Corporate Performance Report

Quarter 4

End of Year

2025-26

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	• Replacement of critical network hardware has progressed, with new firewalls installed and entering operational service, improving resilience and security. • Wider network-related procurement activity has continued to ensure the council’s infrastructure remains stable and supported throughout the transition period associated with the creation of the new Unitary Authority. • The softphone solution has progressed from procurement into detailed design, with high-level design	11-May-2026

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	RAG Status	Commentary	Latest Update
							sessions completed with the selected supplier and implementation planning underway. • ICT activity during the quarter has focused on maintaining service continuity, reducing technical risk, and ensuring that core platforms remain fit for purpose while longer-term strategic arrangements continue to evolve.	
AP24/5.17	Community & Wellbeing Committee; Housing and Communities Service	Implement a programme of "modular homes"	• Report submitted to Strategic Leadership Team and • agreed at with relevant Policy Committee Chairs by "Completion Date".	31-Jul-2024		Off track	The programme consists of 3 homes in one location as no other sites were viable. Progression has been delayed due to a land tribunal hearing having been requested.	01-May-2026
AP24/5.23	Crime & Disorder Committee; Housing and Communities Service	Adopt and deliver the Community Safety Action Plan	• In year objectives delivered.	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

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)	

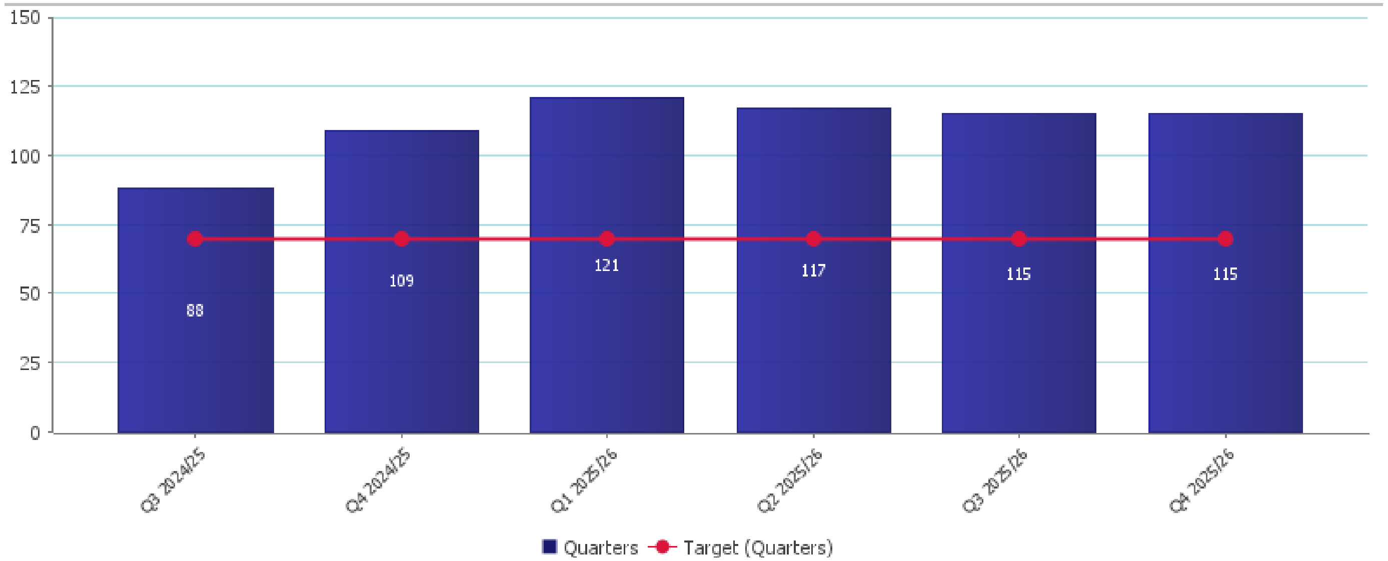
Key Performance Indicator	Status
Number of Stage 1 Complaints Received	
Number of Stage 2 Complaints Received	
Average Time Taken (days) to Process Stage One Complaints	
Average Time Taken to Process Stage Two Complaints	
Average Number of Days of Staff Sickness	
Short-term Staff Sickness (Av. no days)	
Long term sickness absence (Av. no.of days)	
Staff Turnover (voluntary)	
Council Owned Vacant Property Rate (%)	
Completion Rates for ALL Property Maintenance Works	
Completion Rate for PRIORITY 1 Property Maintenance Works	

Corporate Key Performance Indicator Charts

Traffic Light	
Red	4
Amber	3
Green	15
Data Only	4

Community & Wellbeing Committee

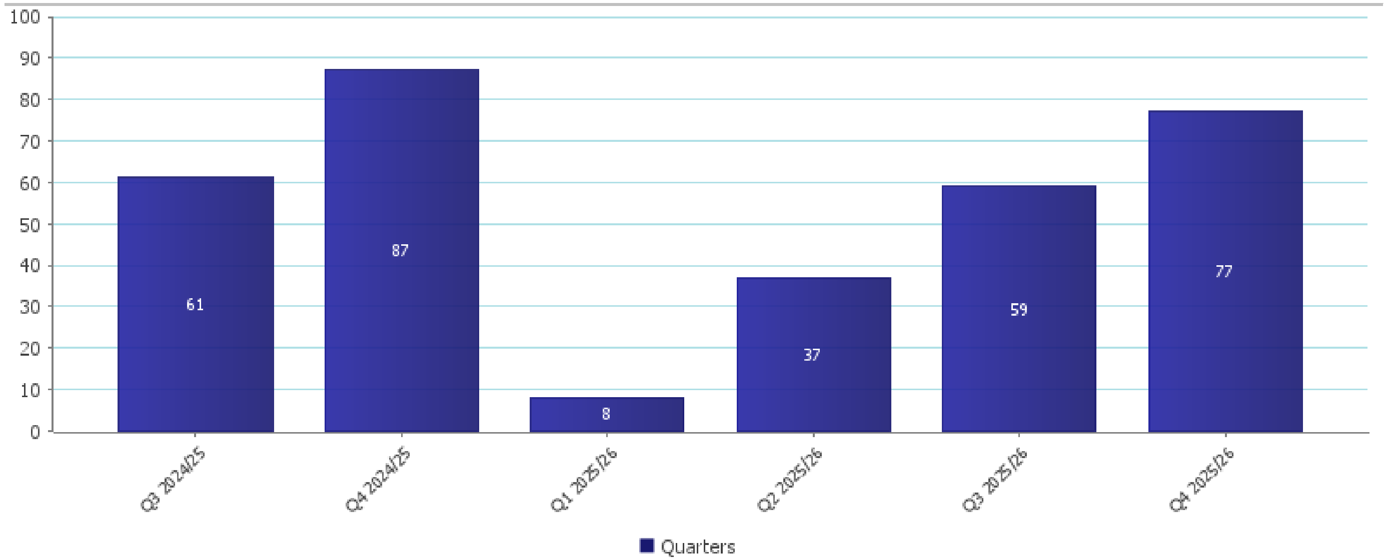
Number of Households Living in Nightly Paid Accommodation



23-Apr-2026

There has been an 82.6% increase in homelessness applications in 2025/26 compared with 2024/25, with a total of 623 applications received. While the number of households placed in nightly paid accommodation (NPA) remains above target, the overall figures have remained relatively stable, reflecting only a 5.5% increase when compared with the equivalent end-of-year (Q4) position in 2024/25.

Number of Successful Preventions From Homelessness



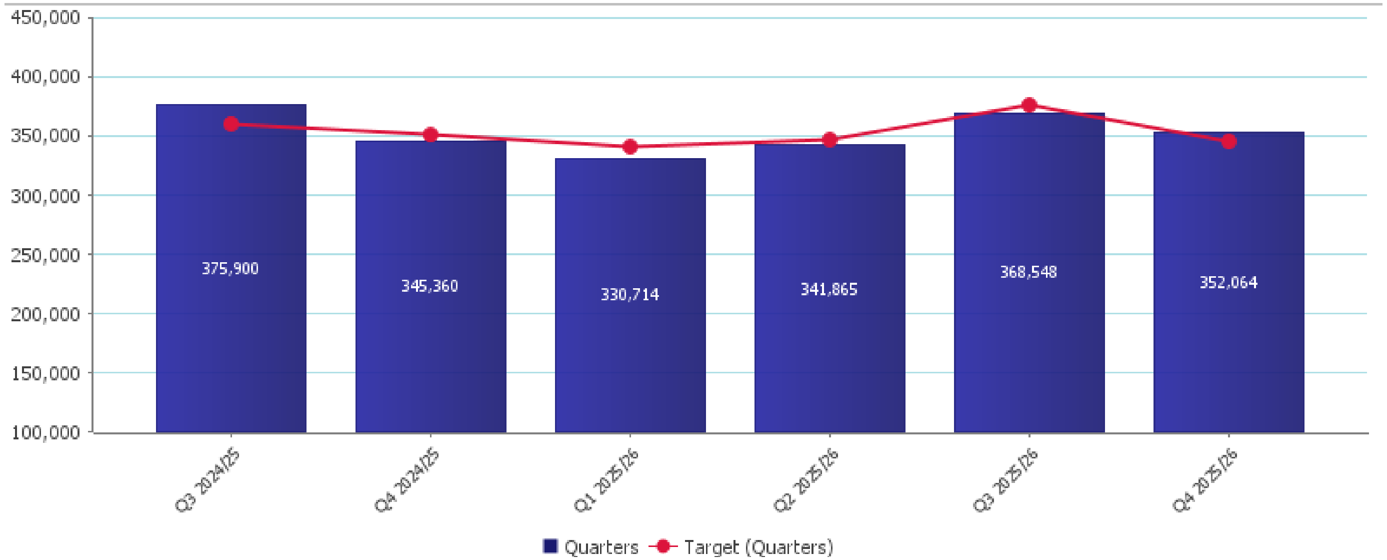
23-Apr-2026

The cumulative total of successful interventions for 2025/26 is 525. This includes 77 cases where homelessness was either prevented or relieved under statutory duties, alongside a further 448 cases where Housing Services successfully prevented homelessness through early intervention.

These figures demonstrate the effectiveness and importance of providing proactive, early advice and prevention support, as well as delivering an enhanced service model that prioritises triage and timely move-on assistance.

