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Simon Young, Solicitor
Head of Legal and Democratic Services



AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE

Thursday 4 February 2016 at 7.30 pm

Council Chamber - Epsom Town Hall

The members listed below are summoned to attend the Audit, Crime & Disorder and Scrutiny Committee meeting, on the day and at the time and place stated, to consider the business set out in this agenda.

Councillor Clive Smitheram
(Chairman)
Councillor David Reeve (Vice-
Chairman)
Councillor Steve Bridger
Councillor Kate Chinn
Councillor Alex Clarke

Councillor George Crawford
Councillor Robert Foote
Councillor Peter O'Donovan
Councillor Humphrey Reynolds
Councillor David Wood

Yours sincerely

A handwritten signature in black ink, appearing to read 'S Young', written over a faint, larger version of the same signature.

Head of Legal and Democratic Services

For further information, please contact Tim Richardson, 01372 732122 or
trichardson@epsom-ewell.gov.uk

AGENDA

1. QUESTION TIME

To take any questions from members of the Public.

Please note: Members of the Public are requested to inform the Democratic Services Officer before the meeting begins if they wish to ask a verbal question to the Committee.

2. DECLARATIONS OF INTEREST

Members are asked to declare the existence and nature of any Disclosable Pecuniary Interests in respect of any item of business to be considered at the meeting.

3. MINUTES OF THE PREVIOUS MEETING (Pages 3 - 8)

The Committee is asked to confirm as a true record the Minutes of the Meeting of the Committee held on 26 November 2015 (attached) and to authorise the Chairman to sign them.

4. INTERNAL AUDIT - MONITORING REPORT (Pages 9 - 28)

This report summarises progress against the internal audit plan for 2015/16.

5. PERFORMANCE MANAGEMENT 2015/16: PROGRESS REPORT TWO
(Pages 29 - 48)

This report presents the Committee with its second performance management progress report for 2015/16, providing an overview of progress made against the policy committees' actions and highlighting those actions recorded as 'not met'.

6. OUTSTANDING REFERENCES AND WORK PROGRAMME 2015/16 (Pages 49 - 60)

This report lists references to officers outstanding as at 4 February 2016. It updates the Committee on its work programme 2015/16 and asks that a new scrutiny review task group be appointed to undertake the review of Venues.

**Minutes of the Meeting of the AUDIT, CRIME & DISORDER AND SCRUTINY
COMMITTEE held on 26 November 2015**

PRESENT -

Councillor Clive Smitheram (Chairman); Councillor David Reeve (Vice-Chairman);
Councillors Steve Bridger, Kate Chinn, Alex Clarke, Robert Foote (Items 24 - 31 only),
Peter O'Donovan and Humphrey Reynolds

In Attendance: Elizabeth Olive (Senior Manager) (Grant Thornton UK LLP) (External
Audit) and Karen Williams (Risk Advisory Director) (RSM Risk Assurance Services LLP)
(Internal Audit)

Absent: Councillor George Crawford and Councillor David Wood

Officers present: Margaret Jones (Scrutiny Officer), Gillian McTaggart (Corporate Risk
& Governance Manager), Tim Richardson (Democratic Services Officer) and Simon
Young (Head of Legal and Democratic Services)

18 QUESTION TIME

No questions were asked or had been submitted by members of the public.

19 DECLARATIONS OF INTEREST

No declarations of interest were made by Councillors in items on this agenda.

20 MINUTES OF THE PREVIOUS MEETING

The Minutes of the meeting of the Audit, Crime & Disorder and Scrutiny
Committee held on 23 June 2015 and the Minutes of the Special Meeting of the
Committee held on 6 October 2015 were agreed as a true record and signed by
the Chairman.

21 COMMUNITY SAFETY PARTNERSHIP 2015/16 - HALF YEAR REPORT

The Committee received a report informing it of the work of the Epsom and Ewell
Community Safety Partnership (CSP) for the first half of 2015/16.

The Committee was informed that financial pressures on all partners of the CSP
were affecting their level of involvement in its work, and noted that this was an
issue which the CSP itself would need to consider and manage.

Following consideration of the report, the Committee:

(1) noted the work and expenditure of the CSP for the first half of 2015/16, and requested that further information regarding increases in incidents for the following categories be provided by the Community Safety Officer following the meeting :

- serious sexual
- violence (with injury)

22 EXTERNAL AUDIT - PROGRESS REPORT

The Committee received and considered a report providing an update on work being carried out by the Council's External Auditor, and identifying emerging issues for the Committee to note. No actions were identified by the Committee as a result of its consideration of the report.

23 ANNUAL GOVERNANCE STATEMENT AND EXTERNAL AUDITOR'S FINDINGS 2014/15 - PROGRESS AGAINST ACTION PLANS

The Committee received and considered a report setting out progress on the actions contained in the Council's Annual Governance Statement and in the Annual Audit Findings issued by the External Auditor following audit of the Financial Statements. No actions were identified by the Committee as a result of its consideration of the report.

24 INTERNAL AUDIT - MONITORING REPORT

The Committee received a report summarising progress against the Internal Audit Plan for 2015/16.

The Committee considered the following matters:

- Use of REC01 form for recruitment activities. The Committee noted that the completion of a REC01 form was standard procedural practice for the Council when undertaking recruitment activities, and was required prior to creating any staff post.
- Gypsy site rent receipts. The Committee noted that receipts were now issued by the Gypsy Site Officer for all gypsy site rent monies collected. The Gypsy Site Officer was not responsible for inputting rents into the rent system and the Committee noted that this responsibility was held by the Council's Housing Operations Manager.
- Venues catering contracts. The Committee was informed that the Council had not run a procurement exercise for its venues catering services since 2006, and that existing contracts had been extended on a short-term basis.

25 RISK MANAGEMENT FRAMEWORK ANNUAL REPORT

The Committee received a report providing an update on the Council's risk management arrangements and identifying key risks at corporate and operational levels.

The Committee considered the following matter:

- Risks related to procurement activities. The Committee was informed that a Procurement Group had been set up to address audit issues previously reported and the level of risk encountered by the Council in relation to procurement activities. The Committee was also informed that some of the issues encountered by the Council with regard to procurement activities were historic, and not current. The Committee expressed that the level of risk encountered with regard to procurement activities was a matter which it wished to continue to review.

Following consideration of the report, the Committee:

- (1) noted the improvements within the risk management arrangements;
- (2) noted the key risks to the Council within the Leadership Risks.

26 PERFORMANCE MANAGEMENT 2015/16: PROGRESS REPORT ONE

The Committee received a report presenting it with the first Performance Management Progress report for 2015/16.

The following matters were considered:

- Colouration of pie charts. The Committee noted that the colouration of pie charts on page 101 of the agenda appeared to be transposed (with 'on target' activities displaying in red, and 'not met' activities displaying in green). It was requested that this be amended in future to aid recognition of whether they represent the 'achieved', 'on target' or 'not met' classifications.
- Action EV4 – retail store and housing on Depot Road and Upper High Street. The Committee received an update on the sale of the Upper High Street site by Tesco from the Head of Legal and Democratic Services, following recent national media coverage of Tesco's disposal of a number of sites across the country.
- Action S2 – Reducing the environmental impact of Council operations. Following a question regarding the use of renewable energy sources, the Head of Legal and Democratic Services informed the Committee that a number of actions had been undertaken by the Council in recent years, which had been successful in reducing energy consumption.

