

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

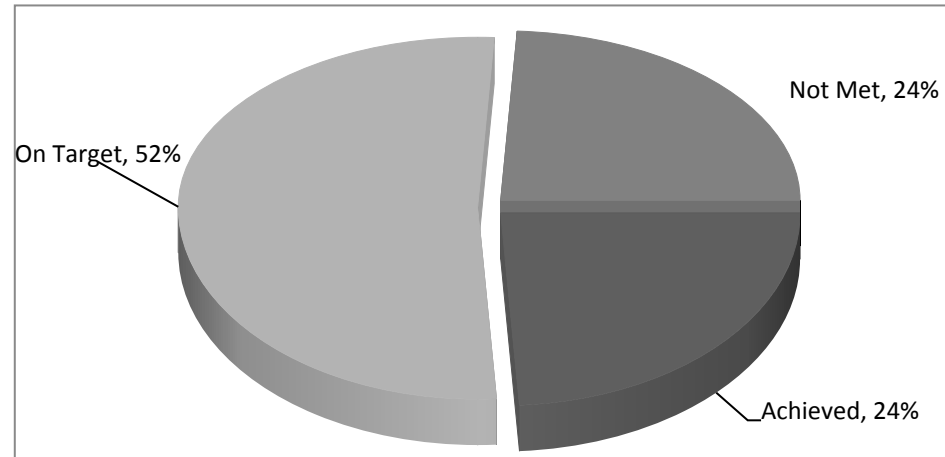


An action is reported as not met if it's likely to be unachievable at year end. The chances of achieving these actions within the reporting period are slim.

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:

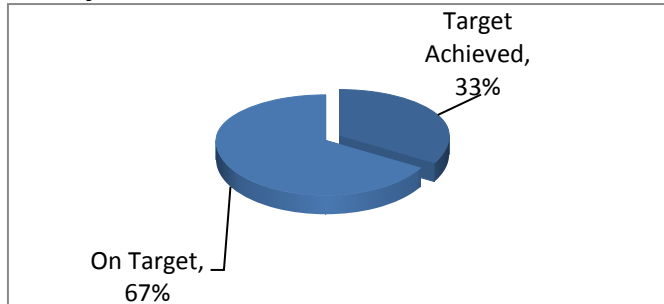
- Undertake refurbishment at Horton Chapel, SS3 PR1. Deferred to 2015/16

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

Deleted Actions:

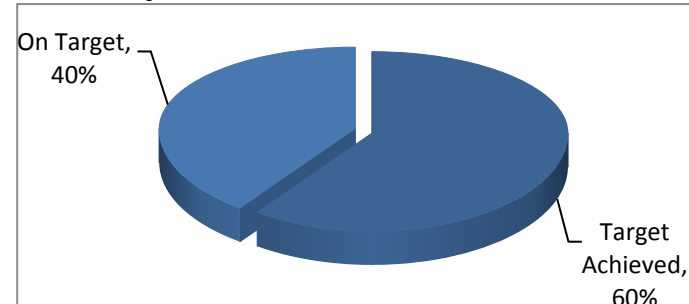
- Nil

Summary of Environment Committee as at December



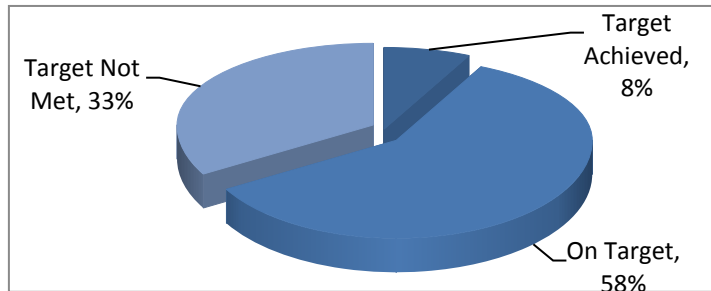
Environment Committee, as at December, has **6** actions. **2** Achieved, **4** On Target and **0** Not Met.

Summary of Leisure Committee as at December



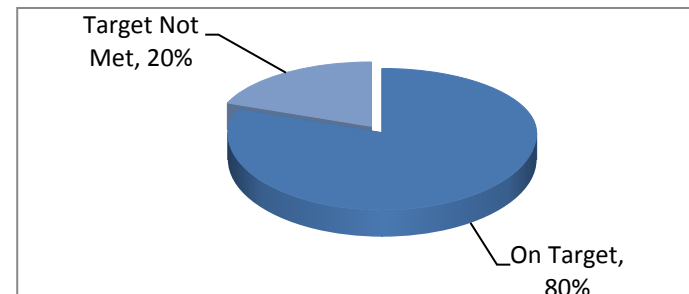
Leisure Committee, as at December, has **7** actions. **3** Achieved, **1** On Target and **1** Not Met.

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.	N/A Informational Indicator

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	<p>breaching the Homelessness (Suitability of Accommodation) (England) Order 2003</p> <p>Difficult to increase supply of accommodation for the homeless</p> <p>Demand increases as a result of benefit changes</p>	Snell			<p>them to self-contained units.</p> <p>Increase supply of private rented accommodation by looking at landlord incentive payments and Private Sector Leasing (PSL) schemes.</p>	<p>Temporary Accommodation within the borough. There are a range of schemes in development to boost supply of properties to prevent homelessness. These include:</p> <ul style="list-style-type: none"> *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. <p>In addition Housing services through the ETHOS project is looking to tackle unemployment in order to help avoid the benefit cap impact.</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	<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