

Progress Report One

Prepared Audit, Crime & Disorder and Scrutiny Committee – September 2015

Key to Reporting Progress

Monitoring of Key Service Priorities, as set out in the Annual Service Plans for 2015/16

Progress against Key Service Priorities at year end, is monitored by:

Achieved



An action is achieved once all objectives specified have been completed.

On Target



An action is on target at the time of reporting the progress if it's likely to be completed by year end. Actions that are reported as on target are closely monitored and evaluated throughout various performance phases to ensure they continue to be achievable by year end.

Measures have been implemented to ensure Responsible Officers (ROs) promptly advise the Consultation & Communication team of any change/s that is/are likely to impact on an action being achieved. This is then fed back to CMB and responsible committees.

A risk analysis section has been introduced, for the first time in our performance reporting to pre-empt and facilitate the achieving of actions set within a given financial year. This enhances the review process embedded within our performance monitoring, because all actions that are reported as on target or not met have to be rigorously evaluated at each performance management phase - with further actions outlined to facilitate their achievement.

Not Met

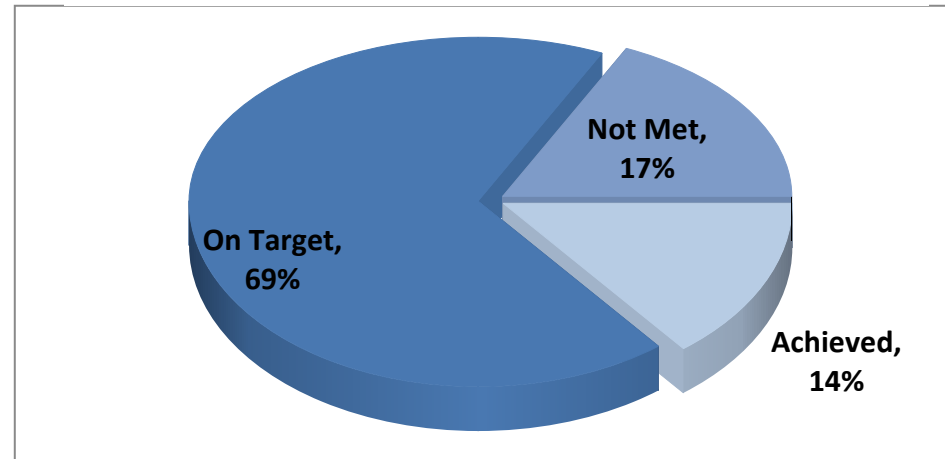


An action is reported as not met if it's likely to be unachievable at year end. The chances of achieving these actions within the reporting period are slim.

All actions are continuously evaluated and where issues may occur, automatically highlighted to alert CMB and responsible committees in order to facilitate a prompt decision making process. This process usually involves the ROs, CMB and responsible committees.

However, for Data Quality purposes, committees have the final say as to whether an action will be deleted/deferred/tweaked or replaced with a new one depending on the evidence given by ROs or CMB.

Overall Picture as at August 2015/16



Please Note: In total there are 36 **actions** being monitored for the period 2015/16 against the **six key priorities** as set out in our Corporate Plan 2012/16.

- **Progress Report One:**
Five (5) actions were 'Achieved', 24 were 'On Target', six (6) are 'Not Met', and one (1) 'No Data'.

The report includes **progressive updates** for all actions set for 2015/16 and have **been aligned with the committee meeting cycle** enabling the reporting of information that is **as up to date as possible**.

The new reporting format also gives Responsible Officers **the opportunity to spot and act promptly** to ensure actions set for 2015/16 are achieved and if they cannot be achieved, it enables them to take necessary actions via a joint decision making process **with the Corporate Management Board (CMB) and relevant committees**.

*A **risk analysis section** has been incorporated in the Performance Management Framework as **per audit and CMB recommendations**. It facilitates the pre-empting and reviewing of any issues that may **prevent an action from being achieved** within a specific timeframe.

