

PERFORMANCE AND RISK REPORT: 2024-25 END OF YEAR REPORT

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Report Author:	Corporate Governance & Strategy Manager
Wards affected:	(All Wards);
Appendices (attached):	Appendix 1 – Corporate Performance Report – 2024-25 End of Year Report

Summary

This report provides an update of the council's end of year corporate performance with respect to its 2024-2025 annual plan objectives, key performance indicators, corporate risks, committee risks, and annual governance statement actions.

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.**

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

- 2.1 The 2024 - 2025 Annual Plan was approved by the Strategy and Resources Committee on the 25th January 2024, based on which individual service delivery plans were produced.

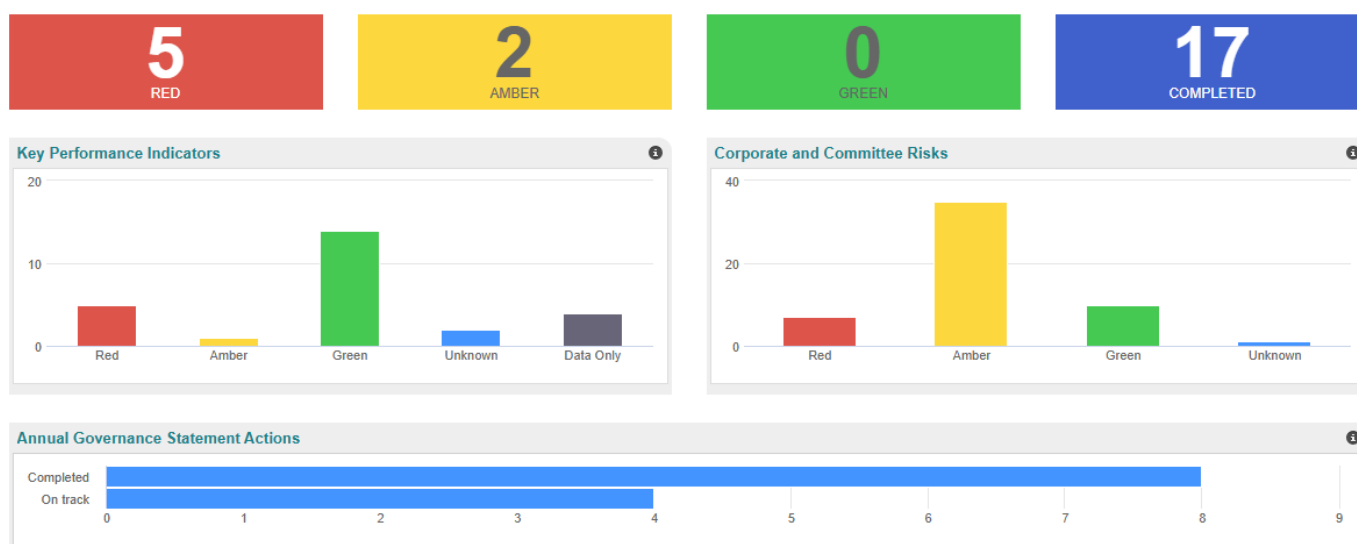
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3 April 2024 – March 2025: Quarter 4 and End of Year Position

- 3.1 So far, the committee has received three interim corporate performance reports for 2024/25. **Appendix 1** provides the end of year update on the annual plan objectives, the key performance indicators, the corporate risk register, the policy committee risk registers, and the annual government statement actions.
- 3.2 For the coming year the newly agreed Strategic Priorities and related actions, risks and KPIs will be incorporated into this report.
- 3.3 The table below presents the summary dashboard (as at 4th June 2025) from Appendix 1. Please note that key performance indicator information is provided on a quarterly basis, unless stated otherwise in Appendix 1. The other performance and risk information is the latest update at the time of this report's writing. Further details can be found in Appendix 1.

Annual Plan Actions 2024-2025



RAG rating criteria

Annual Plan Actions:

End of year ratings:

Red: Behind schedule, more than 3 months or action not completed (abandoned). **Amber:** Behind schedule, up to 3 months. **Green:** on track. **Blue:** Completed.

KPIs:*

Red: Off target – significant. **Amber:** Off target - marginal. **Green:** On target.

Risks:

High: Risk score of 12-16. **Medium:** Risk score of 4-9. **Low:** Risk score of 1-3

Annual Governance Statement Actions:

Red: Significantly behind schedule, and high risk of missing the (revised) due date. **Amber:** Approaching the (revised) due date but still some tasks outstanding. **Green:** On track. **Blue:** Completed.

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***Note:** For KPIs the definition for Red 'significant' and Amber 'marginal' is set for each KPI individually.

3.4 Annual Plan Actions

Based on the above RAG rating criteria for actions, 17 out of a total of 24 annual plan actions were completed (71%), 2 actions slipped (8%) and 5 actions marked as off track (21%).