Following consideration, the Committee:

- (1) received Performance Management Progress Report One 2015/16;
- (2) did not identify any issues requiring action.

27 DATA QUALITY ANNUAL REPORT: PROGRESS AGAINST ACTION PLAN

The Committee received a report setting out progress against actions contained in the Data Quality Strategy 2012-2016.

The following matter was considered:

- Status of Action 9 (page 125 of the agenda). The Committee identified that the status of this item read as 'on target', but that the update as at October 2015 stated that it had been completed. It was noted that the Consultation and Communication officer would be informed of this discrepancy.

Following consideration, the Committee:

- (1) noted the progress made in implementing the Data Quality Action Plan for 2015/16;
- (2) did not identify any issues which it considered required additional action.

28 INFORMATION GOVERNANCE

The Committee received a report updating it on the Council's arrangements for information governance.

The Committee considered the following matters:

- Incidents experienced by the Council. The Head of Legal and Democratic Services informed the Committee that a small number of minor incidents (information being mistakenly emailed to the incorrect recipient) had occurred within the Council, but that these had been declared and managed as soon as possible following their occurrence. It was noted that it was not possible to eliminate all incidents from occurring, but that the steps taken by the Council had been designed to reduce the possibility of them doing so.
- Actions from Internal Audit report on Information Governance. The Committee noted that follow-up on recommendations made in the Internal Audit report on Information Governance would be included in future Internal Audit Monitoring reports to be considered by the Committee.
- Emergency Planning and Business Continuity Plans. The Head of Legal and Democratic Services informed the Committee that the Council maintained robust business continuity plans for key services and infrastructure such as ICT and Operational Services. Business continuity

plans for other areas were not as developed, but were considered to be flexible enough to manage emergency situations.

- Information Governance training for Councillors. It was noted that an introductory briefing on information governance had been provided to all Councillors following the 2015 Borough Council Elections. The Committee considered that a further session regarding this matter would be of interest to Councillors, and requested that officers provide a Members' Briefing Evening on the topic in the future.

Following this consideration, the Committee:

- (1) noted the current position in respect of the Council's Information Governance arrangements.

29 OUTSTANDING REFERENCES AND WORK PROGRAMME 2015/16

The Committee received a report listing references to officers outstanding as at 26 November 2015, and requesting it to agree its ongoing work programme for 2015/16.

Following consideration, the Committee:

- noted the references to officers detailed at Annexe 1 to the report;
- noted the progress made to date against its work programme 2015/16;
- agreed the updated work programme for 2015/16 attached at Annexe 2 to the report.

30 EXCLUSION OF PRESS AND PUBLIC

The Committee passed a resolution under Section 100 (A)(4) of the Local Government Act 1972 to exclude the public from the meeting for Part Two of the Agenda on the grounds that the business involved the likely disclosure of exempt information as defined in paragraphs 3 and 4 of Part 1 of Schedule 12A to the Act (as amended) and that pursuant to paragraph 10 of Part 3 of the said Schedule 12A, the public interest in maintaining the exemption outweighed the public interest in disclosing the information.

31 NOT FOR PUBLICATION MINUTES OF THE PREVIOUS MEETING

The Not for Publication Minutes of the Special Meeting of the Audit, Crime & Disorder and Scrutiny Committee held on 6 October 2015 were agreed as a true record and signed by the Chairman.

The meeting began at 7.30 pm and ended at 8.50 pm

COUNCILLOR CLIVE SMITHERAM (CHAIRMAN)

INTERNAL AUDIT – MONITORING REPORT

Report of the: Director of Finance

Contact: Gillian McTaggart

Urgent Decision?(yes/no) No

If yes, reason urgent decision required: N/A

Annexes/Appendices (attached): Annexe 1 - Internal Audit Progress Report
Annexe 2 - Progress Update on Implementation of High Priority Recommendations from 2015/16 Audit Plan previously reported to Committee.

Other available papers (not attached): Strategy for Internal Audit for 2015/16

REPORT SUMMARY

This report summarises progress against the audit plan for 2015/16.

RECOMMENDATIONS

(1) That the Committee receives the Internal Audit Progress Report for 2015/16.

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

1.1 None for the purposes of this report.

2 Background

2.1 The Committee's terms of reference includes the requirement to monitor implementation of recommendations from the external and internal auditors.

2.2 On 26 November 2015 the Committee received the internal audit progress report for 2015/16. There were no matters arising where the Committee required further reports.

2.3 The Committee endorsed the Strategy for Internal Audit for 2015/16 on 9 April 2015.

3 Audit Findings

- 3.1 The Internal Audit Progress Report covering the period to date for 2015/16 is attached as Annexe 1 to this report.
- 3.2 The report monitors the delivery of the audit programme and contains the key features that this Committee has requested. RSM use the traffic light system of Red, Amber and Green. Amber has been split into two classifications (Amber-Green and Amber-Red) in order that the auditors can give a clear indication of whether an assurance is positive or negative. During the year, progress reports will reflect the opinions given and build a picture of findings towards the end of year opinion. The recommendations within each report are categorised as High, Medium or Low.
- 3.3 The report (see Annexe 1) monitors the effective delivery of the audit programme and contains the key features that this Committee has requested previously:-
- 3.3.1 It provides a summary of progress against the internal audit plan.
- 3.3.2 Internal Audit Plan Performance.
- 3.3.3 Any alterations to the Audit Plan are highlighted, as are any planning issues.
- 3.3.4 Key Findings from Internal Audit Work, identifying the headline findings and the agreed recommendations.
- 3.4 Three reports have been finalised since the last monitoring report; two specialist reviews covering Project Management and Contract Management. And a review of Property Maintenance. The specialist reviews were completed differently to normal planned reviews and specialists from RSM completed the work the recommendations were not ranked as with normal audits as they provide guidance on the approach the Council needs to take to address their concerns.

Assignment	Opinion	Actions Agreed		
		H	M	L
<i>Project Management Advisory Review</i>	Advisory	0	7	0
<i>Contract Management Advisory Review</i>	Advisory	0	7	0
<i>Property Maintenance</i>	Amber/Red	1	1	2

3.4.1 **Project Management** - Although there was some evidence of good practice in project management it was not consistently applied on many projects and in their opinion project management is in its infancy.

3.4.2 **Contract Management** – There were some instances of good practice of contract management within the Council however there were limited formal contract management processes and controls in place. In particular they identified challenges around performance reporting on contracts and gaps in accountabilities between those responsible for contract management and sponsors within service areas.

3.5 The actions were reported to the Leadership Team on the 7 December and they agreed to a range of actions including updating guidance and toolkits, the use of Highlight Reports for reporting on key projects and training to staff. The initial focus will be on Project Management and then Contract Management

3.6 The following implementation plan was agreed by the Leadership Team.

Draft Project Management Principles & Toolkit	February 16
Project Mgt Training to Managers	April 16
Lunch n Learn Sessions	May 16
Draft Contract Management Guidance	May 16
Training on Contract Management (possibly external)	Sept 16
Capital Bid Process Review	August 16

3.7 There is one reports in draft, and this will be reported to the next meeting. These are:-

Assignment in Draft	Draft Opinion
<i>Income from Car Parks</i>	Amber/Red

3.8 There is one reports in draft, and this will be reported to the next meeting. These are:-

- 3.9 The Committee are also asked to note the progress in implementing the actions from the high priority recommendations previously reported to Committee from audits within the current audit plan for 2015/16. These are detailed in Annexe 2. Some actions have been completed although some implementation dates are not yet due. Further progress will be provided in the next monitoring report.

