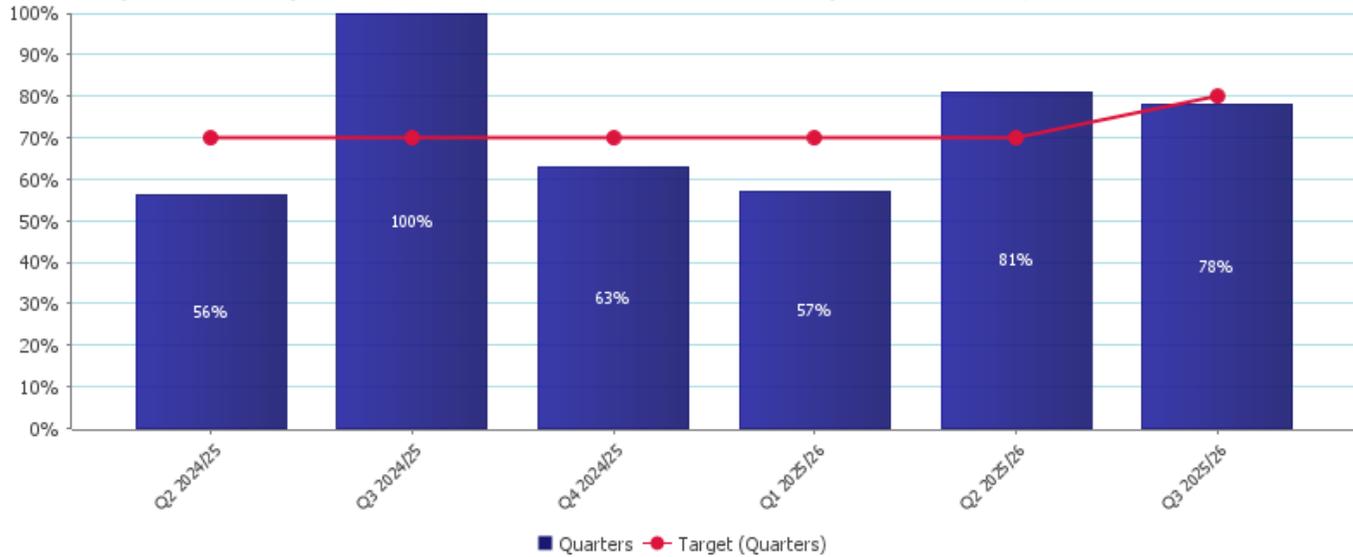
### Other Planning Applications Decided in Time



20-Jan-2026

124 of 130 applications in time, despite Christmas deadlines.

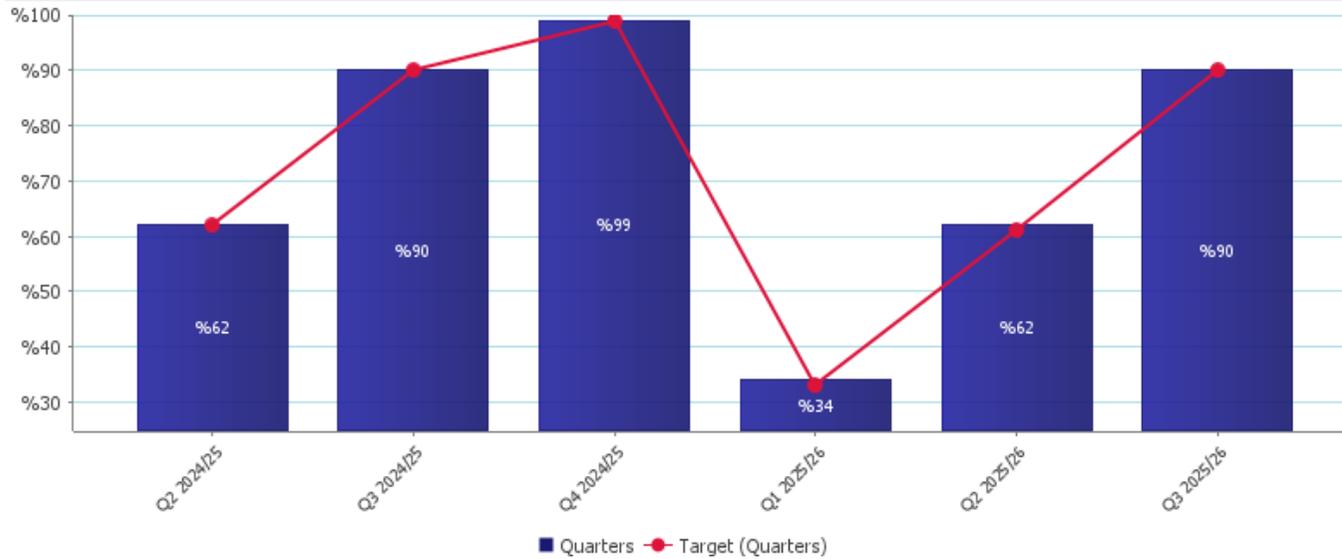
### Planning Appeals Against the Council's Refusal of Planning Dismissed by the Inspector



20-Jan-2026

7 of 9 appeals dismissed. One appeal related to a linked LBA and Full application for the same development.