3.4.1 The five actions which are RAG rated as 'Red' are:

- AP24/5.3 - the updated ICT strategy was approved by the Strategy and Resources Committee on 28 January 2025. The uncertainty of Local Government Reorganisation (LGR) and cancellation of the move to East Street have had a direct effect on the strategy, whereby several key elements require full revision. This has impacted on the in-year objectives, now showing completion around 60%.
- AP24/5.5 - relates to the proposals for future of Town Hall site, which has been affected/delayed by the Local Government Reorganisation (LGR). The target date for completion was 31 December 2024.
- AP24/5.14 - regards the revised Health and Wellbeing Strategy, which will be considered by the Community and Wellbeing Committee on 9 July 2025 following a public consultation. The target date of completion is 31 March 2025.
- AP24/5.17 - concerns the implementation of a programme of 'modular homes'. Due to the withdrawal of funding, only one site (Fairview Road) is being progressed for this purpose. This has been delayed due to an issue of access rights. The anticipated completion date will be between January 2026 and March 2026. The original target date of completion is 31 July 2024.
- AP24/5.23 – the Community Safety Plan was adopted in January 2024 for two years ending in December 2025. Around 60% of the plan objectives were delivered in March 2025 and with 100% delivery expected at the end of December 2025

3.4.2 There are two actions which had been RAG rated as 'Amber' based on their expected completion of 31st March 2025:

- AP/24/5.6 - review and update the Procurement Strategy, CSOs and associated documents. One element of this action has slipped, the approval of an updated Procurement Strategy, due to the Government's delayed implementation of the Procurement Act 2023. The Strategy will come to Strategy and Resources Committee in July 2025.

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- AP24/5.15 – the in-year objectives of the Homelessness and Rough Sleeper Strategy are almost complete, but have slipped past the end of March 2025 completion date.

3.5 Key Performance Indicators (KPIs)

At the end of 2024/25, five KPIs (including 'Forecast Outturn v Budget') were assessed as Red (off target – significant). This compares with just one Red KPI at the end of the previous year. Of these five Red KPIs, one (Long term sickness absence) has been added to the report since last year, another 'Number of households living in nightly paid accommodation' was also Red at the end of 2023/24. The 16 KPIs that were Green (on target) at the end of 2024/25 include 'Staff turnover' which is the other KPI added since the end of last year.

Performance against KPIs is best viewed in the context of the trend for each KPI through the year, and the commentary alongside the charts shown in the report.

3.6 Corporate Risk Registers

At the end of 2024/25, there were 2 Red, 9 Amber and 1 Green Corporate Risks. All of these risks showed the same 'score' as at the end of last year except for 3 of the Amber Risks, which showed a reduced 'score' although remain Amber. Two new risks were added to the register both of which are Amber.

3.7 Committee Risk Registers

The total number of Committee Risks fell between Q4 of 2023/24 to Q4 of 2024/25 from 43 to 40, which included 6 retired risks. Overall, the Committee Risk Registers have shown a fall in the number of Red (seven in 2023/24 to five in 2024/25), and Amber (32 to 25) risks. At the same time, the number of Green risks rose from 4 to 9. Movement between each of the RAG categories has of course varied for each committee.

While during the year many Corporate and Committee risks have remained 'stable', i.e. showing no change in their RAG status, Members may wish to consider these assessments ahead of the coming year.

3.8 Annual Governance Statement (AGS) Actions

The RAG rating of the AGS actions is based on the revised 'Due Date', which may have changed from the 'Original Due Date', see Appendix 1. 8 out of the total 12 actions are marked as complete ('Blue'), with 4 actions on track ('Green') to meet their revised due date. These actions will be carried forward to 2025/26 for continuous monitoring until completion.

4 Risk Assessment

Legal or other duties

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4.1 Equality Impact Assessment

4.1.1 No direct risks.

4.2 Crime & Disorder

4.2.1 No direct risks.

4.3 Safeguarding

4.3.1 None for the purposes of this report.

4.4 Dependencies

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

4.5 Other

4.5.1 None: corporate risks are included in Appendix 1.

5 Financial Implications

5.1 No direct financial implications for the purposes of this report.

5.2 **Section 151 Officer's comments:** There is currently no direct financial impact from the outcome of this report. However, meeting Key Performance Indicators (KPIs) and monitoring risk is crucial for ensuring value for money in council services, benefiting both the council and residents of the borough. Ultimately, adhering to KPIs and managing risks fosters a culture of continuous improvement and ensures that the council's efforts are aligned with the needs and expectations of the residents.

6 Legal Implications

6.1 No legal implications for the purposes of this report.

6.2 **Legal Officer's comments:** None for the purposes of this report.

7 Policies, Plans & Partnerships

7.1 **Council's Key Priorities:** The following Key Priorities are engaged: N/A

7.2 **Service Plans:** The matter is reflected in the 2024/25 Service Delivery Plan.

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

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- 7.4 **Sustainability Policy & Community Safety Implications:** The Annual Plan reflects some objectives relating to community safety and enforcement.
- 7.5 **Partnerships:** Successful achievements of some objectives will require work with partners.
- 7.6 **Local Government Reorganisation (LGR) Implications:** Since LGR's announcement by the Government, it has impacted / delayed some of our actions as well as exposing the Council to emerging risks due to its uncertainty. Also as a result of LGR, the council has chosen to pursue a set number of strategic priorities for the next two years, rather than producing a new replacement long-term corporate plan.

8 Background papers

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

Previous reports:

- Epsom and Ewell Borough Council (2025) *Performance and Risk Report - March 2025*, Audit & Scrutiny Committee, 27 March 2025
Online available: [Epsom and Ewell Democracy](#) [Last accessed: 05/06/2025]

Other papers:

- Epsom and Ewell Borough Council - Audit and Scrutiny Committee: Terms of reference. Online available: <https://democracy.epsom-ewell.gov.uk/mgCommitteeDetails.aspx?ID=157> [Last accessed: 20/05/2025]