

## PERFORMANCE AND RISK REPORT - JULY 2024

<b>Head of Service:</b>	Andrew Bircher, Interim Director of Corporate Services
<b>Report Writer</b>	Will Mace, Business Assurance Manager
<b>Wards affected:</b>	(All Wards)
<b>Appendices (attached):</b>	<b>Appendix 1</b> – Corporate Performance Report - Q4 End of Year Report <b>Appendix 2</b> – Four Year Plan 2020-2024 - Progress Report

### Summary

This report provides an update of the Council's performance, containing:

- The end of year corporate performance report, with respect to the 2023-2024 Annual Plan objectives, key performance indicators, corporate risks and annual governance statement actions (**Appendix 1**); and
- A progress report on the Four-Year Plan, which highlights key achievements between April 2020 and March 2024 (**Appendix 2**).

### Recommendation (s)

**The Committee is asked to:**

- (1) **Note and comment on the corporate performance report (Appendix 1), including those targets which have not been achieved, and**
- (2) **Note and comment on the Four-Year Plan progress report (Appendix 2).**

### 1 Reason for Recommendation

1.1 The terms of reference for this committee includes the responsibility for reviewing the performance of the Council, and evaluating and monitoring progress on whether expected outcomes are being achieved in accordance with the Council's strategic plans.

1.2 This report has been brought to the committee to aid its members in meeting these objectives.

### 2 Background

# Audit and Scrutiny Committee

## 25 July 2024

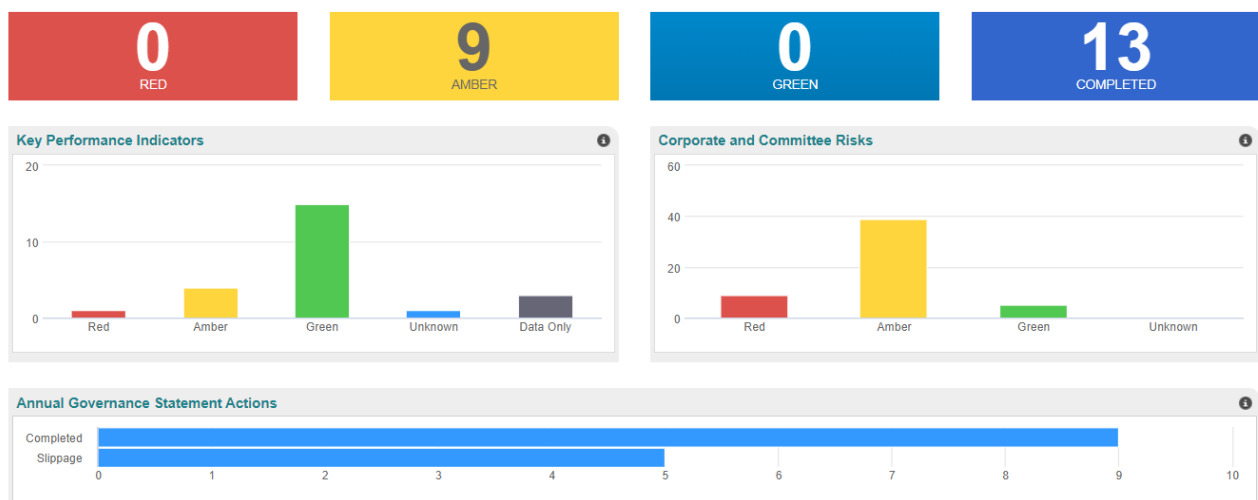
- 2.1 In February 2020 the Council agreed a Four-Year Plan for the period 2020 to 2024. The six themes are:
- **Green & Vibrant (G&V)** - A better place to live where people enjoy their surroundings.
  - **Safe & Well (S&W)** - A place where people feel safe, secure, and lead healthy, fulfilling lives.
  - **Opportunity & Prosperity (O&P)** - A successful place with a strong, dynamic local economy where people can thrive.
  - **Smart & Connected (S&C)** - Alive and connected socially, economically, geographically, and digitally.
  - **Cultural & Creative (C&C)** - A centre for cultural and creative excellence and inspiration.
  - **Effective Council (EC)** - Engaging, responsive and resilient council.
- 2.2 Since the Four-Year Plan's inception, four annual plans have been developed to support the delivery of these six themes and regular progress reports have been submitted to the Committee. **Appendix 1** shows the end of year performance between April 2023 and March 2024, whereas **Appendix 2** provides an overview of our key achievements and progress against the Four-Year Plan between April 2020 and March 2024.

