



Corporate Performance Report

Quarter 1

2026-27

Report Key

Annual Plan Actions: Red – Behind schedule by more than 3 months; Amber - Behind schedule by up to 3 months; Green – On schedule; Blue – Completed.

Note: Council and policy committees can agree to revise schedules.

Key Performance Indicators: Red – Significantly off target; Amber – Marginally off target; Green – On target.

Note: The definition for red and amber levels is set for each indicator individually.

Risks: Red / High – Risk score of 12-16; Amber / Medium – Risk Score of 4-9; Green / Low – Risk score of 1-3

Annual Governance Statement Actions (based on Original Due Date): Same criteria as Annual Plan Actions.

Annual Plan Progress

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

Action Expected Outcome								
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	• Delivery of the ICT Strategy objectives has continued during Q1, with progress made on key activities including network infrastructure renewal, firewall replacement, telephony transformation and Microsoft 365 planning. • The original ICT roadmap has been affected by the additional demands of Local Government Reorganisation and the need to align technology decisions with the emerging requirements of the future East and West Surrey authorities.	07-Sep-2026

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	RAG Status	Commentary	Latest Update
							• ICT investment continues to focus on maintaining secure, compliant and resilient services. Where future authority requirements may affect technical direction, investment and procurement decisions are being reviewed to minimise duplication and avoid unnecessary expenditure. • Work also continues through the Surrey IT & Data Theme to understand common technology requirements, cyber posture and future operating models across councils. This will help inform future infrastructure, security and service delivery arrangements for the new authorities. • Although the roadmap has been re-prioritised, activity remains focused on reducing technical risk, maintaining service continuity and preparing the foundations required to support transition to the new authorities. • It is proposed that, as the ICT strategy, in the light of LGR, is effectively on hold, a report be brought back to Strategy and Resources committee to reflect on the progress that has been made and to agree the proposed way forward.	
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. The land tribunal hearing was not required, as the parties have come to agreement. The procurement process has now begun anew, and therefore it is recommended that as this action is now business as usual and included on the service delivery	20-Aug-2026

No	Committee & Relevant Service	Key Deliverables	Target	Dates/Key Milestones	RAG Status	RAG Status	Commentary	Latest Update
							plan, it will no longer be included the Corporate Performance Report.	

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
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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	

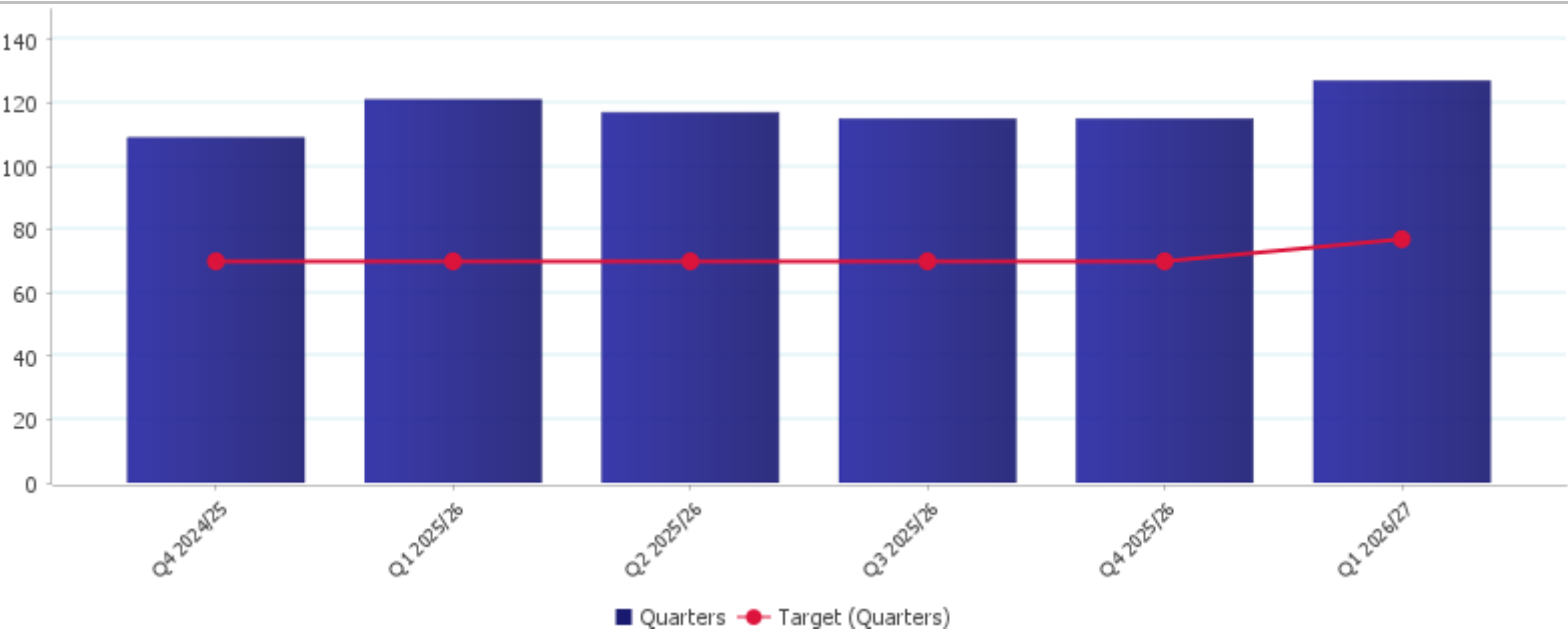
Key Performance Indicator	Status
Number of Stage 2 Complaints Received	
Average Time Taken (days) to Process Stage One Complaints	
Average Time Taken to Process Stage Two Complaints	
Average Number of Days of Staff Sickness	
Short-term Staff Sickness (Av. no days)	
Long term sickness absence (Av. no.of 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	2
Amber	1
Green	19
Data Only	4

Community & Wellbeing Committee

Number of Households Living in Nightly Paid Accommodation

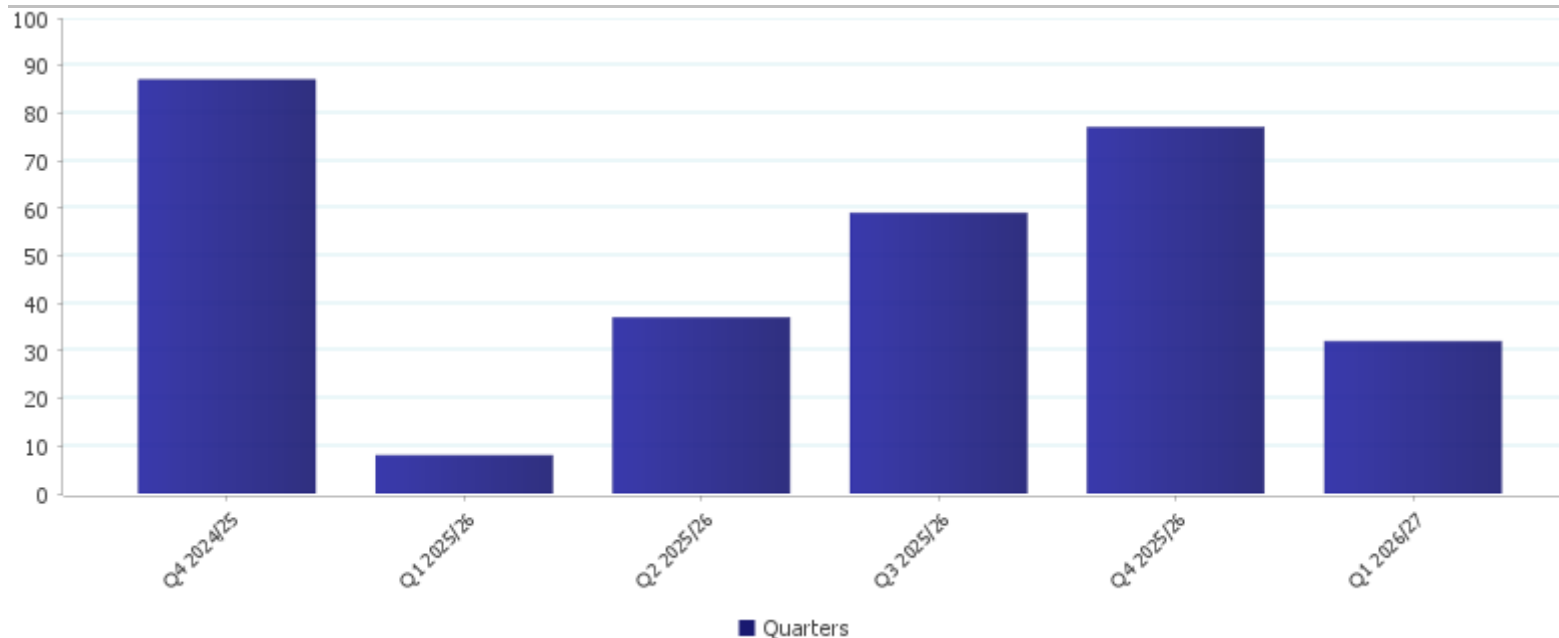


03-Aug-2026

There has been an 40.9% increase in homelessness applications in Q1 when compared with same quarter in 2025/26, with a total of 186 applications received in Q1.

The number of households in nightly paid accommodation (127) remains above target. This increase is largely attributable to continued pressures within the private rented sector, including landlord responses to the Renters' Rights Act and a rise in households being served with notice prior to the end of s21 no-fault evictions in May 2026. Combined with a shortage of affordable housing and limited move-on opportunities, these factors have increased demand for temporary accommodation during

Number of Successful Preventions From Homelessness



Quarter 1 of 2026/27.

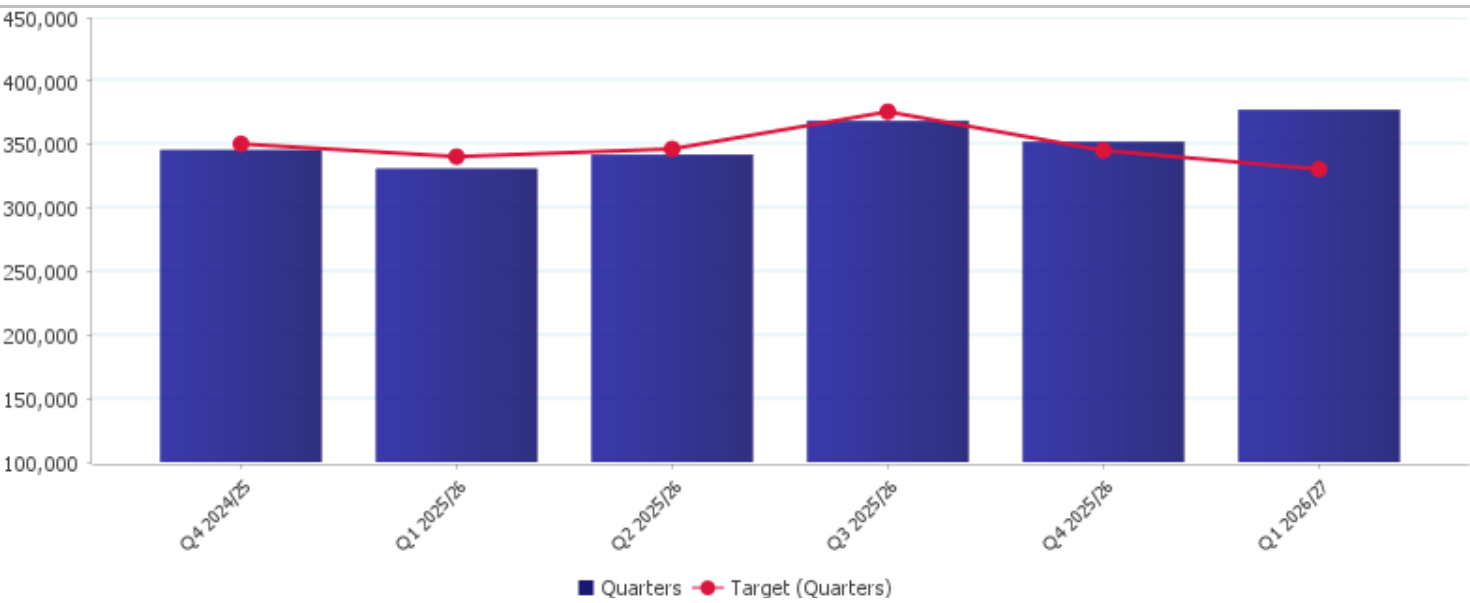
12-Aug-2026



There has been an 40.9% increase in homelessness applications in Q1 when compared with same quarter in 2025/26, with a total of 186 applications received in Q1.

