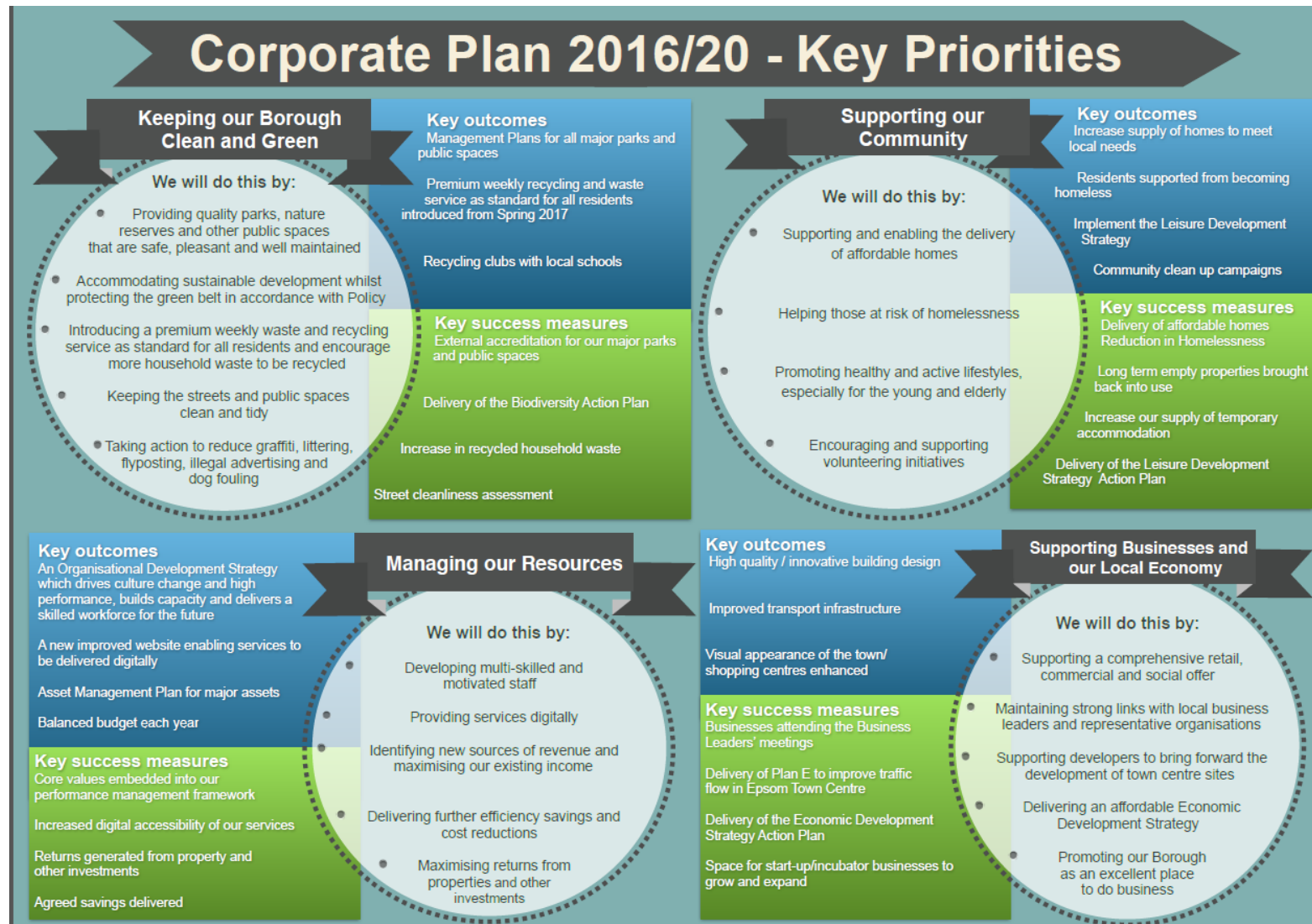


Corporate Plan: Key Priority Performance Targets
Audit, Crime & Disorder and Scrutiny Committee
Year-end Performance Report 2016/2017



As at year-end, of our 57 targets, we've achieved 76% of our Key Priority Performance Targets (n=41/54).