4 Financial and Manpower implications

- 4.1 There are no specific financial or manpower implications for the purpose of this report.
- 4.2 Officers are taking a pragmatic approach to ensure that the process does not become unduly bureaucratic, whilst ensuring that reasonable changes are considered where appropriate.
- 4.3 **Chief Officers comments:** Having identified the need to improve contract management and performance management, 2 reviews were commissioned to assist the Council to find a way forward. The reviews have helpfully identified the issues that need to be addressed and the Leadership Team has agreed an improvement plan. It is important that this plan is implemented.

5 Legal Implications (including implications for matters relating to equality)

- 5.1 Baker Tilly has rebranded and will now be known as RSM.

5.2 Monitoring Officer's comments: None for the purposes of this report.

6 Sustainability Policy and Community Safety Implications

- 6.1 There are no particular community safety implications for the purpose of this report.

7 Partnerships

- 7.1 The Council will work with Internal Auditors to improve risk management arrangements.
- 7.2 The contract for internal audit services is held jointly with Mole Valley, Reigate and Banstead, Tandridge and Waverley Councils and the Surrey Police Authority.

8 Risk Assessment

- 8.1 The internal audit service forms a statutory part of the Council's internal control arrangements.

9 Conclusion and Recommendations

- 9.1 There has been no audit review with a red assurance reported in this monitoring report but the Committee should note that there were some significant areas of concerns identified in the reviews of Project Management and contract Management .The Committee should note this may have an impact on the Head of Internal Audit's Year End Opinion.

WARD(S) AFFECTED: ALL

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EPSOM AND EWELL BOROUGH COUNCIL

Internal Audit Progress Report

Audit, Crime & Disorder and Scrutiny
Committee Meeting

January 2016

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The matters raised in this report are only those which came to our attention during the course of our review and are not necessarily a comprehensive statement of all the weaknesses that exist or all improvements that might be made.

Recommendations for improvements should be assessed by you for their full impact before they are implemented. This report, or our work, should not be taken as a substitute for management's responsibilities for the application of sound commercial practices. We emphasise that the responsibility for a sound system of internal controls rests with management and our work should not be relied upon to identify all strengths and weaknesses that may exist. Neither should our work be relied upon to identify all circumstances of fraud and irregularity should there be any.

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1 INTRODUCTION

The Internal Audit Plan for 2015/16 was approved by the Committee in Date 9 April 2015. This report provides a summary update on progress against that plan and summarises the results of our work to date.

2 REPORTS CONSIDERED AT THIS AUDIT COMMITTEE

This table informs of the audit assignments that have been completed and the impacts of those findings since the last Audit Committee held.

The Executive Summary and Key Findings of the assignments below are attached to this progress report at Appendix A.

Assignment		Advisory actions agreed
Project Management Advisory review (9.15/16)	Advisory	7
Contract Management Advisory Review (10.15/16)	Advisory	7

Assignment	Opinion issued	Actions agreed		
		H	M	L
Property Maintenance 7.15/16	Amber/Red	1	1	2

Details of the Property Maintenance findings are at Appendix B.

In addition we have completed our advisory review of CRM: Support Knowledge Transfer, and management have agreed to findings and are working on an action plan to take the matters raised forward.

2.1 Impact of findings to date



To date there are no areas that we need to bring to your attention as adversely impacting on our annual opinion.

Overall the level of findings and recommendations is low and management actions are being responded to in a timely manner.

2.2 Themes arising from our findings

The table below shows the issues we have flagged to date in our reports this year, and the underlying causes of the control weaknesses.

Root cause	High	Medium	Low
Policies and / or procedures out of date	1	6	4
Non-compliance with policies / procedures	-	3	1
Poor design of the control framework	3	5	5
Lack of training / awareness for staff	1	2	4
Lack of or poor management or performance information	-	1	3
Lack of segregation of duties	-	-	-
Poor record keeping	-	-	4

3 LOOKING AHEAD

Assignment area	Timing per approved IA plan 2015/16	Status
Car Park Income (11.15/16)		Draft Report Issued 16 December 2015
Income from recycling: green waste	Quarter 2	Deferred to December 2015 at management request
Income from car parking	Quarter 2	Fieldwork underway
Capital accounting and asset management	Quarter 3	
Facilities Management	Quarter 3	Moved to quarter 4, and combined with risk management, governance and procurement. To be undertaken by contract specialist.
Data Quality	Quarter 3	
Payroll	Quarter 3	
IT Audit	Quarter 3	
Performance Management and Delivery of Corporate Plan	Quarter 4	
Risk Management	Quarter 4	As above
Governance	Quarter 4	As above
Procurement	Quarter 4	As above
Fleet Management	Quarter 4	

4 OTHER MATTERS

4.1 Changes to the audit plan

There is one change to the audit plan to date which is the merger of facilities management, risk management, governance and procurement into one audit focusing on the governance, risk management of the facilities management.

4.2 Added value work

Area of work	How this has added value
Our audit of project management and contract management were undertaken by a specialist in this area.	Our audit has provided the Council with a greater level of skill in these areas which has resulted in areas for management attention which may not otherwise have been determined. These reports are currently in draft for management review.

We have undertaken the following added value work since the previous meeting of the Committee.

4.3 Key performance indicators (KPIs)

Delivery	Quality			Notes (ref)	Quality		
	Target	Actual	Notes (ref)		Target	Actual	Notes (ref)
Audits commenced in line with original timescales	Yes	Yes	1	Conformance with PSIAS and IIA Standards	Yes	Yes	-
Draft reports issued within 10 days of debrief meeting	100%	75%	2	Response time for all general enquiries for assistance in 2 working days	100%	100%	-
Final report issued within 3 days of management response	100%	100%	-	Response for emergencies and potential fraud	1 working day	N/A 100%	-
Notes							
1 – Dates have been changed at the request of management							
2 – Reports were delayed earlier in the year. Delays now addressed.							