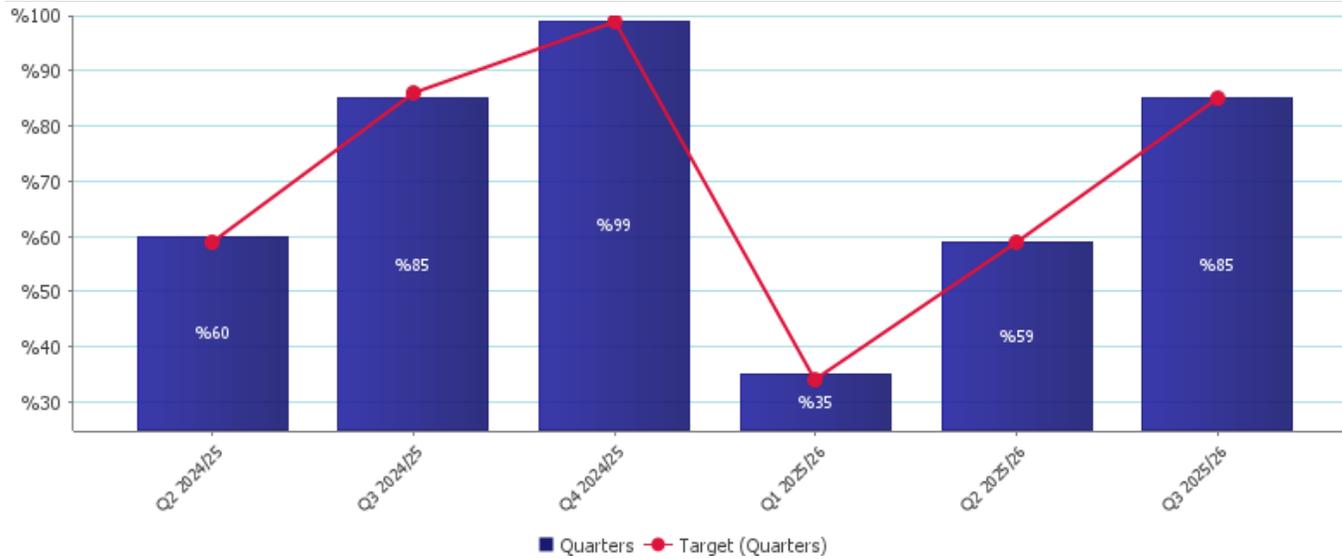
**Council Tax Collected**



12-Jan-2026

Collection remains on Target

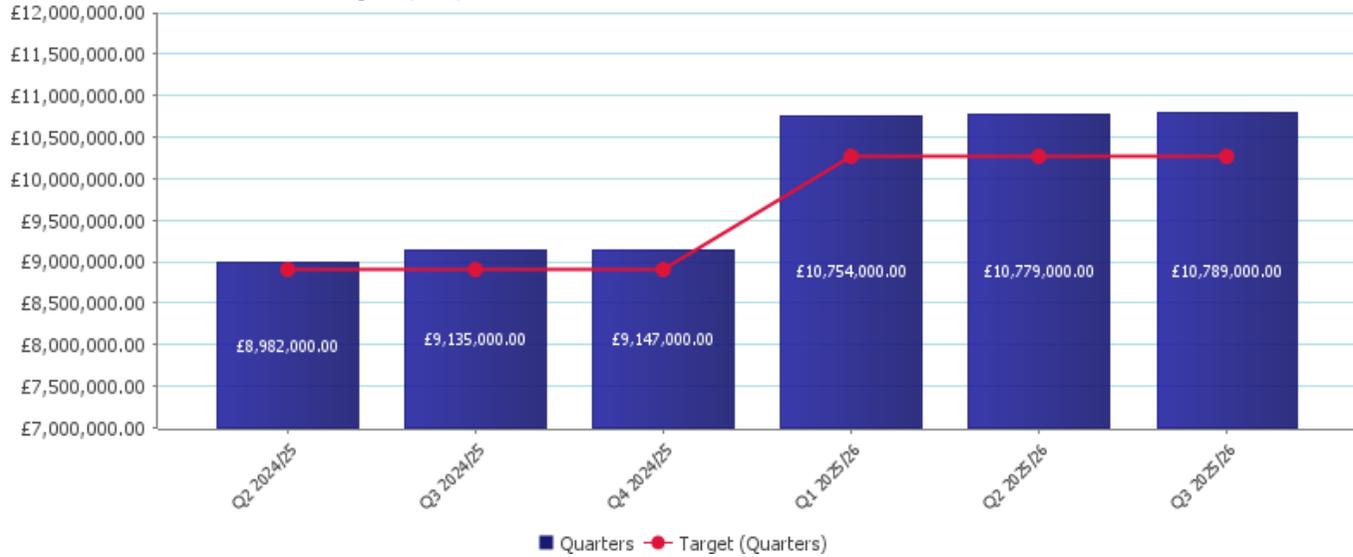
**Non Domestic Rates Collected**



12-Jan-2026

Collection remains on target

### Forecast Outturn vs Budget (£m)



18-Feb-2026

We are reporting an overspend of £520k in Q3 mainly driven by TA. An additional £750k has been added to the TA budget for 2026/27 to address this.

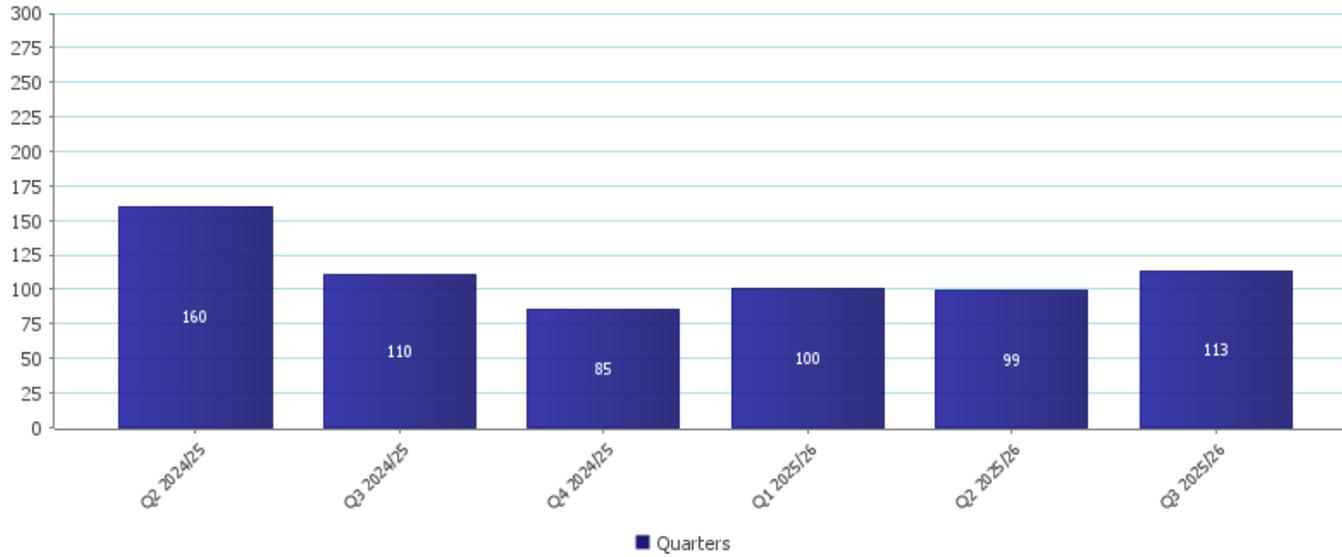
### Forecast Income from Treasury Management Investment (£k)