Please note that three of the 57 were information only indicators.

Those targets that have not been achieved have been reviewed and incorporated into 2017 to 2018's.

Keeping our Borough Clean and Green

We will do this by:

Providing quality parks, nature reserves and other public spaces that are safe, pleasant and well maintained

Accommodating sustainable development whilst protecting the green belt in accordance with Policy

Introducing a premium weekly waste and recycling service as standard for all residents and encourage more household waste to be recycled

Keeping the streets and public spaces clean and tidy

Taking action to reduce graffiti, littering, flytipping, flyposting illegal, advertising and dog fouling

KEY OUTCOMES

- Management plans for all major parks and public spaces
- Premium weekly recycling and waste service as standard for all residents introduced from Spring 2017
- Recycling clubs with local schools

KEY SUCCESS MEASURES

- External accreditation for our major parks and public spaces
- Delivery of the Biodiversity Action Plan
- Increase in recycled household refuse
- Street cleanliness assessment

Performance status

Environment Committee

Key to reporting target status	Number
Achieved	8
Not achieved	0
Total	8

Achieved/on track...

Keeping our borough clean and green:

- ✓ Consult members on the action plan for the introduction of the new weekly premium recycling and waste service as standard for all residents and Implement the Plan enabling weekly collection.
- ✓ Report to be considered by members identifying measures designed to reduce incidents of graffiti, littering, fly-tipping, flyposting, illegal advertising, dog fouling and improve dog control.
- ✓ At least 75% of streets to have met the national standard for street cleanliness based on a sample of five streets per quarter. (Included in the survey will be parks and shopping areas. The survey will grade litter, graffiti, weeds and grass verges during cutting season).
- ✓ Remove each abandoned vehicle on Borough Council land within five working days from being reported.
- ✓ Remove general fly-tips on Borough Council land from when they are reported within five working days.
- ✓ At least 99% of bins to be collected each week.
- ✓ Promote household recycling by holding:
 - Three road shows, and
 - 12 school events.

Supporting our community:

- ✓ Support at least three community/volunteer clean up campaigns.

Not achieved/off track...

Keeping our borough clean and green:

- ✗ n/a

Supporting our community:

- ✗ n/a



Performance status	
Licensing, Planning & Policy Committee	
Key to reporting target status	Number
Achieved	6
Not achieved	3
Information Indicator (for information purposes only)	3
Total	12

Achieved/on track...

Keeping our borough clean and green:

- ✓ Members to consider a Strategic Housing Market Assessment (SHMA)
- ✓ Members to consider a Green Belt Study

Supporting businesses and our local economy:

- ✓ Produce proposals to implement Planning Performance Agreements for Major Planning Applications by 31 July 2016 and implement these once agreed by the Licensing Planning & Policy Committee
- ✓ At least 75% of major planning applications determined within 13 weeks or in accordance with a Planning Performance Agreement or agreed extension of time.
- ✓ At least 80% of business applications determined within 8 weeks (defined as: commercial, industrial, retail, business change of use, and advertisement applications)
- ✓ At least 90% of premises licence application determined within 21 days from the end of the statutory consultation period.

Information only Indicator:

- Number of major planning applications received
- Number of business applications received (Defined as: commercial, industrial, retail, business change of use, and advertisement applications)
- Number of other planning applications received.

Not achieved/off track...

Keeping our borough clean and green:

- ✗ Complete the pre-submission consultation on a partial review of the Core Strategy

Supporting businesses and our local economy:

- ✗ Develop a project plan for major applications
- ✗ At least 90% of other planning applications determined within 8 weeks



Performance status	
Strategy & Resources Committee	
Key to reporting target status	Number
Achieved	15
Not Achieved	6
Total	21

KEY OUTCOMES	KEY SUCCESS MEASURES
An Organisational Development Strategy which drives culture change, build capacity and delivers a skilled workforce for the future	Core values embedded into our performance management framework
A new improved website enabling services to be delivered digitally	Increase digital accessibility of our services
Asset Management Plan for major assets	Return generated from property and other investments
Balanced budget each year	Agreed savings delivered

Achieved/on track...