Environment Committee

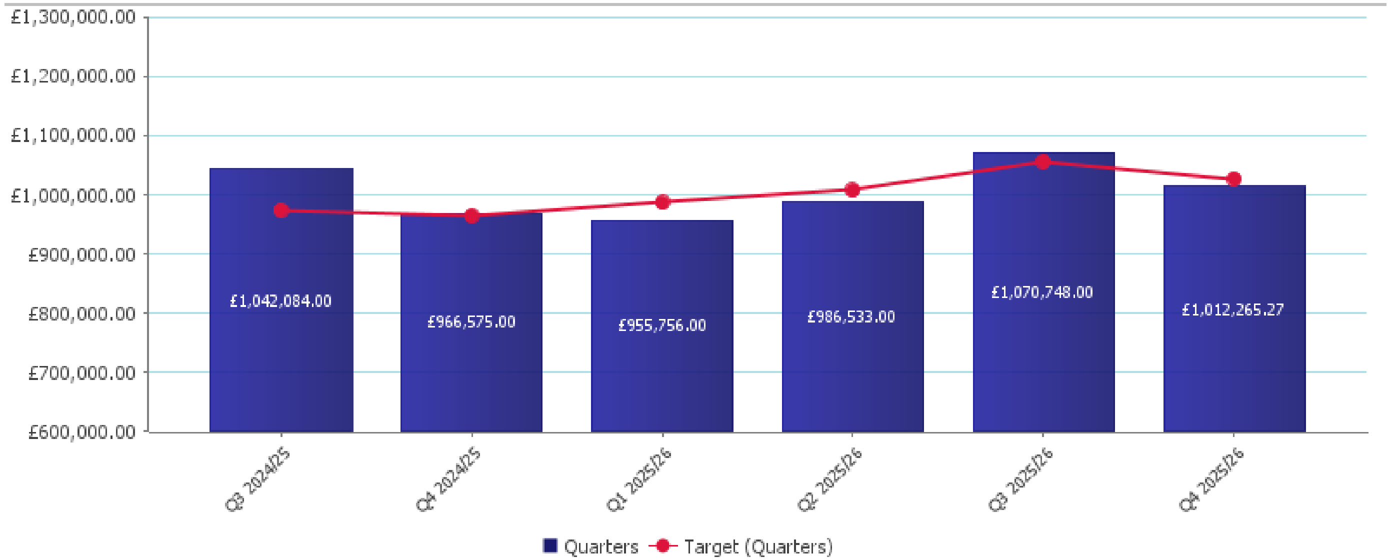
Car Park Visitor Numbers



21-Apr-2026

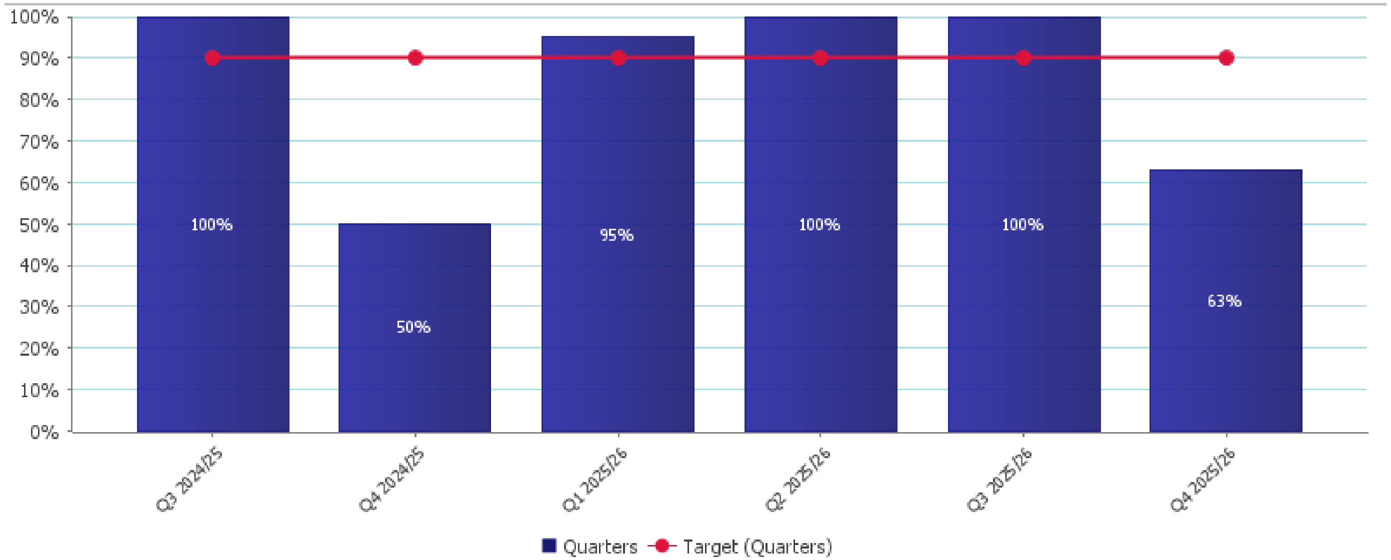
Although Hook Road visitor numbers show less than the previous year the introduction of Primark gave a boost to all other car park visitor numbers in March 2026

Car Park Revenue (£k)



21-Apr-2026

Parking Penalty Charge Notice Appeals Responded to in 10 Working Days

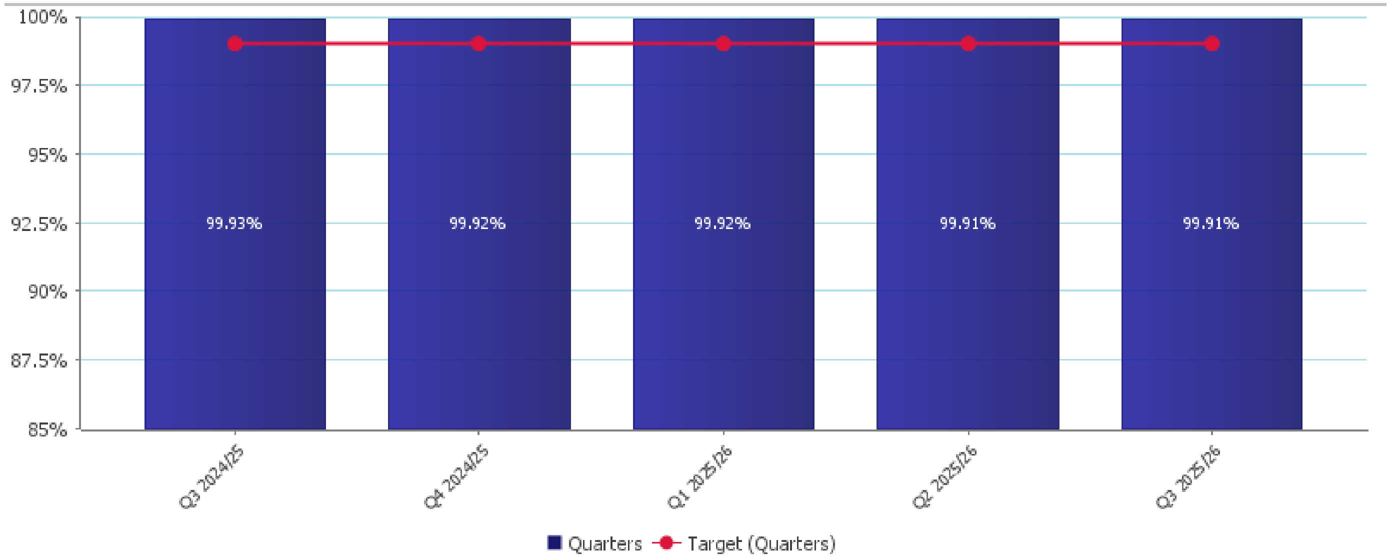


28-Apr-2026

Slippage due to parking / venues / open spaces end of year processes which require most resource to be allocated to these activities for Feb/March each year.

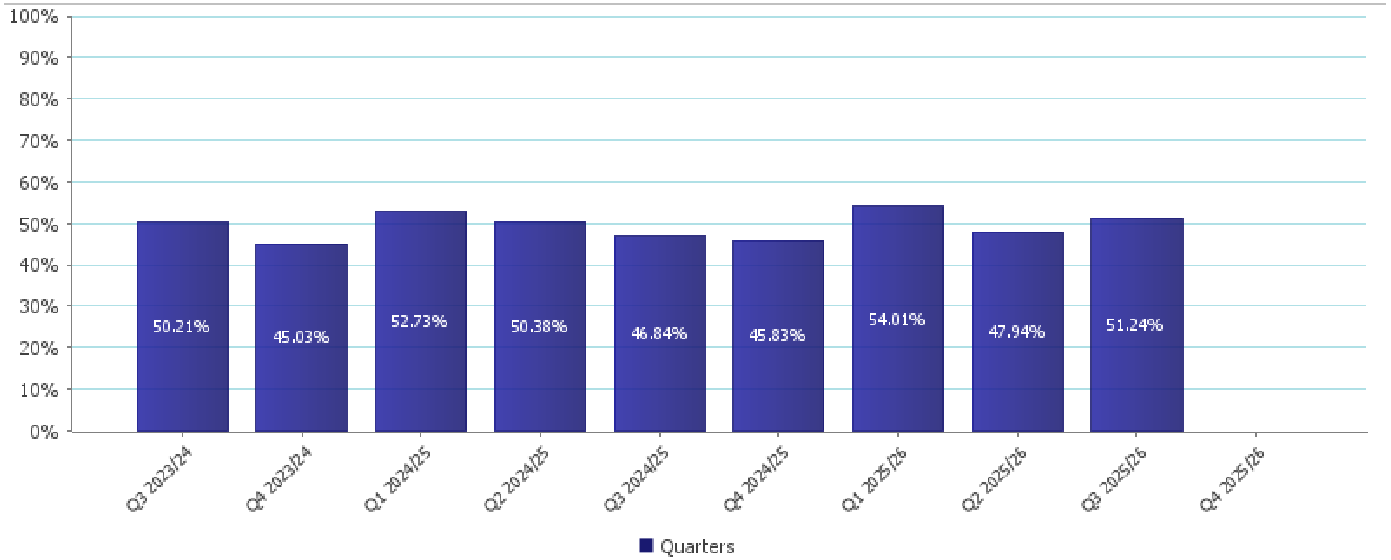
Waste Collected

23-Apr-2026



Waste Sent for Recycling

23-Apr-2026



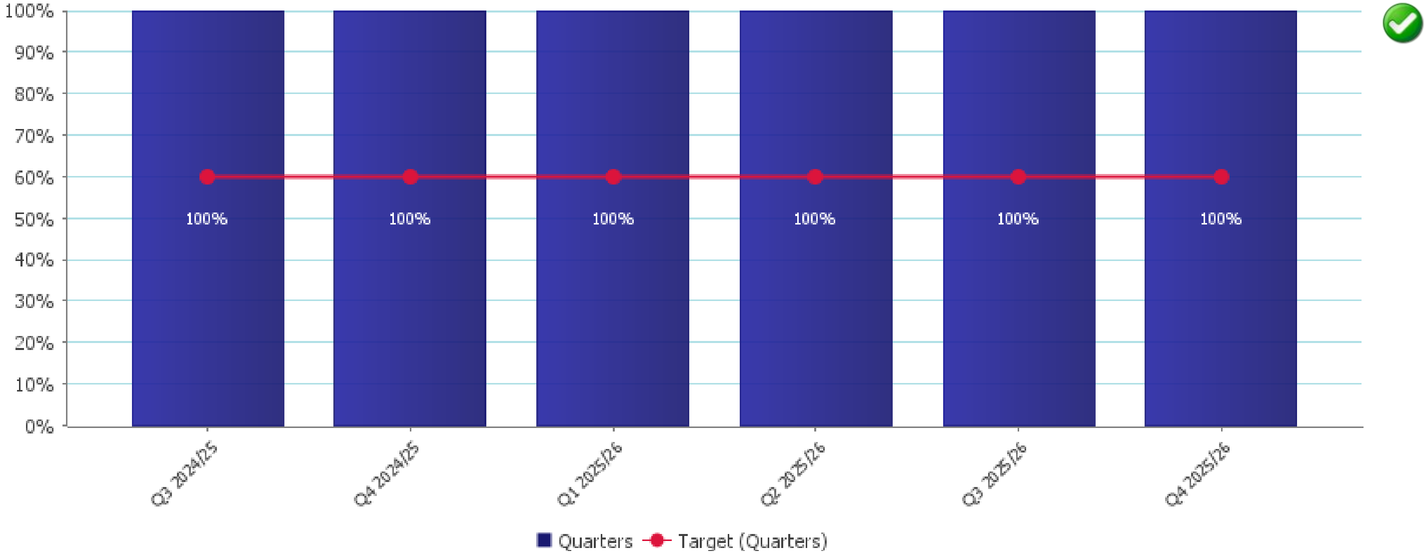
Q3 last year was 46.84%, which helps to recover the loss in Q2.

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.

Note: there is a time lag in the quarterly figures due to external validation, hence our figures are usually a quarter in arrears. Also, 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.