The total of successful interventions for Q1 2026/27 is 174. This includes 32 cases where homelessness was either prevented or relieved under statutory duties, alongside a further 142 cases where Housing Services successfully prevented homelessness through early intervention.

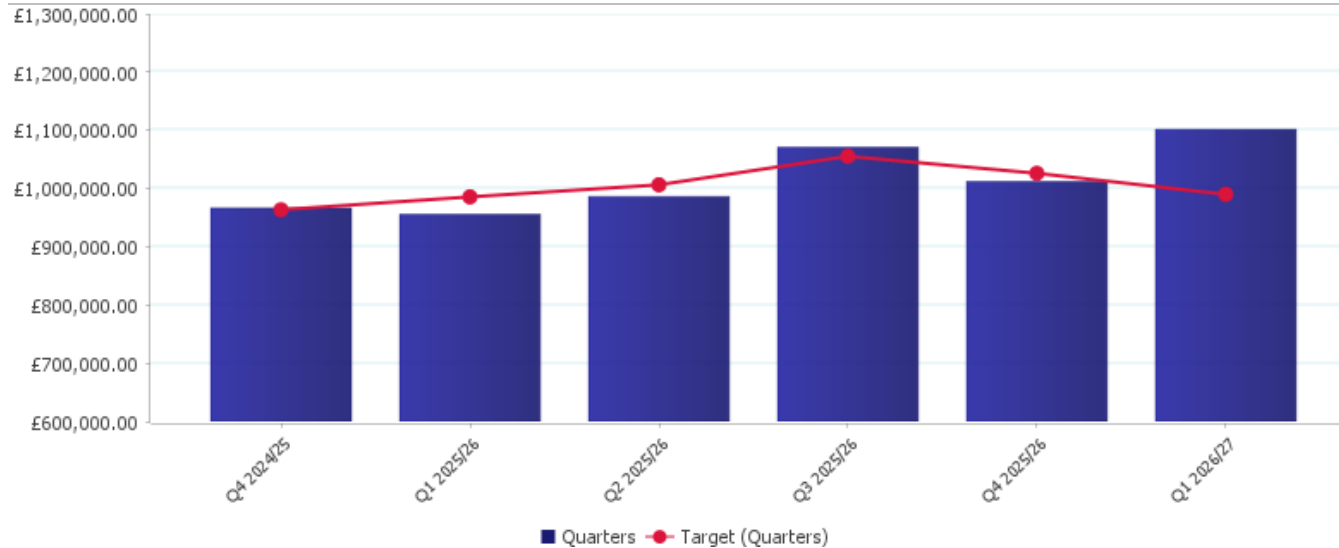
Car Park Visitor Numbers



25-Aug-2026

✔ Car park visitor numbers have increased at all locations when compared to the previous year with the Ashley Centre seeing the most significant rise.

Car Park Revenue (£k)

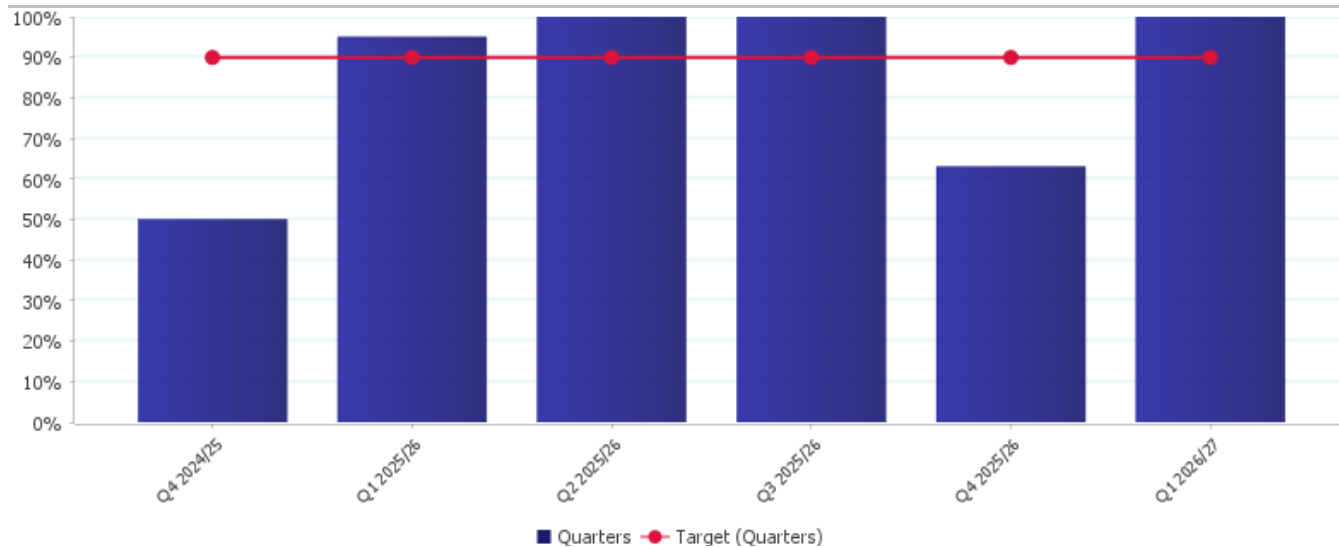


25-Aug-2026



Car park pay as you park revenue has increased with the Ashley Centre car park seeing the most significant rise.

Parking Penalty Charge Notice Appeals Responded to in 10 Working Days

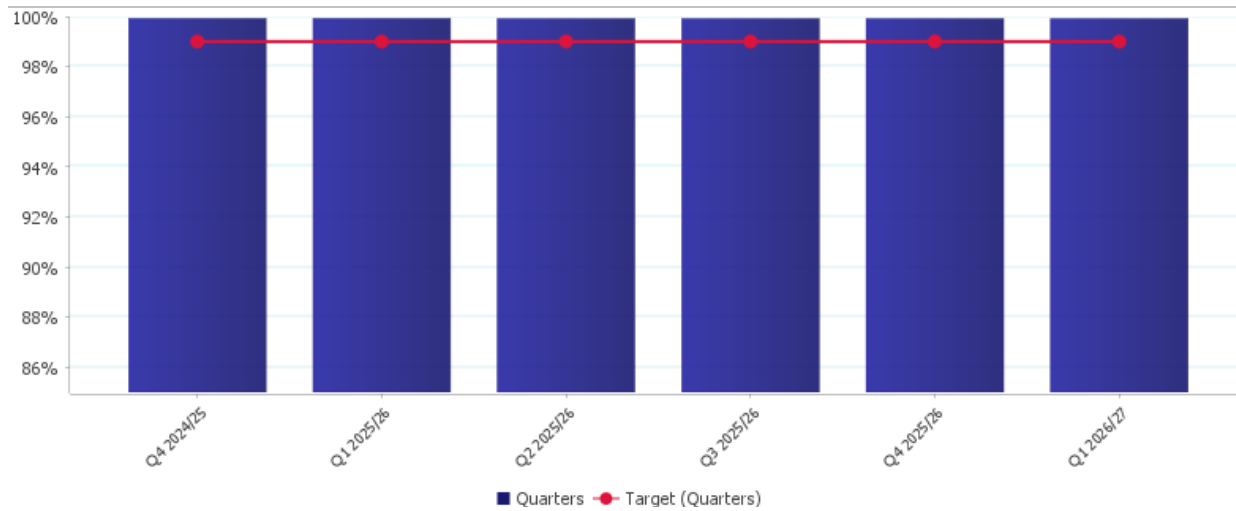


07-Aug-2026



Team have worked hard to ensure we are back on track following the last quarter's drop in performance which was due to end of year processes running.

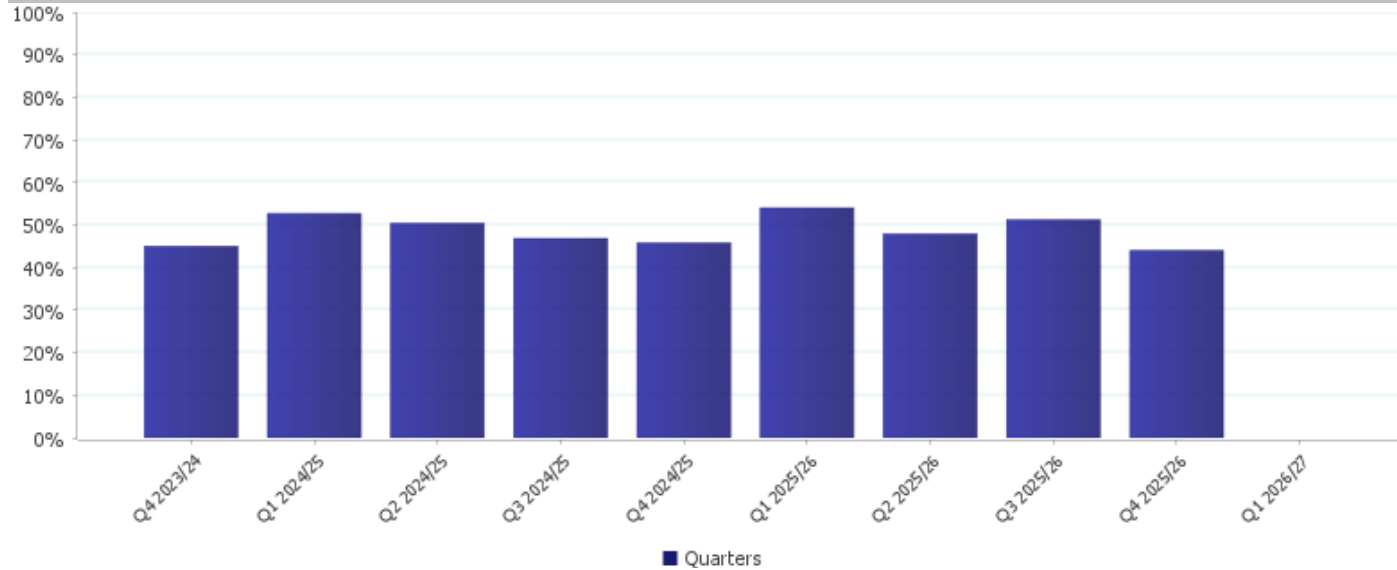
Waste Collected



01-Sep-2026

Q4 (25/6) and Q1 (26/7) available and confirmed by Waste Services team.