Managing our resources:

- ✓ At least 98.4% of Council Tax collected
- ✓ At least 99.0% of Business Rates to be collected
- ✓ Process Housing Benefit change of circumstances within an average time 11 days
- ✓ Collect £2.3 million of receivable rents
- ✓ To procure at least two residential units generating no less than 6% return on investment
- ✓ At least an additional £50,000 income to be generated from investment properties
- ✓ Development and implementation of a new procurement strategy, revised contract standing orders and implementation of e-tendering package
- ✓ Implementation of the agreed ICT proposals for partnership working with Elmbridge Borough Council and undertake progress review
- ✓ Review and implement alternative options for delivery of payroll service
- ✓ New and improved website to go live
- ✓ At least 30% of housing clients to complete applications digitally
- ✓ LGA "light touch" Decision Making Accountability (DMA) review to be undertaken

Supporting businesses and our local economy:

- ✓ To hold at least three business breakfasts
- ✓ At least three additional businesses represented at the business breakfasts meetings
- ✓ Develop business content for Epsom and Ewell and other stakeholder websites

Not achieved/off track...

Managing our resources:

- ✗ Process new Housing Benefit claims within an average time of 22 days
- ✗ At least three business cases which will generate long term income streams to be submitted to the Capital Member Group for prioritisation as part of the 2017/18 capital bid process
- ✗ Revenues and benefits self-serve functionality available
- ✗ Review and implement a performance pay and staff appraisal scheme

Supporting businesses and our local economy:

- ✗ Prepare a draft business plan for the proposed BID for consideration by Members in January 2017
- ✗ Commence the delivery of the agreed public realm improvements as part of the phase 1 highway works within Epsom town centre



KEY OUTCOMES	KEY SUCCESS MEASURES
Increase supply of homes to meet local needs	Delivery of affordable homes
Residents supported from becoming homeless	Long term empty properties brought back into use
Implement the Leisure Development Strategy	Reduction in homelessness Increase our supply of temporary accommodation
	Deliver the targets within the Leisure Development Strategy

Performance status	
Community & Wellbeing Committee	
Key to reporting target status	Number
Achieved	12
Not Achieved	4
Total	16

Achieved/on track...

Keeping our borough clean and green:

- ✓ Obtain external accreditation to recognise the quality of:
 - Alexandra Recreation Grounds
 - Ewell Court Park
 - Rosebery Park
 - Epsom Common
- ✓ Produce an Operational Management Plan for:
 - Alexandra Recreational Ground
 - Auriol Park
- ✓ Continue to deliver:
 - The Local Biodiversity Action Plan (LBAP) and Management Plans for Horton Country Park and Hogsmill Local Nature Reserve

Supporting our community:

- ✓ Round the Borough Bike – to have 135 participants (5% increase)
- ✓ Deliver Epsom & Ewell entry into the Surrey Youth Games (SYG)
- ✓ To deliver a programme of physical activities for older people
- ✓ Install community alarms within two days of the assessment
- ✓ Membership at the Epsom Centre to increase to at least 120 members
- ✓ Have no more than 60 households living in emergency temporary accommodation
- ✓ Hold one event each quarter to promote services available to assist residents to remain in their homes
- ✓ Housing allocation policy to be fully implemented
- ✓ Provide nine additional units of temporary accommodation at Blenheim Road for occupation

Not achieved/off track...