Licensing & Planning Policy Committee

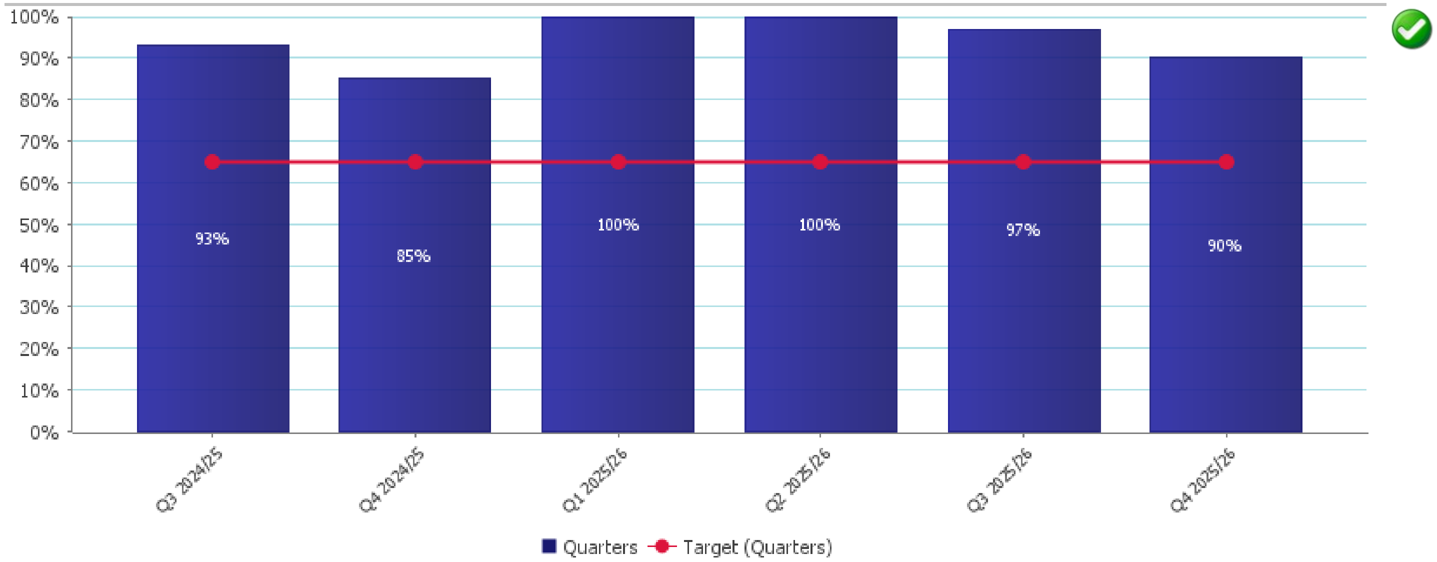
Major Planning Applications Decided in Time



21-Apr-2026

3 out of 3 major applications determined in time, with the assistance of extensions of time to account for committees and/or legal agreements. Performance across the year remained at 100% (13 major applications).

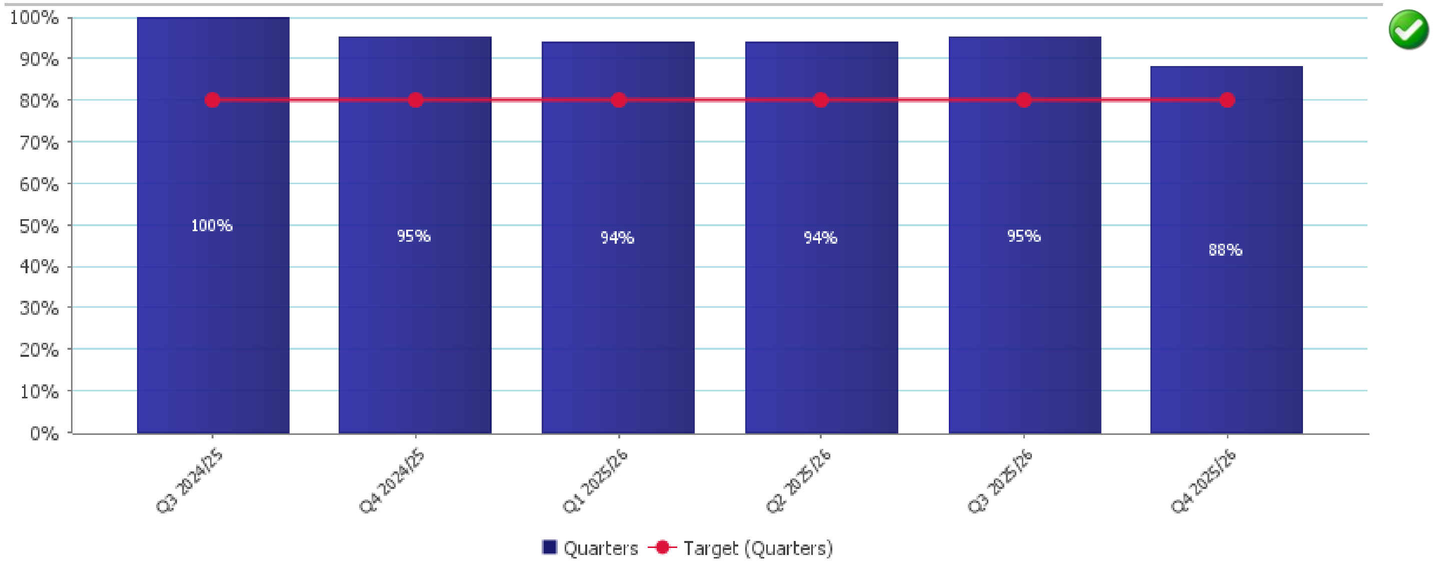
Minor Planning Applications Decided in Time



21-Apr-2026

Performance remains consistently strong despite a minor dip due to workload commitments across the Christmas/New Year period. 27 of 30 applications (90%) were determined in time through the quarter with 119 of 125 minor applications (95%) across the year determined in time.

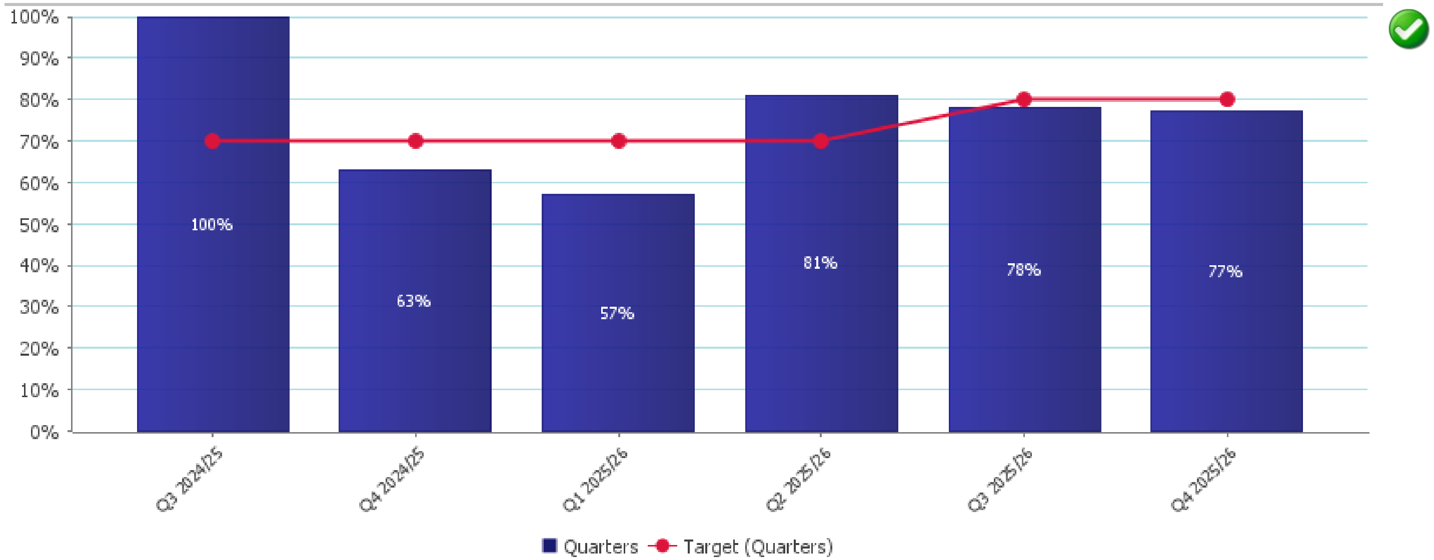
Other Planning Applications Decided in Time



21-Apr-2026

Performance dipped slightly in the last quarter due to holiday period backlogs. 104 of 118 applications were determined in time for the period. 476 of 509 applications (94%) were determined in time for the year, which is a consistently strong performance.

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

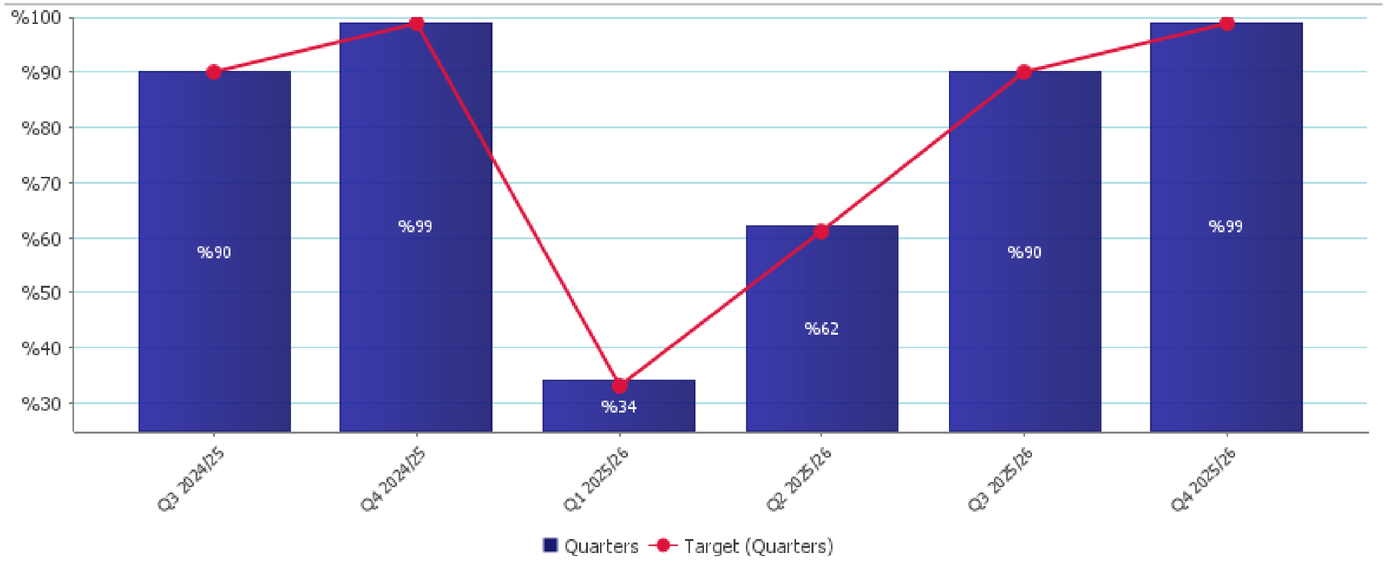


21-Apr-2026

There were 13 appeals for the quarter, with 10 dismissed. Of the 3 upheld, two were matters relating to materials and the third was a minor application, posing no real reputational harm to the Council.

There were 43 appeals through the year, inclusive of costs appeals. 8 were upheld and 35 dismissed, at a rate of 83%. No costs were awarded. This is a strong performance.