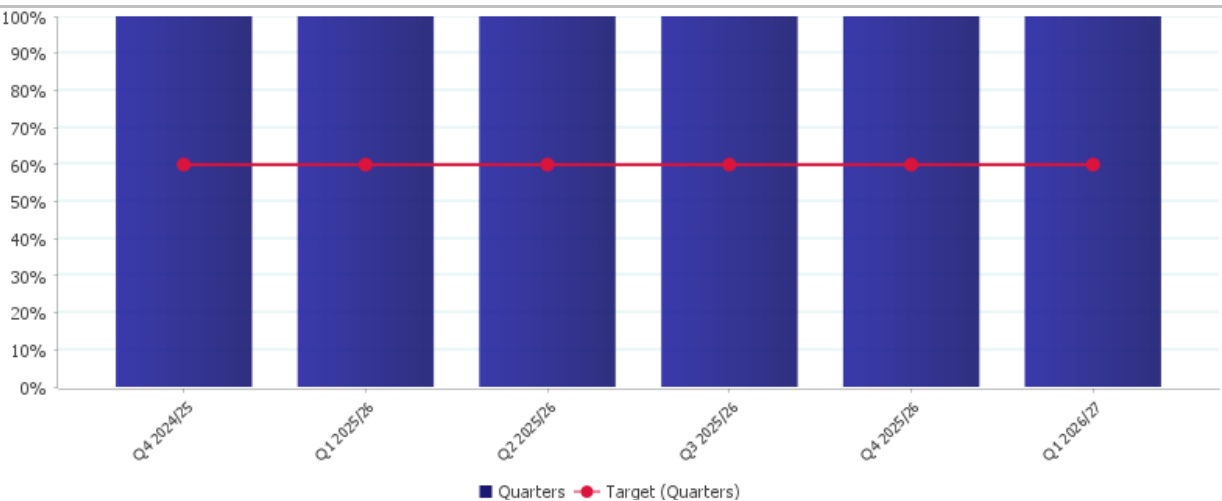
Waste Sent for Recycling



07-Aug-2026

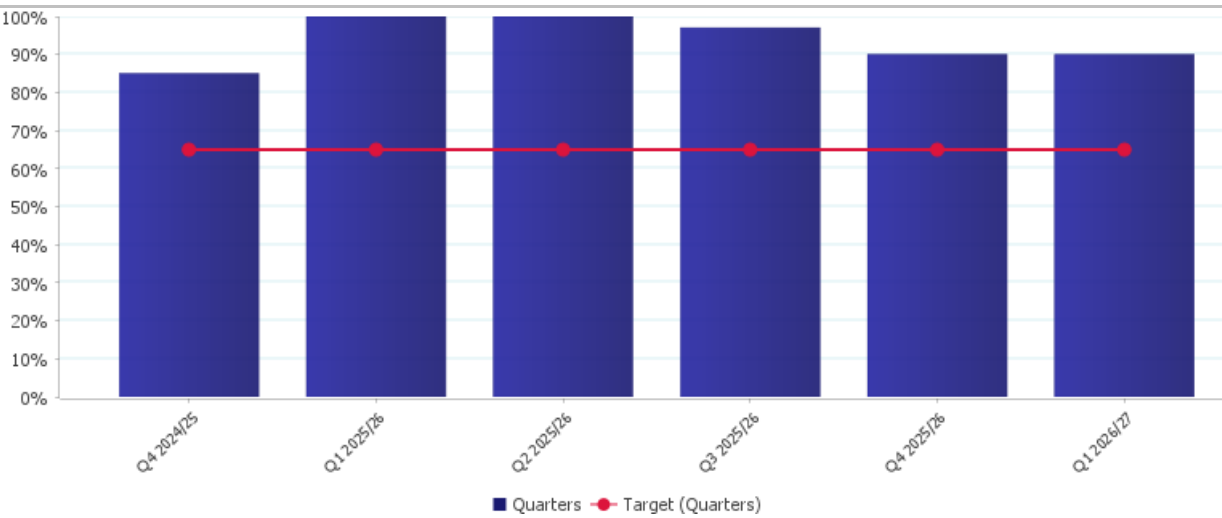
Q1 data not yet available.

Major Planning Applications Decided in Time



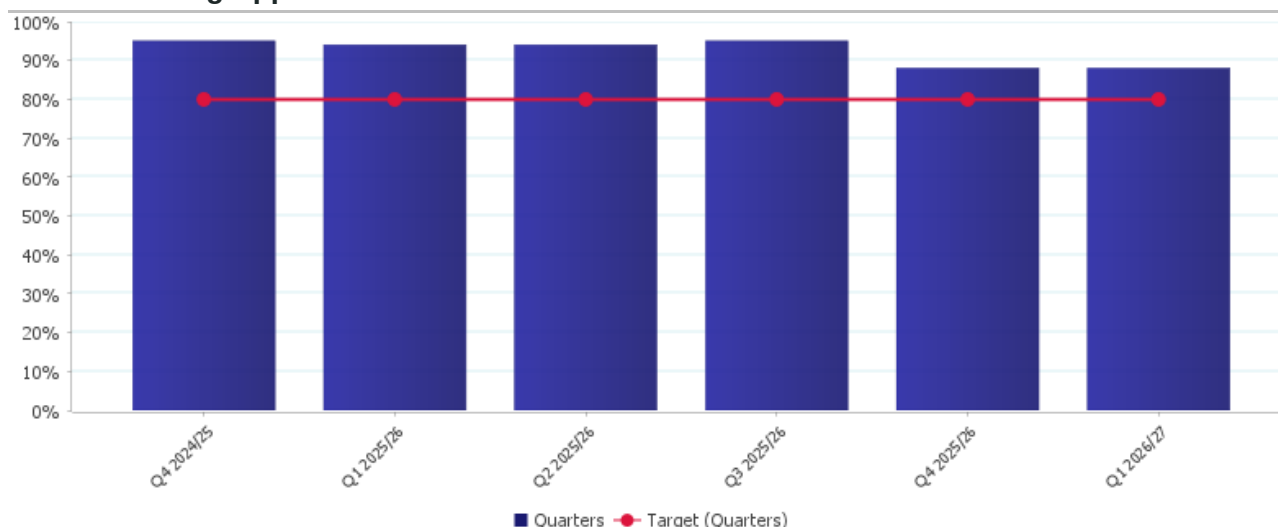
07-Aug-2026
3 majors were determined in the Quarter which is low by comparison. All were determined in time, which is a continuation of current trends.

Minor Planning Applications Decided in Time



07-Aug-2026
Performance remains strong despite staff shortages through most of the quarter, offset slightly due to a marginal downturn in complexity of applications.

Other Planning Applications Decided in Time

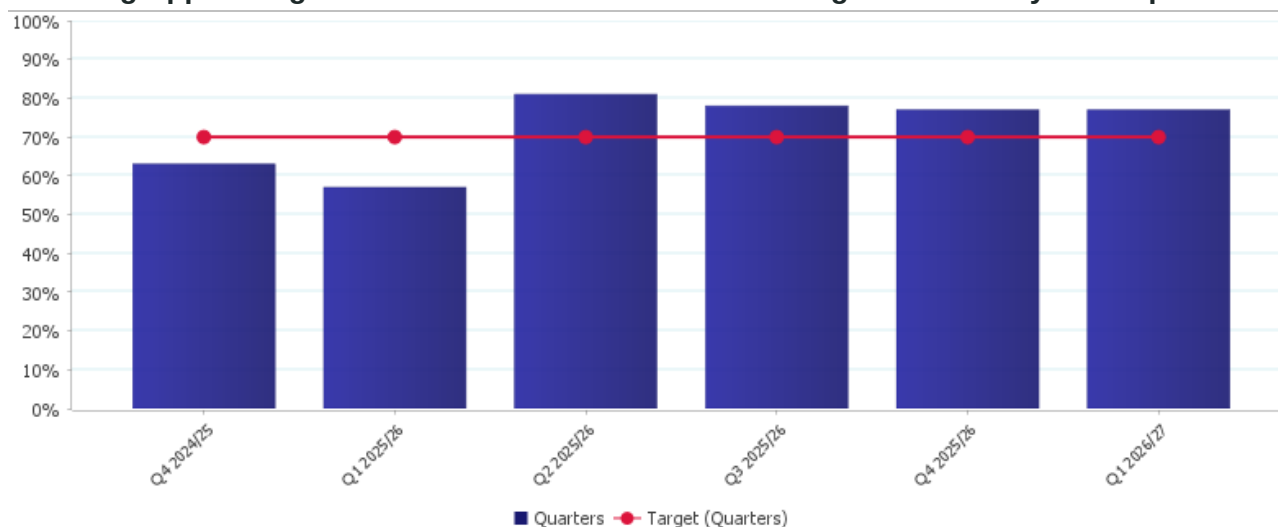


07-Aug-2026



There has been a marginal reduction in meeting targets for other applications, almost wholly due to a vacancy within the DM team. Despite this, existing officers have worked diligently such that the downturn is minimal and remains well above target. The vacancy will be filled in August 2026 and performance should improve as a result.

