




Corporate Plan: Key Priority Performance Targets
Strategy & Resources Committee – Performance Report One 2016/2017

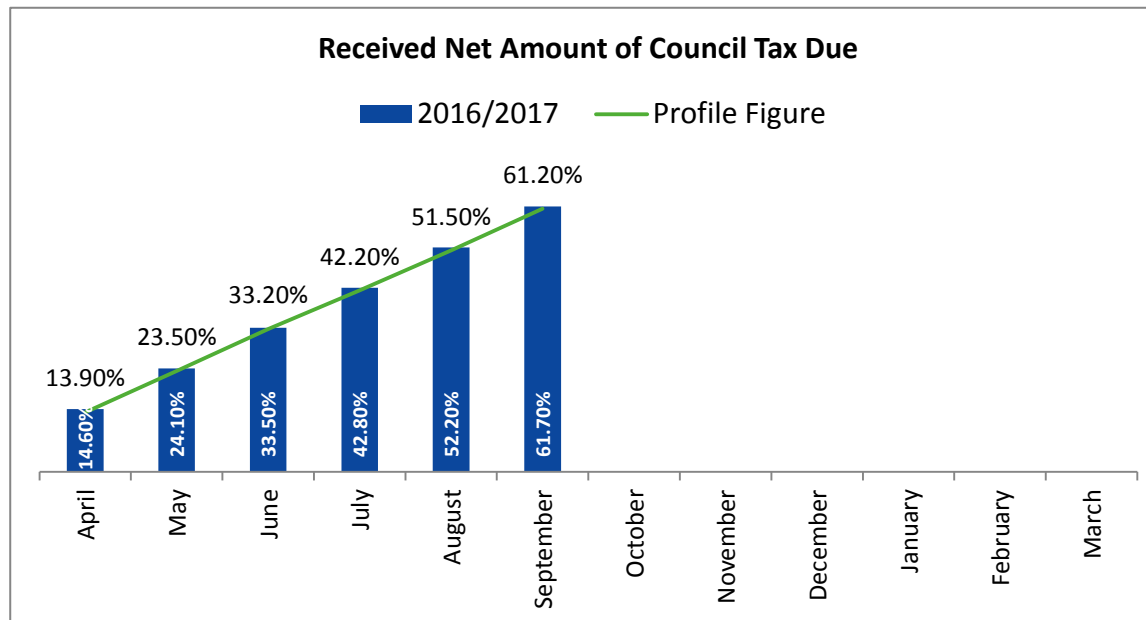


KEY OUTCOMES	KEY SUCCESS MEASURES
An Organisational Development Strategy which drives culture change, build capacity and delivers a skilled workforce for the future	Core values embedded into our performance management framework
A new improved website enabling services to be delivered digitally	Increase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