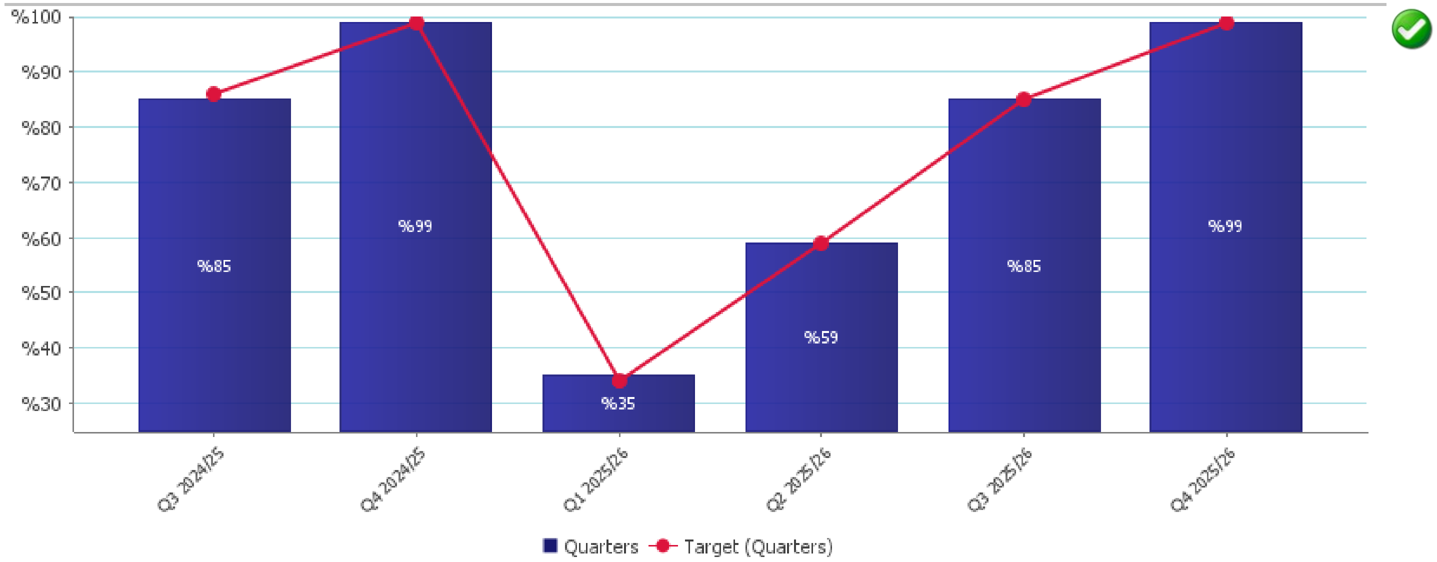
Council Tax Collected



02-Apr-2026

collection target exceeded - 98.7% for 2025/26

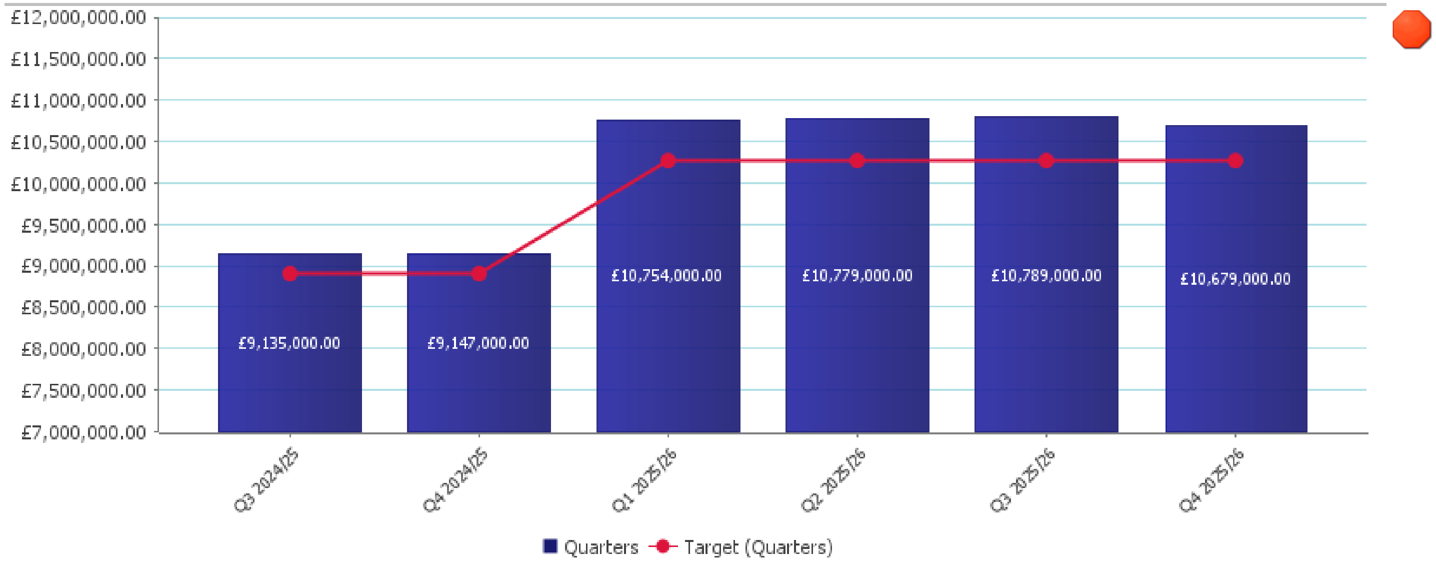
Non Domestic Rates Collected



02-Apr-2026

NDR collection exceeded - 99.1% for 2025-26

Forecast Outturn vs Budget (£m)



25-Jun-2026

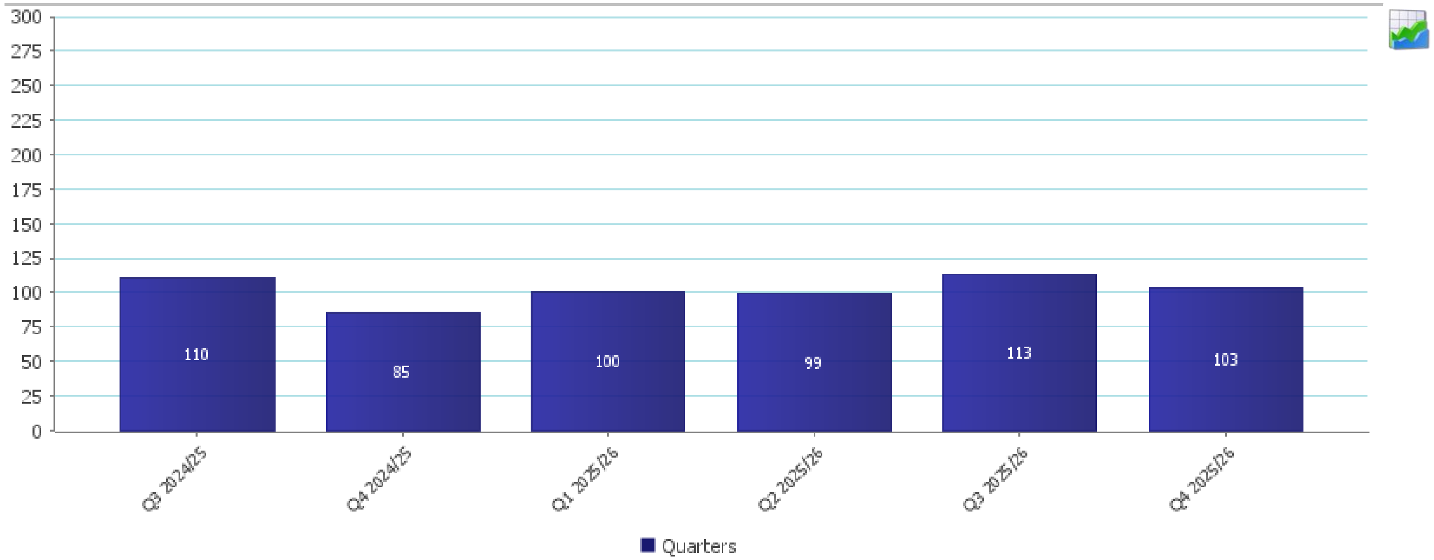
The final outturn for 2025/26 is a £410k adverse variance, resulting in total net expenditure of £10,679k against an approved budget of £10,269k. This position has been driven primarily by cost pressures in temporary accommodation.

Notwithstanding this overspend, the position represents an improvement of £110k compared to the Quarter 3 forecast. This favourable movement reflects stronger than anticipated treasury management performance, with income approximately £100k above forecast and additional property income of around £200k arising from leases that were not finalised at the time of the Q3 projection. These gains have partially offset the pressures in other areas.

Forecast Income from Treasury Management Investment (£k)

26-Jun-2026

Number of Stage 1 Complaints Received



13-Apr-2026

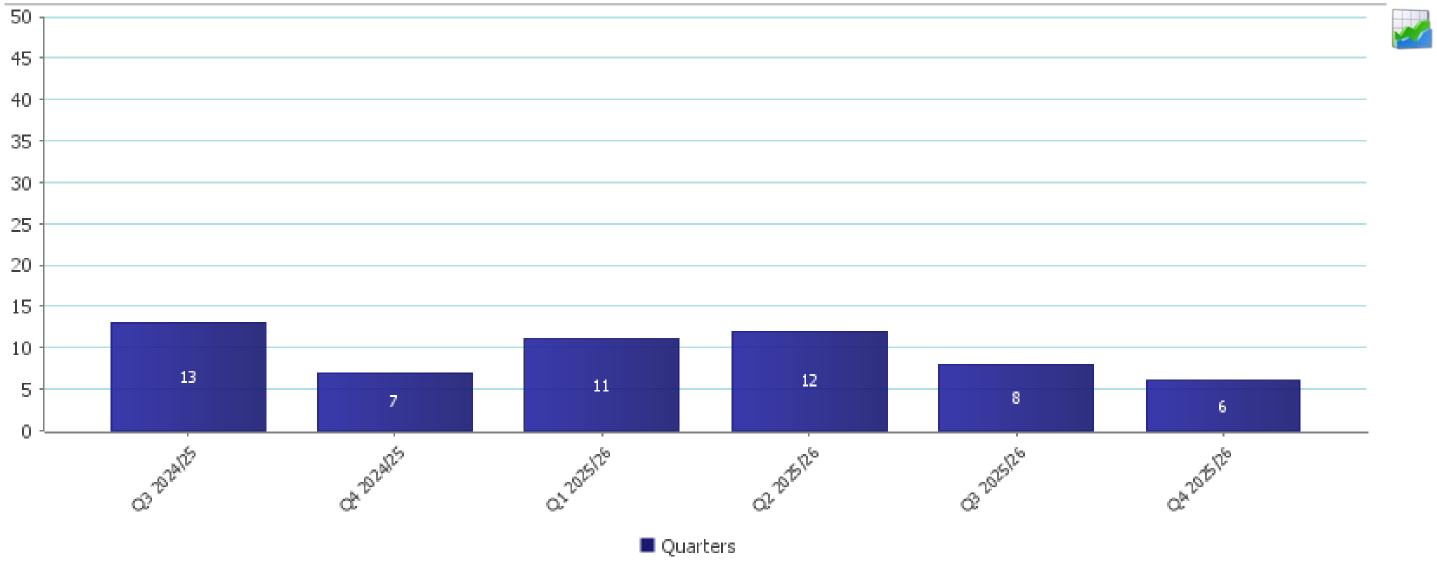
There were 103 complaints for this quarter.

Refuse and Recycling receiving the most number of complaints - the top reasons were missed bins, container delivery delays and set back of bins after collections.

The time taken to deliver bins currently is longer than usual and we are out of stock of food waste caddy's, currently until at least May time.

Complaints received by other departments were more varied in nature, with no single recurring issue identified as a significant trend.