Keeping our borough clean and green:

- ✗ n/a

Supporting our community:

- ✗ Round the Borough Hike – to have 70 participants (5% increase)
- ✗ Members to consider a review of the new Routecall arrangements
- ✗ At least five households accommodated through the private sector leasing scheme by March 2017
- ✗ Bring back at least three long term empty properties into use

Keeping the borough clean and green – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Accommodating sustainable development whilst protecting the green belt in accordance with Policy	Complete the pre-submission consultation on a partial review of the Core Strategy	Mark Berry Head of Place Development	31 March 2017	<p>April to Sept: A revised Local Plan Programme was approved on 13 July 2016. This envisages that the issues and options consultation stage will be completed by 31 March 2017 but the pre-submission consultation will not be completed until October 2017. The reasons for this slippage were explained in July and were, in part, due to the unanticipated loss of staff within the Planning Policy team. A recruitment process is well advanced for additional resources to support work on the Local Plan. Even the revised programme is challenging and very much dependent on a positive result from the recruitment process. We will not be able to meet the agreed Corporate Plan performance target and this will remain at “Red”.</p> <p>Oct to Dec: The recruitment process referred-to above has been successful and two new members of staff will start by end of January 2017. This means that the revised Local Plan programme (approved on 13 July 2016) is potentially achievable and the pre-submission consultation will hopefully be completed in October 2017. The indicator remains at red because the Corporate Plan target is unfortunately still unachievable.</p> <p>Jan to March: The Local Plan Programme has been revised to reflect the slippage that has occurred due to the staffing shortages. The target has not been met and the partial review of the Core Strategy will feature in the 2017/18 targets - with a revised date of 31 March 2018.</p>	Not Achieved

Supporting businesses and our local economy – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Supporting developers to bring forward the development of town centre sites	Develop a project plan for major applications	Mark Berry Head of Place Development	31 March 2017	<p>April to Sept: This will be a light-touch process which will be designed in line with the approved Planning Performance Agreement procedure. It is achievable but is marked as amber as no substantive progress will be made until the end of September 2016.</p> <p>Oct to Dec: The Planning Performance Agreement regime is in use, a timetable and milestone will be set out for relevant cases. Other applications will be managed to ensure that statutory timescales are adhered-to. This target is partially achieved.</p> <p>Jan to March: First PPA in process of being negotiated.</p>	Not Achieved

Supporting businesses and our local economy – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:																																																																						
Supporting developers to bring forward the development of town centre sites	At least 90% of other planning applications determined within 8 weeks	Mark Berry Head of Place Development	31 March 2017	April to August: Target met.	Not Achieved																																																																						
				Oct to Dec: Slightly under target for November and December. Development management now fully resourced and so we anticipate an outturn on target by year-end. We are however exceeding the 80% national target for these types of applications.																																																																							
				Jan to March: Year–end total 87% is slightly under target –however, we have exceeded the 80% national target for these types of applications.																																																																							
<div><p>% Other applications determined within 8 weeks</p><table><thead><tr><th>Month</th><th>% Met</th><th>YTD Cumulative Average % Met</th><th>National Target</th><th>Local Target</th></tr></thead><tbody><tr><td>OutTurn from Last Year</td><td>90%</td><td></td><td>80%</td><td>90%</td></tr><tr><td>April</td><td>93%</td><td>93%</td><td>80%</td><td>90%</td></tr><tr><td>May</td><td>93%</td><td>93%</td><td>80%</td><td>90%</td></tr><tr><td>June</td><td>91%</td><td>93%</td><td>80%</td><td>90%</td></tr><tr><td>July</td><td>84%</td><td>91%</td><td>80%</td><td>90%</td></tr><tr><td>August</td><td>93%</td><td>91%</td><td>80%</td><td>90%</td></tr><tr><td>September</td><td>81%</td><td>89%</td><td>80%</td><td>90%</td></tr><tr><td>October</td><td>94%</td><td>90%</td><td>80%</td><td>90%</td></tr><tr><td>November</td><td>76%</td><td>88%</td><td>80%</td><td>90%</td></tr><tr><td>December</td><td>88%</td><td>88%</td><td>80%</td><td>90%</td></tr><tr><td>January</td><td>81%</td><td>87%</td><td>80%</td><td>90%</td></tr><tr><td>February</td><td>89%</td><td>87%</td><td>80%</td><td>90%</td></tr><tr><td>March</td><td>78%</td><td>87%</td><td>80%</td><td>90%</td></tr></tbody></table></div>						Month	% Met	YTD Cumulative Average % Met	National Target	Local Target	OutTurn from Last Year	90%		80%	90%	April	93%	93%	80%	90%	May	93%	93%	80%	90%	June	91%	93%	80%	90%	July	84%	91%	80%	90%	August	93%	91%	80%	90%	September	81%	89%	80%	90%	October	94%	90%	80%	90%	November	76%	88%	80%	90%	December	88%	88%	80%	90%	January	81%	87%	80%	90%	February	89%	87%	80%	90%	March	78%	87%	80%	90%
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Supporting Businesses and our Local Economy – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Supporting a comprehensive retail, commercial and social offer	<ul style="list-style-type: none"> Prepare a draft business plan for the proposed BID for consideration by Members in January 2017 	Mark Berry Head of Place Development	31 Jan 2017	<p>April to Sept: Survey of town centre businesses undertaken during September 2016. This will feed into the business plan which is still on target. The Plan is due to be considered in the November S&R Committee meeting.</p> <p>Oct to Dec: An up-date report was presented to the November S&R meeting and well received. The Town Centres Manager has since resigned and a specialist BID consultant has therefore been appointed to take the BID forward with the local business community. As a result of this, the BID timetable will need to be reviewed and any revisions to the published timetable will be communicated early in the New Year once the BID consultant has been able to discuss it with the steering group known as Epsom Town Business Partnership. There is a risk of some slippage and, therefore the business plan will not be reported to members in January.</p> <p>Jan to March: The BID timetable was reviewed and the draft business plan is not now expected until summer 2017.</p>	Not Achieved