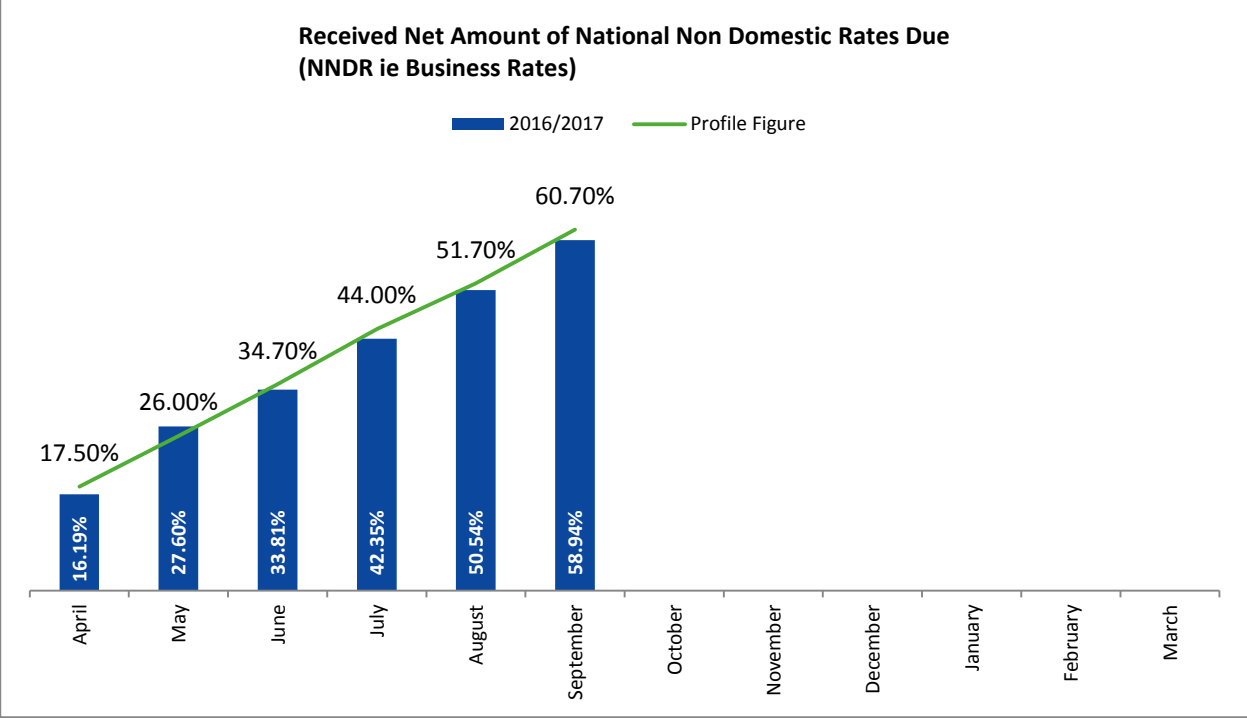
Performance status		
Key to reporting target status		Number
Achieved	Target achieved	0
	On track	14
	Slightly off track not a major concern or slippage	3
	Off track or unlikely to be achieved for projected year	4
Missing Key Priority Performance Target	Information not available	0
Total		21

Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> At least 98.4% of Council Tax collected 	Judith Doney Head of Revenues & Benefits	31 March 2017	April to Sept: The cumulative target for September is 61.20%, we've collected 61.70%. We are expecting to achieve this target by year end.	G
				Oct to Dec:	
				Jan to March:	