Achieved Actions

Progress Report One:

- Review and update Cost Reduction Plan and include year two savings in 2014/15 budget, MR3
- To increase the number of businesses that recycle in accordance with the plan (Rolled Forward from 2014/2015), S1
- Deliver the Surrey Youth Games, QL2
- Subject to successful funding bids, deliver the agreed seven QEII funded capital projects in each of the Borough's seven QEII fields (Rolled Forward from 2014/2015), QL2
- Bring 5 empty homes back into use, QL6

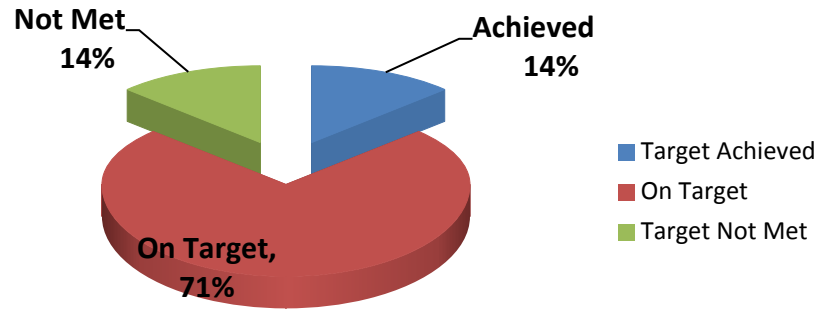
Rolled Forward Actions from 2014/15:

- Planning application submitted and determined for new retail store and housing on Depot Road and Upper High Street, EV4
- To increase the number of businesses that recycle in accordance with the plan, S1
- Complete installation of barrier controlled car park pay systems, S4
- Subject to successful funding bids, deliver the agreed seven QEII funded capital projects in each of the Borough's seven QEII fields, QL2

Deferred Actions:

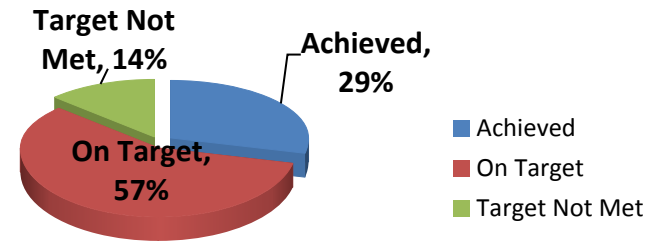
- Undertake refurbishment at Horton Chapel, SS3 PR1. Deferred to 2015/16
Note: This action was deferred as a result of the Decisions Notice of Strategy & Resources Committee issued on 23 September 2014.

Summary of Environment Committee as at August



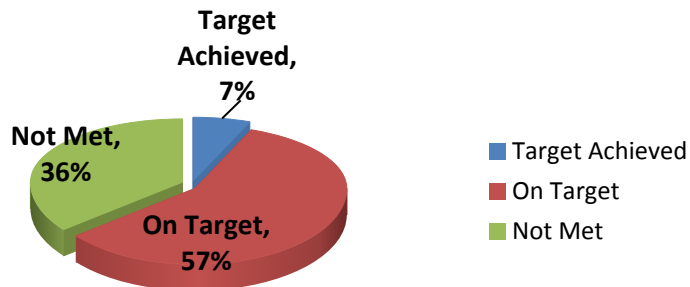
Environment Committee, as at August, has **7** actions for the financial year 2015/2016. **1** Achieved, **5** On Target and **1** Not Met.

Summary of Leisure Committee as at August 2014



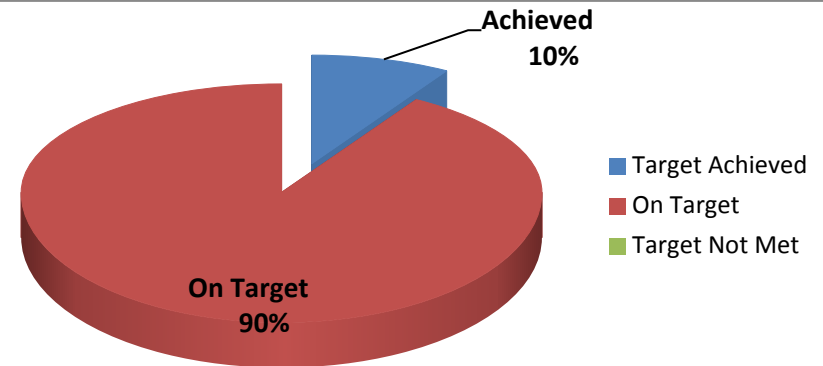
Leisure Committee, as at August, has **7** actions for the financial year 2015/2016. **2** Achieved, **4** On Target and **1** Not Met.