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

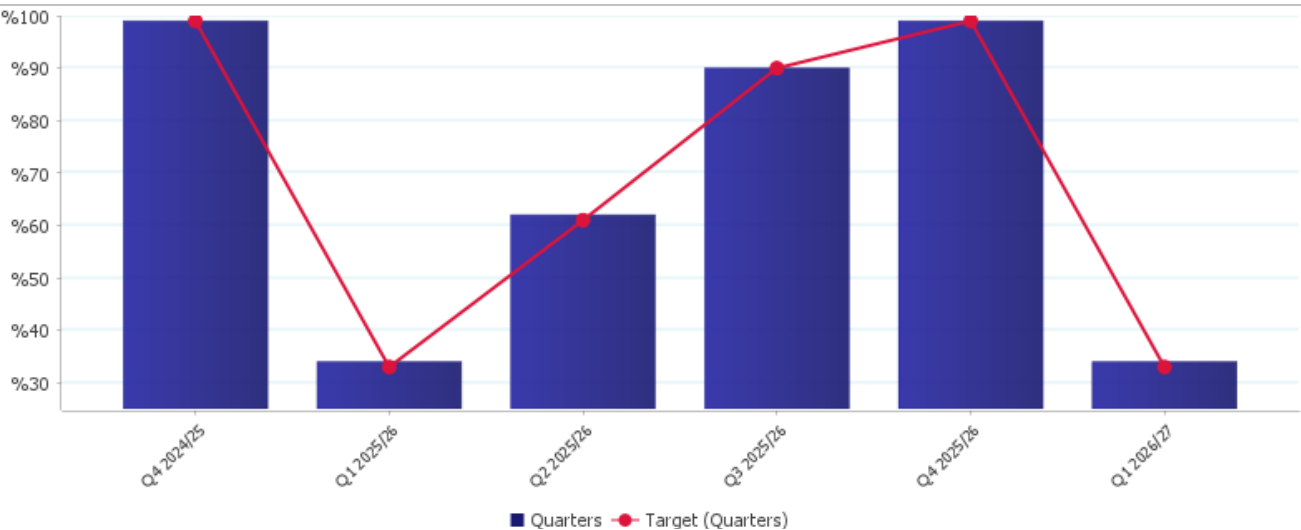


18-Aug-2026



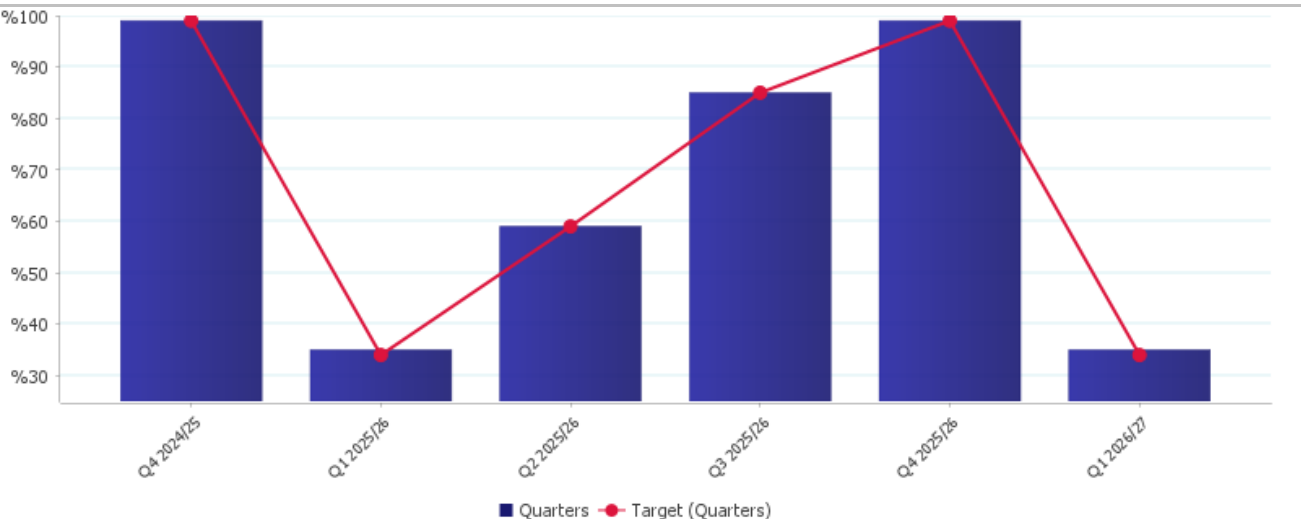
Appeal performance remains positive, at about 80%. Upheld appeals are largely confined to smaller householder applications, representing minimal reputational risk to the Council. Lessons learnt remains an important part of the process. One upheld appeal relates to a quashed enforcement notice for a new dwelling in an outbuilding and this holds several key takeaways for improvement.

Council Tax Collected



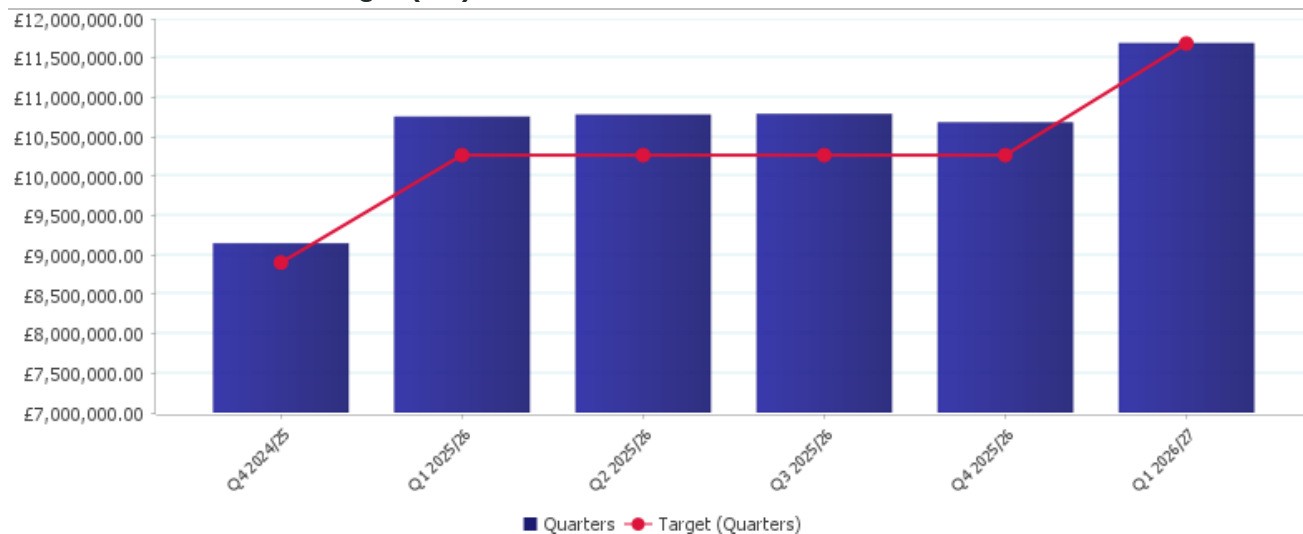
13-Jul-2026
✔ 34.20% collect as at 01.07.2026 against the target of 33%.

Non Domestic Rates Collected



13-Jul-2026
✔ 34.99% collected as at 01.07.2026 against a target of 33.6%.

Forecast Outturn vs Budget (£m)

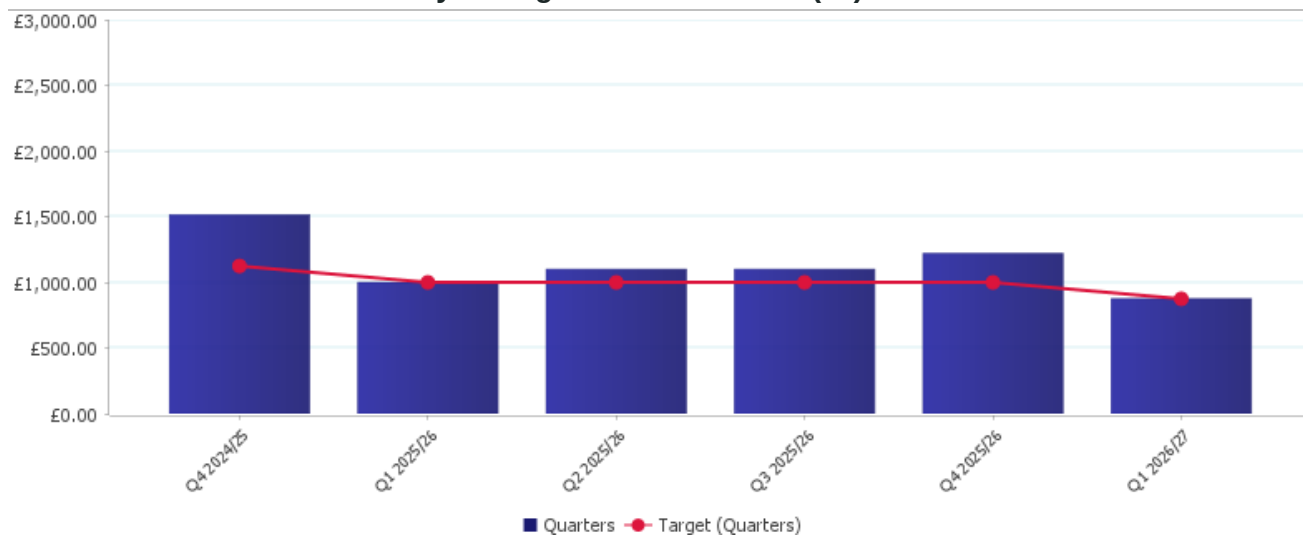


05-Aug-2026



Overall, the Council is expecting to come in on budget at the end of the 2026/27 year.

Forecast Income from Treasury Management Investment (£k)

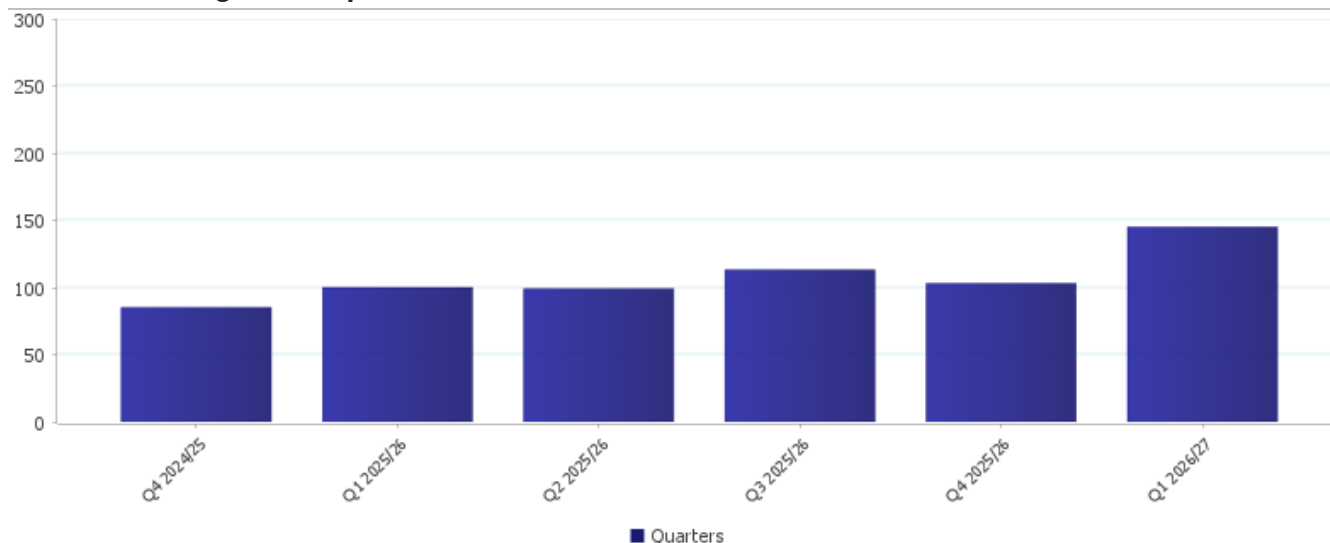


27-Aug-2026



The council is on track to meeting the treasury income target.

