

Progress Report Four

Prepared for the Audit, Crime & Disorder and Scrutiny Committee – May 2015

Table of Contents

Key to Reporting at Year-End	3
Overall Picture at Year-End	5
Achieved Actions 2013/14.....	6
Signed Off Actions	7
Rolled Forward Actions	7
Deferred/Deleted Actions	8
Summary for Environment Committee	9
Summary for Leisure Committee	10
Summary for Social Committee.....	13
Economic Vitality: Promote the economic vitality of Epsom & Ewell	14
Economic Vitality Risk Section	15
Managing Resources: Utilise the Council's limited resources in the most efficient	16
Managing Resources Risk Section	17
Sustainability: Encourage energy efficiency, reduced waste and cleaner forms of transport	19
Sustainability Risk Section	21
Quality of Life: Improve the quality of life for all residents, but particularly the more vulnerable within our society.....	22
Quality of Life Risk Section	24
Safer and Stronger Communities: Promote safer, more active and caring communities	26
Safer and Stronger Communities Risk Section	27
Visual Appearance: Enhance the visual appearance of the Borough	28
Visual Appearance Risk Section	29

Key to Reporting at Year End

Monitoring of Key Service Priorities, as set out in the Annual Service Plans for 2014/15

Progress against Key Service Priorities at year end, is monitored by:

Achieved

An action is achieved once all objectives specified have been completed.

Signed Off

An action is signed off for one of three reasons: because a similar/same target has been set within the next financial year (because it's an ongoing target); because it is nearly completed (98% of measures have been implemented and it's likely to be completed within the next couple of months) and does not warrant being carried forward to the next financial year; and finally where initiatives cannot be taken any further due to lack of resources/funding or changes in legislation/policy.

Please note that signed off actions continue to be monitored and subsequently achieved by the responsible officers. Officers are expected to keep a review list of all signed off actions and can be contacted for further information. This also enhances the data quality procedures in terms of accountability.

Rolled Forward

An action is rolled forward to the next financial year, if it is considered to be of utmost significance and still relevant to priorities set. Rolled forward actions are expected to be achieved within the first reporting cycle of the Progress Report.

Deferred/ Deleted

An action is deferred to the next financial year or deleted due to lack of resources or action being no longer feasible to implement. This can be done through an Officer/ Corporate Management Board recommendation to the responsible committee, who then make the final decision as to whether to approve the recommendation/s given.

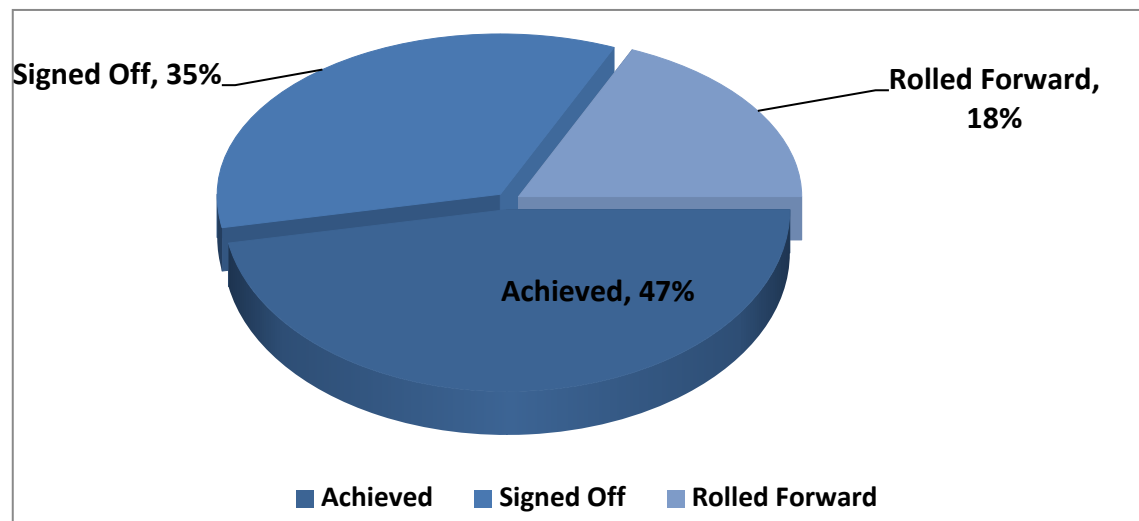
AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

The report includes **progressive updates** for all actions set for 2014/15 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 2014/15 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.