APPENDIX A: INTERNAL AUDIT ASSIGNMENTS COMPLETED TO DATE

Assignment	Opinion issued	Actions agreed		
		H	M	L
Attendance (1.15/16)		-	1	1
Recruitment (2.15/16)		-	1	5
Review of Anti-fraud and Anti-bribery Arrangements (2013/14) (3.15/16)	Advisory	1	5	3
Cash Handling (4.15/16)		1	3	2
Venues (5.15/16)		-	1	1
Information Governance (6.15/16)		-	2	8
PCI Compliance Control Framework (8.15/16)		3	6	-

APPENDIX B: EXECUTIVE SUMMARIES

Assignment: Property Maintenance (7.15/16)	Opinion:	Green	
<p>The key findings from this review were as follows:</p> <ul style="list-style-type: none"> a) As part of the budget setting for 2015/16 it was reported to the Strategy and Resources Committee that the future maintenance costs were unsustainable. These were expected to range from £750k to £1m pa. In response the Corporate Property Group is reviewing the property portfolio with a view to reducing the Council's future liabilities. We recommend they develop a plan for how they will bring liabilities in line with what can be afforded within the Medium Term Financial Strategy. b) Condition surveys were procured in 2013 for the five main properties. The programme of maintenance for 2015/16 was based on a review of investment needs by the Senior Building Surveyor and the former Director of Operations, based on their knowledge of the properties and the priorities for their future use. This is being refreshed for 2016/17. It identifies the estimated cost of work required for each element of each building each year. It does not provide detail in terms of sub-elements or the work required. c) The Strategy and Resources Committee is provided with an annual report on planned maintenance completed together with the programme and budget for the following year. We considered a sample of work identified in the condition survey and investment needs programme. We confirmed that these have been reported as completed or included in the programme for 2015/16. We discussed exceptions with the Senior Building Surveyor who advised that these were excluded because they could not be justified on the basis of spend to save criteria or planned changes to the property portfolio. d) We confirmed that regular meetings are held with Keir, however reports provided by Keir do not set out what statutory work has been carried out by them and there is no verification of work done by EEBC. 			
	Agreed Management Action	Implementation Date	Manager Responsible
1	As planned, the Senior Building Surveyor will complete the programme of property investment needs for the 10 years from 2016/17, in order to ensure projected maintenance costs are identified to the Corporate Property Group. (Low)	31 March 2016	Tony Foxwell– Senior Building Surveyor / Corporate Property Group
2	The Senior Building Surveyor will include a budget growth bid for condition surveys to buildings not already covered when spending restrictions allow and property disposals are completed. (Low)	31 March 2015	Tony Foxwell– Senior Building Surveyor / Corporate Property Group
3	The Corporate Property Group to prepare a plan for ensuring maintenance needs of retained properties can be met within the Medium Term Financial Strategy by a programme of disposal or transferring responsibility for maintenance. (High)	31 March 2016	Tony Foxwell– Senior Building Surveyor / Corporate Property Group

AGENDA ITEM 4
ANNEXE 1

4	The Senior Surveyor to ask Keir to provide a routine report of the statutory work carried out for each quarterly meeting and to set up a process of verification of the work on a sample basis. (Medium)	30 November 2015	Tony Foxwell – Senior Building Surveyor
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FOR FURTHER INFORMATION CONTACT

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PROGRESS UPDATE ON IMPLEMENTATION OF HIGH PRIORITY RECOMMENDATIONS FROM 2015/16 AUDIT PLAN PREVIOUSLY REPORTED TO COMMITTEE

High Priority Recommendation	Agreed Action	Responsible Officer	Implementation Date	Current Position
Cash Handling (Reported November 2015)				
<p>Gypsy site rent receipts were not being issued by the collecting officer for monies collected and in this respect any allegations of fraud or irregularity could not be systematically refuted.</p> <p>In addition the rent account system is not operational and individual rent accounts are not up to date.</p>	<p>Signed receipts will be issued for all gypsy site rent transactions. A copy of this will be retained and the receipt number recorded on the weekly collection sheets held.</p> <p>Once operational again up to date rent accounts will be posted with historic rent debit and payment transactions for 14/15.</p>	<p>Housing Operations Manager</p>	<p>Nov 2015</p>	<p>The Gypsy Liaison Officer is issuing receipts for the rent. The Housing Operations Manager continues to monitor this at regular one to one meetings.</p> <p>The rent account system is operational and all historic transactions have been posted.</p>
Fraud Review (Reported November 2015)				
<p>The Council should streamline its strategic approach to include anti-fraud and anti-bribery awareness training that should be delivered as part of an induction process. Having been delivered at induction the training should include a continuing rolling process of bespoke fraud and bribery awareness sessions delivered on a yearly or bi-yearly basis. These session should be supplemented with:</p> <p>Leaflets, flyers and anti-fraud and bribery literature.</p> <p>A dedicated internal and external web-page and a clearly defined whistleblowing or reporting mechanism. (High)</p>	<p>This will be incorporated into the Corporate Governance Action Plan and training will be developed. Initial training will be given to the Leadership Team and bi yearly awareness sessions will be established</p> <p>The induction training will be reviewed to ensure it adequately reflects the Council’s approach to fraud.</p>	<p>Corporate Risk & Governance Manager G McTaggart</p> <p>S Mason (induction training)</p>	<p>Dec 2015</p>	<p>Fraud is included within the HR Induction and this will be strengthened within the Corporate Induction once the policies are updated and new leaflets available.</p> <p>There will be a dedicated section on the Intranet to provide guidance to staff on fraud once new Intranet is in place.</p> <p>A Draft Whistleblowing Policy has been updated and was reported to the Corporate Governance Group in January. Further fraud documents will be updated and reported to the Corporate Governance Group in February and then training dates will be agreed</p>

High Priority Recommendation	Agreed Action	Responsible Officer	Implementation Date	Current Position
PCI Compliance Control Framework (Reported November 2015)				
<p>The Council's VPI call recording software is not PCI compliant as the vendor does not support PCI requirements in its current form.</p> <p>(We confirmed that the Council does not use the PCI compliant implementation from VPI http://www.vpi-corp.com/PCI-Compliance)</p>	<p>The Council will ensure that the chosen call recording software that 'records' conversations in scope of PCI is PCI compliant. (High)</p>	<p>Mark Lumley, Head of ICT</p>	<p>31 March 2016</p>	<p>The call recording software has been switched off to ensure we are compliant.</p> <p>The Head of ICT is reviewing options to ensure that software is compliant and is in discussions to clarify cost and work required.</p>
<p>We observed that the Adelante PAN capture screen shows the credit card number in plain text while being entered onscreen and there is a CCTV pointing to the screen from the roof.</p> <p>The Camera could view the credit card information of the screen as they are entered in clear text which could result in a breach.</p>	<p>The Council will ensure that only authorised people have access to view the PCI data that is entered on the screen.</p> <p>The Council could add a privacy filter to the screen to block out the cameras view of the screen once the information on which screen has been provided by RSM. (High)</p>	<p>Lee Duffy, Head of Financial Services</p>	<p>30 Sept2016</p>	<p>There is restricted access to the CCTV footage within the Cash Office and it is logged if footage is checked. The quality of the footage is limited on the screen outside the Cash Officer</p> <p>The Head of Finance is looking at purchasing a film/plastic cover that goes over the screens.</p>
<p>No formal PCI roles and responsibilities have been documented</p>	<p>Identify roles and responsibilities that govern the PCI environment and communicate the responsibilities to everyone. (High)</p>	<p>Kathryn Beldon, Director of Finance and Resources.</p>	<p>31 March 2016</p>	<p>This is under review pending the shared service within ICT</p>

PERFORMANCE MANAGEMENT 2015/16: PROGRESS REPORT TWO

Report of the: Chief Executive
Contact: Adama Roberts/Margaret Jones
Urgent Decision?(yes/no) No
If yes, reason urgent decision required: N/A
Annexes/Appendices (attached): Annexe 1: Progress Report Two 2015/16 prepared for the Audit, Crime & Disorder and Scrutiny Committee – January 2016
Other available papers (not attached):

REPORT SUMMARY

This report presents the Committee with its second performance management progress report for 2015/16, providing an overview of progress made against the policy committees' actions and highlighting those actions recorded as 'not met'.