Number of Stage 1 Complaints Received



03-Aug-2026

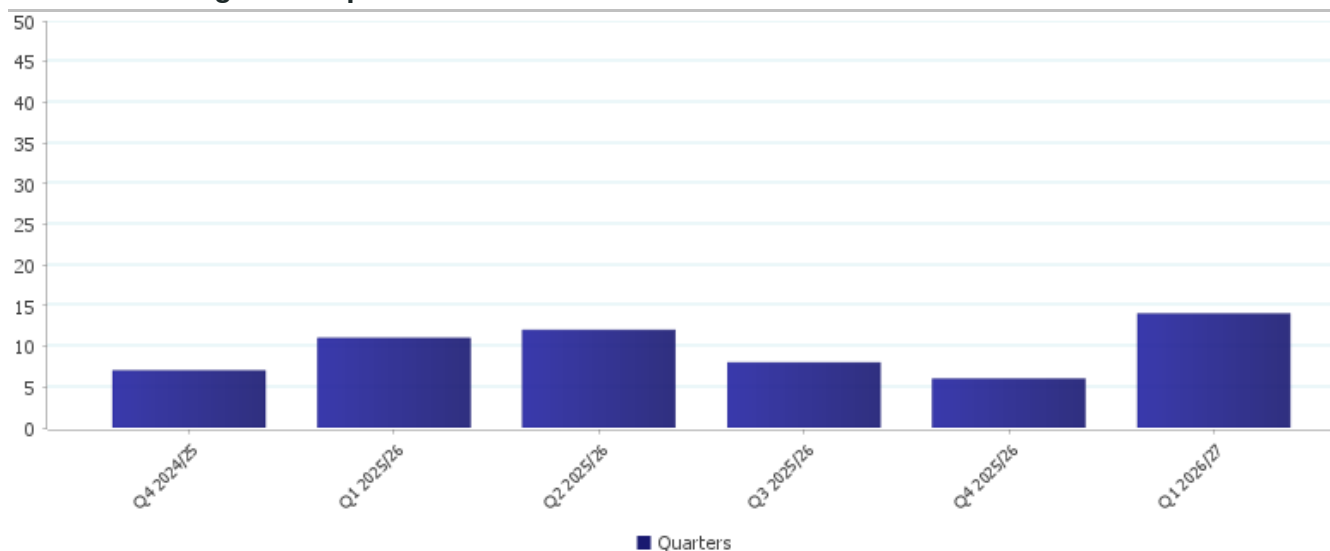


Most of the complaints received this quarter were from Refuse and Recycling, which continues to be the same each quarter regarding missed collections and the 'set back' of bins. There was a spike in June also due to the interruptions to garden waste collections due to HGV driver shortages.

Council tax had a decrease in complaints this quarter, down from 14 previous quarter to 8.

Housing had a small increase in complaints from 6 complaints to 9 for this current quarter.

Number of Stage 2 Complaints Received



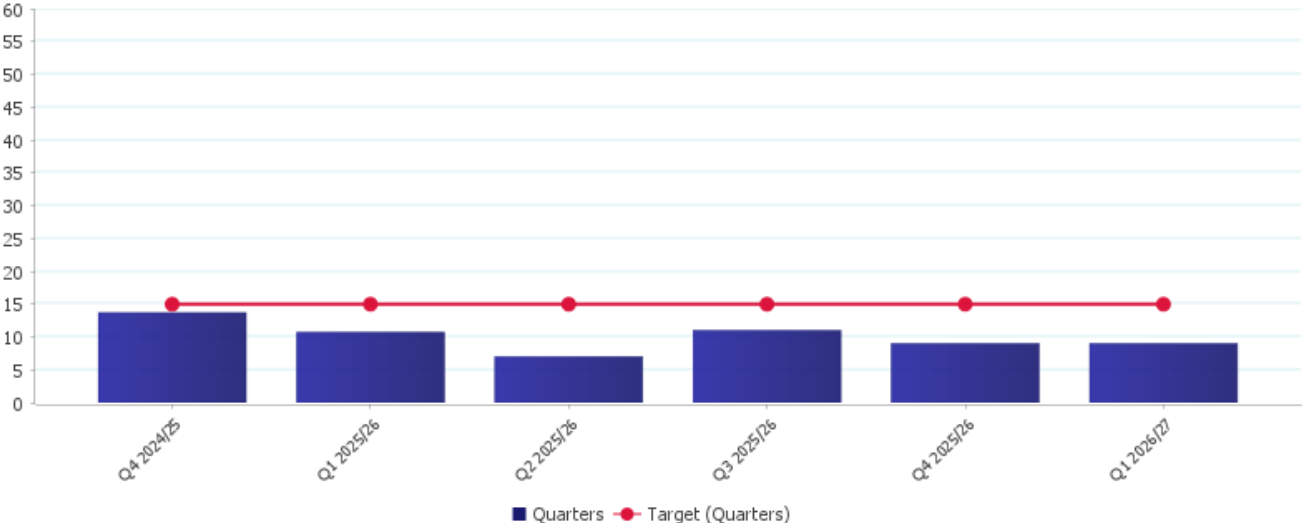
03-Aug-2026



There was a small increase in Stage 2 Complaints received for this quarter.

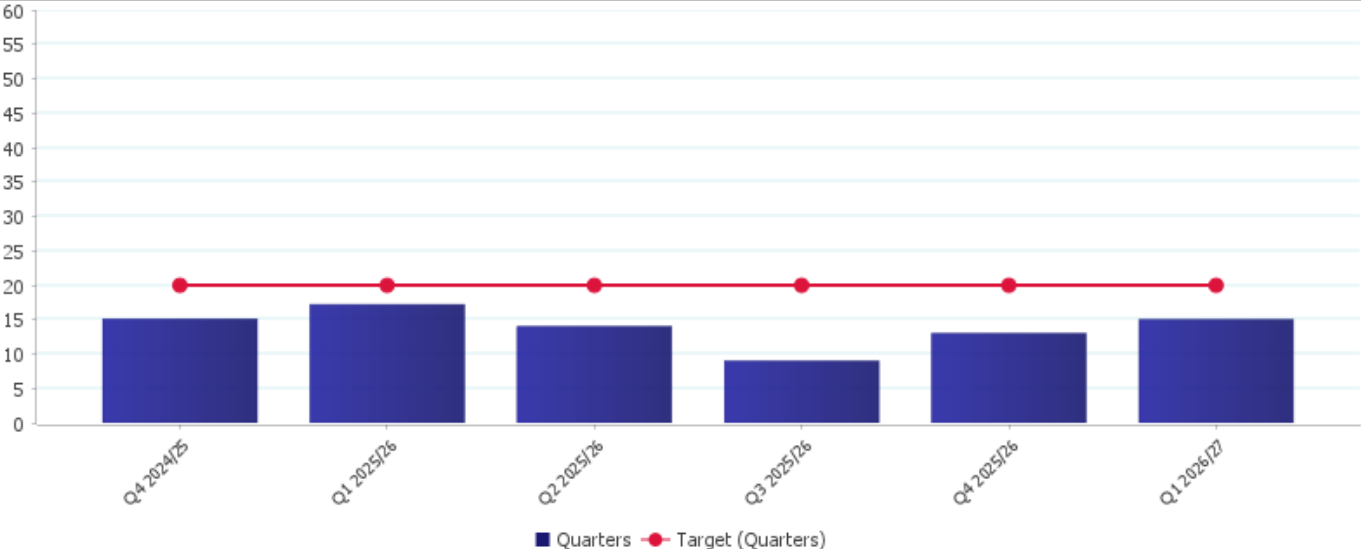
Previous quarter: 11 and this current quarter 14 Stage 2 Complaints received.

Average Time Taken (days) to Process Stage One Complaints



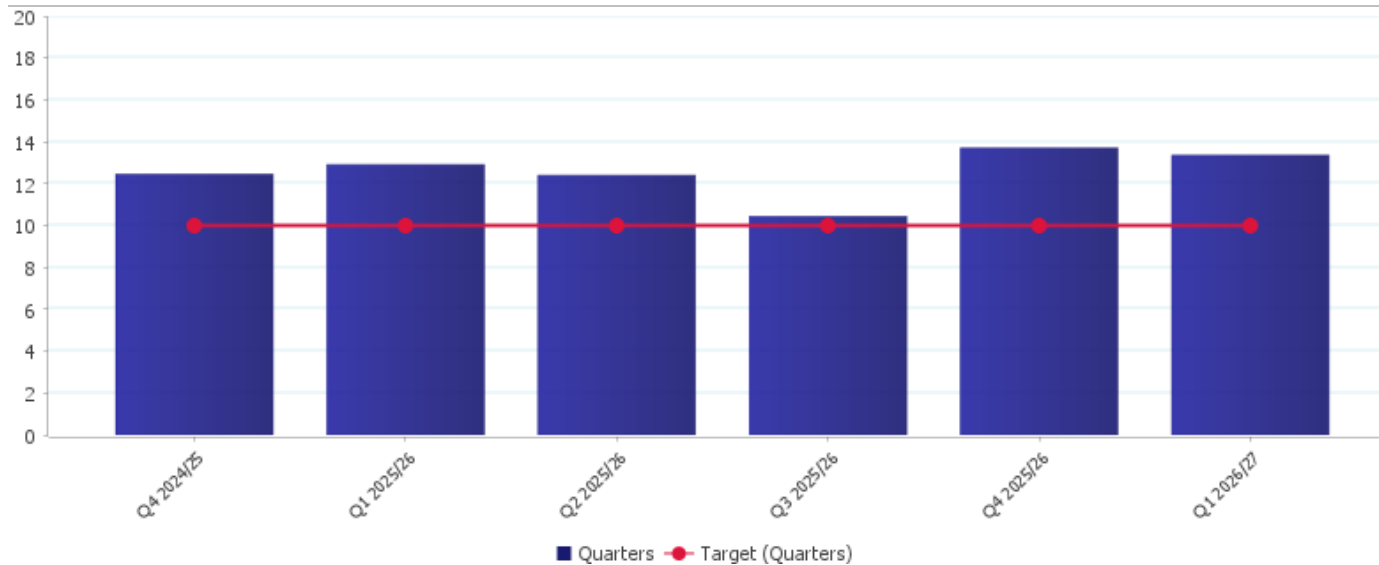
18-Aug-2026
Target achieved for Q1 2026/7.

Average Time Taken to Process Stage Two Complaints



18-Aug-2026
Target achieved for Q1 2026/7.

Average Number of Days of Staff Sickness

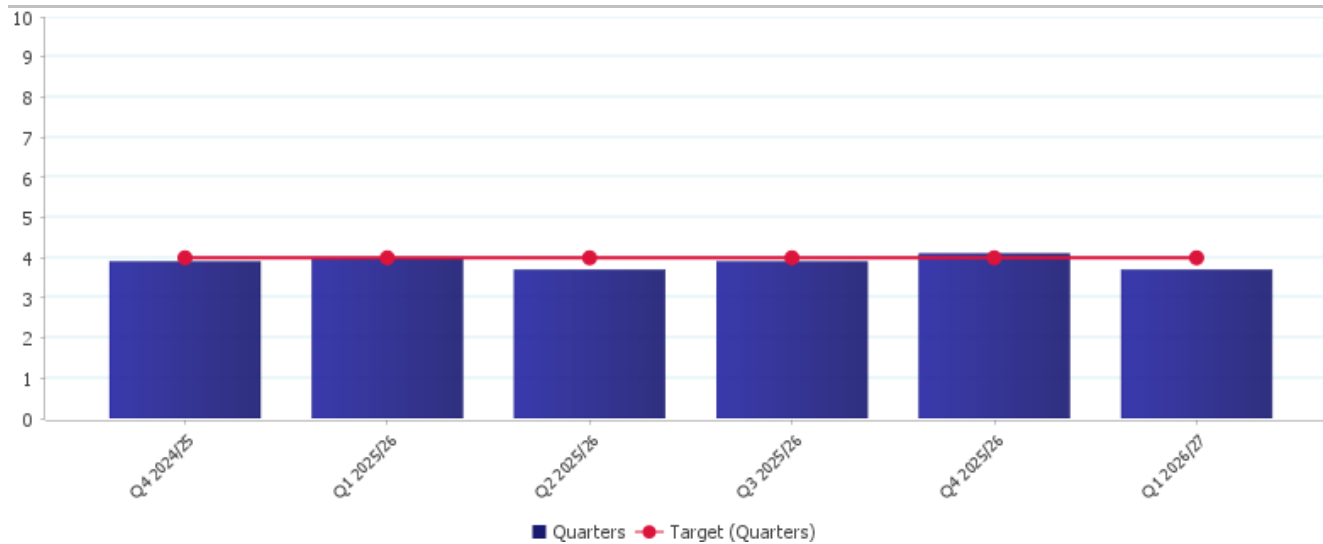


20-Aug-2026



Overall sickness absence has decreased slightly to 13.35 days per FTE. This is broadly in line with, but slightly above, the CIPD public sector benchmark of 13.3 days per employee.