Number of Stage 2 Complaints Received

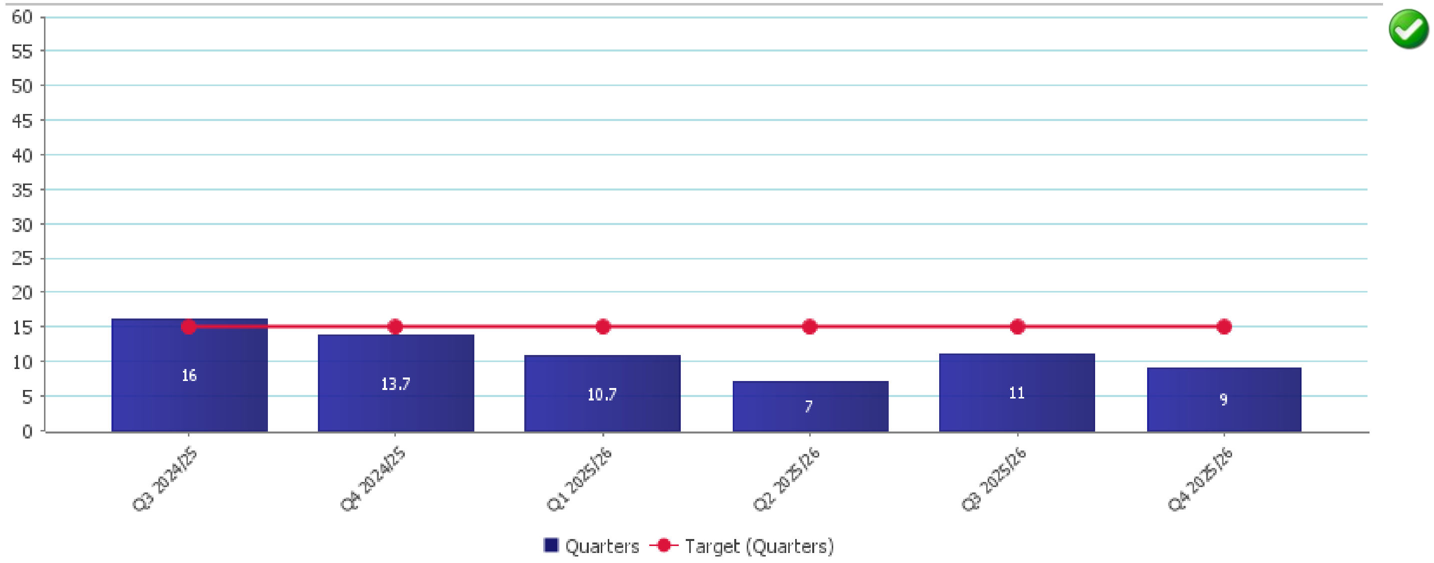


13-Apr-2026

The number of Stage 2 complaints has decreased from the previous quarter, down from 8 to 6.

Planning, Refuse and Recycling, Car Parks, Council tax were the departments that received stage 2 complaints - 50% of the complaints were not upheld.

Average Time Taken (days) to Process Stage One Complaints

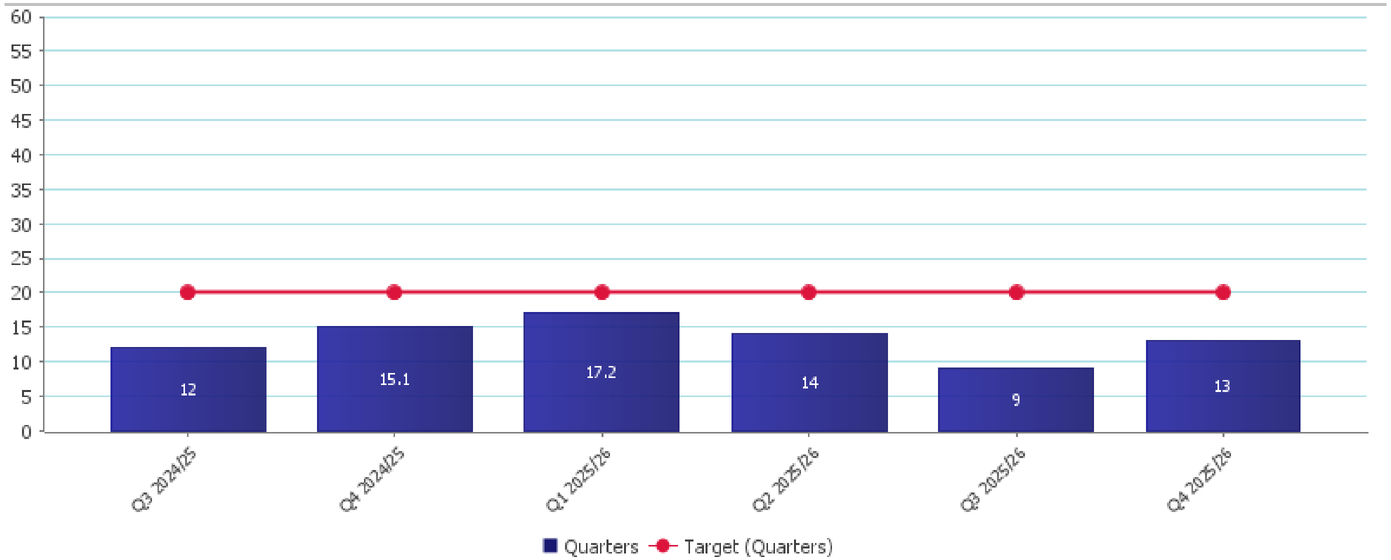


03-Jun-2026

The average response time for stage 1 complaints is 9 days - this is a decrease from the previous quarter, which was 11 days.

Stage 1 responses are due within 15 working days.

Average Time Taken to Process Stage Two Complaints

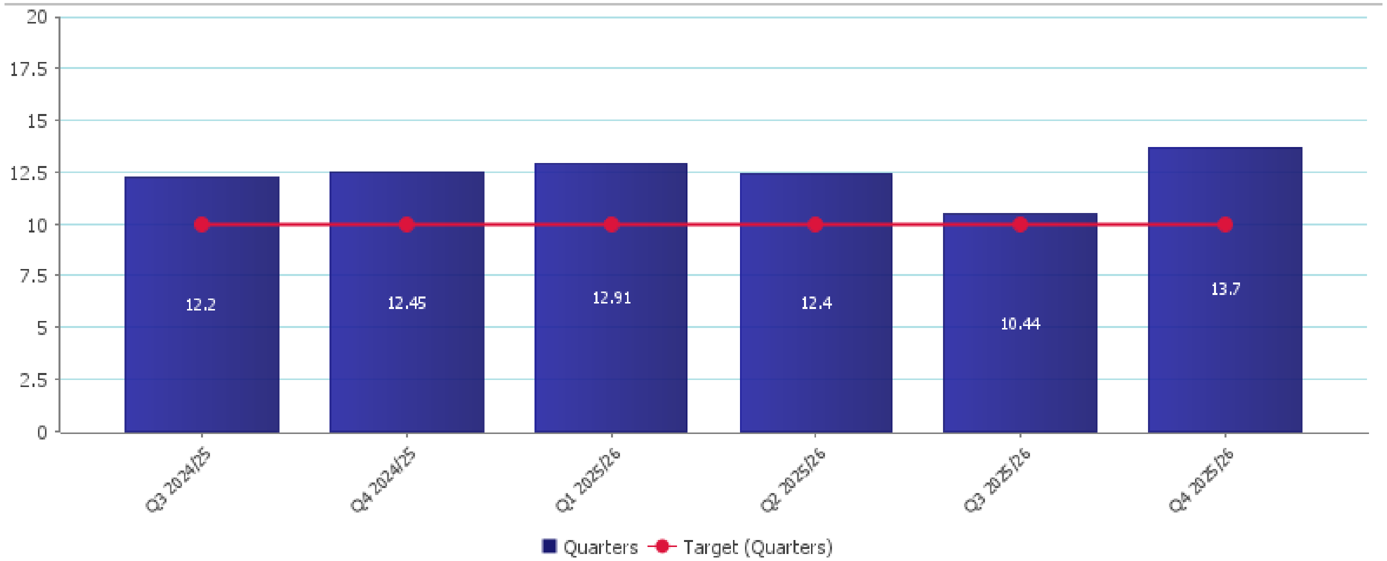


03-Jun-2026

The average time taken to process Stage 2 complaints in Q4 was 13 days- well within the target 20-working day timescale, although slightly up from Q3 (9 days).

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

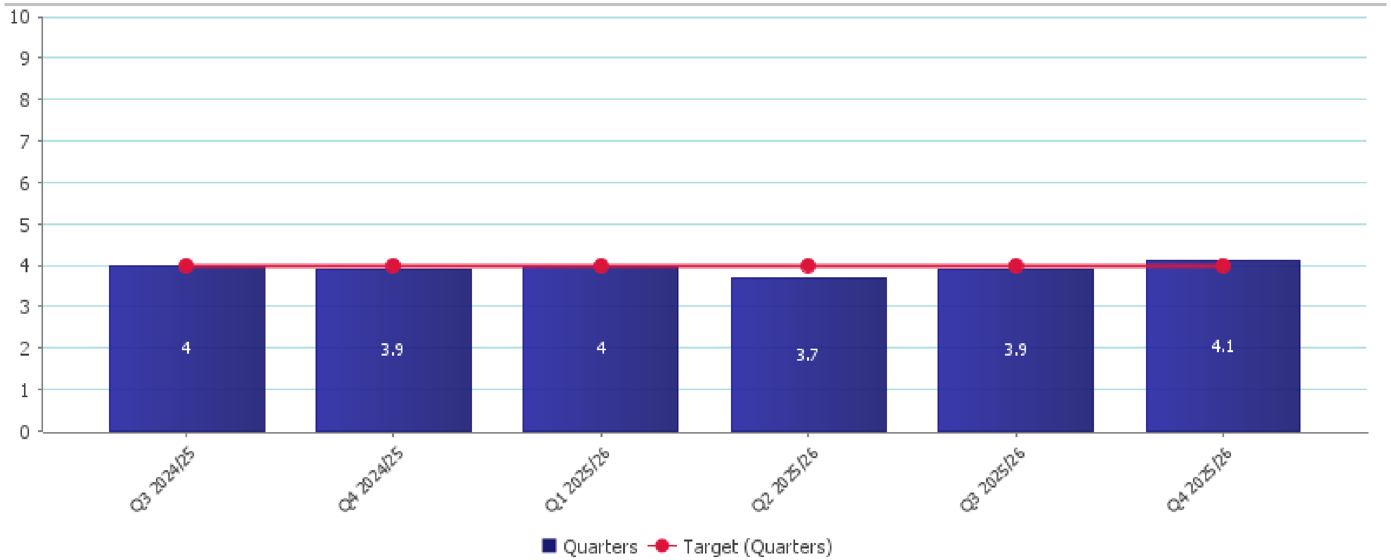
Average Number of Days of Staff Sickness



15-Apr-2026

The average number of days of staff sickness has risen. This is due to an increase in long term sickness cases. All long term sickness cases are being managed with support from the HR team. There are currently 12 staff on long term sickness absence. A number of cases have been concluded and this should be reflected in future reporting.