### 3 April 2023- March 2024: Quarter 4 and End of Year Position

So far, the committee has received three interim corporate performance reports for 2023-2024. **Appendix 1** provides the end of year update on the annual plan objectives, key performance indicators, corporate risks and annual governance statement actions.

#### Performance Report Dashboard- Annual Plan 2023-2024

Annual Plan Actions



# Audit and Scrutiny Committee

## 25 July 2024

- 3.1 The tables below show the number of **annual plan objectives** that were achieved and missed during 2023-2024 by number, percentage and theme. Detailed narratives are provided in Appendix 1 (pages 2-11).

2023-2024			Last Year (2022-2023)	
Status	No.	%	No.	%
Blue (completed)	13	59%	16	53.3%
Green (on track)	<i>Not applicable, as this report presents the end of year position.</i>			
Amber (slippage)	9	41%	10	33.3%
Red (off track)	0	0%	4	13.3%
<b>Total</b>	<b>22</b>	<b>100%</b>	<b>30</b>	<b>100%</b>

Themes	Status (2023-2024)			Total
	Blue	Amber	Red	
Green & Vibrant (G&V)	4	1	0	5
Safe & Well (S&W)	1	2	0	3
Opportunity & Prosperity (O&P)	1	3	0	4
Smart & Connected (S&C)	0	0	0	0
Cultural & Creative (C&C)	2	1	0	3
Effective Council (EC)	5	2	0	7
<b>Total</b>	<b>13</b>	<b>9</b>	<b>0</b>	<b>22</b>

- 3.1.1 Some progress has been made with the 'amber' objectives during 2023-24 but the completion has been delayed by:
- the time required to obtain approval of relocating to 70 East Street and the appointment of a consultant ('Effective Council' - AP23/4.4).
  - the pause of Local Plan between March and October 2023 ('Opportunity & Prosperity' – AP23/4.5, AP23/4.7 and AP23/4.8; 'Cultural & Creative' -AP23/4.11).
  - the lack of resources and (government) funding to conduct stock condition surveys in the private rented sector ('Safe & Well' - AP23/4.15).
  - securing funding for tree planting plans, setting up a working group to progress a new Ash Dieback Action Plan and developing the Tree Planting Fees and Charges Policy ('Green & Vibrant' – AP23/4.18)
  - further investigatory work regarding a potential site and feasibility study for a pet crematorium ('Effective Council' – AP23/4.19).

# Audit and Scrutiny Committee

## 25 July 2024

- finalising the recommendations made by the consultant on our video surveillance system with the town centre operator ('Safe & Well' – AP23/4.21).

3.1.2 These 'amber' objectives have been encapsulated into new objectives in the 2024-2025 Annual Plan and/or Service Delivery Plan

3.1.3 There are no objectives rated with 'red' (off track) status during 2023-2024.

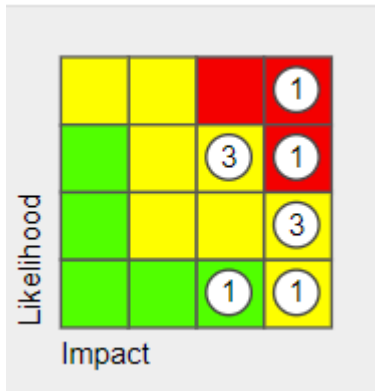
### 3.2 Key Performance Indicators (Appendix 1, pages 12-27):