Short-term Staff Sickness (Av. no days)

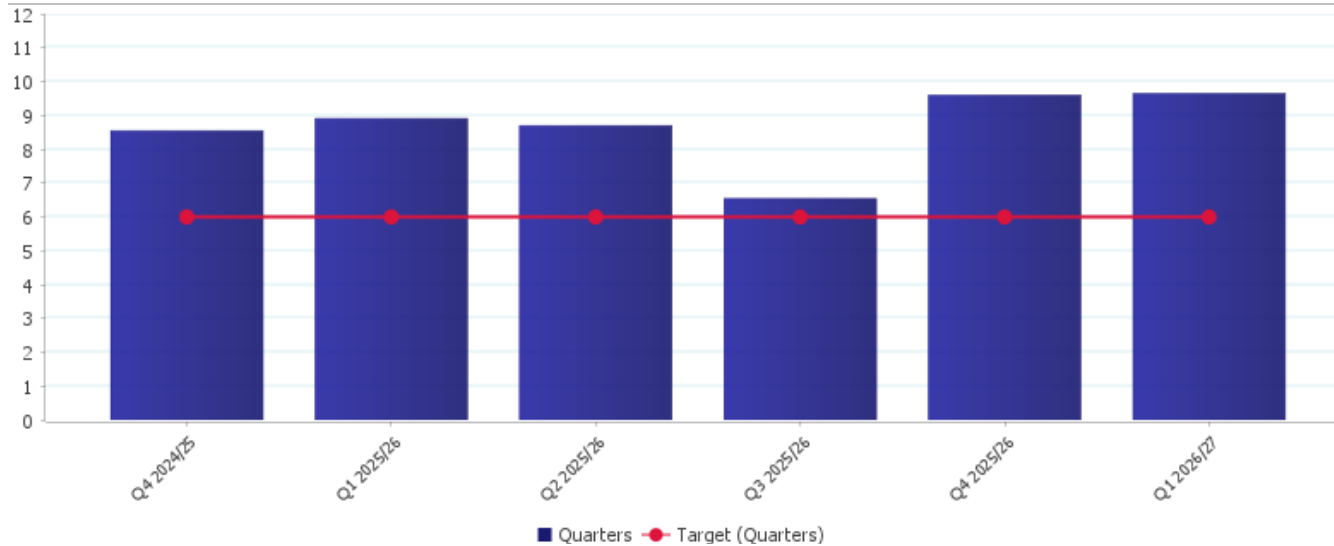


20-Aug-2026



Short-term sickness absence has decreased slightly since last quarter but remains relatively stable. Short-term sickness absence accounted for 996.5 days lost, equivalent to 3.7 days per FTE.

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

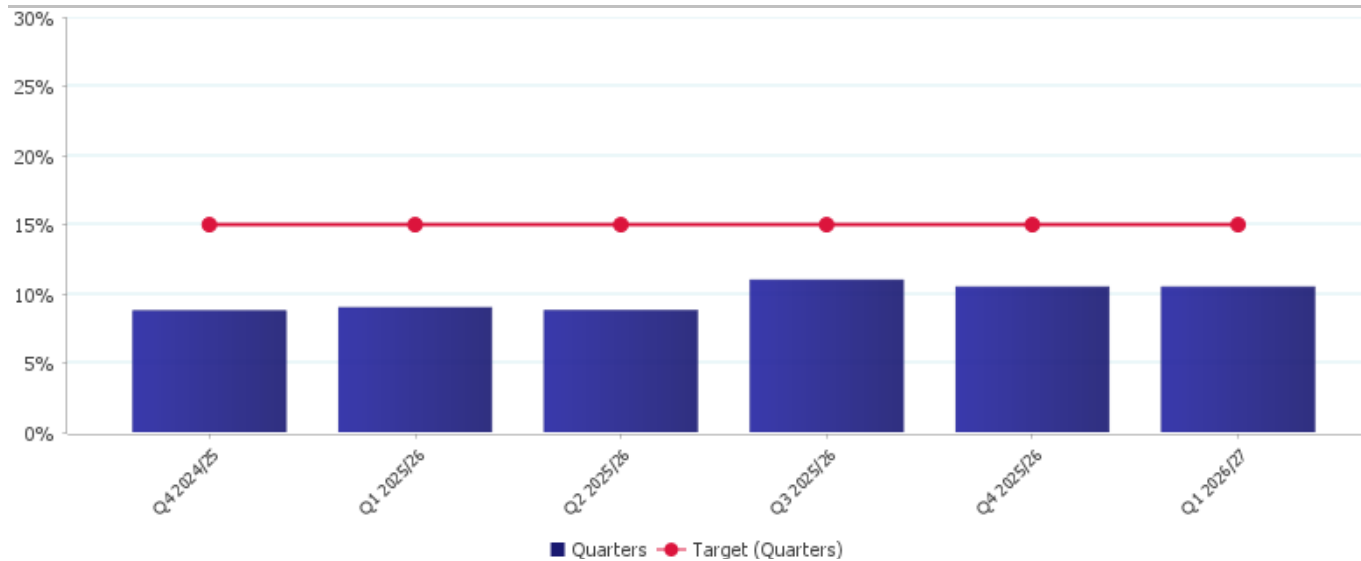


20-Aug-2026



Long-term sickness absence remains the primary driver of overall absence levels. Long-term sickness absence accounted for 2,575 days lost, equivalent to 9.6 days per FTE. The People and OD Team continues to work with managers and employees to support staff on long-term absence and facilitate sustainable returns to work.

Staff Turnover (voluntary)

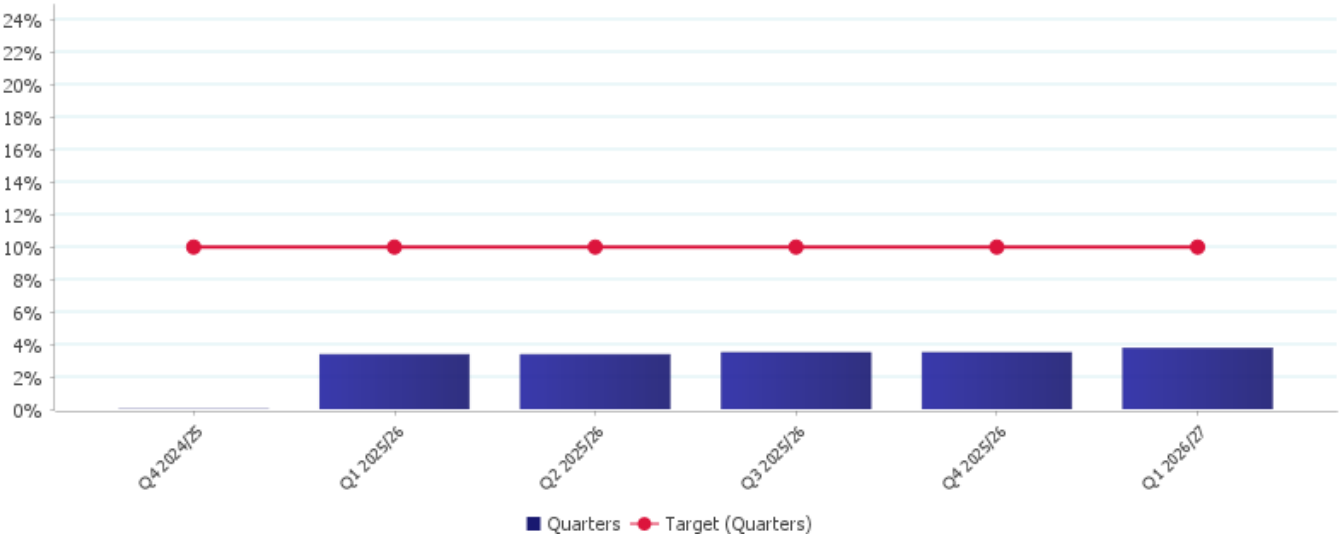


25-Aug-2026



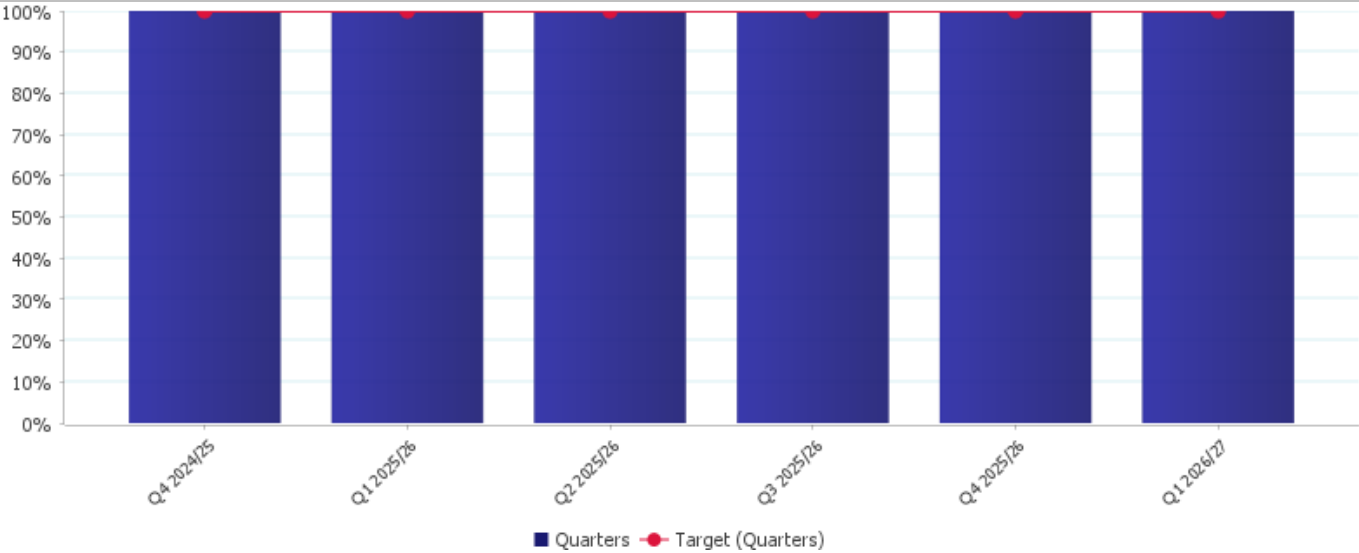
On track to be within target, but we continue to monitor.

