

Progress Report Three

Prepared for Audit, Crime & Disorder and Scrutiny Committee –
February 2016

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

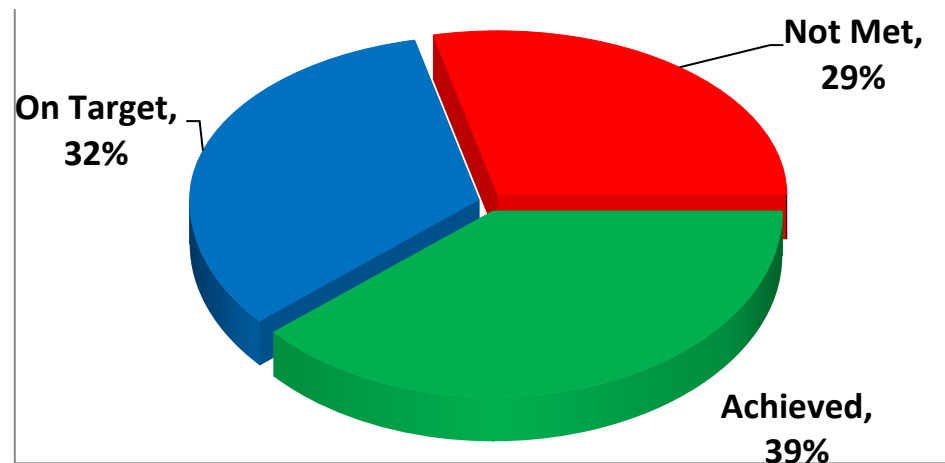


An action is reported as not met if it's likely to be unachievable at year end. The chances of achieving these actions within the reporting period are slim.

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.

Year-to-date picture as at February 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.
- **Progress Report Three:**
One (1) action was 'Achieved', 10 were 'On Target', nine (9) are 'Not Met', one (1) '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

Progress Report Three:

- Implement the plan to maximise the contribution of volunteers and Friends of Parks Groups, VA2

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 **(yet to be achieved)**
- To increase the number of businesses that recycle in accordance with the plan, S1 (this action has been reviewed and replaced with the 2015/16 target 'To Implement new waste collection arrangements')
- Complete installation of barrier controlled car park pay systems, S4 (this has been achieved in PR2, refer to page 5 of this report)
- Subject to successful funding bids, deliver the agreed seven QEII funded capital projects in each of the Borough's seven QEII fields, QL2 (this was achieved in PR1, refer to page 5 of this report).

Deferred Actions:

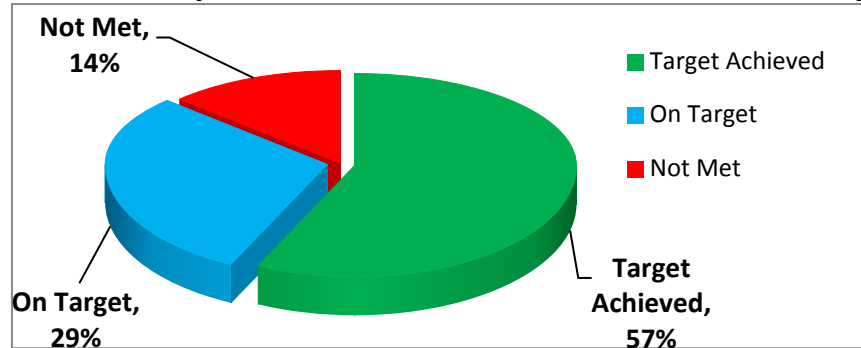
- Undertake refurbishment at Horton Chapel, SS3 PR1. Deferred to 2015/16

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 February



The **Environment Committee** has **Seven (7)** actions for the financial year 2015/16. As at February, **four (4)** actions have been Achieved, **two (2)** On Target, and **one (1)** Not Met.

Achieved Actions

Progress Report One:

- To increase the number of businesses that recycle in accordance with the plan (Rolled Forward from 2014/2015), S1

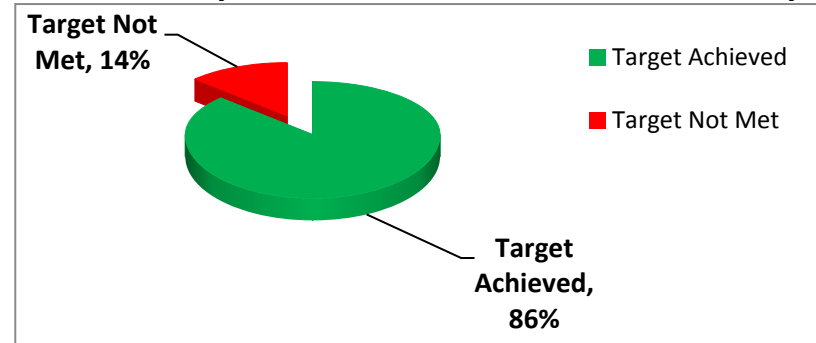
Progress Report Two:

- To implement new waste collection arrangements, S1
- Complete installation of barrier controlled car park pay systems (Rolled Forward from 2014/2015), S4

Progress Report Three:

- Implement the plan to maximise the contribution of volunteers and Friends of Parks Groups, VA2

Summary of Leisure Committee as at February



Leisure Committee has **seven (7)** actions for the financial year 2015/16. As at February, **six (6)** actions have been Achieved, and **one (1)** action Not Met.