Traffic Light	
Red	1
Amber	4
Green	15
Data Only	3
Unknown	1

Please note that the key performance indicators are provided on a quarterly basis, unless stated otherwise in Appendix 1. We have not yet received last quarter's data for the 'recycling rate' KPI from our partner data supplier (ie 'Unknown'). The 'red' KPI relates to 'the number of households living in nightly paid accommodation'. The four areas of slippage (Amber) relate to; 'forecast outturn v budget', where the provisional outturn shows an adverse variance, 'Staff sickness', and 'response times to PCN appeals' which continue to be completed within statutory timeframes.

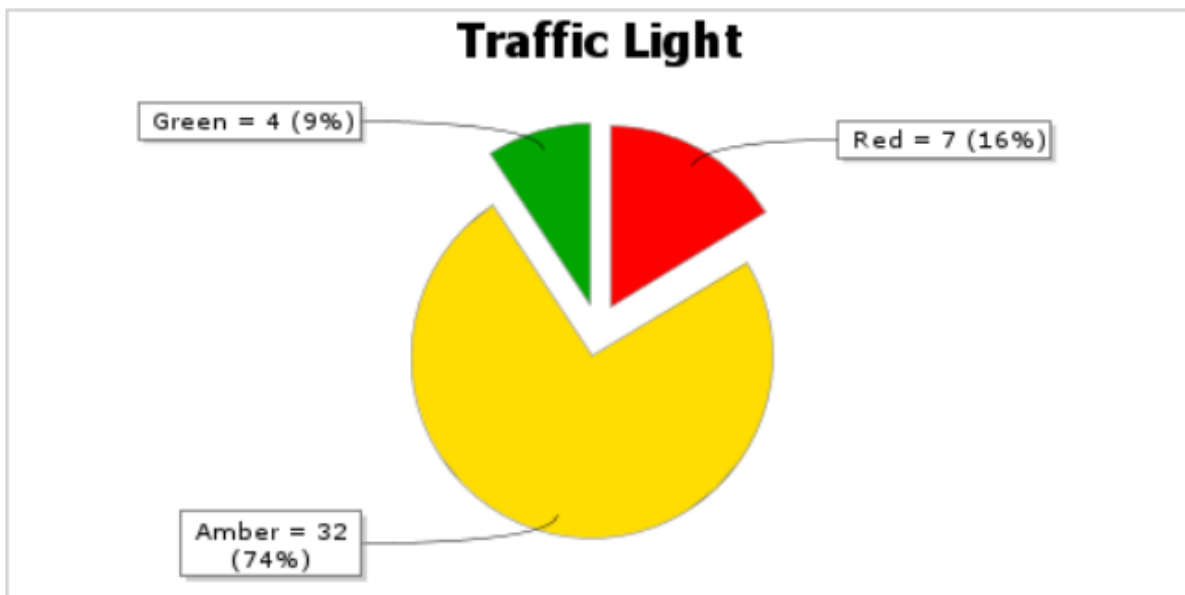
Audit and Scrutiny Committee  
25 July 2024

**Corporate Risk Register** (Appendix 1, pages 28-33):



3.3 Of the 10 risks currently on the Corporate Risk Register, five have 'improved' since the last quarter, none have 'worsened' with the remaining five 'unchanged'.

**Committee Risk Registers** (Appendix 1, pages 34-49): In total there are 43 Committee level risks which are shared among the Committees as follows: Environment (2 Red (high), 5 Amber (medium), 1 Green (low)),



Crime and Disorder (4 Amber, 1 Green), Community and Well-being (1 Red, 5 Amber), and Licensing and Planning Policy (2 Red, 12 Amber, 1 Green), Strategy and Resources (2 Red, 6 Amber, 1 Green). Environment Committee and Licensing and Planning Policy Committee each include a red risk which it is proposed are merged into a single (amber) risk as included on the Environment Committee risk register. Risk HR10 'Vacancies in roles which have significant impact on service delivery and corporate leadership' has been moved to the People and OD Divisional Risk Register following discussion at the June S&R Committee.