Overall Picture as at March 2014/15 (Year-End)



Please Note: In total there were 40 **actions** being monitored for the period 2014/15 against the **six key priorities** as set out in our Corporate Plan 2012/16:

- **Progress Report One:**
Four (4) actions were 'Achieved', 25 were 'On Target', seven (7) are 'Not Met' and three (3) have been deferred to 2016/17, and one (1) action deleted.
- **Progress Report Two:**
There were 32 actions being monitored for Progress Report Two. Two (2) actions were 'Achieved', 24 were 'On Target', and six (6) 'Not Met' and one (1) action deleted.
- **Progress Report Three:**
There were 29 actions being monitored for Progress Report Three. Three (3) actions were 'Achieved', 17 actions were 'On Target', eight (8) actions 'Not Met', and one (1) action recommended for deletion.
- **Progress Report Four:**
There were 25 actions being monitored for Progress Report Four. Of the 25 actions, seven (7) were 'Achieved', 12 'Signed Off', and six (6) 'Rolled Forward'.

Achieved Actions:

Progress Report One:

- Implement new customer services CRM, MR2 PR1
- Extend range of activities at Longmead and the Wells Social Centres and achieve the agreed income targets, QL1 PR1
- Following the success of London 2012 and ToB in 2013, introduce a new cycling event in the Borough, QL2 PR1
- Agree a plan to deliver junction improvement at the Spread Eagle, EV4 PR1

Progress Report Two:

- Review specific services agreed as part of 2014/15 budget preparation, MR3 PR2
- Review progress on venues subsidy reduction and set new targets for 2014-2016, MR4 PR2

Progress Report Three:

- Set budget targets for 2015/16 to keep the tax level below the Surrey average, MR1 PR3
- Review and update cost reduction plan, MR6 PR3
- Work proactively with land owners to encourage the opportunities sites identified in Plan E to be brought forward for development, EV4 PR3

Progress Report Four:

- Implement service changes agreed, MR2 PR4
- To reduce mains water use in line with agreed targets, S2 PR4
- Encouraging physical activity, support and develop sport clubs, QL2 PR4
- Secure completion of 75 affordable homes, QL5 PR4
- Bring 5 empty homes back into use, QL6 PR4
- Review the current use of social media at the Council, SS4 PR4
- Implement the plan to maximise the contribution of volunteers and Friends of Parks Groups, VA2 PR4

Signed Off Actions:

- Monitor impact of parking charging regime and set charges in consultation with local businesses, EV1 PR4
- Achieve targets set for energy reduction on Council property, MR3 PR4
- Implement spend-to-save capital investment programme, MR3 PR4
- Implement cost savings for 2014/15, MR6 PR4
- To recycle 46% of domestic waste (Please note that this target has been revised in order to be consistent with the target set in the Monthly Report. The target was 50% in 2013/14. This target was reviewed and changed to 46% for 2014/15. The target to recycle 55% of domestic waste in the progress report has therefore been changed to reflect the review undertaken as part of the Monthly Report.), S1 PR4
- To reduce electricity and gas consumption to 1.8m KWHs and 2.0m KWHs respectively, S2 PR4
- Number of families in Bed & Breakfast accommodation, QL6 PR4
- Achieve targets set for level of out of Borough placements, QL6 PR4
- Deliver actions under the Community Safety Action Plan 2014/15, SS1 PR4
- Appoint Trustee and prepare a strategic plan for the refurbishment of Horton Chapel (Rolled Forward from 2013/14), SS2 PR4
- Further improve the Street Furniture and public realm improvements, VA3 PR4
- Work with NHS partners to secure a thriving Epsom General Hospital site, QL3 PR4

Rolled Forward Actions:

- To adopt Development Plan Document as a local policy, EV3 PR4
- Planning application submitted and determined for new retail store and housing on Depot Road and Upper High Street, EV4 PR4
- To increase the number of businesses that recycle in accordance with the plan, S1 PR4
- Complete installation of barrier controlled car park pay systems, S4 PR4
- Subject to successful funding bids, deliver the agreed seven QEII funded capital projects in each of the Borough's seven QEII fields, QL2 PR4
- Implement Delivery Development Plan Document, VA1 PR4