18-Feb-2026

### Number of Stage 1 Complaints Received

10-Feb-2026

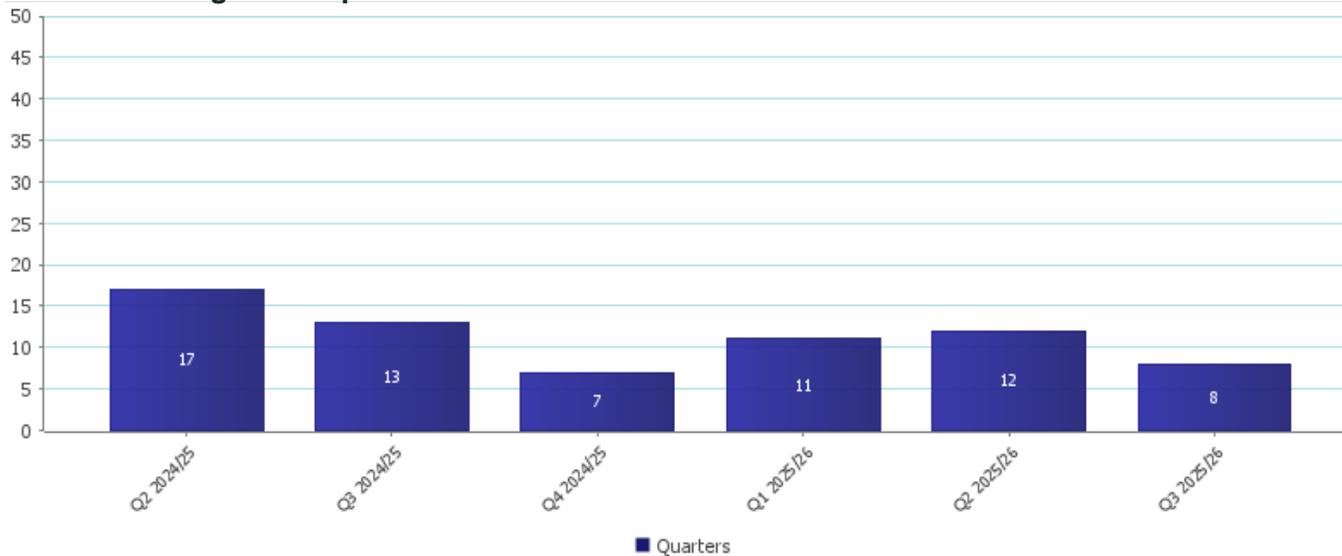


During Quarter 3, Stage 1 complaints increased by 14 compared with the previous quarter. Waste and Recycling continued to generate the highest volume of complaints, with missed collections and cancelled garden waste services remaining the primary drivers.

Procurement saw a notable rise in complaints, increasing from zero in the previous quarter to five in Quarter 3. These were largely linked to resident concerns about the recent changes to the leisure contract.

Street Care also experienced an increase, rising from one complaint last quarter to five this quarter, with residents reporting dissatisfaction with the standard of service received.

### Number of Stage 2 Complaints Received

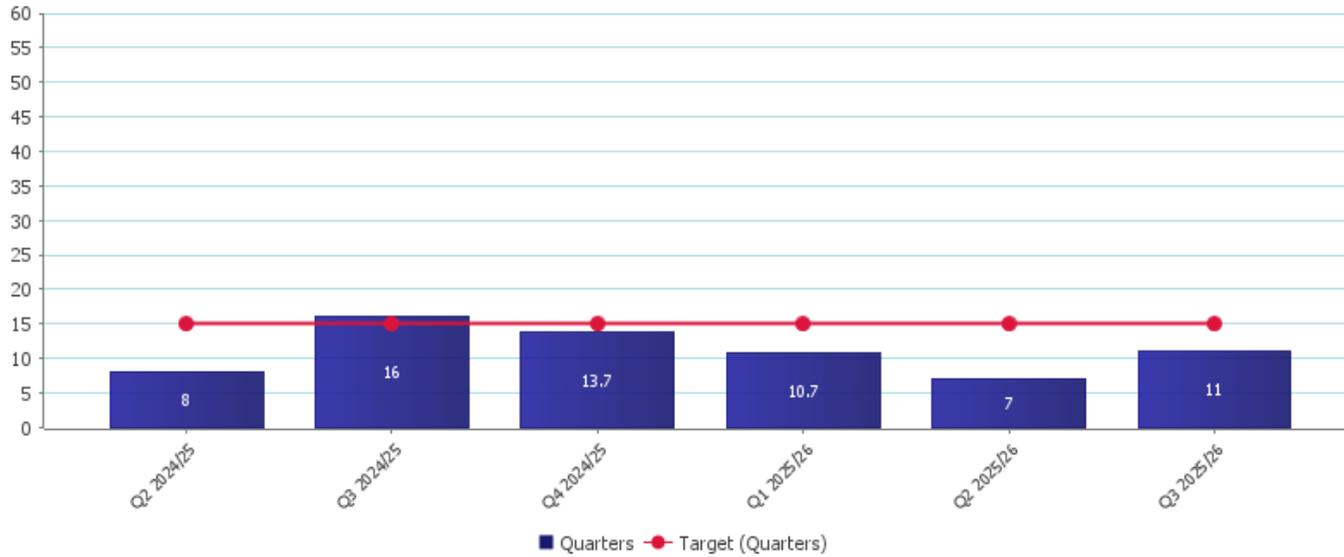


10-Feb-2026

There were 8 Stage 2 Complaints for this quarter. Five of these were Refuse and Recycling complaints regarding cancelled garden waste collections and other bin collection issues. There were two which came under Procurement related to the change of Management at Rainbow Leisure Centre.