<u>RECOMMENDATION (S)</u>	<i>Notes</i>
That the Committee: (1) Receives Performance Management Progress Report Two 2015/16 (2) Identifies any issues requiring action.	

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

- 1.1 In December 2011 the Council adopted the new Corporate Plan for 2012/16. The Plan identifies the Council's Key Priorities and Core Values for the four year period.
- 1.2 As part of the service planning process to support delivery of the Council's Corporate Plan, actions have been agreed under the service plans for 2015/16.

- 1.3 Owing to the volatile nature of the economic climate, it has been agreed that actions would be reviewed and set annually rather than for a period of four years. This was deemed more productive because changes and decisions around actions set in the Service Plans could be taken promptly, in line with changing economic times.

2 Background

- 2.1 This report presents the Audit, Crime & Disorder and Scrutiny Committee with an extract from Performance Management Progress Report Two 2015/16 (attached as Annexe 1). It highlights the percentage of actions that have been classified as 'Achieved', 'On Target' or 'Not Met' as at November 2015. A key to the reporting classifications is set out at Annexe 1. It provides particular detail on those actions classified as 'Not Met'.

3 Update on Performance as at November 2015

- 3.1 Thirty six actions are being monitored across 2015/16. Performance as at August 2015 was reported to the Committee on 26 November 2015.
- 3.2 As at November 2015, 6 actions have been achieved, 13 actions are on target and 6 actions not met. The Committee will note that 2 actions have no recorded data and 4 actions have been recorded for information purposes only. Annexe 1 shows how this information breaks down across four of the policy committees (Environment, Leisure, Social and Strategy & Resources Committee). Details on each of the 6 actions recorded as not met are included at Annexe 1

4 Financial and Manpower Implications

- 4.1 Actions identified for 2015/16, at the time of agreeing the actions, were considered to be achievable within agreed budgets, including the reduced staffing budget.
- 4.2 **Chief Finance Officer's comments:** None for the purposes of this report.

5 Legal Implications (including implications for matters relating to equality)

- 5.1 There is the opportunity through the development and delivery of this Service Plan to secure significant benefits for residents.
- 5.2 **Monitoring Officer's comments:** None for the purposes of this report.

6 Sustainability Policy and Community Safety Implications

- 6.1 Delivery of Year 4 of the Service Plan will assist the Council to create sustainable communities.
- 6.2 There are no particular community safety implications for the purpose of this report.

7 Partnerships

7.1 There are no particular partnership implications for the purpose of this report.

8 Risk Assessment

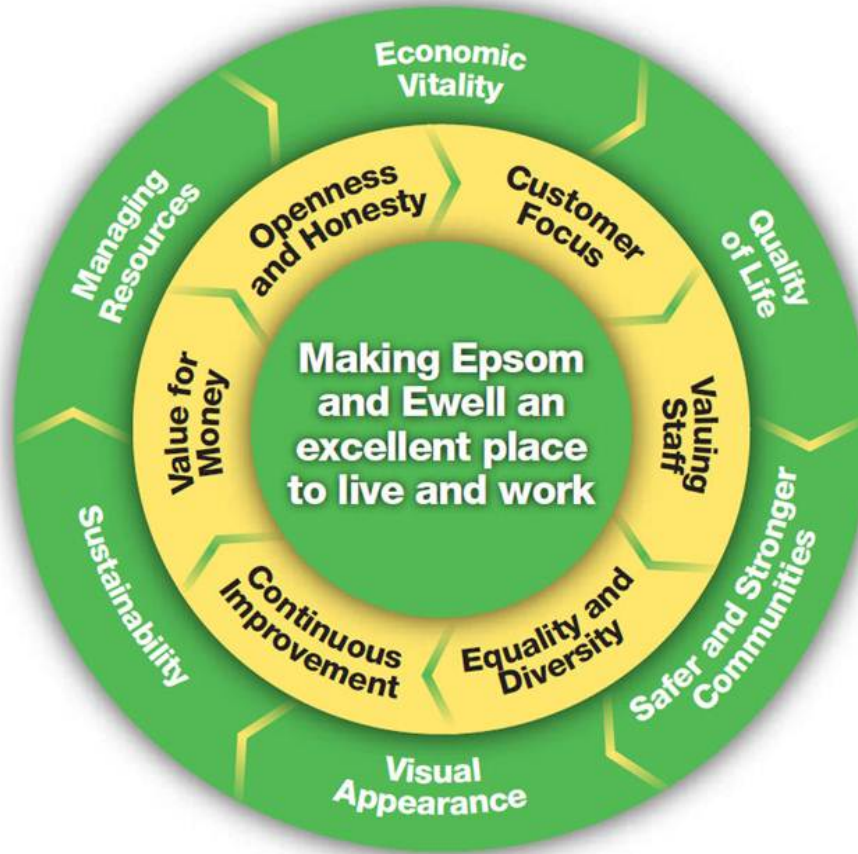
8.1 The creation of a Performance Management Framework mitigates against loss of focus and assists the organisation in ensuring that it has the financial capacity to deliver its objectives.

9 Conclusion and Recommendations

9.1 The implementation of a robust performance monitoring and management system is essential to ensure that the Committees' Service Plans and ultimately the Council's Key Priorities are delivered, any variances explained and decisions over future action made.

WARD(S) AFFECTED: All

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Progress Report Two

Prepared for: Audit, Crime & Disorder and Scrutiny Committee

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

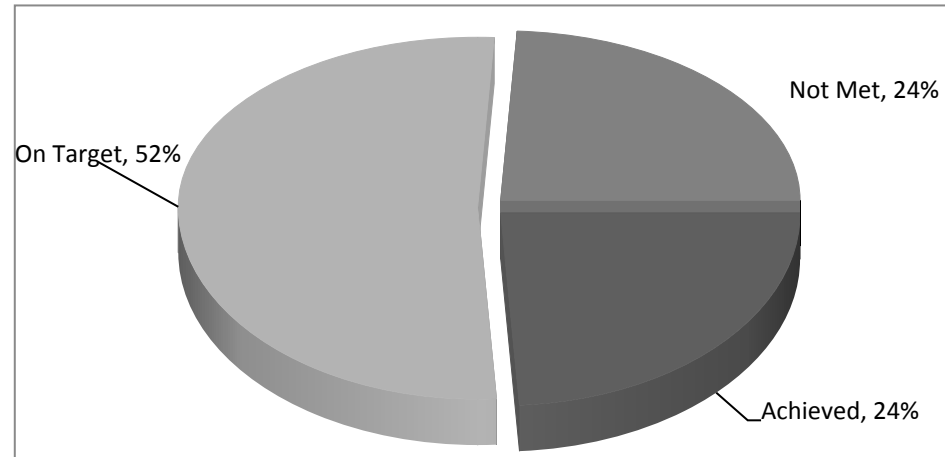


An action is reported as not met if it's likely to be unachievable at year end. The chances of achieving these actions within the reporting period are slim.

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 November 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'.
- **Progress Report Two:**
Six (6) actions were 'Achieved', 13 were 'On Target', six (6) are 'Not Met', two (2) 'No Data', and four (4) 'N/A - Information Only' indicators.