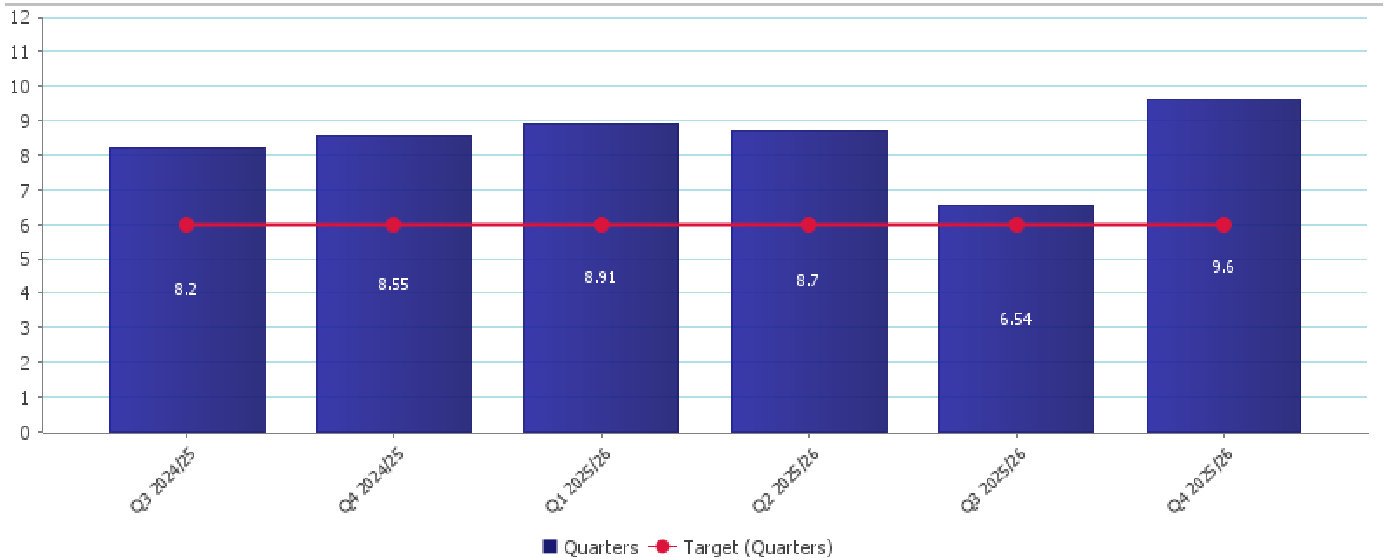
Short-term Staff Sickness (Av. no days)



21-Apr-2026

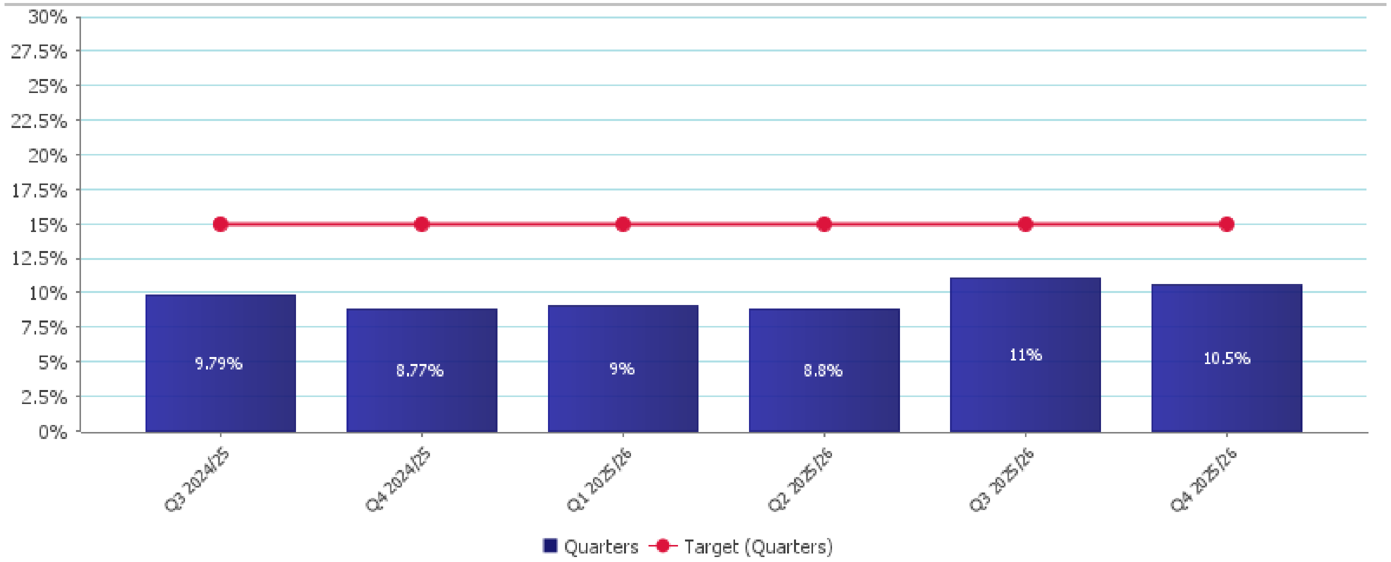
Short term sickness absence is within the expected range.

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



21-Apr-2026

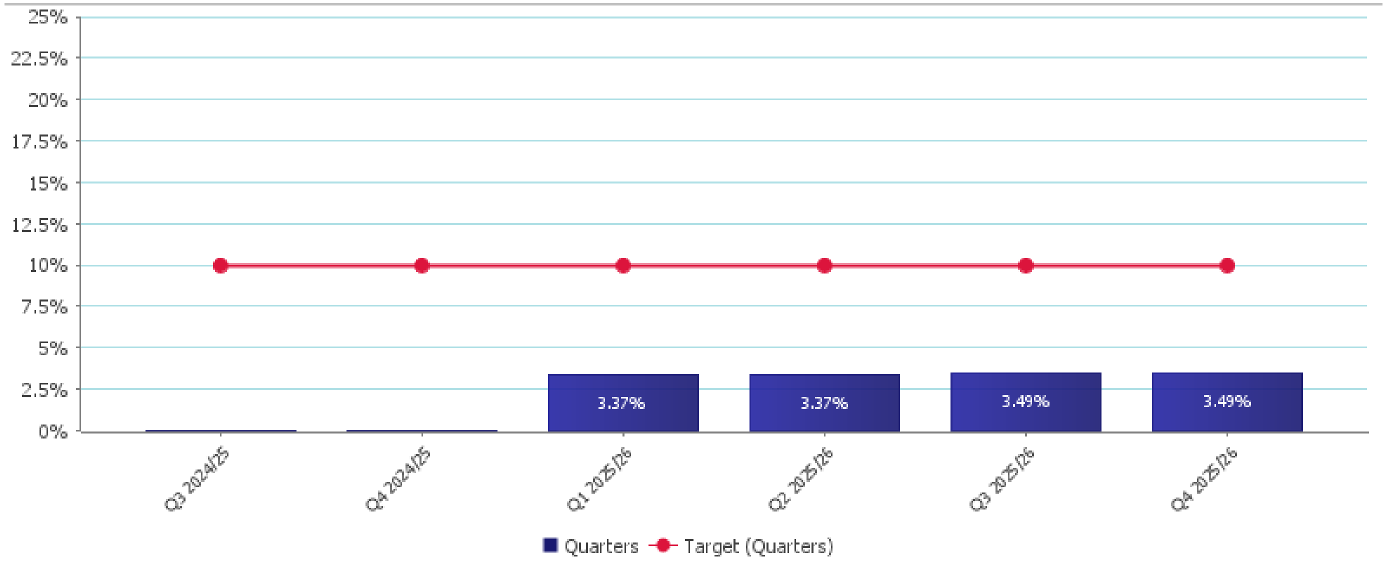
Staff Turnover (voluntary)



21-Apr-2026

Staff turnover continues to be well within target and is being monitored for any impact from LGR.

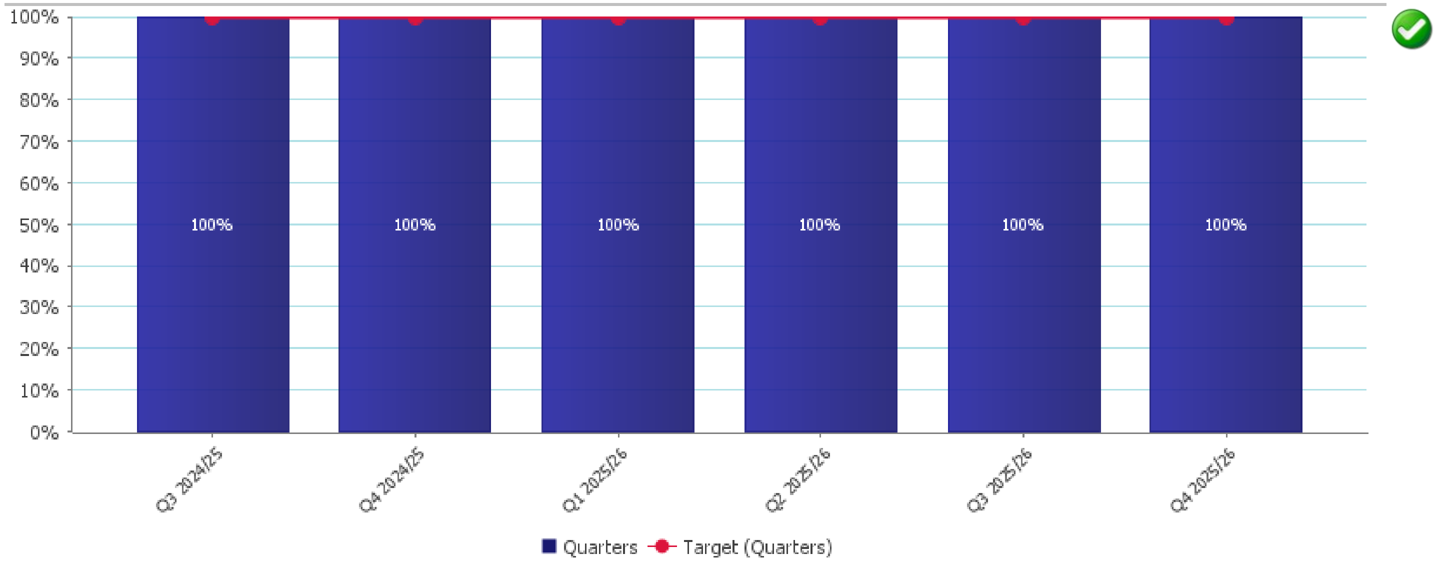
Council Owned Vacant Property Rate (%)



17-Apr-2026

70 East Street and Unit 2 Clocktower.

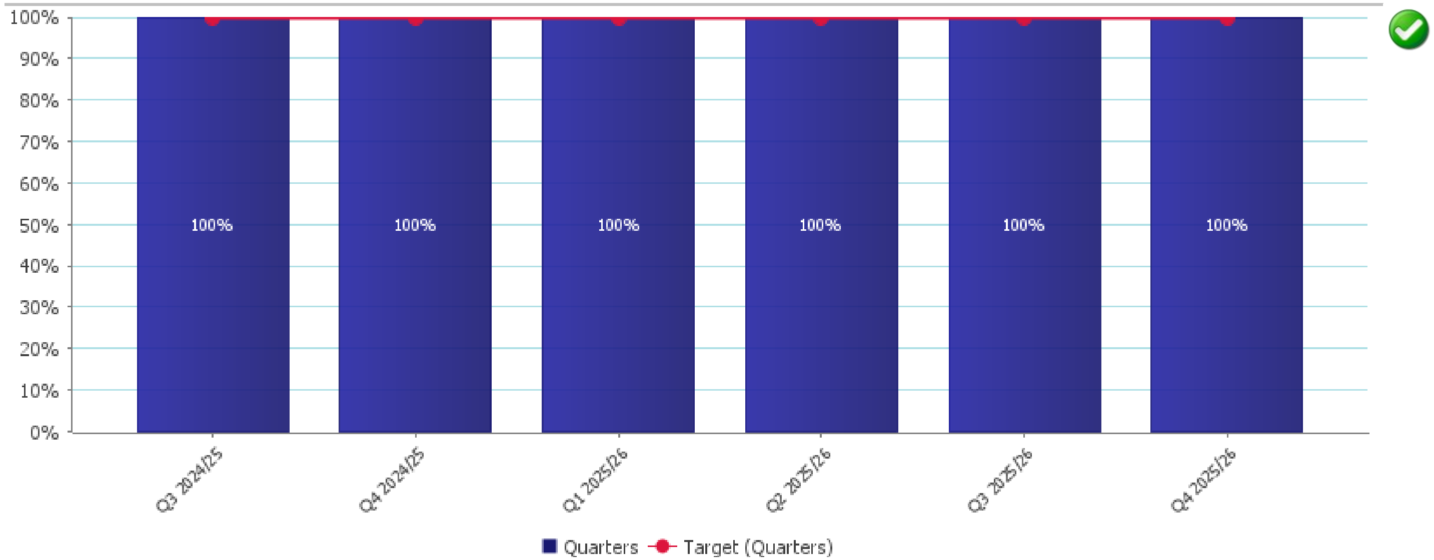
Completion Rates for ALL Property Maintenance Works



23-Apr-2026

Completion rates for all property maintenance works reached 100% for Q4

Completion Rate for PRIORITY 1 Property Maintenance Works



23-Apr-2026

Completion rate for PRIORITY 1 property maintenance works reached 100% in Q4

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 (<u>with no mitigations or controls</u>).