Rolled Forward Actions from 2013/14:

Rolled Forward Actions from 2013/14:

- Implement new customer services CRM, MR2 PR4 (Rolled Forward 2012/2013). **It was achieved (PR1), as listed on Page 6**
- Implement operational changes required to deliver services within budget in 2013/14 and review specific services agreed as part of 2014/15 budget preparation, MR2 PR4. **This was achieved in PR2** however the action focussed solely on the second part 'Review specific services agreed as part of 2014/15 budget'
- Appoint Trustee and prepare a strategic plan for the refurbishment of Horton Chapel, SS2 PR4. **Now Signed off, as listed on Page 7**
- Implement spend-to-save capital investment programme, MR3 PR4 (Rolled Forward 2012/2013) **Now Signed off, as listed on Page 6**
- Complete installation of barrier controlled car park pay systems, S4 PR4 **(Rolled Forward 2012 to 2016).**

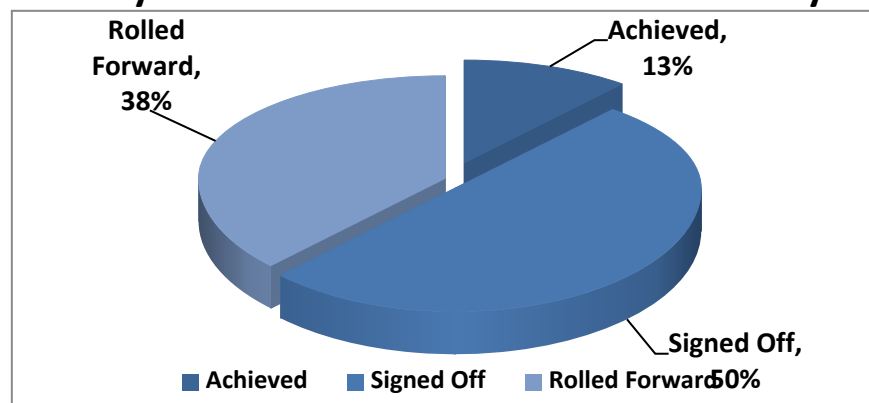
Deferred Actions:

- Communicate and implement transfer of new working age claims to Universal Credit October 2013 (subject to confirmation from DWP), SS5
Note: This action was initially scheduled for 2013, and subsequently deferred to 2016/17.
- Manage the transfer of legacy housing benefit claims to universal credit to the timetable set by the DWP, SS5. Deferred to 2016/17
- 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:

- To re-tender transport contract to minimise the environmental impact of vehicle use, S2 PR1
Note: This action was deleted as a result of the Decisions Notice of Strategy & Resources Committee issued on 23 September 2014
- Implement Delivery Development Plan Document, VA1 PR2
Note: This action was deleted as a result of the Leisure Committee's Decisions Notice of 27 January 2015 (monitoring to done by the Licencing and Planning Policy Committee)
- To support the business partnership in developing and monitoring an annual work program, EV2 PR3
Note: It is recommended that this action is deleted from the Progress Report as the group has been disbanded.

Summary of Environment Committee as at May 2015



Environment Committee had **eight (8)** actions for the financial year 2014/2015. Of the **eight (8)** actions, **one (1)** was 'Achieved', **four (4)** 'Signed Off', and **three (3)** 'Rolled Forward' (as listed on page 5).

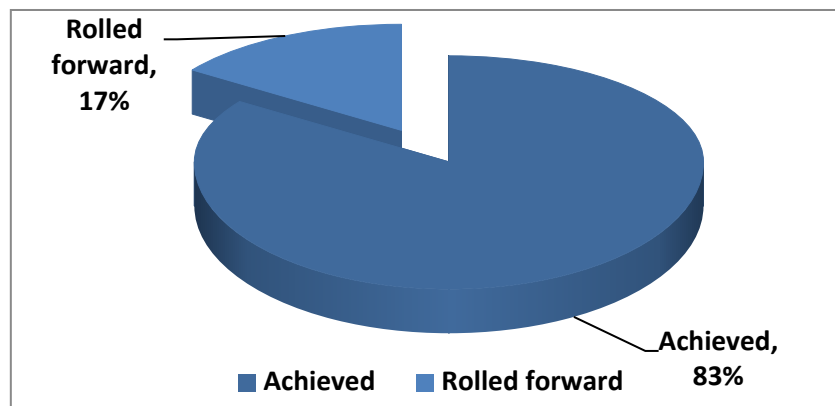
Environment Committee Actions for 2014/15