Summary of Strategy & Resources Committee as at August




Strategy & Resources Committee, as at August, has **15** actions for the financial year 2015/2016. **1** Achieved, **8** On Target, **5** Not Met, and **1** 'No Data'.

Summary of Social Committee as at August



Social Committee, as at August, has **10** actions for the financial year 2015/2016. **1** Achieved, **9** On Target and **0** Not Met.



ECONOMIC VITALITY: Promote the economic vitality of Epsom & Ewell

KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2015/16	Progress as at August	Action Status
EV4	Making progress in delivering Plan 'E' (which provides a detailed vision for the future of Epsom Town Centre over the next 15 to 20 years)	Strategy & Resources	Mark Berry	<ul style="list-style-type: none"> Planning application submitted and determined for new retail store and housing on Depot Road and Upper High Street (Rolled Forward from 2014/2015) Subject to approval new retail store and housing in place on Depot Road and Upper High Street 	Negotiations with landowner/development partner were put on hold in February/March. Since that time there has been no further contact in respect of this transaction, and it is understood that they no longer wish to proceed with the proposed scheme.	<p style="text-align: center;">Not Met</p> 

Significant Annual Service Plan Risk

KP Code	Action 2015/16	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
EV4	<ul style="list-style-type: none"> Planning application submitted and determined for new retail store and housing on Depot Road and Upper High Street (Rolled Forward from 2014/2015) Subject to approval new retail store and housing in place on Depot Road and Upper High Street 	<p>Lack of buy-in from partners</p> <p>Impact of the current economic climate</p>	Mark Berry	H	M	Engage with partners to ensure projects are delivered on time	Continue to engage with landowners and development partners to ensure that policy compliant proposals come forward during the phasing timetable identified within the local plan.	31/03/16

MANAGING RESOURCES: Utilise the Council's limited resources in the most efficient way

KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2015/16	Progress as at August	Action Status
MR2	Continuing to ensure all our activities are customer focused and provide good value for money	Strategy & Resources	Joy Stevens	Implement service changes agreed	<p>No further service changes being implemented due to current freeze on CRM development.</p> <p>Note: action recommended for deletion due to lack of resources. Where relevant service changes have already taken place as part of the implementation of the new CRM.</p>	<p>Not Met</p> 
MR4	Maximising revenues generated by and minimising costs associated with all Council assets and activities	Leisure/ Strategy & Resources	Andrew Lunt	Implement changes to deliver venues subsidy targets	<p>Top level options for further reducing the venues division subsidy have been identified and these will continue to be worked through in the coming months.</p>	<p>Not Met</p> 



Significant Annual Service Plan Risk

KP Code	Action 2015/16	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
MR2	Implement service changes agreed	Customer Services & ICT staff time	Joy Stevens	M	M	Identify and implement achievable measures	No further service changes being implemented due to current freeze on CRM development. The recommendation is for S&R to delete this action due to lack of resources	30/09/15
MR4	Implement changes to deliver venues subsidy targets	Poor market conditions Unable to meet income targets Unable to meet cost reduction targets	Andrew Lunt	H	H	Service review Business Planning Budget Monitoring	A full service review of the venues division is planned for the near future.	2015/16

SUSTAINABILITY: Encourage energy efficiency, reduced waste and cleaner forms of transport

KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2015/16	Progress as at August	Action Status
S2	Further reducing the environmental impact of Council operations	Strategy & Resources	Doug Earle / Nigel Campbell	To reduce gas consumption to 2.5m KWHs	No Data for gas consumption due to faulty recording meters. An order to purchase new meters has been placed and currently waiting delivery.	NO DATA
<p>To reduce gas consumption to 2.5m KWHs</p> <p>Some of the gas meters have not recorded energy usage and others have stopped working. After comparing a number of smart meter companies we have ordered eight new smart meters to replace the defective ones. This will allow us to monitor our own and tenanted properties energy usage.</p> <p>Being able to monitor the consumption of energy at any one time is fundamental to saving energy. They enable us to see problems as they arise and not many months later. This year we have been able to identify a number of water leaks, an increase in electrical energy at a tenants premise at the Ebbisham centre etc. Smart meters will also help us establish benchmarks which will help when we advise on energy usage and behavioural changes. Seeing instantly what we are using in energy is a great persuading tool, encouraging the user to turn off that light, remove that box blocking the radiator or turn off that dripping tap.</p> <p>Having smart meters installed has enabled us to see the reduction of energy used in most Council buildings including the tenanted sections. Having a view of our historic usage will enable us to set new targets for the future. The government is encouraging all households and companies to switch to smart metering before 2020 to reduce carbon emissions and help reduce need for fossils fuels further.</p>						