Supporting Businesses and our Local Economy – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Delivering an affordable Economic Development Strategy	<ul style="list-style-type: none">Commence the delivery of the agreed public realm improvements as part of the phase 1 highway works within Epsom town centre	Mark Berry Head of Place Development	31 March 2017	(see below)	
	April to Sept: Detailed work is now in hand for a start on site in early January 2017. There will be some preliminary work in Ashley Avenue before Christmas, to facilitate the construction of a new bus stand and construction will start in January with the creation of the new bus stand and remodelling work on the Spread Eagle junction. A joint communications plan between Surrey County Council and EEBC is emerging. A website has been launched and a first newsletter has been distributed (available on the website). This website contains all the latest information on the planned implementation of this scheme. Many details still have to be agreed and the Borough Council’s Place Development team are working closely with County Council Officers on these. In particular, meetings have been held with various representatives from the taxi trade to inform them of the final placement of the taxi rank and emphasise the benefits of Plan E to the vitality of the town centre.				Not Achieved
	Oct to Dec: Work will start on the bus stand in Ashley Avenue in January 2017. Delivery of the rest of the road scheme and public realm improvements will ensue through 2017.				
	Jan to March: The timescales for delivery of Plan E have been revised by SCC. This target is not achievable.				

Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:																																							
Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none">Process new Housing Benefit claims within an average time of 22 days	Judith Doney Head of Revenues & Benefits	31 March 2017	April to Sept: The gradual clearing of a backlog of work skews initial results but improvements through the year are expected. The September figures are missing due to an unresolved software issue. This will be solved by next month.	Not Achieved																																							
				Oct to Dec: Resources required for the New Benefit Cap. The November 2016 change to the Benefit Cap has trebled the number of customers affected by this Welfare Reform measure and we have seen an increase in contact from these customers. This target will not be achieved by year-end.																																								
				Jan to March: Target not achieved. Year-end average time to process new Housing Benefit claims 29 days.																																								
<div><p>Time Taken to Process new Housing Benefit Claims</p><table><thead><tr><th>Month</th><th>Actual (Days)</th><th>Target (Days)</th></tr></thead><tbody><tr><td>April</td><td>42</td><td>22</td></tr><tr><td>May</td><td>47</td><td>22</td></tr><tr><td>June</td><td>41</td><td>22</td></tr><tr><td>July</td><td>38</td><td>22</td></tr><tr><td>August</td><td>36</td><td>22</td></tr><tr><td>September</td><td>35</td><td>22</td></tr><tr><td>October</td><td>33</td><td>22</td></tr><tr><td>November</td><td>34</td><td>22</td></tr><tr><td>December</td><td>33</td><td>22</td></tr><tr><td>January</td><td>32</td><td>22</td></tr><tr><td>February</td><td>31</td><td>22</td></tr><tr><td>March</td><td>29</td><td>22</td></tr></tbody></table></div>						Month	Actual (Days)	Target (Days)	April	42	22	May	47	22	June	41	22	July	38	22	August	36	22	September	35	22	October	33	22	November	34	22	December	33	22	January	32	22	February	31	22	March	29	22
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Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> At least three business cases which will generate long term income streams to be submitted to the Capital Member Group for prioritisation as part of the 2017/18 capital bid process 	<p>Mark Berry Head of Place Development</p> <p>Simon Young Head of Legal & Democratic Services</p> <p>Rod Brown Head of Housing & Environmental Services</p>	31 March 2017	<p>April to Sept: Capital bid for a Business Hub in the Town Hall submitted but deemed to require further work. No other business cases have been brought forward for prioritisation in the 2017/2018 capital bid process, though there are a number of projects seeking to reduce costs and protect existing income. There are also other projects to be brought forward outside of the normal capital bid process which will, if agreed, generate a long term income for the Council.