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

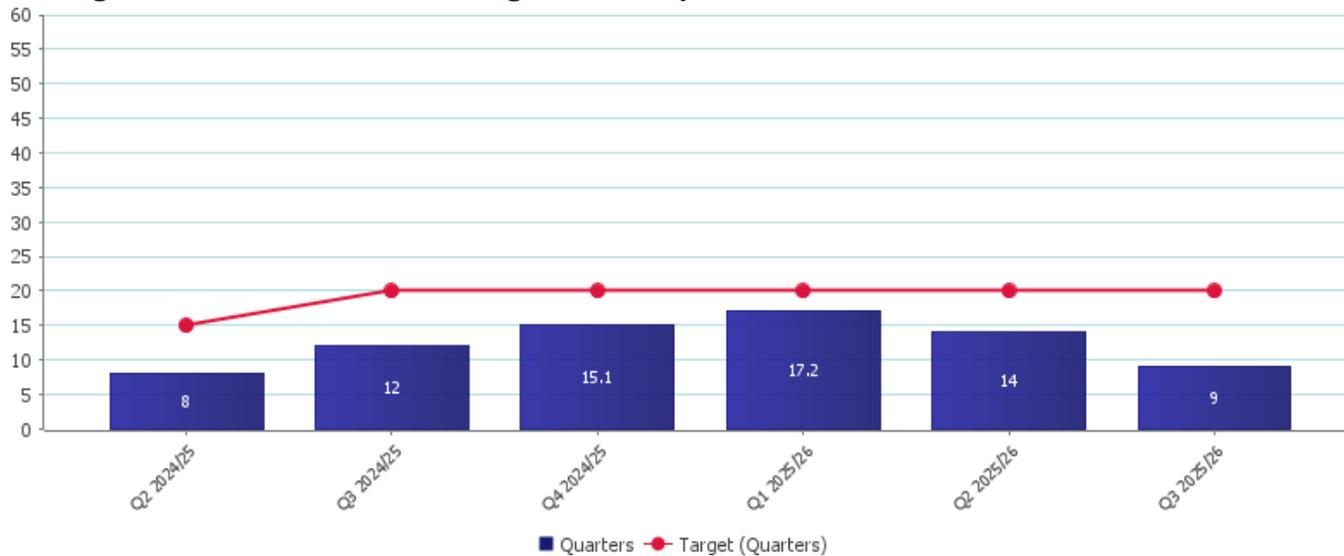
10-Feb-2026



The average time taken to process Stage One complaints increased slightly from 7 days last quarter to 11 this quarter however this is still within the 15 day target.

Of the 33 complaints that went over the 15 days, workload was listed as the cause for all of them.

### Average Time Taken to Process Stage Two Complaints



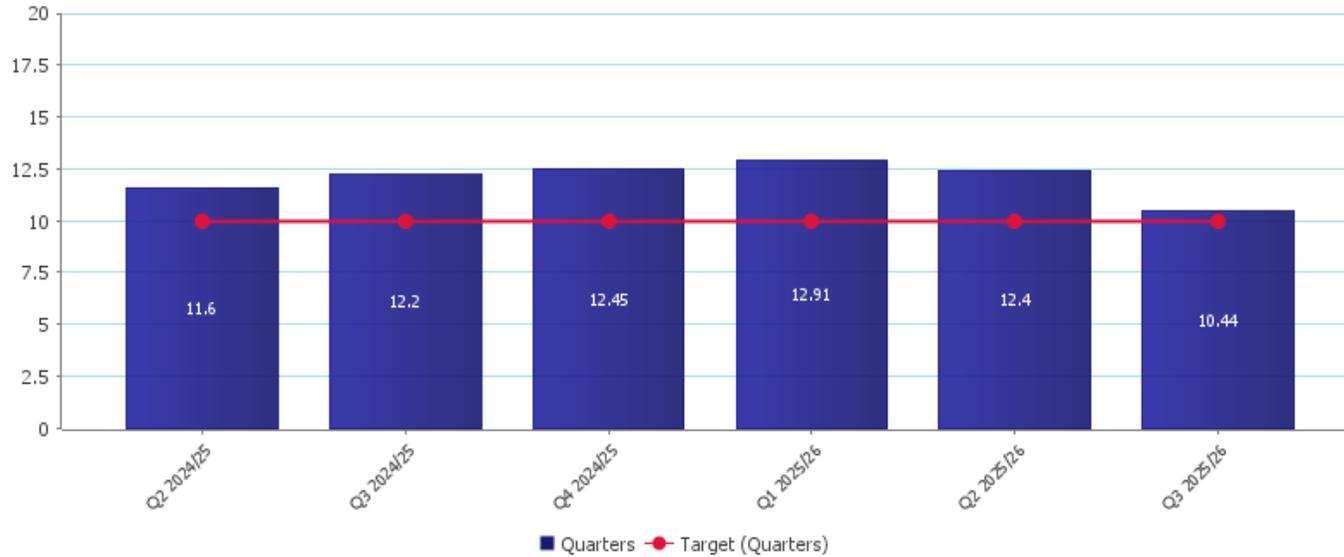
10-Feb-2026

The average response time for Stage Two Complaints for this quarter was 9 days.

This is less than the previous quarter and well under the 20 working days deadline.

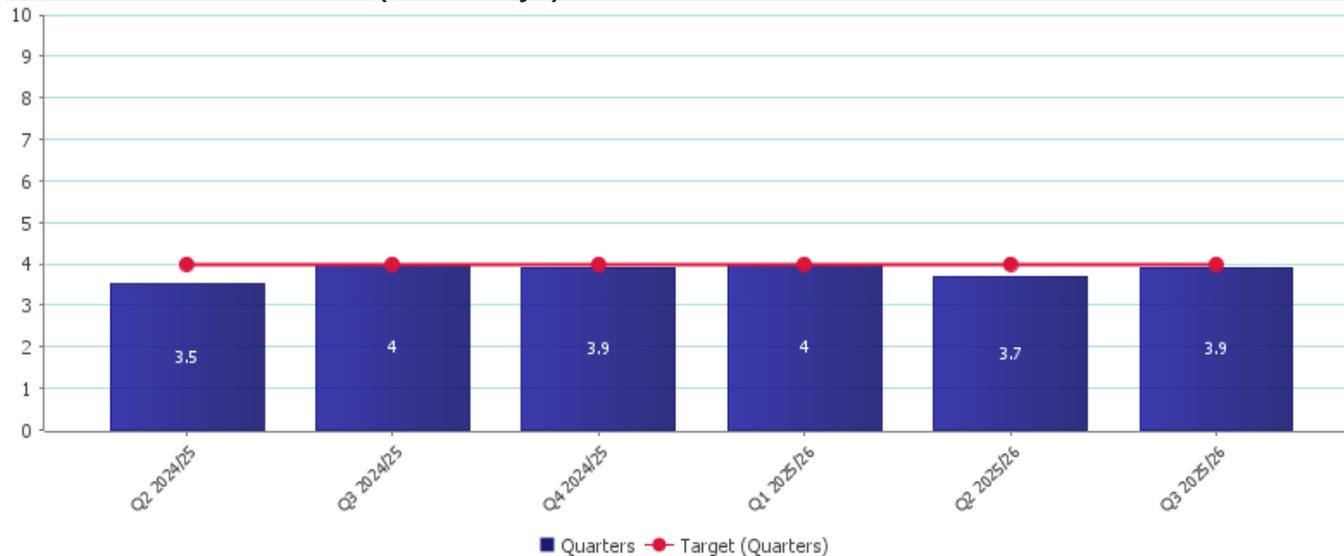
### Average Number of Days of Staff Sickness

20-Jan-2026



Our overall average number of days of staff sickness has reduced this quarter. The public sector average according to The CIPD's Health and wellbeing at work report 2025 is 13.3 days.