SUSTAINABILITY: Encourage energy efficiency, reduced waste and cleaner forms of transport

KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2015/16	Progress as at August	Action Status
S2	Further reducing the environmental impact of Council operations	Strategy & Resources	Doug Earle / Nigel Campbell	To reduce mains water use in line with agreed targets	<p>The Senior Building Surveyor and his team continue to monitor water via the data loggers, there are 4 data loggers that require some maintenance due to lost connections, ariel misplacement, or faults. These are being addressed with the suppliers and we continue to use their service to compile data via dashboards and internet connections. As the meters and loggers are underground this does at times lead to lost signals or faults. The areas identified are being addressed on an individual basis and they include:</p> <ul style="list-style-type: none"> • Longmead Social centre – this is currently with Thames water to rectify • H.C.P troughs – in process of being isolated • Town Hall – leaking meter has been changed. <p>Once a fault or leak is established the team endeavour to rectify them within minimum time to reduce water wastage.</p>	Not Met 
S4	Developing and influencing parking and transport strategies to minimise the anti-social effects of vehicle use	2012/13 Rolled Forward Action / Environment	Joy Stevens (from 1 April 2015)	Complete installation of barrier controlled car park pay systems (Rolled Forward from 2014/2015)	Revised installation date of Quarter 3 due to additional equipment delivery timescales and delays in software upgrade installation.	Not Met 

Significant Annual Service Plan Risk

KP Code	Action 2015/16	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
S2	To reduce gas consumption to 2.5m KWHs	Agreed investments not implemented Adverse weather conditions	Doug Earle / Nigel Campbell	M	M	Robust arrangements in place to ensure implementation	Order new meres	31/12/15
S2	To reduce mains water use in line with agreed targets	Agreed investments not implemented	Doug Earle / Nigel Campbell	M	M	Robust arrangements in place to ensure implementation	Secure funding to rectify leakages	31/03/16
S4	Complete installation of barrier controlled car park pay systems (Rolled Forward from 2014/2015)	Inability to increase numbers	Joy Stevens	M	M	Engage and communicate with businesses to increase numbers	See above for barrier control	31/03/16

SAFER AND STRONGER COMMUNITIES: Promote safer, more active and caring communities

KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2015/16	Progress as at August	Action Status
SS2/3	Encouraging greater community involvement across the Borough Enabling stronger communities in areas of identified needs such as Town, Court and Ruxley wards	Strategy & Resources	Simon Young	Undertake refurbishment at Horton Chapel Note: This action was deferred to 2015/16 as a result of the Decisions Notice of Strategy & Resources Committee issued on 23 September 2014. Chapel functioning as community centre	At S&R June 2015 meeting, Horton Chapel was listed under one of its outstanding references. Therefore a previous commitment was given to keeping members informed of progress via Members Briefing. The Committee also received an update at its meeting in September and June. A date is yet to be confirmed but a report is likely to go to S&R with more details regarding the progress of Horton Chapel.	Not Met 

Significant Annual Service Plan Risk

KP Code	Action 2015/16	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
SS2/3	<p>Undertake refurbishment at Horton Chapel</p> <p>Note: This action was deferred to 2015/16 as a result of the Decisions Notice of Strategy & Resources Committee issued on 23 September 2014.</p> <p>Chapel functioning as community centre</p>	<p>Failure to appoint Trustee</p> <p>Failure to complete project</p>	Simon Young	H	H	<p>Engage with communities</p> <p>Engage with relevant stakeholders to ensure project is completed</p>	<p>Keep members updated about progress via Members Briefing.</p> <p>Confirm dates for report on Horton Chapel to S&R Committee</p>	31/03/14