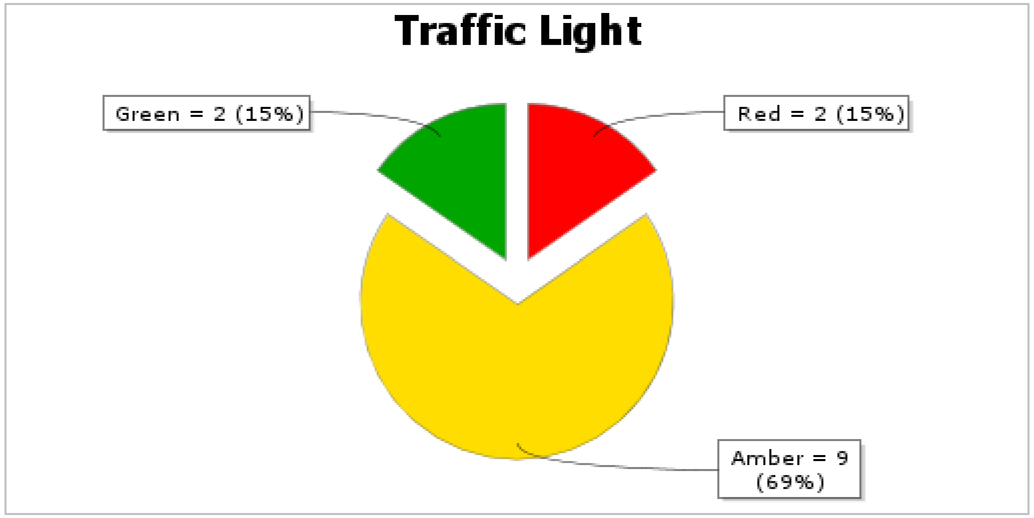
Step 2: Consider how we mitigate the risk and any controls in place.

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

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

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

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



ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
HC9	Risk of homelessness expenditure exceeding budget provision	• 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	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	No change since last quarter	02 Jun 2026

		other budgets. • Potential damage to reputation											
IT6	Failure or interruption to IT services	• Damage caused by successful cyber-attack. • Loss of data. • Service delays. • Reputational damage. • Staff satisfaction.	4	4	**16**	IT Strategy Business Continuity Plan IT processes and procedures Security Operations Centre Cyber Security Strategy Budget	3	4	**12**		Treat	• Risk to continuity of IT services due to ageing components, increasing demand and reliance on third-party suppliers. • Work to remove ageing elements of the IT estate is underway, but delivery and prioritisation must now be considered through the lens of Local Government Reorganisation and the likely IT requirements of the future East Surrey authority. • National cyber threats remain high, affecting all councils and continuing to increase the likelihood of service disruption despite mitigations in place	11 May 2026
EO3	Implications of local government reorganisation	• Turnover of staff. • Financial uncertainty. • Disruption to BAU. • Capacity to deliver. • Staff morale/motivation. • Strategic	4	4	**16**	Working Group Stakeholder group Collaboration with other councils Communications Campaigns Learning from other new unitary authorities LGR implementation programme	3	3	**9**		Tolerate	• An implementation programme has been established across Surrey with Theme leads, project management and Subject Matter Experts. • The programme has been resourced and is starting work. • Politically an interim joint committee has been established. • Preparations are underway for election in May to appoint to	05 May 2026

		uncertainty.										the shadow authority”.	
PD14	Failure to deliver a local plan / Local plan found unsound at inspection	• 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**	Local Plan Risk Register Report to Stakeholders Budget Member briefing Full staffing in place Partners fully engaged Political support to fund and deliver Project Plan Project Critical Path Established	3	3	**9**		Treat	Local Plan remains at Examination Stage	15 Apr 2026
EO5	Failure in key statutory services	• Poor customer service. • Legal challenge. • Reputational damage.	2	4	**8**	Performance Benchmarking Performance Monitoring Risk Register Risk Management Strategy Budget Monitoring Annual Budget Setting Governance Framework	2	4	**8**		Treat	• 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	05 May 2026
LS9	Shadow Authority Election						2	4	**8**			Project is progressing well and project management approach & tools are in place.	17 Apr 2026

												Engagement with relevant internal & internal stakeholders has been successful and all deadlines to date have been met. Risk register & project plan are regularly reviewed.	
PCR16	Failure to comply with GDPR/Data protection	• 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**	Data protection policies and processes Internal Audit eLearning Working Group Information Governance Working Group Staff training Breaches log Data Protection Officer Data/information management prep for building movetionailsation programme Email warnings and checks	2	4	**8**		Treat	Levels here remain as they were.	05 May 2026
F2	Failure to balance the budget annually & MTFS	• Fail to perform statutory duty and issue of Section 114 notice allowing potential Government intervention and potential cuts to	4	4	**16**	Annual Budget Setting Budget Monitoring Manage financial reserves Savings targets Competitive Procurement of Utilities	2	3	**6**		Treat	Following Fair Funding Review which determined council funding, we are in a better position and have the means to balance the budget for the foreseeable future with minimum cuts in budgets.	07 May 2026

		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.				Discretionary service review Asset review							
PD1	Failure to deliver the climate change strategy	• Unable to deliver the Council's climate change objectives. • Fail to reduce the Council's carbon emissions. • Damage to reputation.	4	4	**16**	Climate Change Action Plan Additional staff Member Working Group Working Group Budget	2	3	**6**		Treat	Risk remains unchanged	15 Apr 2026
HC5	Non-compliance with	• Negative impact on	4	4	**16**	Safeguarding Policy Knowledge	2	2	**4**		Treat	No change	23 Apr 2026

	safeguarding legislation, internal policies, and best practice.	resident and staff health & safety. • Legal challenge. • Financial penalty. • Reputational damage				sharing Staff training Register of vulnerable residents Staff Update Internal safeguarding group Intranet Site (The Hub)							
PCR13	Failure to successfully prevent a significant health and safety incident	• Harm to staff, visitors, members of the public and / or contractors. • HSE fine. • Reputational damage. • Unable to maintain service delivery.	2	4	**8**	Assurance Checks Undertaken Health & Safety Officer Health & Safety Group Health & Safety Risk Register Health & Safety Policies Intranet Site (The Hub) Staff Update Budget SLT Reporting eLearning Performance Monitoring Guidance Documents	1	4	**4**		Treat	No change to the risk score since Q4. Although a new health and safety knowledge resource has been procured which should improve our governance and risk management in this area.	15 Apr 2026
EO13	Failure to	• Wasted	4	4	**16**	Full Council Approval	1	3	**3**		Treat	This risk originated from the	19 May

	deliver a safe/compliant working environment at the Town Hall	resources used to progress the project. • Reputational damage. • Negative staff moral. • Unable to achieve benefits associated with the move.				Corporate Procurement process Internal Audit Steering Group appointed Business case Project Plan						original plan to move to 70 East Street. When this decision was reversed due to LGR a paper went to S&R to fund the necessary fire safety works needed to upgrade the Town hall to ensure it remained compliant for occupation beyond vesting day. The building along with all our other buildings remain compliant for fire safety. Following Grenfell Building safety regulations have been updated and new measures are required moving forward. There is always a period of grace for compliance with new regulations and this forms part of the capital programme over the next 5 to 10 years as appropriate to ensure compliance continues. The inclusion of this risk was as a misunderstanding of the situation and can be removed and was only relevant at the time of moving to 70 East Street.	2026
PCR18	Failure to respond effectively to a major incident or civil emergency	• Loss of business continuity. • Health and wellbeing of residents. • Reputational damage. • Unable to	4	4	**16**	Applied Resilience Emergency Plans Business Continuity Plan Council responders Internal Audit	1	3	**3**		Tolerate	The emergency planning work programme is on track.	25 Mar 2026

		support strategic and operational / service deliver partners.											

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 (<u>with no mitigations or controls</u>).

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

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

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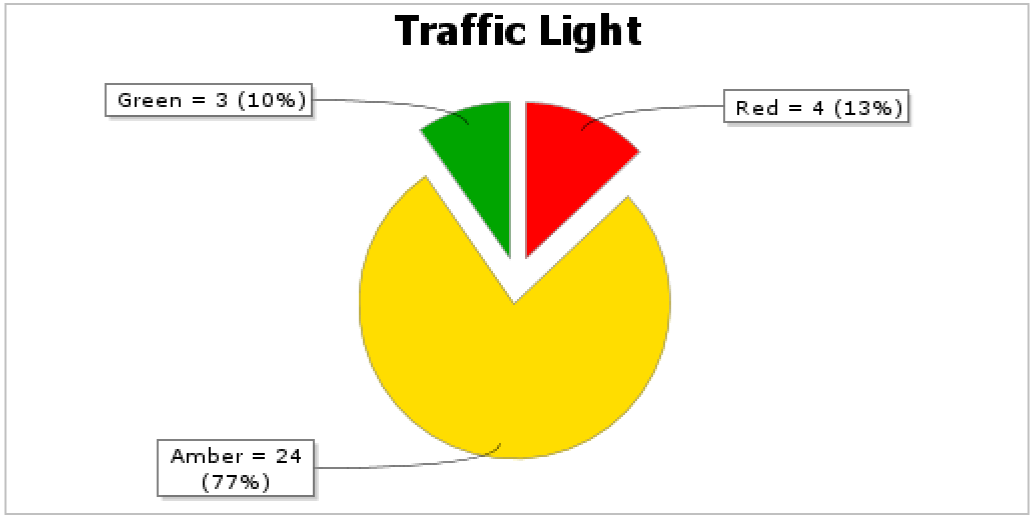
1 Remote	1	2	3	4
Multiplier	**1** Insignificant	**2** Medium	**3** High	**4** Severe
		Impact		

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



Community & Wellbeing Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
HC13	Inadequate budget for homelessness over medium-long term	• Unbudgeted expenditure. • Pressure on statutory service. • Need to source funding from outside current budget envelope.	4	4	16	Medium Term Financial Strategy Service/Function Review Responded to Government Consultation Anti-Fraud & Corruption Strategy and Response Plan RBBC Counter-Fraud Service Strategic Housing Manager	4	3	12		Treat	No change	01 May 2026

						New Units for Accommodation Secured Government Funding - Additonal							
HC14	Lack of affordable housing in the Borough	• Changes to Borough demographics. • Homelessness. • Provision for key workers.	4	3	12	Strategic Housing Group Partnership Working Strategic Housing Manager	4	3	12		Treat	The Strategic Housing Manager (SHM) continues to work with planning colleagues and Registered Providers to increase delivery.	15 Apr 2026
HC15	Health and wellbeing worsen in the Borough due to increases in the costs of living	• 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	3	3	9		Treat	The cost of living crisis and associated pressures, that had started to stabilise, now faces a resurgence in light of on-going global conflicts. This holds risk for the boroughs most vulnerable residents, and may negatively impact on the health and wellbeing of residents. It will also hold risk for debt and homelessness. The risk has therefore been increased.	16 Apr 2026
OS20	Not maximising commercialisat	• Less income to the council,	4	3	12	Bourne Hall Cafe Project Management	2	3	6		Treat	**PROPOSE TO RETIRE IN LIGHT OF LGR**	05 May 2026

	ion opportunities at council venues and parks / open spaces	leading to service pressures. • Financial sustainability of assets.				Resource Project Management Governance Revenue Assessment Required for Change of Land Use							