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

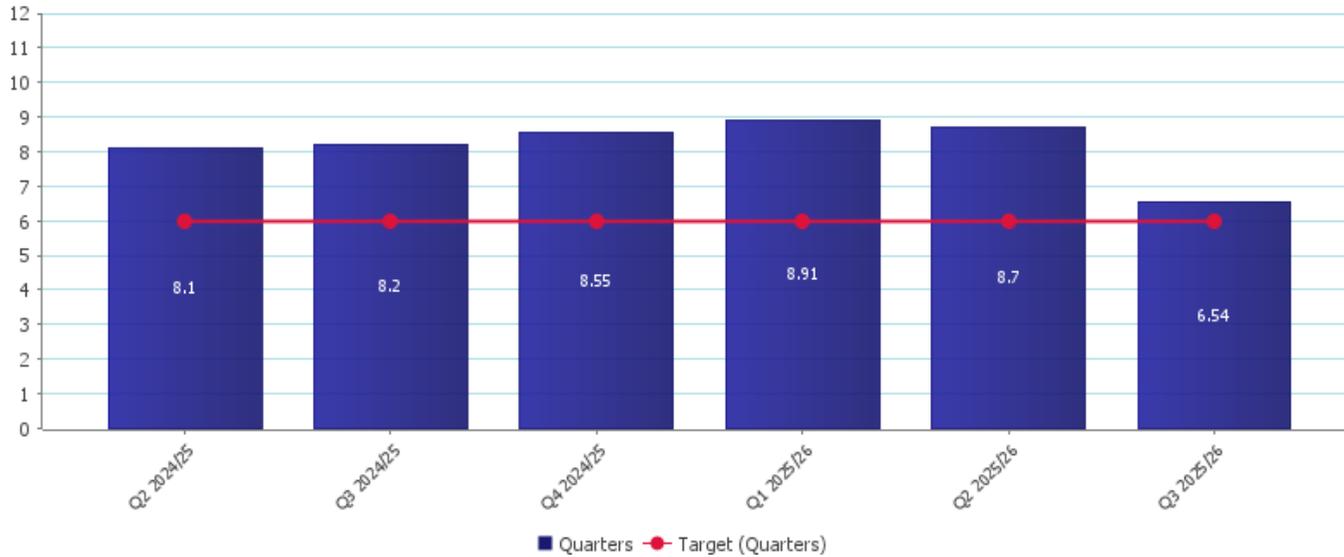


20-Jan-2026

There has been a very slight increase from last quarter but year on year we have maintained a steady rate within target.

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

20-Jan-2026



Long term sickness has reduced significantly this quarter due to the conclusion of cases with support from the People and OD Team. It is now almost at the target figure. The team continues to support with any remaining long term sickness cases.

### Staff Turnover (voluntary)

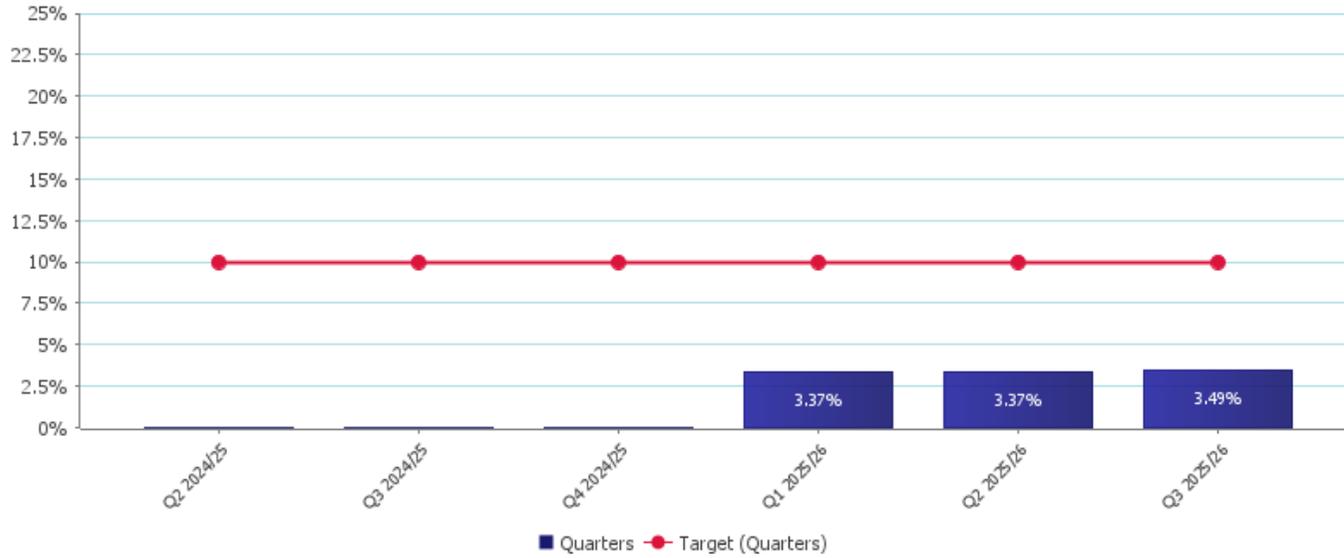


20-Jan-2026

There has been an increase in turnover this quarter but we are still well within our target levels. Staff retention is being monitored due to the potential impact of LGR and managers are taking active steps to retain staff. Contingency plans have been discussed with Heads of Service.

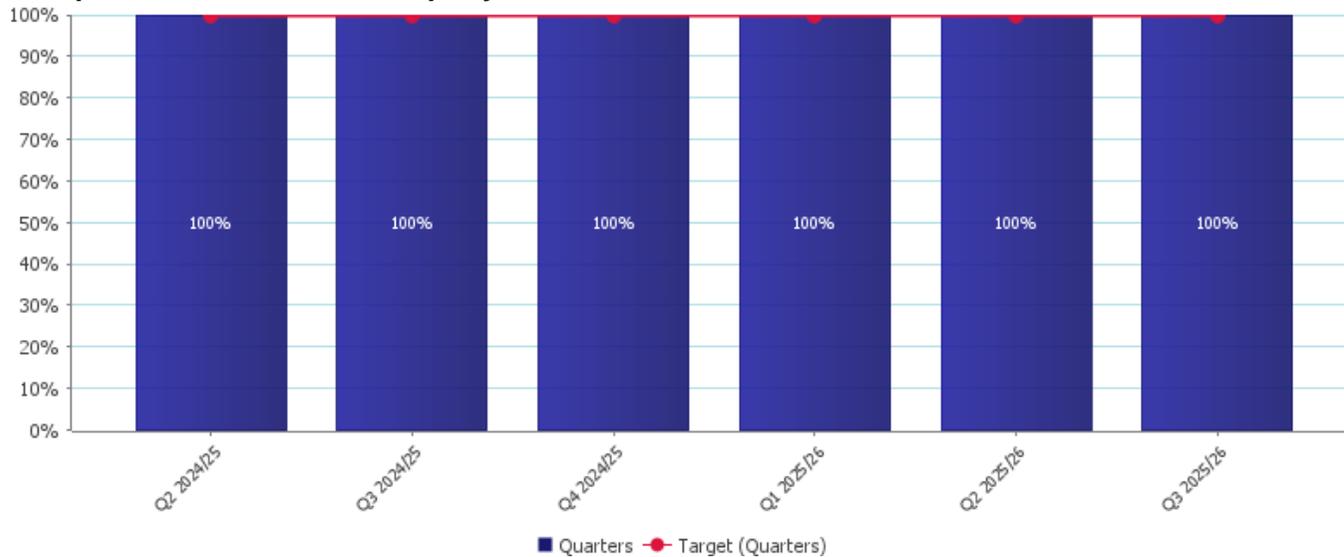
### Council Owned Vacant Property Rate (%)