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.

Progress Report Two:

- Implement cost savings for 2015/16, MR6
- To implement new waste collection arrangements, S1
- Complete installation of barrier controlled car park pay systems (Rolled Forward from 2014/2015), S4
- Deliver Ageing Well Week, QL2
- Delivery of Round the Borough Hike & Bike, QL2
- Deliver the Epsom & Ewell Sports awards, QL2

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:

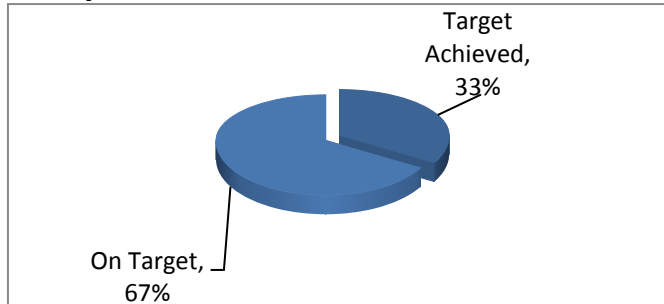
- Undertake refurbishment at Horton Chapel, SS3 PR1. Deferred to 2015/16

Note: This action was deferred as a result of the Decisions Notice of Strategy & Resources Committee issued on 23 September 2014.

Deleted Actions:

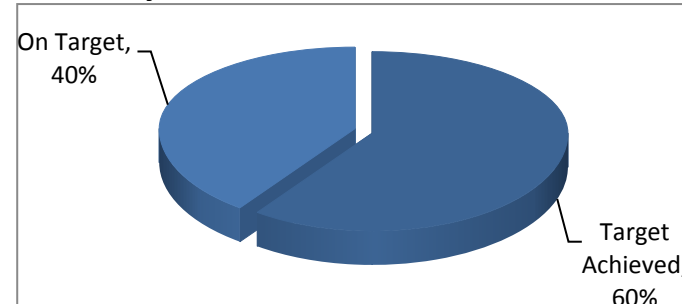
- Nil

Summary of Environment Committee as at December



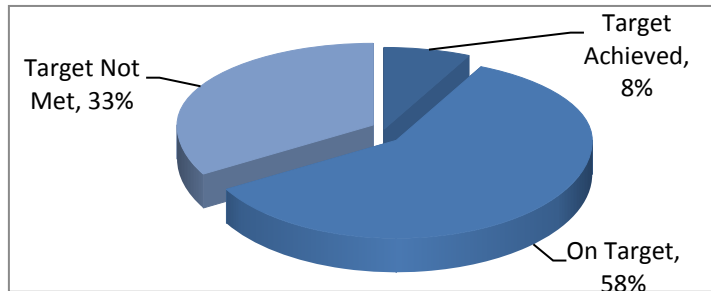
Environment Committee, as at December, has **6** actions. **2** Achieved, **4** On Target and **0** Not Met.

Summary of Leisure Committee as at December



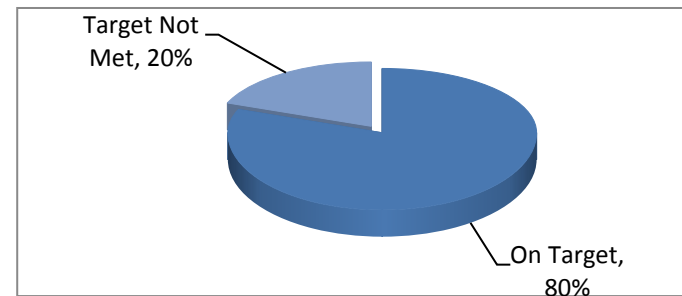
Leisure Committee, as at December, has **7** actions. **3** Achieved, **1** On Target and **1** Not Met.

Summary of Strategy & Resources Committee as at December






Strategy & Resources Committee, as at December, has **14** actions. **1** Achieved, **7** On Target, **4** Not Met, and **2** No Data

Summary of Social Committee as at December



Social Committee, as at December, has **9**. **0** Achieved, **4** On Target, **1** Not Met, and **4** 'N/A - Informational Indicators'

ECONOMIC VITALITY: Promote the economic vitality of Epsom & Ewell

KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2015/16	Progress as at December	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 	<p>Following the termination of negotiations for a new retail store on Upper High Street work limited work has been done on delivery of this project in the last quarter. There is the prospect of the relocation of the fire station and this could be a catalyst to re-start negotiations for the delivery of a different food store and the preliminary work around other key elements of the brief.</p> <p>Development of a mixed-use on the former Tesco site is anticipated subject to planning permission but proposals are at an early stage of preparation.</p> <p>Other aspects of Plan E continue to progress satisfactorily.</p>	<p>Not met</p> 
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	Work proactively with land owners to encourage the opportunities sites identified in Plan E to be brought forward for development	See comment immediately above.	<p>Not met</p> 
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	Implement the agreed plan and deliver the junction improvement at the Spread Eagle	Detailed designs for the highway works are under preparation with further consultation with key stakeholders taking place. Public realm improvement options will be worked up once details costings are available. Work on site is anticipated to commence in late June 2016.	<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			
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	Detailed work was done with landowners to deliver a food store. Further engagement is taking place to deliver an alternative option.	31/03/16
EV4	Work proactively with land owners to encourage the opportunities sites identified in Plan E to be brought forward for development	<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	Working mainly with Surrey County Council on the Fire Station Site at present.	31/03/16

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	Detailed work was done with landowners to deliver a food store. Further engagement is taking place to deliver an alternative option.	31/03/16
EV4	Implement the agreed plan and deliver the junction improvement at the Spread Eagle	<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	Active participation on the project team to achieve this aim.	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 December	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	No further service changes being implemented due to current freeze on CRM development.	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			
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

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 December	Action Status
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	Since 2011 onwards officers have achieved considerable reductions to the Venues subsidies. A full service review of the venues is to commence in February 2016. The results and recommendations from this review will be used to make further improvements to the service.	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			
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 is to take place in 2016.	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 December	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	New smart meters are now in operation. Order has been placed for historical smart meter data.	No Data

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	New meters have been installed, historical data to be added to data stream	31/12/15

QUALITY OF LIFE: Improve the quality of life for all residents, but particularly the more vulnerable within our society

KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2015/16	Progress as at December	Action Status
QL6	Looking for ways to reduce the use of temporary homeless accommodation	Social	Rod Brown / Annette Snell	Bed & Breakfast Admissions. Number Of Households Placed Into B&B During Each Quarter	During Q1 28 households were placed in B&B & during Q2 17 households were placed in B&B.	N/A Informational Indicator
QL6	Looking for ways to reduce the use of temporary homeless accommodation	Social	Rod Brown / Annette Snell	• Number Of Households Moved Out Of B&B During Each Quarter	During Q1 45 households were moved out of B&B & during Q2 26 households were moved out of B&B.	N/A Informational Indicator
QL6	Looking for ways to reduce the use of temporary homeless accommodation	Social	Rod Brown / Annette Snell	• Net Number Of Households in B&B At End Of Each Quarter	As at the end of Q1 there were 68 households in B&B & at the end of Q2 there were 59 households in B&B.	N/A Informational Indicator