Council Owned Vacant Property Rate (%)



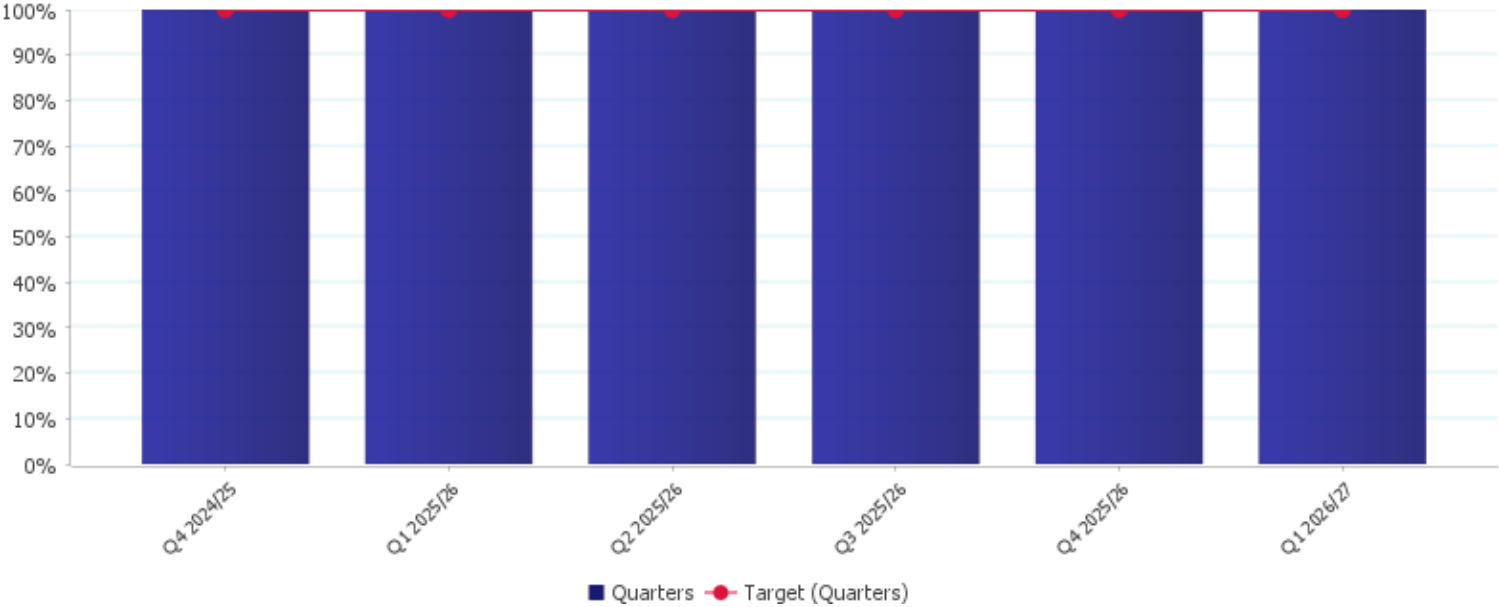
25-Aug-2026
70 East Street, Unit 2 Clock Tower and 92B High Street.

Completion Rates for ALL Property Maintenance Works



04-Aug-2026
All property maintenance works were completed, achieving 100% of the target.

Completion Rate for PRIORITY 1 Property Maintenance Works



04-Aug-2026
✔ All property Priority 1 maintenance works were completed, achieving 100% of the target.

Corporate Risk Register

Our corporate risk register contains our most strategic risks, those that may have a significantly detrimental effect on our ability to achieve our key objectives and delivery of core services. We assess our risks as follows:

Step 1: Score the **inherent** risk using the matrix below = the expected **impact** of the risk **multiplied** by the **likelihood** of the risk occurring (with no mitigations or controls).

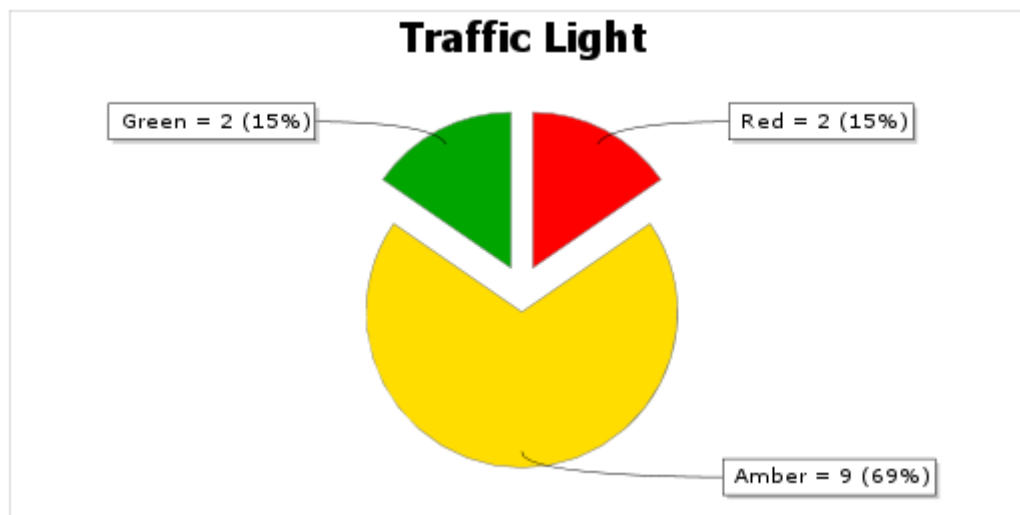
Step 2: Consider how we mitigate the risk and any controls in place.

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

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

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

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



ID	Title	Potential Effect	L	I	Inherent Risk	Controls	L	I	Residual Risk	DoT	Approach	Commentary / Future Actions	Latest Update
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 other budgets. • Potential damage to reputation	4	4	16	Fraud team investigation	4	4	16		Treat	No change.	06 Aug 2026
						Additional staff							
						Working Group							
						Strategy in place							
						Housing First funding in place							
						Additional Government Funding							
						Homelessness Action Plan							

IT6	Failure or interruption to IT services	• Damage caused by successful cyber-attack. • Loss of data. • Service delays. • Reputational damage. • Staff satisfaction.	4	4	16	IT Strategy	3	4	12		Treat	• The risk of failure or interruption to ICT services continues to be managed through ongoing investment in core infrastructure, security monitoring, vulnerability management and the replacement or remediation of ageing technology. • Key technology programmes, including network and firewall upgrades, telephony transformation, Microsoft 365 planning and cyber security improvement activity, continue to support service resilience and reduce operational risk. • National cyber threats remain a significant risk for all councils. Existing cyber security, incident response, business continuity and disaster recovery controls remain in place and continue to be maintained while further work is undertaken on consolidated future arrangements. • Local Government Reorganisation introduces additional complexity, particularly where future authority design decisions may affect technology, infrastructure and cyber security requirements. ICT is therefore working through the Surrey IT and Data Theme to assess cyber posture and future technology requirements across councils. • Technology investment continues to	09 Aug 2026
						Business Continuity Plan							
						IT processes and procedures							
						Security Operations Centre							
						Cyber Security Strategy							
						Budget							

											be reviewed against current service needs and future authority requirements. This approach is intended to maintain secure and resilient services while reducing the risk of duplication or unnecessary expenditure during the transition period.		
EO3	Implications of local government reorganisation	• Turnover of staff. • Financial uncertainty. • Disruption to BAU. • Capacity to deliver. • Staff morale/motivation. • Strategic uncertainty.	4	4	16	Working Group	3	3	9		Tolerate	No change to risk 'score' since Q4 25/6.	26 Aug 2026
						Stakeholder group							
						Collaboration with other councils							
						Communications Campaigns							
						Learning from other new unitary authorities							
						LGR implementation programme							
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	3	3	9		Treat	Local Plan remains at examination stage.	30 Jul 2026
						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							
EO5	Failure in key	• Poor customer service.	2	4	8	Performance	2	4	8		Treat	No change to risk 'score' since Q4 25/6.	26 Aug

	statutory services	• Legal challenge. • Reputational damage.			Benchmarking							2026	
					Performance Monitoring								
					Risk Register								
					Risk Management Strategy								
					Budget Monitoring								
					Annual Budget Setting								
					Governance Framework								
LS9	Shadow Authority Election					2	4	8			Elections took place in May; plans in place for by-elections if required during the shadow period - if that occurs, a new risk can be added. Therefore, the risk will be retired .	26 Aug 2026	
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	2	4	8		Treat	We have reasonably good controls in place and this remains unchanged.	06 Aug 2026
					Internal Audit								
					eLearning								
					Working Group								
					Information Governance Working Group								
					Staff training								
					Breaches log								
					Data Protection Officer								
					Data/information management prep for building movetionailsation programme								

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 support strategic and operational / service deliver partners.	4	4	16	Applied Resilience	1	3		Tolerate	No change to the risk score for Quarter 1 2026/27 - work programme remains on track.	06 Aug 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).

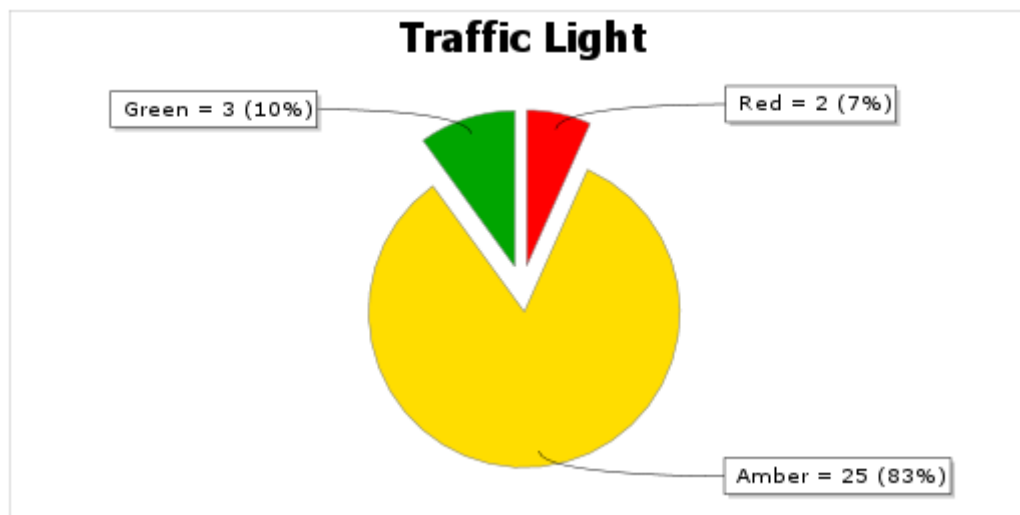
Step 2: Consider how we mitigate the risk and any controls in place.