</p> <p>Oct to Dec: The target as worded cannot now be met due to missing the capital bid timetable. However, the Commercial Property Acquisition Fund was approved by the committee in November and external advisors have been appointed to undertake further feasibility studies to generate additional income. Regarding the Business Hub, options are being explored whether to utilise the Town Hall building or acquire a new floor space. Both proposals will be considered on the basis of revenue generation as well as delivering against other Corporate Plan priorities.</p> <p>Jan to March: No further action. The target as worded cannot now be met. However, as noted above, the substance (the need to generate additional long term income streams) is being addressed (eg. Commercial Property Acquisition Fund).</p>	Not Achieved

Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
	<ul style="list-style-type: none"> Revenues and benefits self-serve functionality available 	Judith Doney Head of Revenues & Benefits	30 November 2016	<p>April to Sept: Self-serve software has been installed. The next stage of implementation is dependent on the new website going live depending on testing in November.</p> <p>Oct to Dec: Due to the delay in the website going live and securing the Capita resource to undertake the work on self-service this will now be implemented as part of phase 2 of the website in the new year. It is expected that this will be completed and launched by 30 December 2017.</p> <p>Jan to March: See above this will now form part of the Phase 2 work in 2017/18</p>	Not Achieved

Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Developing multi-skilled & motivated staff	<ul style="list-style-type: none">Review and implement a performance pay and staff appraisal scheme	Shona Mason Head of HR & OD	31 March 2017	(see below)	Not Achieved
	April to Sept: Local Government Association (LGA) commenced review in April 2016 providing an initial report and recommendations in May highlighting which aspect of EEBC Pay & Performance scheme that needed to be reviewed. These included the number of salary bandings and overlaps, complexity of the system and value of progression pay being insufficient. LGA has recommended the introduction of job evaluation, based on the national single status scheme. However, they recommended the benchmarking of key roles as a first stage. As a result the roles for benchmarking have been identified along with a job benchmarking working group. This group is due to undergo training on 3 Nov 2016. The review of our performance pay and staff appraisal scheme will be completed within this financial year however it will not be implemented within 2016/17.				
	Oct to Dec: Training of the job evaluation working group was postponed as the training was identified as being too generic and not bespoke enough for EEBC needs. Further advice was sought from LGA on job evaluation and more detailed analysis of the process provided to give greater assurances that undertaking such an exercise would be valuable. The LGA are supporting an initial job evaluation process while further investigation is undertaken into setting up generic role profiles and alternative pay modelling. The LGA are due to come back on 5 Jan to review the work completed so far on job evaluation and advise on next steps. Consideration will be given to training a wider group should it be necessary moving forward. Upon completion of the initial job evaluation process the LGA will develop a proposed pay structure for consideration.				
	Jan to March: The LGA have produced a recommended revised pay structure for EEBC based on the job evaluations that have been undertaken. Costings are now being established to understand the implications of moving to the proposed new pay structure with decisions to be taken through LT on affordability, number of pay points and how any link between performance and pay will be structured. The LGA are due to provide further advice and guidance on options for a revised appraisal scheme. It is envisaged that this will be reviewed by LT during late Spring / early Summer.				