QUALITY OF LIFE: Improve the quality of life for all residents, but particularly the more vulnerable within our society						
KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2015/16	Progress as at December	Action Status
QL6	Looking for ways to reduce the use of temporary homeless accommodation	Social	Rod Brown / Annette Snell	<ul style="list-style-type: none"> Number of families with children and households with pregnant women in non-self-contained B&B for more than 6 weeks at the end of the quarter 	<p>As at the end of Q1 there were 2 households with children in non-self-contained B&B for more than 6 weeks . Of those 1 has been offered a moved to self-contained accommodation & refused offer. 1 has been referred to LB Croydon.</p> <p>As at the end of Q2 there were 3 households with children in non-self-contained B&B for more than 6 weeks. Of those 1 has been offered a moved to self-contained accommodation & refused offer.</p>	<p>Not met</p> 
QL6	Looking for ways to reduce the use of temporary homeless accommodation	Social	Rod Brown / Annette Snell	<ul style="list-style-type: none"> Length of time in B&B where the applicant has had a negative decision per quarter 	As at the end of Q1 the average length of time in B&B where the applicant has had a negative decision was 174 days.	<p>N/A Informational Indicator</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			
QL6	Bed & Breakfast Admissions. Number Of Households	Lack of resources Risk that the Council is	Rod Brown / Annette	H	H	The B&B providers are refurbishing the B&B units and converting	Reducing our use of expensive B&B requires an increased supply of	N/A

Significant Annual Service Plan Risk

KP Code	Action 2015/16	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
	Placed Into B&B During Each Quarter	breaching the Homelessness (Suitability of Accommodation) (England) Order 2003 Difficult to increase supply of accommodation for the homeless Demand increases as a result of benefit changes	Snell			them to self-contained units. Increase supply of private rented accommodation by looking at landlord incentive payments and Private Sector Leasing (PSL) schemes.	Temporary Accommodation within the borough. There are a range of schemes in development to boost supply of properties to prevent homelessness. These include: *Epsom Foyer *Bytes Building – Chessington Rd *Investigating the feasibility of improving the existing flats Blenheim Road *Increase the supply of private rented settled accommodation in borough by operating a pilot in house Private Sector Leasing scheme. In addition Housing services through the ETHOS project is looking to tackle unemployment in order to help avoid the benefit cap impact.	

Significant Annual Service Plan Risk

KP Code	Action 2015/16	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
QL6	<ul style="list-style-type: none"> Number Of Households Moved Out Of B&B During Each Quarter 	(as above)	Rod Brown / Annette Snell	H	H	(as above)	(as above)	(as above)
QL6	<ul style="list-style-type: none"> Net Number Of Households in B&B At End Of Each Quarter 	(as above)	Rod Brown / Annette Snell	H	H	(as above)	(as above)	(as above)
QL6	<ul style="list-style-type: none"> Number of families with children and households with pregnant women in non-self-contained B&B for more than 6 weeks at the end of the quarter 	(as above)	Rod Brown / Annette Snell	H	H	(as above)	(as above)	(as above)
QL6	<ul style="list-style-type: none"> Length of time in B&B where the applicant has had a negative decision per quarter 	(as above)	Rod Brown / Annette Snell	H	H	(as above)	(as above)	(as above)

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 December	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	No Data	No Data

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	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	Failure to appoint Trustee Failure to complete project	Simon Young	H	H	Engage with communities Engage with relevant stakeholders to ensure project is completed	No Data	31/03/14

OUTSTANDING REFERENCES AND WORK PROGRAMME 2015/16

Report of the:	Head of Legal & Democratic Services
Contact:	Margaret Jones
Urgent Decision?(yes/no)	No
If yes, reason urgent decision required:	
Annexes/Appendices (attached):	<u>Annexe 1</u> - Outstanding References <u>Annexe 2</u> - Updated Work Programme 2015/16
Other available papers (not attached):	None stated

REPORT SUMMARY

This report lists references to officers outstanding as at 4 February 2016. It updates the Committee on its work programme 2015/16 and asks that a new scrutiny review task group be appointed to undertake the review of Venues.

RECOMMENDATION (S)

That the Committee:

- (1) Notes (i) the one outstanding reference to officers detailed at Annexe 1 and (ii) the Committee's updated work programme attached at Annexe 2
- (2) Appoints a task group to undertake the review of venues as per the Terms of Reference attached at Annexe 3
- (3) Agrees to co-opt a member of the Strategy & Resources Committee (nominated by that Committee's Chairman) to the appointed task group

Notes

1 Implications for the Council's Key Priorities, Service Plans and Sustainable Community Strategy

- 1.1 In general, the Committee's work programme contributes to the Council's core values, in particular, customer focus, continuous improvement and value for money.

- 1.2 Specific implications are dependent on the items agreed for inclusion in the work programme of the Audit, Crime & Disorder and Scrutiny Committee.

2 Outstanding References

- 2.1 The one outstanding reference to officers as at 4 February 2016 is set out at Annexe 1. Further commentary is set out at paragraph 3.1 below.

3 Work Programme 2015/16

- 3.1 The Audit, Crime & Disorder and Scrutiny Committee received an update on its work programme at its last meeting on 26 November 2015. At that time there was one review being taken forward by a scrutiny task group – review of the administrative arrangements for publicising and determining planning applications. It was anticipated that this task group would report its findings and recommendations to the Committee on 4 February 2016. Due to the postponement of one of the task group's meetings with a key interviewee, the task group will now report to the Committee in April 2016 as set out in the outstanding references (Annexe 1). The Committee's current work programme which reflects this change is attached at Annexe 2.
- 3.2 At the November 2015 meeting, the Audit, Crime & Disorder and Scrutiny Committee agreed to include a new review (Review of Venues), in its ongoing work programme. It was anticipated that this review would commence during February 2016 with its findings reported in October 2016. As part of the four year work programme to assist in development of the Medium Term Financial Strategy, Terms of Reference for the Review of Venues were considered by the Financial Policy Panel on 1 December 2015. The Terms of Reference for the review are attached at Annexe 3.

4 Proposals

- 4.1 The Committee is asked to note the outstanding reference to officers detailed at Annexe 1 and its updated work programme attached at Annexe 2.
- 4.2 In order to commence the review of venues as per the agreed timetable, the Audit, Crime & Disorder and Scrutiny Committee is asked to appoint a task group of about four members to undertake the review.
- 4.3 On appointing members to the task group, the Audit, Crime & Disorder and Scrutiny Committee may wish to consider, in addition to member availability, knowledge and experience of each member.
- 4.4 The Overview and Scrutiny Procedure Rules enable the Committee to co-opt other councillors to constitute sub committees or panels. It is considered that the review of venues would benefit from the co-option of a member of the Strategy & Resources Committee, nominated by the Chairman of the Strategy & Resources Committee.

5 Financial and Manpower Implications

- 5.1 The review of venues forms part of the agreed work programme to assist in addressing the funding shortfall over the next four years.
- 5.2 The Committee will wish to consider workload implications for its members when appointing the scrutiny review task group. In-depth scrutiny reviews undertaken by task groups require more intensive input from members for specific periods of time. The Committee will wish to note that although the review is anticipated to start during this current municipal year, the task group will not report its findings until October 2016. It is anticipated that some review work will take place over the summer holiday period.
- 5.3 **Chief Finance Officer's comments:** none for the purposes of this report.