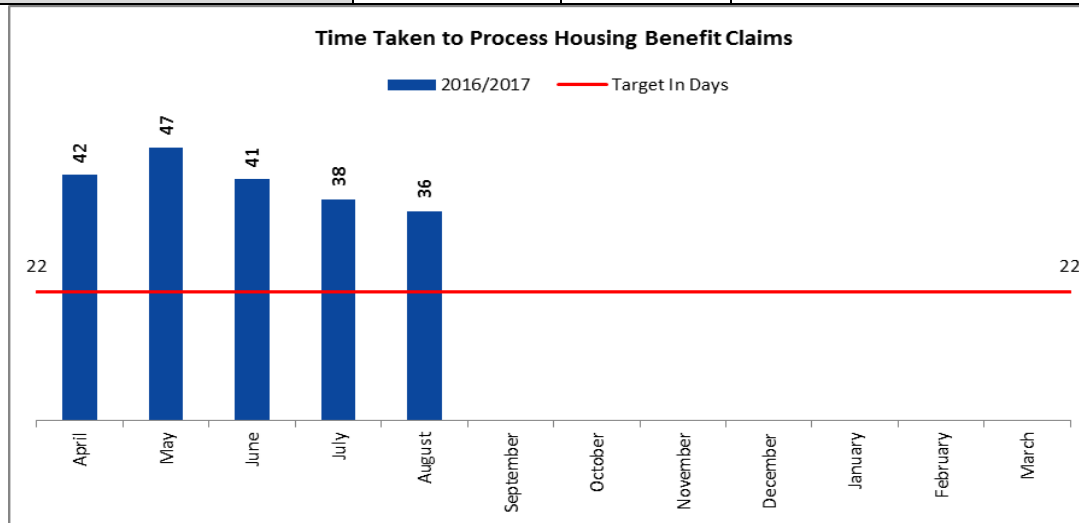


Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:																																				
Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> At least 99.0% of Business Rates to be collected 	Judith Doney Head of Revenues & Benefits	31 March 2017	April to Sept: We are anticipating achieving this target by year end. We are slightly off track by 1.8%. This is due to the amount of NNDR Payers who make BACS on the 1 st , this then has to be allocated and does not appear on the system in time for the reports which are run on the 1 st of the month as well.																																					
				Oct to Dec:																																					
				Jan to March:																																					
				Received Net Amount of National Non Domestic Rates Due (NNDR ie Business Rates)																																					
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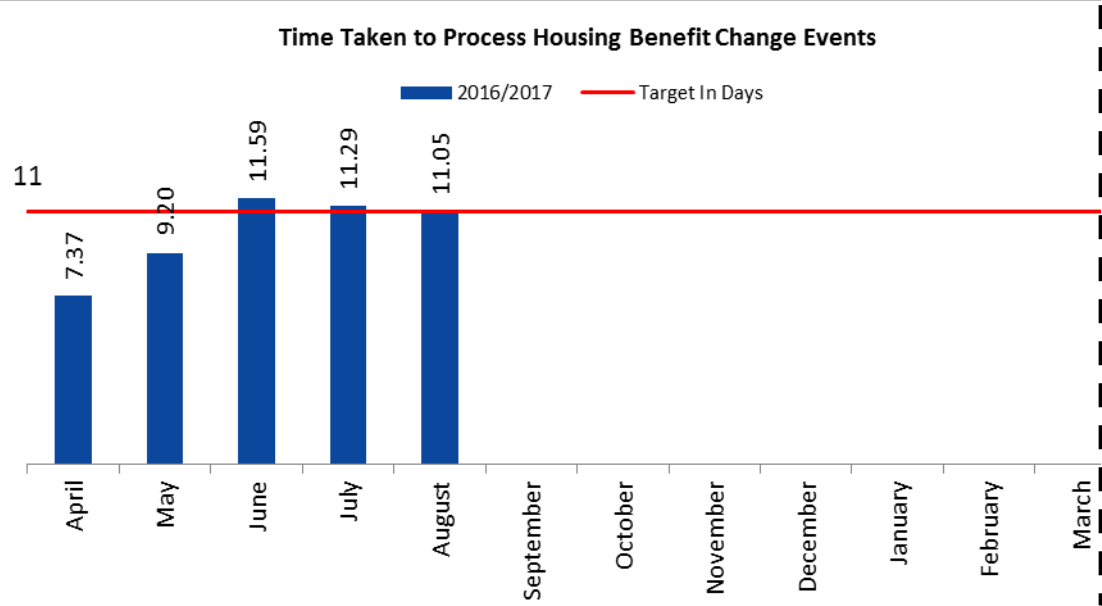
Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> Process new Housing Benefit claims within an average time of 22 days 	Judith Doney Head of Revenues & Benefits	31 March 2017	April to Sept: The gradual clearing of a backlog of work skews initial results but improvements through the year are expected. The September figures are missing due to an unresolved software issue. This will be solved by next month.	R
				Oct to Dec:	
				Jan to March:	




The backlog is as a result of difficulties faced in recruiting experienced staff; unsuccessful attempt to appoint trainees and develop them; extra work load as a result of successive government's Welfare Reform Agendas etc.

The unresolved software issue is because the data reported is obtained from the monthly Single Housing Benefit Extract file produced and sent to the Department for Work and Pensions as per their requirements. We are thus tied to their timetable for this and occasionally this means a return is produced prior to the end of the month. On such occasions the management tool within our Academy software is unable to report a figure beyond the previous months. Once October's return is produced it should be possible to then retrieve reports for both September and October.