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	• Misunderstand the changes. • Legal challenge. • Unable to effectively meet our obligations. • Unbudgeted expenses.	3	4	12	Watching Brief Maintained Access to legal advice Community Safety Partnership Close liaison with police Partnership Working	2	3	6		Treat	No change	05 May 2026
HC33	Ineffective governance regarding PREVENT, PROTECT and Martyn's Law	• Unable to meet objectives of PREVENT and PROTECT. • Legal challenge. • Health and safety. • Unbudgeted expenses.	4	4	16	Community Safety Action Plan Budget Monitoring Working Group Delayed implementation of legislation	2	3	6		Tolerate	No change since last quarter's assessment.	15 Apr 2026
HC38	Failure to deliver Clear, Hold, Build objectives	• Wasted money. • Reputational damage. • Failure to tackle serious organised crime.	2	3	6	Community Safety Partnership Police review Tried and tested model used	1	2	2		Treat	No change. Project has been scaled to fit in with resource available.	23 Apr 2026

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	• 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	Additional staff Internal Audit	4	3	12		Treat	No change.	23 Apr 2026
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	No change	21 Apr 2026
OS30	Lack of availability of qualified LGV drivers	• Insufficient drivers impacts on the collection of waste, leading	4	3	12	Staff training Managers working closely with staff Review of pay	3	3	9		Treat	**PROPOSE MOVE TO DIVISIONAL LEVEL** • The pay review has been	05 May 2026

		to • Reduced income (garden waste is paid for) • Reputation, • Risk to public health.				scales						conducted and it is being managed within the service.	
OS21	Climate change - Fleet emissions	• 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	• 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).	05 May 2026
OS5	Outcome of national waste strategy	• Budget implications. • Service delivery implications. • Operational management implications. • Stakeholder management.	4	3	12	Monitoring for Government Announcements Simpler Recycling	2	3	6		Tolerate	• Extended Producer Responsibility: payment has been received. • 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 is disposal contractors to understand this but we may have to legally	05 May 2026

												permit residents to put these in their recycling bins from 1/4/26 even through they may not get recycled. • 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.	
PD31	Unable to meet costs associated with the Tree Management Plan (e.g. unplanned maintenance, Ash dieback)	• Budgetary pressures. • Public health and safety. • Increased tree planting leads to increased ongoing maintenance costs. • Reputational damage.	4	3	**12**	Financial Due Diligence Budget Monitoring 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	There is no change in the current quarter. Council is still awaiting final funding from Forestry Commission but the management of Ash dieback is occurring satisfactorily. Financial risk has decreased across the year with these funding streams.	14 Apr 2026

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	• Reduced Council income. • Misalignment of resource costs and income generation. • Reputational damage.	4	3	12	Budget Monitoring	3	3	9		Tolerate	No change	08 May 2026
PD19	Macro-economic factors (inc. lack of development) lead to reduced planning income e.g. related to planning applications and CIL fees	• 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	No reason to change the current risk factors. Fee income remains above the £545,878 budget for the year (March 2026 figures not yet provided), 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 first two quarters of 2025/2026, which should maintain strong fee income measured against the budget. Uptake for fast track applications has improved in the most recent quarter, which is a positive trend. PPAs remains below budget	14 Apr 2026

												expectations but have improved in recent months due to several larger schemes. Pre applications remain relatively strong. Overall, the risk remains unchanged.	
PD2	Planning breaches are not enforced	• Negative impact on neighbouring residents. • Legal challenge. • Reputational damage.	4	4	**16**	Enforcement Trainer Actioning Cases Development Management Project	2	3	**6**		Treat	There has been a downward trend in open enforcement cases, which now stand at 233. There were 61 closures in March, which was a significant increase on the monthly average. There were 271 new enforcement cases for the year, which is about average. Closures were at 275. Enforcement support remains in place so the downward trend should be maintained. There are several outstanding cases where notice are due to be issued, which is a resourcing issue. There are also several current or pending prosecution cases where notices have not been complied with and this presents added resources and costs to the delivery of the enforcement service. On that aspect, the financial risk remains high. Reputational risk remains medium on account of the recent uptick in the number of case closures but with failure to issue notices.	14 Apr 2026

PD20	Not preparing for legislative changes related to planning	• Inappropriate governance. • Reduced service performance. • Legal challenge. • Reputational damage.	4	4	**16**	Watching Brief Maintained Monthly briefing to Chair and Vice-Chair	2	3	**6**		Tolerate	The Licensing and Planning Policy Committee approved the introduction of monotiling fees for BNG and S106 legal agreements, providing greater certainty with the application of fees. This is a welcome change that has reduced the financial and objectives risks to the Council. The Council remains ready to implement the Building Safety Levy in October 2026 with government direction. .	14 Apr 2026
PD29	Planning policy officers leaving the council	• 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	Risk remains unchanged in light of LGR.	15 Apr 2026
PD3	Decline in development management performance i.e. threat of designation	• * Poor customer service. • Legal / governmental challenge. • Reputational damage. • Staff dissatisfaction.	3	4	**12**	Development Management Project	1	4	**4**		Tolerate	No change. Performance remains excellent through the quarter and year in terms of planning applications, and is continually monitored in terms of appeal decision overturns.	14 Apr 2026
HC27	Out of date licensing policies	• Gaps in governance	4	4	**16**	Additional staff Access to legal advice	1	2	**2**		Treat	Tasks completed, awaiting final adoption by full council July 2026	23 Apr 2026

		framework. • Reputational damage.				Committee training							

Strategy & Resources Committee

ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
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	No change to risk profile as commercial tenants face challenging economic consequences from geopolitical events / conflicts.	17 Apr 2026
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	3	3	9		Treat	Fair Funding Review has provided additional resources for the council to mitigate rising costs and come in budget.	04 Jun 2026
PD21	Declining economic vitality in the Borough	• 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	15 Apr 2026

F27	Insufficient funding to implement Local Government Reorganisation	• 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 Partners fully engaged Lobby Government Manage financial reserves Share capacity across partner authorities Reduce council spending	2	3	**6**		Treat	£454k paid across from reserves to SCC recently to cover the transition cost and pay EEBC share.	01 May 2026
HR11	Lack of leadership and skills to deliver strategies objectives	• Do not meet financial targets. • Unable to implement corporate strategies and plans. • Unable to implement revenue	2	3	**6**	Recruitment Strategy Retaining Talent Policy Succession Planning Performance Management My Performance Conversations	3	2	**6**		Treat	No change since the last quarter.	23 Apr 2026

		generating initiatives / opportunities.				Risk Management Strategy Project Management Governance							
PR15	Climate change - Building emissions	• Unable to achieve climate change strategy goal to reduce building emissions. • Council generates more CO_2 than necessary.	4	3	**12**	Climate Change Action Plan Climate Change Group	2	3	**6**		Treat	Progress continues to be made for Bourne Hall and Epsom Playhouse as reported to Environment Committee on 20/01/26.	17 Apr 2026
PR16	Reduction in car parking capacity	• 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 moinitoring	2	3	**6**		Treat	No change to risk profile.	17 Apr 2026
DST10	Failing to respond to complaints effectively	• Poor customer experience. • Reputational damage. • Increased costs related to	3	4	**12**	Information Published on Website Staff training Complaints Management Governance	2	2	**4**		Tolerate	The risk has not changed.	05 May 2026

		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).				Complaints Meetings							
EO8	Ineffective communication to key stakeholders	• 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	Risk assessment remains the same as the previous assessment.	17 Apr 2026
F26	Incorrect	• Financial	3	3	**9**	Quarterly monitoring of	2	2	**4**		Treat	The risk is being closely	05 May

	administration of Housing Benefit payments to a provider	impact to the council which could affect the budget / reserves.				subsidy position Regular liaison meetings with DWP Allocate contingency funds to cover potential financial impacts						monitored, and there is ongoing engagement with the DWP.	2026
PR14	Not delivering a value for money result regarding the future of the current Town Hall site	• Loss of significant (future) income / capital receipts. • Unable to deliver corporate and Borough objectives. • Reputational damage.	3	4	**12**	Appoint external consultant Member Working Group	1	2	**2**		Treat	Continued occupation of the Town Hall site supports LGR as reported to Strategy & Resources Committee on 11/11/25.	17 Apr 2026

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
Review and enhance recruitment and retention policies and procedures for key roles across the council	31-Mar-2024	30-Sep-2025	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. 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. 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.	●	Completed	01-Aug-2025
Review and update IT policies as necessary	31-Mar-2024	31-March 2026	Acceptable Use Policy (AUP): Finalised and formally approved, with updates reflecting enhanced cyber security controls, audit recommendations, and explicit coverage of AI and modern collaboration tools. Password Policy: Finalised and approved, aligning password standards with current security best practice and supporting the Council's wider information security framework.	●	Completed	11 – May 2026

Issues Identified	Original Due Date	Due Date	Commentary	RAG Status	RAG Status	Latest Update
2023/24 - IT AGS action	31-Mar-2024	~~31-Mar-2026~~ 30-Sep-2026	Ongoing, approaching next IT health check and expecting Cabinet Office to attend to review, expecting positive outcome. Delayed due Cabinet Office communications. Hence new due date set.		Slippage	11-May-2026
2023/24 Councillor Training - review and enhance the councillor training and development programme	31-Mar-2025	31-Oct-2025	This action has been cancelled due to Local Government Reorganisation. Hence it will be closed on the action plan.		Closed	17-Apr-2026
Management capability -to enhance management capability to lead through change, by delivering a new development programme.	31-Mar-2026	31-Mar-2026	Managing Change for Line Managers training sessions were set up for 21 April, 12 and 18 May with those that manage people booked on. Training for all staff is set up for June/July. In addition, we have a number of colleagues attending external development programmes funded through the corporate training budget. Action completed: all training has been delivered/arranged.		Completed	08-Jun-2026
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~~ 30-Sep-2026	An updated information pack was provided to Maple to inform further development of Version 2, ensuring alignment with audit requirements and practical incident response arrangements. Work continues to align the developing Cyber Security Response Plan supporting a single, coherent		Slippage	11-May-2026

Issues Identified	Original Due Date	Due Date	Commentary	RAG Status	RAG Status	Latest Update
			response approach. ICT consultant reviewing latest edition of plan (V3), awaiting their response.			
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	No further progress has been made with respect to using AI aside from occasional use of CoPilot. Central Government has awarded contracts to Google to test AI software for processing minor householder applications, and this will continue through 2026. This has no immediate impact on EEBC. Further development will be dependent on East Surrey Unitary authority requirements, so this action has been assessed as complete.		Completed	14-Apr-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	Additional documents requested by the Inspector submitted by 10 April 2026 deadline. We are wating for a letter advising how the Inspector wishes to proceed with the examination. Following receipt of this letter we will be aware of the likely timescales for progressing the Local Plan		On track	15-Apr-2026
Corporate priorities - in light of LGR,	31-Oct-2025	31-Oct-2025	Corporate priorities for 25-27 were taken to full council on 6th May 2025		Completed	08-Aug-2025

Issues Identified	Original Due Date	Due Date	Commentary	RAG Status	RAG Status	Latest Update
management will consider having a focussed set of corporate priorities for the coming year / 2 years			and approved as the councils priorities for the next two years ahead of LGR			
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 tailored form specifically for the Community Services driver tech, wellbeing coordinator, and kitchen team has been developed. All areas with manual workforce now have a fit for purpose MPC process.		Completed	07-May-2026
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.GT have now closed this action in their reports, therefore this action will close and the meetings with stakeholders will continue as BAU.		Completed	05-May-2026