

PERFORMANCE AND RISK REPORT - MARCH 2026

Head of Service:	Andrew Bircher, Assistant Director of Corporate Services
Report Author	Will Mace, Corporate Governance and Strategy Manager
Wards affected:	(All Wards);
Appendices (attached):	Appendix 1 – Quarter 3 2025/26 Corporate Performance Report

Summary

The appendix to this report provides an overview of the council's performance with respect to its ongoing annual plan actions from 2024-25, 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 performance and risk information located at Appendix 1.**

1 Reason for Recommendation

- 1.1 The terms of reference for this committee includes the responsibility for reviewing the performance of the council and the application of the Risk Management Strategy.

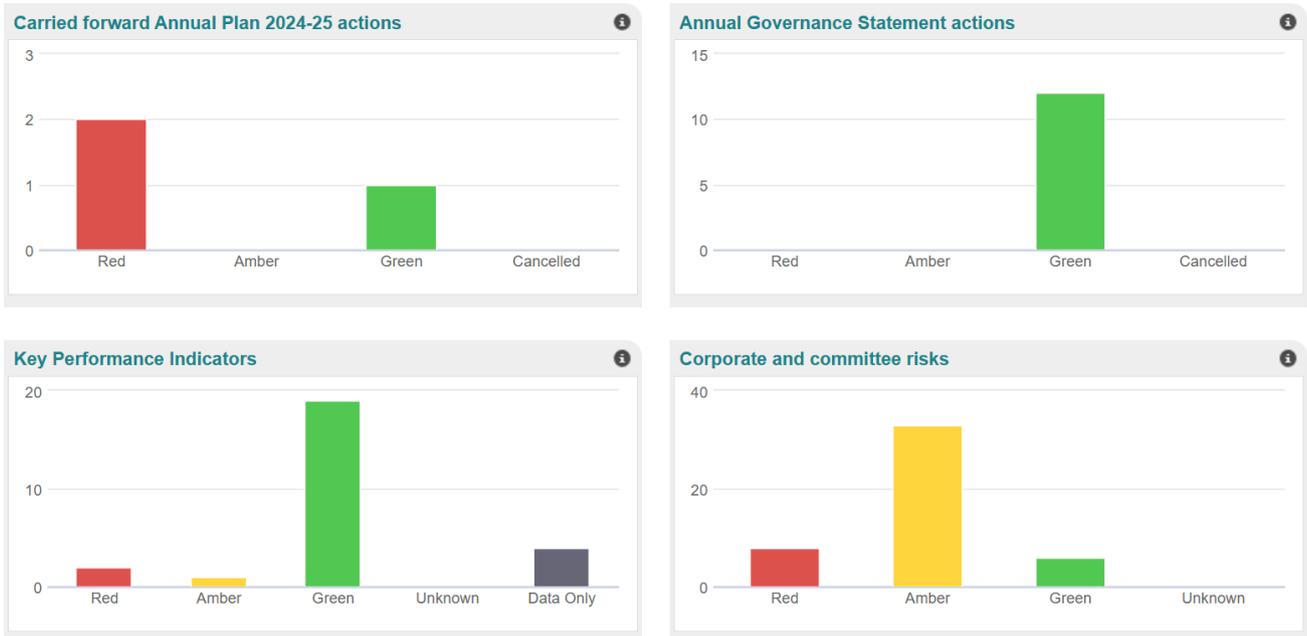
2 Background

- 2.1 The report in Appendix 1 provides the Quarter 3 2025-26 progress update. It consists of the outstanding annual plan actions from 2024-25, the latest key performance indicators, the corporate risk register, the policy committee risk registers, and the annual governance statement (AGS) actions. The AGS actions includes both outstanding actions from 2023-24 and those approved by the Audit and Scrutiny Committee on 17 July 2025.

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Quarter 3 Performance Report (September 2025 - December 2025)



2.2 Carried forward Annual Plan 2024-25 actions

2.2.1 There are three remaining actions in Quarter 3. Two of these actions are red (ie more than 3 months behind schedule): deliver the ICT Strategy's 2024/25 road map objectives and implement a programme of 'modular homes'. The remaining action which is about delivering the in-year objectives of the Community Safety Action Plan has been completed (blue). For the latest detailed updates, please see Appendix 1.

2.3 Annual Governance Statement (AGS) actions

2.3.1 One of the three 2023/24 AGS actions are completed and the remaining two are on schedule.

2.3.2 Two of the eight 2024/25 AGS action is completed and the remaining six actions are on schedule.

2.4 Key Performance Indicators

2.4.1 The majority of the indicators are on or close to target. However, this one indicator is significantly off target (Red):

2.4.1.1 Number of households living in nightly paid accommodation

2.4.2 For the latest updates, please see Appendix 1.

2.5 Corporate Risks

2.5.1 Three risks are assessed as Red/High.

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2.5.1.1 *Failure to balance the budget annually & MTFS*

2.5.1.2 *Risk of homelessness expenditure exceeding budget provision*

2.5.1.3 *Failure or interruption to IT services*

2.6 Committee Risks

2.6.1 Five risks are assessed as Red/High.

2.6.1.1 *Failure to deliver services within agreed budget envelope (S&R Committee).*

2.6.1.2 *Inadequate budget for homelessness over medium-long term (C&W Committee).*

2.6.1.3 *Lack of affordable housing in the Borough (C&W Committee).*

2.6.1.4 *Lack of officer capacity related to environmental health work (Environment Committee)*

2.6.1.5 *Property Portfolio (S&R Committee).*

2.7 Key

2.7.1 **Actions:**

- *Red – Behind schedule by more than 3 months*
- *Amber - Behind schedule by up to 3 months*
- *Green – On schedule*
- *Blue – Completed*

2.7.2 **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.*

2.7.3 **Risks:**

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

3 Risk Assessment

Legal or other duties

3.1 Equality Impact Assessment

3.1.1 No direct risks.

3.2 Crime & Disorder

3.2.1 No direct risks.

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3.3 Safeguarding

3.3.1 No direct risks.

3.4 Dependencies

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

3.5 Other

3.5.1 None: corporate and committee risks are included in Appendix 1.

3.5.2 If committee members have a detailed question(s) on particular elements of this report (including its appendices), it is requested that these be submitted in advance of the meeting where possible, to enable officers time to prepare complete answers in consultation with the relevant service manager.

4 Financial Implications

4.1 There are no direct financial implications arising from this report.

4.2 **Section 151 Officer's comments:** Overall, while the majority of indicators and actions are progressing well, the areas highlighted above warrant close attention to ensure that financial risks are managed effectively and that budgetary pressures are addressed in a timely manner.

5 Legal Implications

5.1 There are no direct financial implications arising from this report.

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

6 Policies, Plans & Partnerships

6.1 **Council's Key Priorities:** The following Key Priorities are engaged:

- N/A

6.2 **Service Plans:** The matter is included within the current Service Delivery Plan.

6.3 **Climate & Environmental Impact of recommendations:** No direct implications arising from this report.

6.4 **Sustainability Policy & Community Safety Implications:** No direct implications arising from this report.

6.5 **Partnerships:** No direct implications arising from this report.

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- 6.6 **Local Government Reorganisation Implications:** No direct implications arising from this report.

7 Background papers

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

Previous reports:

- Epsom and Ewell Borough Council, *Quarter 2 2025-26 Corporate Performance Report*, Audit & Scrutiny Committee, 5 February 2026
Online available: [Epsom and Ewell Democracy](#) [last accessed 25/02/2026].

Other papers:

- None.