16-Jan-2026



Unit 2 Clocktower became vacant on 22/10/25 and it is currently being marketed.

### Completion Rates for ALL Property Maintenance Works

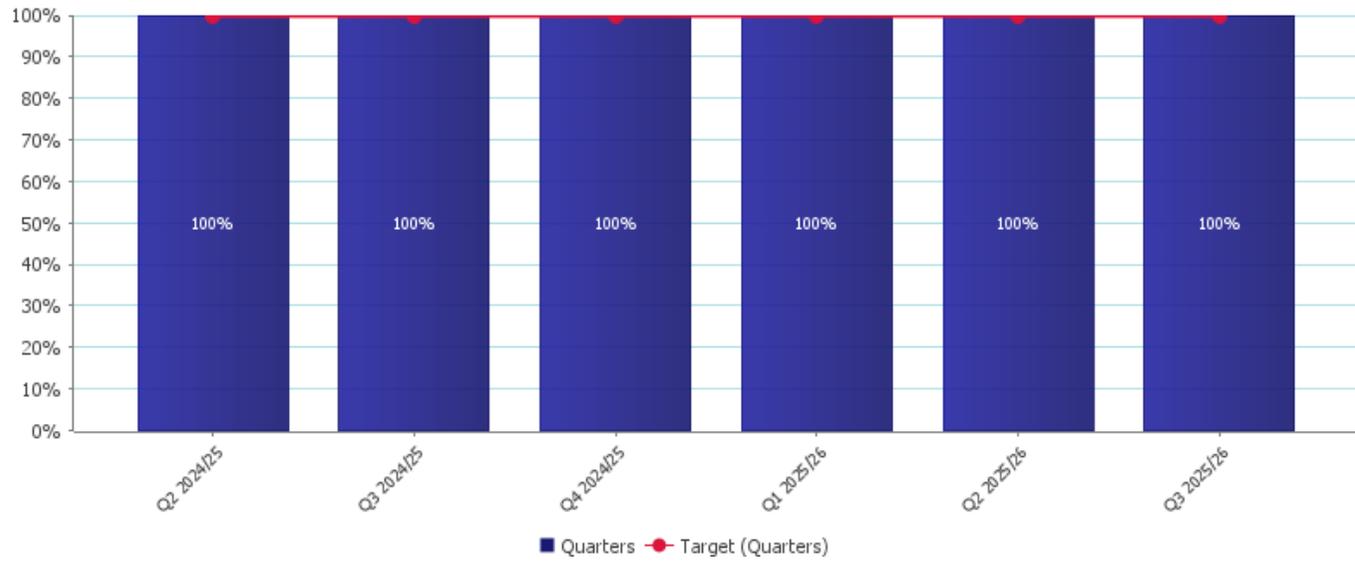


05-Jan-2026

Completion rates for all property maintenance works have reached 100% in Q3

### Completion Rate for PRIORITY 1 Property Maintenance Works

05-Jan-2026



Completion rate for Priority 1 maintenance works has reached 100% in Q3.

## 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.

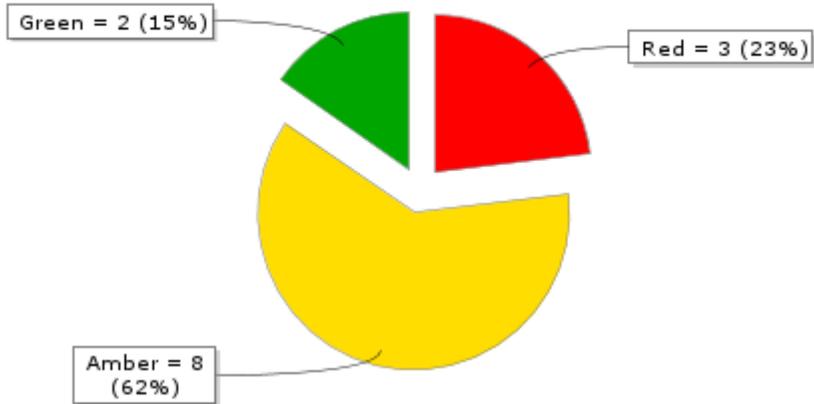
**Step 3:** Score the **residual** risk = impact x likelihood (taking into account the controls and mitigations we have in place).

**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.

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

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"> <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	Update provided at C&W Committee in November 2025. Seeking approval for service review recommendations.	02 Feb 2026
						Additional staff							
						Working Group							
						Strategy in place							
						Housing First funding in place							
						Additional Government Funding							
						Homelessness Action Plan							

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	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
						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"> <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>• Position remains whilst the final remediation actions are taken ahead of PSN assessors visit in early 2026.</li> </ul>	18 Jan 2026

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	<ul style="list-style-type: none"> <li>• An implementation programme has been established across Surrey with Theme leads, project management and Subject Matter Experts.</li> <li>• The programme has been resourced and is starting work.</li> <li>• Politically an interim joint committee has been established.</li> <li>• Preparations are underway for election in May to appoint to the shadow authority".</li> </ul>	25 Feb 2026
						Working Group							
						Stakeholder group							
						Collaboration with other councils							
						Learning from other new unitary authorities							
						LGR implementation programme							
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 examination hearings undertaken and the Planning Inspector has requested additional work be undertaken. The Council has committed to providing this information to the Inspector on or before 22 January 2026. Following receipt of this information the Inspector will advise how the examination should proceed. There remains a risk that the Local Plan will be found unsound.	09 Jan 2026
						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"> <li>• Poor customer service.</li> <li>• Legal challenge.</li> <li>• Reputational damage.</li> </ul>	2	4	8	Risk Register	2	4	8		Treat	<ul style="list-style-type: none"> <li>• During the period of LGR there is close attention to maintaining underlying services whilst transitioning to the new authority and any issues will be flagged with senior management</li> </ul>	25 Feb 2026
						Performance Monitoring							
						Risk Management Strategy							
						Budget Monitoring							
						Annual Budget Setting							
						Governance Framework							
						Performance Benchmarking							