# Audit and Scrutiny Committee

## 25 July 2024

3.4 **Annual Governance Statement** (Appendix 1, pages 50-51): 9 out of the 13 actions have been completed and progress has been made on the remaining four actions:

- AGS23/4.5 (Homelessness governance) – regular updates have been produced throughout 2023-2024. Only the end of year report remains to be submitted in July 2024.
- AGS23/4.8 (HR&OD service resilience)- there have been challenges in recruitment. A new permanent Head of HR&OD starts in June 2024 and all remaining posts are expected to be filled during the Summer.
- AGS23/4.9 (Review of Recruitment and Retention policies) – this review is being undertaken as part of the People Framework which requires a longer timescale due to its scope.
- AGS23/4.11 (Update of IT policies) – this is being progressed with other ICT priorities and this work will be completed by the end of 2024.

## 4 April 2020 – March 2024: Four Year Plan Progress Report

4.1 **Appendix 2** is a progress report on the Four-Year Plan, following its approval by the Council in January 2020. Sections 1 and 2 of the report briefly introduce the golden thread, from the vision (Future40) and Four-Year Plan, to the annual plans and service delivery plans.

4.2 Section 3 provides an overview of progress against the Plan. The table below shows the status of all the objectives throughout the plan period. Overall, 72 out of 113 objectives have been achieved ('Blue'); 25 objectives were progressed but not yet finished by their completion dates ('Amber'); and there were 16 missed/abandoned objectives ('Red'), due to not delivering value for money following feasibility or higher priority objectives taking precedence. Explanations have been given to the 'Amber' and 'Red' objectives in the previous reports to the committee, including which actions have been carried forward in the Annual Plan 2024-2025.

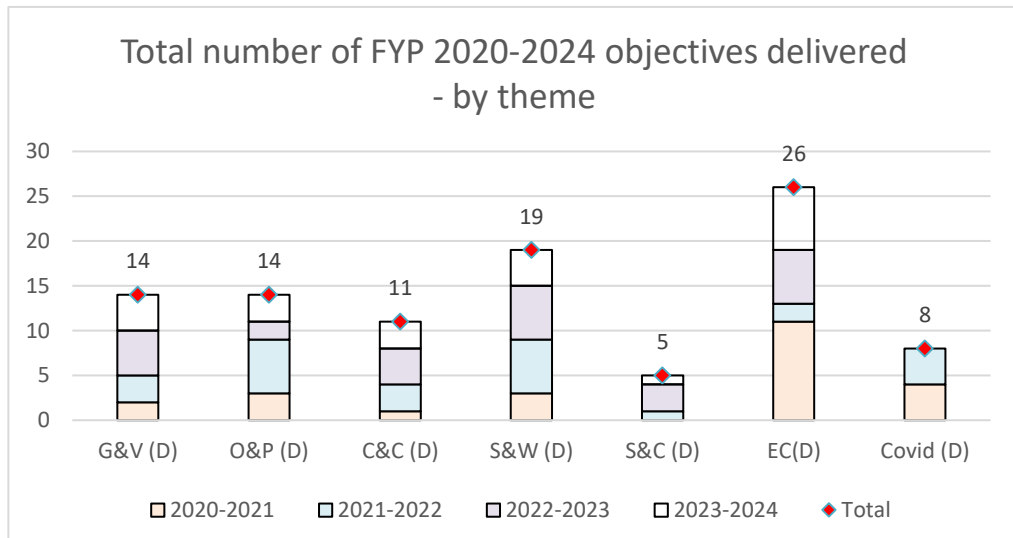
	Total	RAG Status		
Financial Year	Total number of objectives planned	Achieved (Blue)	Partially delivered / delivered past original completion date (Amber)	Not delivered / abandoned (Red)
2020-2021	33	22	2	9
2021-2022	28	21	4	3