Managing our resources – Key priority

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Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> Process Housing Benefit change of circumstances within an average time 11 days 	Judith Doney Head of Revenues & Benefits	31 March 2017	April to Sept: Year to date as illustrated on the graph below, target has been met bar June and July. It is anticipated that this target will be achieved by year end.																			
				Oct to Dec:																			
				Jan to March:																			
<div style="display: flex; justify-content: space-between;"> <div style="width: 70%;"> <p>Time Taken to Process Housing Benefit Change Events</p>  <table border="1"> <caption>Data for Time Taken to Process Housing Benefit Change Events</caption> <thead> <tr> <th>Month</th> <th>2016/2017 (Days)</th> <th>Target (Days)</th> </tr> </thead> <tbody> <tr> <td>April</td> <td>7.37</td> <td>11</td> </tr> <tr> <td>May</td> <td>9.20</td> <td>11</td> </tr> <tr> <td>June</td> <td>11.59</td> <td>11</td> </tr> <tr> <td>July</td> <td>11.29</td> <td>11</td> </tr> <tr> <td>August</td> <td>11.05</td> <td>11</td> </tr> </tbody> </table> </div> <div style="width: 25%; border: 1px dashed black; padding: 5px;"> <p>The average number of cases per month from April to August is 736.2.</p> <p>The target was slightly missed in June and July because resources were directed at improving the New Claims performance at the expense of Changes and those months coinciding with the annual Tax Credits reviews creating extra work.</p> </div> </div>						Month	2016/2017 (Days)	Target (Days)	April	7.37	11	May	9.20	11	June	11.59	11	July	11.29	11	August	11.05	11
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Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> At least three business cases which will generate long term income streams to be submitted to the Capital Member Group for prioritisation as part of the 2017/18 capital bid process 	Mark Berry Head of Place Development Simon Young Head of Legal & Democratic Services Rod Brown Head of Housing & Environmental Services	31 March 2017	April to Sept: Capital bid for a Business Hub in the Town Hall submitted but deemed to require further work. No other business cases have been brought forward for prioritisation in the 2017/2018 capital bid process, though there are a number of projects seeking to reduce costs and protect existing income. There are also other projects to be brought forward outside of the normal capital bid process which will, if agreed, generate a long term income for the Council.		
				Oct to Dec:		
				Jan to March:		


Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:
Identifying new sources of revenue and maximising our existing income	<ul style="list-style-type: none"> Collect £2.3 million of receivable rents 	Head of Legal & Democratic Services Simon Young until 22 August	31 March 2017	<p>April to Sept: Year to date lettings income at each of the venues is on target with the exclusion of the Ebbisham Centre which currently has a projected outturn of £125k against £130k budget.</p> <p>Bourne Hall has a projected outturn of £185k against a £205k budget.</p> <p>The Longmead Centre has a projected out turn of £38k against a £44k budget.</p> <p>Bourne Hall was the subject of a recent service review and recommendations from this review will be discussed at the November S&R meeting.</p> <p>There are no significant rent arrears in the investment property portfolio and we are therefore on target to receive the vast majority of rents receivable this financial year.</p>	
		(from 22 August Head of Property Mark Shephard)		<p>Oct to Dec:</p>	
		Andrew Lunt Head of Venues & Facilities		<p>Jan to March:</p>	


Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Maximising returns from properties and other investments	<ul style="list-style-type: none"> To procure at least two residential units generating no less than 6% return on investment 	Rod Brown Head of Housing & Environmental Services	31 March 2017	April to Sept: Two offers made on 2 x 2 bed flats in Nimbus Road and Mable Way in Tadworth. Completion on both properties currently expected to be before end of March 2017. Returns will be realised once the properties are rented; at present 0% return received and the 6% anticipated will not be achieved within this financial year.		
				Oct to Dec:		
				Jan to March:		
	<ul style="list-style-type: none"> At least an additional £50,000 income to be generated from investment properties 	Simon Young Head of Legal & Democratic Services until 22 August From 22 August Mark Shephard Head of Property	31 March 2017	April to Sept: Rent reviews are being undertaken as they arise and other opportunities are being explored. After carrying a number of vacancies in the property team for much of this period, the new Head of Property started on 22 August 2016 and is already in the process of developing a number of projects which, if agreed, will generate additional income in excess of the target.		
				Oct to Dec:		
				Jan to March:		


Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Delivering further efficiency savings and cost reductions	<ul style="list-style-type: none"> Development and implementation of a new procurement strategy, revised contract standing orders and implementation of e-tendering package 	<p>Lee Duffy Head of Financial Services</p> <p>Mark Shepard Head of Property</p>	31 March 2017	<p>April to Sept: As agreed by Strategy & Resources Committee in January, we are restructuring the procurement function through joint working to ensure compliance with legislation. An implementation plan is in place, although is behind schedule due to the project team being under resourced.</p> <p>The updated Contract Standing Orders were approved in July and the e-tendering system has been tested and is ready to be used once standardised terms, and conditions and guidance notes are agreed. Use of the system will be rolled out in stages to minimise disruption and will commence with ICT. Training was provided earlier in the year, but additional support and training will be made available.</p> <p>A new Procurement Strategy and Contract Register are currently being produced.</p> <p>The new post of Contract and Procurement Officer will provide operational support for procurement and this should be advertised shortly.</p>		
				<p>Oct to Dec:</p>		
				<p>Jan to March:</p>		




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Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Delivering further efficiency savings and cost reductions	<ul style="list-style-type: none"> Implementation of the agreed ICT proposals for partnership working with Elmbridge Borough Council and undertake progress review 	Mark Lumley Head of ICT	31 March 2017	<p>April to Sept: Structure for the Shared Service has been approved by Strategy & Resources Committee with staff at both sites being set up on the various systems.</p> <p>The new Management structure has commenced with shared managers undertaking one to ones, appraisals etc.</p> <p>The Shared team is using skills across the team and we have benefited from AntiVirus, Citrix and iPad upgrades. Started to build the shared service desk across the two sites.</p> <p>Review expected to be undertaken by year end.</p>		
				<p>Oct to Dec:</p>		
				<p>Jan to March:</p>		



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Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Delivering further efficiency savings and cost reductions	<ul style="list-style-type: none"> Review and implement alternative options for delivery of payroll service 	Shona Mason Head of HR & OD	31 March 2017	<p>April to Sept: A full review of options has been undertaken with agreement now reached to outsource EEBC Payroll and Bureau Services to MidlandHR by March 2017. Employees affected have been involved in the review and will be consulted formally on the changes in the coming months. A communications plan is also being developed to inform staff of the changes.</p> <p>Contracts are due to be signed by the end of Oct 2016 with a payroll due diligence exercise scheduled to take place in Nov/Dec 2016.</p> <p>We are working in partnership with six other authorities (Tandridge DC, Mole Valley DC, Waverley BC, Spelthorne BC, Reigate & Banstead BC and Elmbridge BC) to review licencing, hosting and payroll arrangements on iTrent system.</p>		
				<p>Oct to Dec:</p>		
				<p>Jan to March:</p>		

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Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Providing services digitally	<ul style="list-style-type: none"> New and improved website to go live 	Judith Doney Head of Revenues & Benefits and Mark Lumley Head of ICT	31 October 2016	April to Sept: A supplier has been procured and the system installed is based on a copy of the Surrey Heath Website. The Website Project Team and Reference Group have been busy updating and amending the content following the agreement of the Digital Service Guide. Technical elements, and links to systems and the Playhouse Website have been progressing well. Currently Staff, Councillors and Residents are testing the website and then we are looking at going live in November with phase one depending on testing.		
				Oct to Dec:		
				Jan to March:		
Providing services digitally	<ul style="list-style-type: none"> At least 30% of housing clients to complete applications digitally 	Rod Brown Head of Housing & Environmental Services	30 November 2016	April to Sept: New on-line system procured, and has been developed and tested. The next step is for 2220 requests to be sent out to everyone on our current register on a phased basis, to request previous applicants to reapply on-line. It is anticipated that the 30% digital applications will be achieved by November.		
				Oct to Dec:		
				Jan to March:		
	<ul style="list-style-type: none"> Revenues and benefits self-serve functionality available 	Judith Doney Head of Revenues & Benefits	30 November 2016	April to Sept: Self-serve software has been installed. The next stage of implementation is dependent on the new website going live depending on testing in November.		
				Oct to Dec:		
Jan to March:						