LS9	Shadow Authority Election						2	4	8			Detailed project plan and risk register have been produced and submitted to the Returning Officer. Deputy Returning Officers have been appointed and project is on track.	06 Feb 2026
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	Levels here remain as they were.	10 Feb 2026
						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 modernisation 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	09 Jan 2026
						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	no change	30 Jan 2026
						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	No change since Q2: Health and Safety Policy updated.	06 Feb 2026
						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 a safe/compliant working environment at the Town Hall	<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 benefits associated with the move.</li> </ul>	4	4	16	Internal Audit	1	3	3		Treat	Description updated following SLT feedback.	04 Nov 2025
						Full Council Approval							
						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 since Q2, workplan remains on track.	06 Feb 2026
						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).

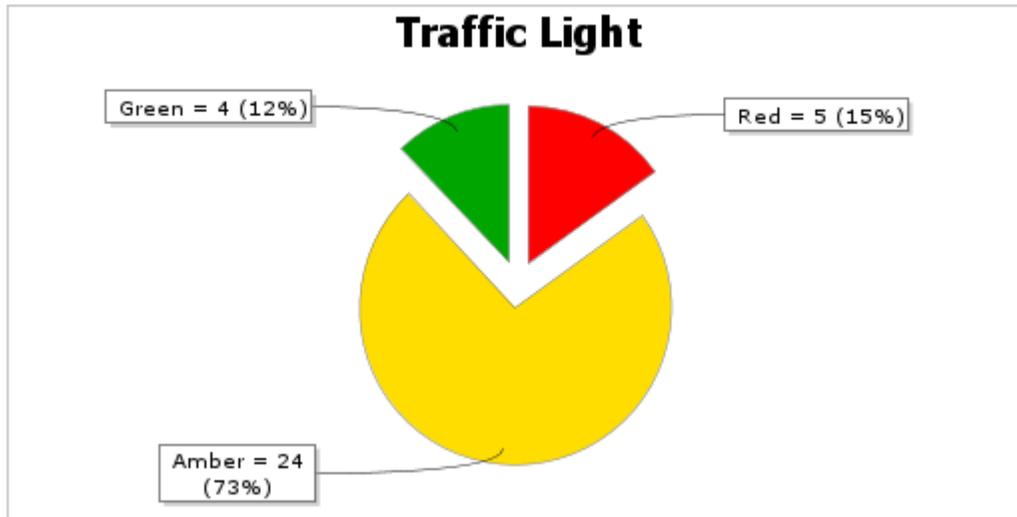
**Step 2:** Consider how we mitigate the risk and any controls in place.

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**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.

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	<b>1</b> Remote	1	2	3	4
<i>Multiplier</i>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	
	Insignificant	Medium	High	Severe	
		<b>Impact</b>			

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 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	Nightly paid (NP) numbers have risen slightly since December as expected due to post Christmas period approaches and a period of SWEP (Severe Winter Emergency Provision). However, the NP reduction group meets fortnightly to focus on complex cases, which is having a positive impact.	02 Feb 2026

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.	09 Jan 2026
						Strategic Housing Manager							
						Strategic Housing Group							
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	Successful Mobile Vending units are now in place on Epsom & Walton Downs and Horton Country Park and providing a healthy income stream to help with upkeep of these areas.	29 Jan 2026
						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	The Community Development Plan continues to be delivered to support the H&WB of residents in the borough. The risk remains the same.	15 Jan 2026
						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	Unable to successfully implement changes following the Criminal Justice Bill enactment	<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	Partnership Working	2	3	6		Treat	No change to risk score. Risk named updated from Upcoming changes to the Criminal Justice Bill, and new mitigations added.	19 Feb 2026
						Watching Brief Maintained							
						Access to legal advice							
						Community Safety Partnership							
						Close liaison with police							
HC33	Ineffective governance regarding PREVENT, PROTECT and Martyn's Law	<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	No change to risk score. Title updated to include reference to Martyn's Law, and new mitigations added.	19 Feb 2026
						Working Group							
						Community Safety Action Plan							
						Delayed implementation of legislation							
HC38	Failure to deliver Clear, Hold, Build objectives	<ul style="list-style-type: none"> <li>• Wasted money.</li> <li>• Reputational damage.</li> <li>• Failure to tackle serious organised crime.</li> </ul>	2	3	6	Community Safety Partnership	1	2	2		Treat	New risk added to the Committee's register at Q3 2025/26.	19 Feb 2026
						Police review							
						Tried and tested model used							
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	1	1		Tolerate	<b>Risk to be retired</b> as Crime and Disorder Committee do not have a budget. Consequently risk score lowered to 1.	19 Feb 2026
						Constitution							
						Ringfenced budget							

## Environment Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
HC24	Lack of officer capacity related to environmental health work	<ul style="list-style-type: none"> <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 Additional staff	4	3	12		Treat	Increased likelihood to reflect the implementation of renters rights act and new duties which are currently not resourced.	30 Jan 2026
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 Medium Term Financial Strategy Revenue Assessment Required for Change of Land Use Budget Profile Exercise	3	3	9		Treat	No change	09 Jan 2026