6 Legal Implications (including implications for matters relating to equality)

- 6.1 The work programme at Annexe 2 has been designed to meet the Committee's responsibilities set out in legislation and its Terms of Reference.
- 6.2 **Monitoring Officer's comments:** none for the purposes of this report.

7 Sustainability Policy and Community Safety Implications

- 7.1 Scrutiny of the Community Safety Partnership is a responsibility of the Audit, Crime & Disorder and Scrutiny Committee.

8 Partnerships

- 8.1 The Committee has the ability to make reports or recommendations on matters which affect the authority's area or the inhabitants of that area.

9 Risk Assessment

- 9.1 At the start of the review of venues a risk assessment will be completed to help ensure that the review is completed according to its terms of reference and within the timescale set.

10 Conclusion and Recommendations

- 10.1 The Audit, Crime & Disorder and Scrutiny Committee agreed its work programme for 2015/16 at its June 2015 meeting. Since then progress has been made against the plan and a new item for scrutiny – review of venues identified.
- 10.2 It is recommended that the Committee notes the one outstanding reference to officers and its updated work programme. The Committee is also recommended to commence the review of venues, appointing a task group to undertake the investigative work.

WARD(S) AFFECTED: All

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The following references to Officers are outstanding as at 4 February 2016: -

Date of reference/Item	Title and nature of report back	Officers	Report due	Position as at 26 November 2015	Latest Position
9/04/15 Min 40 And 23/06/15 Min 9	Review of the administrative arrangements for publicising and determining planning applications	Scrutiny Officer	November 2015	Report to February 2016 meeting	Due to the postponement of a key review meeting, the task group will now report in April 2016.

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Overview and Scrutiny Work Programme 2015/2016

MEETING DATE	ITEMS FOR CONSIDERATION BY FULL COMMITTEE	ITEMS FOR CONSIDERATION BY TASK GROUP(S)
23 June 2015	<ul style="list-style-type: none"> • Internal Audit Assurance Report 2014/15 • Internal Audit Monitoring Report 2014/15 • Annual Governance Statement 2014/15 • Community Safety Partnership 2014/15 – End of Year Report • Performance Management Progress Report 4 2014/15 • Corporate Equality Scheme Annual Report 2014/15 • Annual Report on use of Delegated Powers • Work Programme 2015/16 	<ul style="list-style-type: none"> • Social Centres Review <i>(July – October 2015)</i> • Review of Routecall <i>(July – October 2015)</i>
6 Oct 2015	<ul style="list-style-type: none"> • Social Centres Review - final report • Review of the Routecall Service - final report 	
26 Nov 2015	<ul style="list-style-type: none"> • Quarters 1 and 2 Internal Audit Monitoring Report 2015/16 • External Audit Update Report • Annual Governance Statement and District Auditor's Audit Findings – Progress Against Action Plans • Risk Management Framework Annual Report • Performance Management Progress Report 1 2015/16 • Community Safety Partnership 2015/16 – Half Year Report • Data Quality • Information Governance • Work Programme 2015/16 	<ul style="list-style-type: none"> • Review of the Arrangements for Publicising and Determining Planning Applications <i>(Nov 2015 – April 2016)</i> • Venues Review <i>(Feb – October 2016)</i>
4 Feb 2016	<ul style="list-style-type: none"> • Quarter 3 Internal Audit Monitoring Report 2015/16 • External Audit Update Report • Performance Management Progress Report 2 2015/16 • Work Programme 2015/16 	

MEETING DATE	ITEMS FOR CONSIDERATION BY FULL COMMITTEE	ITEMS FOR CONSIDERATION BY TASK GROUP(S)
<p>14 April 2016</p>	<ul style="list-style-type: none"> • Internal Audit Strategy 2015/16 • Quarter 4 Internal Audit Monitoring Report 2015/16 • External Audit Update Report • Performance Management Progress Report 3 2015/16 • Scrutiny Review of the Arrangements for Publicising and Determining Planning Applications - final report • Annual Report 2015/16 	

Terms of Reference for Service Review

Review Title: **Venues Service Centres**

Date: **20/10/2015**

What items are within the scope of this review? *Identify any specific items considered outside the scope.*

In Scope

- Services provided by the Epsom Playhouse, Bourne Hall & Bourne Hall Museum, Ewell Court House and Hook Road Arena.

Out of Scope

- The Rainbow Centre
- The Ebbisham Centre
- Central services charges
- Asset rents

What is the overall aim of doing this work?

- This review forms part of the work programme for preparing the Medium Term Financial Strategy outlined in the report to Financial Policy Panel on the 9 June 2015 to ensure services provided are fit for purpose, meet the needs of local residents and are cost effective to provide.
- Proposals to be developed for improving the efficiency of the service including an analysis of the customer base.

What are the objectives?

- To outline the current service provided by the above named venues including (but not limited to)
 - Services delivered
 - Method of providing the current services
 - Detailed budget for the last three years including revenue and capital expenditure
 - Provision of performance data and comparison with others (where possible)
- To measure and assess the effectiveness of the present service, including staff, to identify the best use of resources.

Objectives (cont)

- To identify key issues that affects the service in the day today operation of supplying the service
- To understand the needs of the customer base and how the service could be developed to generate further income or reduce costs.
- To identify alternative ways to deliver the service including the do nothing option
- To evaluate the different options put forward (including but not limited to)
 - Service delivery outputs
 - Financial implications including any invest to save investment required
 - Key risks and how they can be mitigated
 - Timeline for implementation

What is the delivery methodology?

- Creation of a Scrutiny Working Group consisting of four members appointed by Scrutiny Committee.
- Consideration of a report by the Head of Venues & Facilities which will address the objectives described above. Namely:
 - Budget review identifying operational costs, incomes from fees and charges and grants, fixed cost, such as central services and asset rents etc.
 - Identify the range of services provided and the effect of each service has on the use of the resources.
- Recommend ways to deliver the service, efficiently and effectively.

Duration of Enquiry *Highlight any specific time limits or linked activities to consider.*

- The review will commence early in 2016 following the meeting of Financial Policy Panel on 1 December 2015 where Members will be consulted on the terms of reference for the review.
- Recommendations from this review to be presented to the Leisure Committee in October 2016 to adhere to the MTFs timetable and enable any identified efficiencies to be achieved within the 2017/18 budget.

What information is needed? *Include any evidence required, background information such as research results and statistics from consultation, existing reports, legislation, central government documents, guidance notes.*

- Report to be produced by Head of Venues & Facilities to address the objectives identified for the review.

Would the Scrutiny review benefit from the co-option of an additional member (internal or external)? If so who?

- Member from Strategy and Resources appointed by the Chairman of S&R Committee

What other processes could be used to inform the review?

Interviews, site visits, observation, telephone or written questionnaire or survey, comparison with other authorities or private sector.

Interviews with

- Chairman of Leisure Committee
- Business Development & Commercial Venues Manager
- Epsom Playhouse Site Manager
- Bourne Hall Site Manager
- Head of Operations
- Ward Members

How should the public be involved and when?

Options include Forums with users, questionnaires, Citizens Panel

At the completion of the review hold a session to evaluate the success of the review and any lessons learnt.

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