Achieved Actions

Progress Report One:

- 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

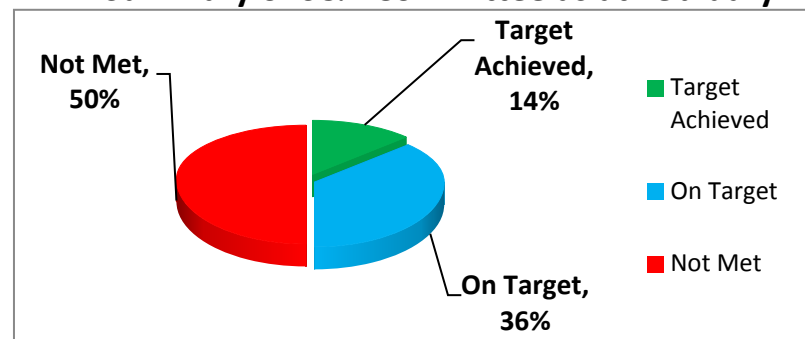
Progress Report Two:

- Deliver Ageing Well Week, QL2
- Delivery of Round the Borough Hike & Bike, QL2
- Deliver the Epsom & Ewell Sports awards, QL2

Progress Report Three:

- Implement the plan to maximise the contribution of volunteers and Friends of Parks Groups, VA2

Summary of S&R Committee as at February



Strategy & Resources Committee has **15** actions for the financial year 2015/16. Year to date, **two (2)** have been Achieved, **five (5)** are On Target, **seven (7)** Not Met, and **one (1)** No Data.

Achieved Actions

Progress Report One:

- Review and update Cost Reduction Plan and include year two savings in 2014/15 budget, MR3

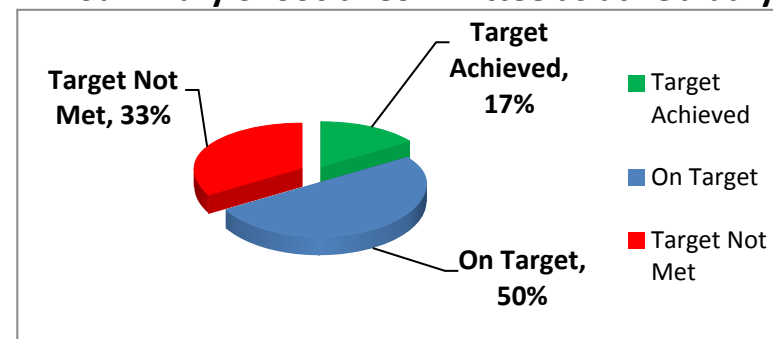
Progress Report Two:

- Implement cost savings for 2015/16, MR6

Progress Report Three:

- None

Summary of Social Committee as at February



Social Committee has **10** actions for the financial year 2015/16. As at February, **one (1)** action has been 'Achieved', **three (3)** are 'On Target', **two (2)** 'Not Met', and **four (4)** 'Information Only' indicators.

Achieved Actions

Progress Report One:

- Bring 5 empty homes back into use, QL6.

Progress Report Two:

- N/A




Progress Report Three:

- N/A


Information Only Indicators:

- Bed & Breakfast Admissions. Number of households placed into B&B during each quarter.
- Number of households moved out of B&B during each quarter.
- Net Number of households in B&B at end of each quarter.
- Length of time in B&B where the applicant has had a negative decision per quarter.

ECONOMIC VITALITY: Promote the economic vitality of Epsom & Ewell

KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2015/16	Progress as at February	Action Status
EV1	Encouraging a vibrant and successful retail and business environment in the Borough	Environment / Strategy & Resources	Joy Stevens (from 1 April 2015)	Monitor impact of parking charging regime and set charges in consultation with local businesses	Recent Environment Committee agreed officers will revisit use of validators for parking in the Ashley Centre.	Not met 
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. No movement since December 2015.</p>	Not met 
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.	Not met 

ECONOMIC VITALITY: Promote the economic vitality of Epsom & Ewell

KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2015/16	Progress as at February	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	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 and costings are available. Work on site is anticipated to commence in late June 2016. No movement since December 2015.	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			
EV1	Monitor impact of parking charging regime and set charges in consultation with local businesses	Lack of buy-in from relevant stakeholders Problems engaging with business communities	Joy Stevens	M	M	Work with stakeholders to ensure their views are taken on board Continue to monitor data provided to increase the level of car park usage	Recent Environment Committee agreed officers will revisit use of validators for parking in the Ashley Centre.	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 	Lack of buy-in from partners Impact of the current economic climate	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	Lack of buy-in from partners Impact of the current economic climate	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	Implement the agreed plan and deliver the junction improvement at the Spread Eagle	Lack of buy-in from partners Impact of the current economic climate	Mark Berry	H	M	Engage with partners to ensure projects are delivered on time	Active participation on the project team to achieve however not within this financial year.	31/06/16