OS30	Lack of availability of qualified LGV drivers	<ul style="list-style-type: none"> <li>• Insufficient drivers impacts on the collection of waste, leading to</li> <li>• Reduced income (garden waste is paid for)</li> <li>• Reputation,</li> <li>• Risk to public health.</li> </ul>	4	3	12	Staff training	3	3	9		Treat	<b>NEW COMMITTEE RISK - escalated from Divisional Risk</b> <ul style="list-style-type: none"> <li>• Continues to be a significant risk.</li> <li>• Employment market for LGV driver remains difficult at both permanent and agency levels.</li> <li>• Officers continue to work with agencies to try to bring in new drivers but supply and quality have been poor.</li> <li>• Officers have been reviewing options for recruiting LGV Driver Trainees from within the workforce. Two individuals are interested but will require car licences first, then roadcraft training on larger vehicles before submission to the LGV training scheme.</li> </ul>	25 Feb 2026
						Managers working closely with staff							
						Review of pay scales							
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 adoptions.</li> </ul>	4	3	12	Climate Change Group	3	2	6		Tolerate	Refuse & recycling vehicles have been specified as fully diesel-engined as no viable electric or hybrid options exist. All other vehicles have been specified as hybrid-engined (diesel/electric) where possible - specifications are currently with our vehicle provider, Specialist Fleet Services, and we await responses (smaller vehicles do not need to be ordered until spring/summer of 2026).	08 Jan 2026
						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	<ul style="list-style-type: none"> <li>• Extended Producer Responsibility: indicated funding for 2026/27 has been advised as c.£1 million.</li> <li>• Councils will need to collect a range of new materials for recycling from 1/4/26: plastic films and bags; foil; metal tubes; cartons (such as TetraPaks). There is still doubt about whether these will actually get recycled, as their markets are poor: SCC is working with disposal contractors to understand this but we may have to legally permit residents to put these in their recycling bins from 1/4/26 even through they may not get recycled.</li> <li>• Deposit Return Scheme (plastic bottles and cans): government advises this is scheduled to go live October 2027. It is uncertain as to how this will affect the Council's kerbside recycling collections.</li> </ul>	08 Jan 2026
						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	Awaiting final funding from Forestry Commission but the management of Ash dieback is occurring satisfactorily. Financial risk has decreased with these funding streams.	30 Jan 2026
						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
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	3	3	9		Tolerate	increased risk owing to loss of major operator to East Cambridgeshire dDistrict Council	30 Jan 2026
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 Ability to Alter Discretionary Service Fees	2	3	6		Tolerate	Fee income remains slightly above budget for YTD, due to the introduction of increased fees in April 2025 and some larger schemes. Further large scale housing applications (both speculative and allocated sites) are anticipated in the next 6-12 months, which should maintain strong fee income measured against the budget though recent trends show a downturn in smaller schemes, including householders. Uptake for fast track applications and PPAs remains luke warm. Pre applications remain relatively strong. Overall, the risk remains unchanged.	30 Jan 2026
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 Development Management Project	2	3	6		Treat	Overall caseload remains stubbornly unchanged but cases are now being directed to four officers, which is easing workload stress. Response times for enforcement appeals with the Planning Inspectorate remain extensive, adding to issues with the general public, alongside several cases requiring prosecution. Cases should begin to fall, but until this occurs, and until further notices are issues, the risk remains unchanged.	30 Jan 2026

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	2	3	6		Tolerate	Unchanged. Flux remains due to lack of certainty with BNG and monitoring fees and so financial risk remains. The Council is preparing to implement the Building Safety Levy in October 2026 with government direction. .	30 Jan 2026
						Monthly briefing to Chair and Vice-Chair							
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	2	2	4		Treat	No change however progress is being made to arrive 2 policies at LPPC for adoption by Council in spring 2026.	30 Jan 2026
						Access to legal advice							
						Committee training							
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	Risk remains unchanged in light of LGR.	09 Jan 2026
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 Jan 2026

## 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
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	The companies operated by commercial tenants continue to face a challenging economic environment of low growth and high employment costs.	16 Jan 2026

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	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
						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	Risk remains unchanged	09 Jan 2026
						Local Enterprise Partnership							
						Working w/ Neighbouring Authorities							

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	Full Leadership team at present delivering the strategic objectives.	10 Feb 2026
						Retaining Talent Policy							
						Succession Planning							
						Performance Management							
						My Performance Conversations							
						Risk Management Strategy							
						Project Management Governance							
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	2	3	6		Treat	Progress continues to be made in the delivery of the Climate Action Plan as reported to Environment Committee on 20/01/26.	16 Jan 2026
					Climate Change Action Plan								
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	Continues to be assessed as part of 6 May 2025 approval of 2025-2027 Strategic Priority 5.	16 Jan 2026
						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	The risk has not changed.	10 Feb 2026
						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	This remains the same as the previous assessment.	16 Jan 2026
						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	<ul style="list-style-type: none"> <li>Financial impact to the council which could affect the budget / reserves.</li> </ul>	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							
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	1	2	2		Treat	To continue occupation of the Town Hall site as reported to Strategy & Resources Committee on 11/11/25.	16 Jan 2026
						Appoint external consultant							
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	1	1	1		Treat	<b>Propose to retiring this risk:</b> The contract has now been signed, which signals the end of the procurement/retendering process.	06 Feb 2026
						Contract Management							
						Procurement Strategy							
						Contract Standing Orders							
						Project Contingency Time							
						Corporate Procurement process							

## 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-Mar-2026	<ul style="list-style-type: none"> <li>• AUP finalised awaiting approval</li> <li>• Password Policy finalised awaiting approval</li> </ul>		On track	16-Jan-2026
2023/24 - IT AGS action	31-Mar-2024	31-Mar-2026	<ul style="list-style-type: none"> <li>• The health check remediations are now 85 percent complete.</li> <li>• The Cabinet Office has been contacted for a meeting to discuss the PSN assessors visit</li> <li>• A follow up check will be completed in the coming weeks that will be shared with the assessor as part of their work to review our systems and compliance.</li> </ul>		On track	16-Jan-2026
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	The Corporate Leadership Team has completed its development programme. Managing Change through LGR will be rolled out to Managers from April.		On track	16-Jan-2026

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	30-Apr-2026	<ul style="list-style-type: none"> <li>• First draft review has taken place</li> <li>• Gap analysis completed and additional information provided to Maple for V.2 of the report.</li> </ul>		On track	16-Jan-2026
Staff resourcing across all teams - to Review level of resilience of staff resourcing.	31-Dec-2025	31-Dec-2025	Workforce planning meetings have been carried out with all HoS. Resilience of staff resourcing has been reviewed and actions agreed.		Completed	22-Dec-2025
Manual processes in Place team- to Replace manual processes in the Place Development team with automation.	31-Mar-2026	31-Mar-2026	MS Copilot used intermittently, mostly as a trial process, for better report writing. Driven by direction of IT, it could provide beneficial but no real progress being made.		On track	30-Jan-2026
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	<ul style="list-style-type: none"> <li>• Local Plan remains at examination stage. Two additional discrete pieces of work were requested by the planning inspector during the hearings which are currently being undertaken.</li> <li>• Following the submission of the extra work on or before 22 January 2026 we will await a letter from the Inspector as to how the examination will proceed.</li> <li>• Following receipt of this letter we will be aware of the likely timescales for progressing the Local Plan.</li> </ul>		On track	09-Jan-2026
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	31-Mar-2026	A new form is being developed for the Venues, Community and Commercial Services Teams		On track	16-Jan-2026

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 been taking place since summer with key stakeholders, including GT and SIAP.	●	On track	08-Jan-2026