Supporting our Community – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Promoting healthy and active lifestyles, especially for the young and elderly	<ul style="list-style-type: none"> Round the Borough Hike – to have 70 participants (5% increase) 	Leisure Development Manager Sam Beak	30 Sept 2016	April to Sept: Round the Borough Hike took place on Saturday 3 September 2016. Overall, 124 people registered and 55 participants actually took part. The low numbers on the day were due primarily to the bad weather forecast that afternoon which put many of the participants off. Feedback from those that did complete the Hike was very positive. Target has not been achieved.	Not Achieved

Supporting our Community – Key priority					
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Promoting healthy and active lifestyles, especially for the young and elderly	<ul style="list-style-type: none"> Members to consider a review of the new Routecall arrangements 	Head of Operational Services Ian Dyer	31 March 2017	April to Sept: The driver/technician post of multi skilled working has been in place and it is working efficiently and effectively within the new arrangements. Awaiting the outcome of the specification of the new vehicles within the transport project.	Not Achieved
				Oct to Dec: Flexiroute Scheduling system has been purchased and the migration of data and the implementation of the system will commence in January 2017. The Flexiroute system will include Meals on Wheels Route Call and Community Alarm. It will be fully implemented from April 2017. Once Flexiroute is implemented it will enable us to have a greater understanding of the Fleet required within Community Services and this will inform the outcome of the specifications of the new vehicles within the transport project.	
				Jan to March: All of the data has been cleansed and migrated. Training on the Flexiroute System to commence in May. The Meals on Wheels element will be the first to be implemented.	

Supporting our Community – Key priority					
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
	<ul style="list-style-type: none"> Bring back at least three long term empty properties into use 	Head of Housing & Environmental Services Rod Brown	31 March 2017	<p>April to Sept: The nine flats in Blenheim Road have been empty since 2014. Refurbishment will in effect bring all nine long term empty properties into use before the target date. So far, 19 properties have been secured through the Rent Deposit Scheme.</p> <p>Oct to Dec: The Officer for Empty Properties Group is contacting owners of all 56 long term empty properties trying to encourage owners to bring the houses back into use. The nine flats in Blenheim Road are also currently being refurbished and are due to be brought back into use before 31 March 2017.</p> <p>Jan to March: The Rent Deposit Scheme has brought into use 34 privately rented properties during 2016/17 however, we were unable achieve this target because property owners are reluctant to engage with the Council. We'll continue to explore ways of encouraging property owners to work with us to bring back long term empty properties into use.</p>	Not Achieved

Supporting our Community – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Supporting and enabling the delivery of affordable homes	<ul style="list-style-type: none"> At least five households accommodated through the private sector leasing scheme by March 2017 	Head of Housing & Environmental Services Rod Brown	31 March 2017	<p>April to Sept: Private Sector Leasing scheme is in the process of being established. Recruitment process has commenced.</p> <p>Oct to Dec: Recruitment is due to take place in early January. A meeting has be set up with Trowers and Hamlins law firm to seek legal advice on the landlord leases, non-secure licences and implications for Housing Revenue Account (HRA).</p> <p>Jan to March: Due to the delay in recruitment the Private Sector Leasing officer was not in post until 27/03/2017. This has delayed the project being set up and the target being met. Since the officer has been in post significant progress has been made in setting up the scheme and properties procurement should start in June 2017.</p>	Not Achieved