Actions Achieved	Actions Signed off
<ul style="list-style-type: none"> Implement the plan to maximise the contribution of volunteers and Friends of Parks Groups, VA2 PR4 	<ul style="list-style-type: none"> Monitor impact of parking charging regime and set charges in consultation with local businesses, EV1 PR4 To recycle 46% of domestic waste Please note that this target has been revised in order to be consistent with the target set in the Monthly Report. The target was 50% in 2013/14. This target was reviewed and changed to 46% for 2014/15. The target to recycle 55% of domestic waste in the progress report has therefore been changed to reflect the review undertaken as part of the Monthly Report, S1 PR4 Deliver actions under the Community Safety Action Plan 2014/15, SS1 PR4 Further improve the Street Furniture and public realm improvement, VA3 PR4
Actions Rolled Forward	
<ul style="list-style-type: none"> To increase the number of businesses that recycle in accordance with the plan, S1 PR4 	

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

- Complete installation of barrier controlled car park pay systems, S4 PR4
- Implement Delivery Development Plan Document, VA1 PR4

Summary of Leisure Committee as at March 2015



Leisure Committee had **eight (8)** actions for the financial year 2014/15. Of the **eight (8)** actions, **five (5)** have been 'Achieved', **one (1)** 'Rolled forward', and **two (2)** deleted as listed below.

Achieved Actions:

- Following the success of London 2012 and ToB in 2013, introduce a new cycling event in the Borough, QL2 PR1
- Review specific services agreed as part of 2014/15 budget preparation, MR3 PR2
- Review progress on venues subsidy reduction and set new targets for 2014-2016, MR4 PR2
- Encouraging physical activity, support and develop sport clubs, QL2 PR4
- Implement the plan to maximise the contribution of volunteers and Friends of Parks Groups, VA2 PR4

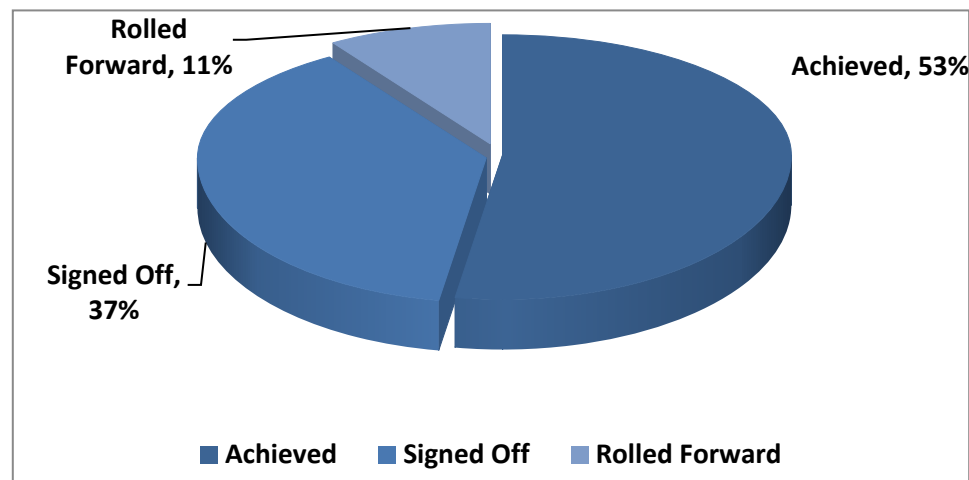
Deleted Action/s:

- Implement Delivery Development Plan Document (per Committee Decisions Notice of 27 January 2015, this action to be monitored by the Licencing and Planning Policy Committee), VA1 PR2
- Implement the annual Asset Management Action Plan (per Strategy & Resources Committee Decisions Notice Minutes of 16 February 2015), MR4 PR3

Rolled forward:

- Subject to successful funding bids, deliver the agreed seven QEII funded capital projects in each of the Borough's seven QEII fields, QL2 PR4

Summary of Strategy & Resources Committee as at March 2015



The **Strategy & Resources Committee** had **25** Actions for the financial year 2014/15. **10** actions have been 'Achieved', **seven (7)** 'Signed Off', **two (2)** 'Rolled Forward', **three (3)** 'Deleted', and **three (3)** 'Deferred' (as listed on page 4).