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Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Developing multi-skilled & motivated staff	<ul style="list-style-type: none"> Review and implement a performance pay and staff appraisal scheme 	Shona Mason Head of HR & OD	31 March 2017	<p>April to Sept: Local Government Association (LGA) commenced review in April 2016 providing an initial report and recommendations in May highlighting which aspect of EEBC Pay & Performance scheme that needed to be reviewed. These included the number of salary bandings and overlaps, complexity of the system and value of progression pay being insufficient. LGA has recommended the introduction of job evaluation, based on the national single status scheme. However, they recommended the benchmarking of key roles as a first stage. As a result the roles for benchmarking have been identified along with a job benchmarking working group. This group is due to undergo training on 3 Nov 2016.</p> <p>The review of our performance pay and staff appraisal scheme will be completed within this financial year however it will not be implemented within 2016/17.</p>		
				Oct to Dec:		
				Jan to March:		
	<ul style="list-style-type: none"> LGA “light touch” Decision Making Accountability (DMA) review to be undertaken 	Frances Rutter CEO EEBC	30 November 2016	<p>April to Sept: Light touch review successfully completed at end of May 16. Outcomes to be reported Autumn/Winter 16.</p>		
				Oct to Dec:		
				Jan to March:		

Supporting Businesses and our Local Economy

We will do this by:

Supporting a comprehensive retail, commercial and social offer

Maintaining strong links with local business leaders and representative organisations

Supporting developers to bring forward the development of town centre sites

Delivering an affordable Economic Strategy

Promoting our Borough as an excellent place to do business

KEY OUTCOMES

High quality/innovative building design

Improved transport infrastructure

Visual appearance of the town/shopping centres enhanced

KEY SUCCESS MEASURES




Businesses attending the Business Leaders' meetings

Delivery of Plan E to improve traffic flow into Epsom Town Centre



Delivery of the Economic Development Strategy Action Plan

Space for start-up/incubator businesses to grow and expand

Supporting Businesses and our Local Economy – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Maintaining strong links with local business leaders and representative organisations	<ul style="list-style-type: none"> To hold at least three business breakfasts 	Mark Berry Head of Place Development / Frances Rutter CEO	31 March 2017	April to Sept: Successful business breakfast held on 28 September 2016 and another planned for 23 November 2016. A third business breakfast is being considered in February 2017.		
				Oct to Dec:		
				Jan to March:		
	<ul style="list-style-type: none"> At least three additional businesses represented at the business breakfasts meetings 	Frances Rutter CEO EEBC	31 March 2017	April to Sept: Fifty separate business leaders invited to the relaunch of our business breakfasts since the last one held on 15 November 2016. More than half of these attended.		
				We are looking at approaching new businesses to encourage them to attend using our current business network.		
				Oct to Dec:		
Delivering an affordable Economic Development Strategy	<ul style="list-style-type: none"> Prepare a draft business plan for the proposed BID for consideration by Members in January 2017 	Mark Berry Head of Place Development	31 Jan 2017	April to Sept: Survey of town centre businesses undertaken during September 2016. This will feed into the business plan which is still on target. The Plan is due to be considered in the November S&R Committee meeting.		
				Oct to Dec:		
				Jan to March:		

Supporting Businesses and our Local Economy – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2016/17	Responsible officer	Achieved by:	Latest progress:	Status:	
Delivering an affordable Economic Development Strategy	<ul style="list-style-type: none"> Commence the delivery of the agreed public realm improvements as part of the phase 1 highway works within Epsom town centre 	Mark Berry Head of Place Development	31 March 2017	<p>April to Sept: Detailed work is now in hand for a start on site in early January 2017. There will be some preliminary work in Ashley Avenue before Christmas, to facilitate the construction of a new bus stand and construction will start in January with the creation of the new bus stand and remodelling work on the Spread Eagle junction. A joint communications plan between Surrey County Council and EEBC is emerging. A website has been launched and a first newsletter has been distributed (available on the website). This website contains all the latest information on the planned implementation of this scheme. Many details still have to be agreed and the Borough Council's Place Development team are working closely with County Council Officers on these. In particular, meetings have been held with various representatives from the taxi trade to inform them of the final placement of the taxi rank and emphasise the benefits of Plan E to the vitality of the town centre.</p>		
				Oct to Dec:		
				Jan to March:		
Promoting our Borough as an excellent place to do business:	<ul style="list-style-type: none"> Develop business content for Epsom and Ewell and other stakeholder websites 	Mark Berry Head of Place Development	31 March 2017	<p>April to Sept: Our new website includes new business content and links to other relevant stakeholder websites.</p>		
				Oct to Dec:		
				Jan to March:		