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 February	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	From End of January 2016 minor CRM changes which can be carried out in house are now being undertaken.	Not Met 
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	The venues are to be the subject of a service review, commencing in late February 2016. The outcomes of this review will be reported the Audit, Crime & Disorder and Scrutiny Committee as well as the Leisure committee in due course.	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	From End of January 2016 minor CRM changes which can be carried out in house are now being undertaken.	30/09/15
MR4	Implement changes to deliver venues subsidy targets	Poor market conditions Unable to meet income targets Unable to meet cost reduction targets	Andrew Lunt	H	H	Service review Business Planning Budget Monitoring	In-depth report on each venues subsidy is submitted to Leisure Committee for consideration at each of the committee's meeting. This target will not be achieved by year end	N/A

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 February	Action Status
S2	Further reducing the environmental impact of Council operations	Strategy & Resources	Doug Earle / Tony Foxwell	To reduce gas consumption to 2.5m KWHs	There is a continued reduction in energy, but targets need to be reviewed and re-assessed with the reduction staff and lack of resources.	Not Met 

Significant Annual Service Plan Risk								
KP Code	Action 2015/16	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
S2	To reduce gas consumption to 2.5m KWHs	Agreed investments not implemented Adverse weather conditions	Doug Earle / Tony Foxwell	M	M	Robust arrangements in place to ensure implementation	Energy Manager post needs to be filled to compile correct data and put forward viable schemes for energy saving projects and set realistic targets	31/03/16

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 February	Action Status
QL1	Encouraging greater use of our social centre in the Borough	Social	Andrew Lunt	Extend range of activities and agreed income targets	In December 2015 Council decided to consolidate the social activity of both centres on the Longmead site. Council Also decided to investigate the options for disposal of the Wells Centre building.	Not Met 
QL6	Looking for ways to reduce the use of temporary homeless accommodation	Social	Rod Brown / Annette Snell	Bed & Breakfast Admissions. Number Of Households Placed <u>Into</u> B&B During Each Quarter	Households placed <u>into</u> B&B: <ul style="list-style-type: none"> Quarter 1: 28 households Quarter 2: 17 households Quarter 3: 23 households 	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 <u>Out</u> Of B&B During Each Quarter 	Households moved <u>out</u> B&B <ul style="list-style-type: none"> Quarter 1: 45 households Quarter 2: 26 households Quarter 3: 20 households 	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 February	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"> • <u>Net Number</u> Of Households in B&B At End Of Each Quarter 	<u>Net Number</u> Of Households in B&B: <ul style="list-style-type: none"> • Quarter 1: 68 households • Quarter 2: 59 households • Quarter 3: 62 households 	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 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>As at the end of Q3 there were 3 households with children in non-self-contained B&B for more than 6 weeks.</p>	Not met 
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 	<ul style="list-style-type: none"> • Quarter 1: 174 days • Quarter 2: 101.5 days • Quarter 3: No Data 	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			
QL1	Extend range of activities and agreed income targets	Lack of resources Low take up	Andrew Lunt	M	M	Marketing and promoting the centres Prioritise resources	In December 2015 Council decided to consolidate the social activity of both centres on the Longmead site. Council Also decided to investigate the options for disposal of the Wells Centre building.	2016

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 Placed Into B&B During Each Quarter	<p>Lack of resources</p> <p>Risk that the Council is 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>	Rod Brown / Annette Snell	H	H	<p>The B&B providers are refurbishing the B&B units and converting 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><u>Proposals to reduce cost of Homelessness</u></p> <p>Three proposals to increase the extent of temporary accommodation were agreed at Strategy and Resources Committee on 27 January. In brief, these are:</p> <ul style="list-style-type: none"> • Private Sector Leasing scheme for the provision of 15 units of temporary accommodation for homeless households from properties owned by the private sector and managed by the Council. The scheme will be funded from existing budgets. • Residential property acquisition fund of £3 million to be used to purchase properties for use as temporary accommodation on a spend to save basis. • Refurbishment of 9 Council owned flats in Blenheim Road will provide an additional 9 x 1 units within the borough for small sized families <p><u>B&B Procurement Framework</u></p> <p>Housing Services are working in partnership with Mole Valley, Elmbridge, Spelthorne and Reigate and Banstead Councils in setting up a procurement framework aimed at moderating the cost for nightly-paid emergency accommodation. Mole Valley District Council are the lead authority on this project.</p>	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			
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 February	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	No Data