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

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

Likelihood	4 Very likely	4	8	12	16
	3 Likely	3	6	9	12
	2 Possible	2	4	6	8
	1 Remote	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.	06 Aug 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	4	3	12		Treat	The Strategic Housing Manager (SHM) continues to work with planning colleagues and Registered Providers to increase delivery.	30 Jul 2026
						Partnership Working							
						Strategic Housing Manager							
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	3	3	9		Treat	The cost of living crisis and associated pressures, that had started to stabilise, continues hold 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 not increased since the last review but has equally, should not be marked as decreasing.	05 Aug 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	• 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	Criminal Justice Bill no longer progressing and therefore the risk will be retired .	06 Aug 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.	22 Jul 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 scaled to fit resources and new CSP will set new priorities after for after Vesting Day.	22 Jul 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	3	3	9		Treat	Although this is an external structural issue the likelihood has been reduced to reflect the modest success in having taken options to employ pre qualified and early stage career people who are now reaching competency levels sufficient to support the service and the receipt of new burdens funding in respect of the Renters Rights Act obligations.	31 Jul 2026
OS30	Lack of availability of qualified LGV drivers	- Insufficient drivers impacts on the collection of waste, leading to • Reduced income (garden waste is paid for) - Reputation, - Risk to public health.	4	3	12	Staff training Managers working closely with staff Review of pay scales	3	3	9		Tolerate	Risk to remain on Environment Committee Register. No change in risk 'score' since Q4 25/6.	26 Aug 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	2	3	6		Treat	Revenue is holding up well, however disruption to Hook Road and Ashley Centre may cause some minor risk.	05 Aug 2026

						Budget Profile Exercise							
OS21	Climate change - Fleet emissions	- Increased costs related to adapting / purchasing new vehicles. - Reduced efficiency. - Costs related to staff retraining. - Costs related to depot adoptions.	4	3	12	Climate Change Group	3	2	6		Tolerate	No change to risk 'score' since Q4 25/6.	25 Aug 2026
						SEP Green Fleet Working Group							
						Grant Funding Secured - Electric MealsOnWheels Vehicles							
OS5	Outcome of national waste strategy	- Budget implications. - Service delivery implications. - Operational management implications. - Stakeholder management.	4	3	12	Monitoring for Government Announcements	2	3	6		Tolerate	No change to risk 'score' since Q4 25/6.	25 Aug 2026
						Simpler Recycling							
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	2	3	6		Treat	No real change to the last quarter, with current programmes occurring as scheduled.	05 Aug 2026
						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.							

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 to risk. It has previously been noted that a significant source of private hire licence fee income has been lost owing to the operator licence shopping elsewhere at a different local authority and this is reflected in a reduction in fee income relative to budget as at Q1. However Q2 and Q3 are the busiest periods and it is prudent to make a further assessment in the autumn.	31 Jul 2026
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	3	3	9		Treat	Reputational risk has increased to high, alongside an increase in likelihood to likely. This is because of a staff vacancy in enforcement which has resulted in a failure to deal with an ongoing backlog of cases, several medium profile prosecution cases where enforcement notices have not been complied with, and the issuing of multiple enforcement notices. This should ease through Quarter 2 with the commencement of a new starter in August 2026.	05 Aug 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	Fee income for the first quarter sits at about 80% of forecast, with a significant downturn in May (£30,279 or 57% of forecast) improving into June. This could be down to several factors including uncertainty with national and local policy and broader economic factors in the construction industry. However, two larger major applications for Downs Farm and Ewell East Train Station are anticipated in Quarter 2 which will inflate figures and return fee income to the black. The risk level remains unchanged as a result.	05 Aug 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	Progress is required to have the Council ready to implement the Building Safety Levy in October 2026 but the process is relatively straight forward with limited implications for EEBC. There is no change to the risk level.	04 Aug 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.	30 Jul 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	There is no change to the prospects of threats of designation. There is a slight downturn in performance, but this has arisen due to staff vacancies rather than performance. Performance remains excellent through the quarter and year in terms of planning applications, and is continually monitored in terms of appeal decision overturns.	04 Aug 2026
HC27	Out of date licensing policies	• Gaps in governance framework. • Reputational damage.	4	4	16	Additional staff Access to legal advice Committee training	1	2	2		Treat	Statutory policies now adopted by full council. Therefore, this risk will be retired .	06 Aug 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.)	- 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.	30 Jul 2026
F26	Incorrect administration of Housing Benefit payments to a provider	Financial impact to the council which could affect the budget / reserves.	3	3	9	Quarterly monitoring of subsidy position Regular liaison meetings with DWP Allocate contingency funds to cover potential financial impacts	2	3	6		Treat	This has been addressed as part of the latest return, and DWP has been informed and updated on the latest position.	25 Aug 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	4	4	16	Engagement w/ Surrey County Council Partners fully engaged Lobby Government Manage financial reserves Share capacity across partner authorities Reduce council	2	3	6		Treat	The council has transferred its share of the financial contribution to the LGR implementation pot, and there is no further requirement to contribute to the pot. The council also has healthy levels of reserves to contribute further in the event of unexpected additional costs arising from LGR.	25 Aug 2026

		not be covered. • Implementation of LGR not effective. • Lack of capacity to deliver.				spending							
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 generating initiatives / opportunities.	2	3	6	Recruitment Strategy Retaining Talent Policy Succession Planning Performance Management My Performance Conversations Risk Management Strategy Project Management Governance	3	2	6		Treat	Full leadership team at present though some pull from BAU to LGR work which is being managed internally.	05 Aug 2026
PR15	Climate change - Building emissions	• Unable to achieve climate change strategy goal to reduce building emissions. • Council generates more CO2 than necessary.	4	3	12	Climate Change Action Plan Climate Change Group	2	3	6		Treat	Buildings continue to be upgraded to reduce / remove reliance on fossil fuel heating systems.	03 Aug 2026
PR16	Reduction in car parking capacity	• Reduced income • Damage to Epsom's vitality and viability eg • - Harder for visitors to find space	3	2	6	Engagement w/ Surrey County Council Car Park monitoring	2	3	6		Treat	Awaiting approval of draft Local Plan.	03 Aug 2026

		• Overspill of parking into roads.											
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	2	3	6	⬇️	Tolerate	Commercial tenant default remains a risk in the current low growth, geopolitically unstable economic environment but property portfolio remains financially resilient.	03 Aug 2026
DST10	Failing to respond to complaints effectively	• Poor customer experience. • Reputational damage. • Increased costs related to officer time required to rectify complaints after initial response. • Costs related to any financial settlements / restitutions. • Public interest for non-compliance report issued by the Local Government and Social Care Ombudsman (LGSCO).	3	4	12	Information Published on Website Staff training Complaints Management Governance Complaints Meetings Ongoing interaction with the LGSCO to support complaints handling and minimise complaints	2	2	4	▬	Tolerate	The risk has not changed for Quarter 1. However, LGR and general service demand will continue to put pressure on response times.	18 Aug 2026
EO8	Ineffective communication to key stakeholders	• Audiences and stakeholders are unaware of information	3	3	9	Service/Function Review Communications Strategy	2	2	4	▬	Tolerate	Overall, there is no change to previous assessment. Work on local government reorganisation is impacting resource and measures are	05 Aug 2026

		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.				Regular review of communication channels					now in place to help manage this.		
						Communications Campaigns							
						Internal Client - Account Manager Process							
						Comms standards							
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	1	1	1		Treat	East Surrey Council will determine the future of the current Town Hall site as part of future transformation programme.	03 Aug 2026
						Member Working Group							

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	Revised Due Date	Commentary	RAG Status	RAG Status	Latest Update
2023/24 - IT AGS action	31-Mar-2024	30-Sep-2026	• Remediation activity arising from the previous IT Health Check has now largely been completed, with the remaining actions focused on minor improvements, ongoing monitoring and continued assurance activity. • ICT continues to maintain the controls required to support the Council's current PSN compliance position, including vulnerability management, security monitoring, infrastructure maintenance and follow-up remediation where required. • Further engagement with the Cabinet Office remains awaited. Given the wider Local Government Reorganisation programme, this engagement is expected to inform the approach to future PSN assurance arrangements and the development of a single PSN submission for the future East Surrey authority, of which EEBC forms part. • Planning for the next IT Health Check is underway. The scope and timing are being considered alongside current operational requirements and the emerging requirements of the new authority arrangements, to ensure that assurance activity remains relevant and avoids duplication. • This action remains open pending Cabinet Office engagement and confirmation of the future PSN assurance approach. A further update will be provided once this direction is confirmed.		Off track	09-Aug-2026
2024/25 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	• Work has continued to review and consolidate the Council's cyber security response arrangements, including the Cyber Security Response Plan and Cyber Incident Response Plan. Initial review and gap analysis activity has been completed, with draft documentation being refined.		Off track	09-Aug-2026

Issues Identified	Original Due Date	Revised Due Date	Commentary	RAG Status	RAG Status	Latest Update
			- The review has been re-phased to align with Surrey-wide Local Government Reorganisation planning and the development of future operating models for the new East and West Surrey authorities. This will help ensure that any consolidated approach remains suitable for both current operations and future authority arrangements. - Existing cyber security, incident response, business continuity and disaster recovery controls remain in place and continue to be maintained while this review is completed. - In parallel, work is underway through the Surrey IT and Data Theme to review and understand the cyber security posture across Surrey councils. The outputs from that work will help inform future cyber security response and incident management arrangements for the new authorities. - This action remains ongoing, with further updates to be provided as the consolidated documentation and wider Surrey cyber planning work progress.			
2024/25 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-Dec-2026	Additional Examination Hearing was held on 2 July 2026. Officers are supporting the Inspector in preparing her main modifications which will be subject to statutory consultation once finalised.		Off track	04-Aug-2026
2025-26 Corporate Compliance with Section 24 LGR direction	07-Aug-2026	07-Aug-2026	Internal controls have been put in place to identify potential projects / procurements that meet the Section 24 criteria. The S151 Officer will be the single point of contact for internal decisions regarding Section 24, who will be supported by the Strategic Leadership Team, Procurement Board, and LGR colleagues.		Completed	07-Aug-2026
2025-26 Continued reliance on ICT legacy / extended-support infrastructure components.	31-Mar-2027	31-Mar-2027	This work has continued to progress during Q1 including network infrastructure renewal, firewall replacement, telephony transformation and Microsoft 365 planning. Although the original ICT roadmap has been re-prioritised due to the additional demands of LGR to form		On track	17-Sep-2026

Issues Identified	Original Due Date	Revised Due Date	Commentary	RAG Status	RAG Status	Latest Update
			East Surrey, activity remains focused on reducing technical risk, maintaining service continuity and preparing the foundations required to support transition to the new authorities. ICT investment continues to focus on maintaining secure, compliant and resilient services. It is proposed that a report will be brought back to Strategy and Resources Committee.			
2025-26 Development Management: update procurement process for all contracts	31-Aug-2026	31-Aug-2026	Meeting held between Procurement and Development Management 28/08/2026. All procurement activity reviewed up to and closely beyond Vesting Day: all on-track and processes confirmed.		Completed	28-Aug-2026
2025-26 Ensure any outstanding audit actions are carried forward into the new East Surrey Authority so that they are not lost	31-Mar-2027	31-Mar-2027	Internal Audit actions continue to be entered and tracked within our performance management system.		On track	18-Aug-2026
2025-26 External Legal support beyond April 2027	31-Mar-2027	31-Mar-2027	A Deed of Variation has been signed off by EEBC (awaiting sign off by Waverley Borough Council) that extends both existing contracts until 31 March 2028. To be closed.		Completed	25-Aug-2026
2025-26 Long-term strategic planning, objective setting will be needed as we move into LGR	31-Mar-2027	31-Dec-2027	Epsom and Ewell officers continue to contribute to the strategy planning for the new authorities, and are participating in other LGR workstreams.		On track	18-Aug-2026