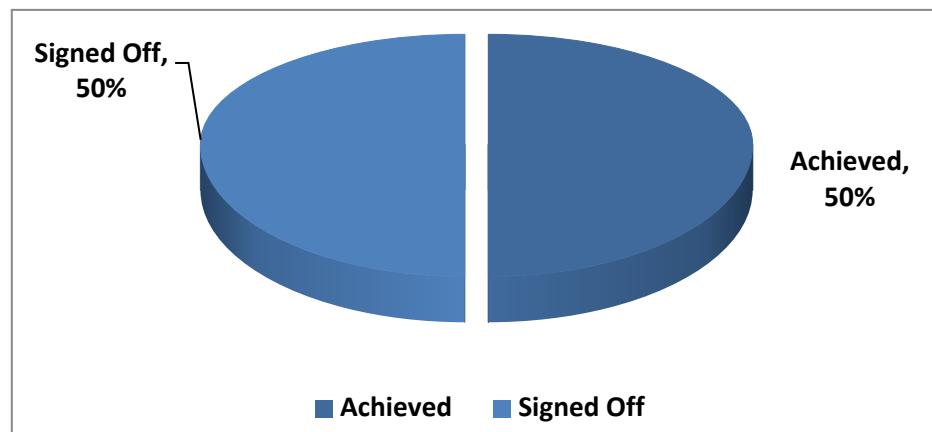
Achieved Actions:

- Implement new customer services CRM, MR2 PR1
- Agree to a plan to deliver junction improvement at the Spread Eagle, EV4 PR1.
- Review specific services agreed as part of 2014/15 budget preparation, MR3 PR2
- Review progress on venues subsidy reduction and set new targets for 2014-2016, MR4 PR2
- Set budget targets for 2015/16 to keep the tax level below the Surrey average, MR1 PR3
- Review and update cost reduction plan, MR6 PR3
- Work proactively with land owners to encourage the opportunities sites identified in Plan E to be brought forward for development, EV4 PR3
- Implement service changes agreed, MR2 PR4
- To reduce mains water use in line with agreed targets, S2 PR4
- Review the current use of social media at the Council, SS4 PR4

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

<p>Signed Off:</p> <ul style="list-style-type: none"> • Monitor impact of parking charging regime and set charges in consultation with local businesses, EV1 PR4 • Achieve targets set for energy reduction on Council property, MR3 PR4 • Implement spend-to-save capital investment programme, MR3 PR4 • Implement cost savings for 2014/15, MR6 PR4 • To reduce electricity and gas consumption to 1.8m KWHs and 2.0m KWHs respectively, S2 PR4 • Appoint Trustee and prepare a strategic plan for the refurbishment of Horton Chapel (Rolled Forward from 2013/14), SS2 PR4 • Work with NHS partners to secure a thriving Epsom General Hospital site, QL3 PR4 	<p>Rolled Forward:</p> <ul style="list-style-type: none"> • To adopt Development Plan Document as a local policy, EV3 PR4 • Planning application submitted and determined for new retail store and housing on Depot Road and Upper High Street, EV4 PR4
<p>Deferred Actions:</p> <ul style="list-style-type: none"> • Undertake refurbishment at Horton Chapel, SS3 defer 2015/16 (S&R decision notice), PR1 • Communicate and implement transfer of new working age claims to Universal Credit October 2013 (subject to confirmation from DWP), SS5, defer to 2016/17, PR1 • Manage the transfer of legacy housing benefit claims to universal credit to the timetable set by the DWP, SS5, defer to 2016/17, PR1 	<p>Deleted Actions:</p> <ul style="list-style-type: none"> • To re-tender transport contract to minimise the environmental impact of vehicle use, S2 (S&R decision notice), PR1 • Implement the annual Asset Management Action Plan, MR4 (per Strategy & Resources Committee Decisions Notice Minutes of 16 February 2015), PR2 • To support the business partnership in developing and monitoring an annual work program, EV3 PR3

Summary of Social Committee as at March 2015



The **Social Committee** had **six (6)** actions for the financial year 2014/2015. Of the **six (6)** actions, **three (3)** have been 'Achieved' and **three (3)** 'Signed off' (as listed below).