# Audit and Scrutiny Committee

## 25 July 2024

<b>2022-2023</b>	<b>30</b>	<b>16</b>	<b>10</b>	<b>4</b>
<b>2023-2024</b>	<b>22</b>	<b>13</b>	<b>9</b>	<b>0</b>
<b>Total</b>	<b>113</b>	<b>72</b>	<b>25</b>	<b>16</b>

- 4.3 This graph displays the 97 objectives delivered ('Blue') and partially delivered ('Amber') by the six themes. It also includes our Covid-related objectives during the pandemic.



- 4.4 Section 4 of Appendix 2 highlights the achievements and progress of some of key Council strategies, plans and activities in the past four years (by theme). The strategies were developed to provide better outcomes for our residents, communities, businesses, and key stakeholders through collaborative working.
- 4.5 Section 5 summarises those key strategies, plans and activities already progressed, which require further work to deliver their cumulative impact. This report represents the first key milestone of moving towards the [Future40 vision](#) for Epsom and Ewell.

## 5 Risk Assessment

### Legal or other duties

#### 5.1 Equality Impact Assessment

5.1.1 No direct risks.

#### 5.2 Crime & Disorder

5.2.1 No direct risks.

#### 5.3 Safeguarding

5.3.1 None for the purposes of this report.

# Audit and Scrutiny Committee

## 25 July 2024

### 5.4 Dependencies

5.4.1 The production of this report is dependent on the capacity of other service areas and committees to consider and contribute to its content.

### 5.5 Other

5.5.1 None: corporate risks are included in Appendix 1.

## 6 Financial Implications

6.1 No financial implications for the purposes of this report.

6.2 **Section 151 Officer's comments:** None arising from the contents of this report.

## 7 Legal Implications

7.1 No legal implications for the purposes of this report.

7.2 **Legal Officer's comments:** None arising from the contents of this report.

## 8 Policies, Plans & Partnerships

8.1 **Council's Key Priorities:** The following Key Priorities are engaged: Green & Vibrant, Safe & Well, Opportunity & Prosperity, Smart & Connected, Cultural & Creative, Effective Council.

8.2 **Service Plans:** The matter is reflected in the 2022-2023 Service Delivery Plan.

8.3 **Climate & Environmental Impact of recommendations:** The Annual Plan reflects some objectives relating to climate change.

8.4 **Sustainability Policy & Community Safety Implications:** The Annual Plan reflects some objectives relating to community safety and enforcement.

8.5 **Partnerships:** Successful achievements of some objectives will require work with partners.

## 9 Background papers

9.1 The documents referred to in compiling this report are as follows:

**Previous reports:**



# Audit and Scrutiny Committee

## 25 July 2024

- Epsom and Ewell Borough Council (2024) *Performance and Risk Report – March 2024*. Online available: <https://democracy.epsom-ewell.gov.uk/documents/s30856/Performance%20and%20Risk%20Report%20-%20March%202024.pdf> [last accessed 07/06/2024]
- Epsom and Ewell Borough Council (2023) *Year End Performance Report 2023-2024*. Online available: <https://democracy.epsom-ewell.gov.uk/ieListDocuments.aspx?CId=157&MId=1478> [last accessed 07/06/2024]
- Epsom and Ewell Borough Council (2020) *Four Year Plan 2020 -2024*, Strategy & Resources Committee, Tuesday 14th January 2020 7.30pm. Online available: <https://democracy.epsom-ewell.gov.uk/documents/s14997/Four%20year%20plan%202020%20-%202024.pdf> [last accessed: 07/06/2024]

### Others:

- Epsom and Ewell Borough Council – *Constitution, Appendix 3 – Terms of Reference for Full Council and Committees*. Online available: <https://democracy.epsom-ewell.gov.uk/ieListDocuments.aspx?CId=205&MId=1574&Ver=4&Info=1> [last accessed 21/06/23].