Achieved Actions:

- Extend range of activities at Longmead and the Wells Social Centres and achieve the agreed income targets. QL1, PR1
- Secure completion of 75 affordable homes, QL5 PR4
- Bring 5 empty homes back into use, QL5, PR4

Signed off:

- Number of families in Bed & Breakfast accommodation, QL6 PR4
- Achieve targets set for level of out of Borough placements, QL6, PR4
- Work with NHS partners to secure a thriving Epsom General Hospital site, QL3 PR4

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

ECONOMIC VITALITY: Promote the economic vitality of Epsom & Ewell

KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2014/15	Progress as at March	Year-End Action Status
EV1	Encouraging a vibrant and successful retail and business environment in the Borough	Environment / Strategy & Resources	Joy Stevens (from 1 st April 2015)	Monitor impact of parking charging regime and set charges in consultation with local businesses	Regular meetings and evaluation reports on car parking usage is submitted by the Finance Team and discussed with the relevant officer. Responsible officer to continue monitoring this action to gauge peaks and troughs. This action has been signed off, however, it will continue to be monitored by the responsible officer but not reported in the Progress Report.	Signed Off
EV3	Developing and implementing appropriate planning policies to support economic development.	Strategy & Resources	Mark Berry	To adopt Development Plan Document as a local policy	As reported in PR2 and PR3, a revised Local Plan Programme document was approved on 18 September 2014 to take account of changes to planning policy introduced by Government. The implications of the changes mean that this target cannot now be met within the time span of this Service Plan. The DM Policies Examination hearing was completed on 11 February 2015. The Inspector's report will be received in June/July with a full report prepared in September 2015 ready for the Full Council meeting.	Rolled Forward
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	Planning application submitted and determined for new retail store and housing on Depot Road and Upper High Street	Delays to submission of planning application due to key retailer indecision. Extensive work has been done on this project but without any imminent prospect of resolution or definite outcomes.	Rolled Forward

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

Significant Annual Service Plan Risk								
KP Code	Action 2014/15	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 (from 1 April 15)	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	This action has been signed off and will continue to be monitored by the responsible officer but not reported in the Progress Report.	N/A
EV3	To adopt Development Plan Document as a local policy	Lack of management capacity resulting in delays	Mark Berry	M	M	Ensure policies are fit for purpose and takes into account economic development. Ensure adequate management capacity is available.	The revised Local Plan Programme takes account of this and resources have been allocated accordingly	2016/17
EV4	Planning application submitted and determined for new retail store and housing 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		March 2015

MANAGING RESOURCES: Utilise the Council's limited resources in the most efficient way						
KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2014/15	Progress as at March	Year-End 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	55 entities have been completed. Entities completed include missed bins, graffiti incidents reported etc.	Achieved

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

MANAGING RESOURCES: Utilise the Council's limited resources in the most efficient way						
KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2014/15	Progress as at March	Year-End Action Status
MR3	Further reducing waste and improving efficiency.	Strategy & Resources	Frances Rutter / Tony Foxwell	Achieve targets set for energy reduction on Council property	<p>The target for electricity has been exceeded (2014/15 target 1.81KwH, performance 1.73KwH).</p> <p>However, due to lack of data for Gas Consumption for the past five months it hasn't been possible to conclude the Council Gas usage for 2014/15. Our gas usage as at October 2014 was 2.02KwH and the target was 1.90KwH.</p> <p>This is an ongoing target and will continue to be monitored in 2014/15.</p>	Signed Off
MR3	Further reducing waste and improving efficiency.	Strategy & Resources	Frances Rutter 2012/13 Rolled Forward Action	Implement spend-to-save capital investment programme	<p>As reported in Progress Report Three. Over 75% of actions in the Capital investment programme have been completed. Projected that have been not been completed include:</p> <ul style="list-style-type: none"> • Eco-Cooling System in Server Room; • Further LED Lighting replacement of various sites; (part of the Town Hall have already been completed) • Conversion of Car Parks to Barrier Controlled; etc. <p>The Finance team produce quarterly Capital Investment Projects Reports which used to be discussed at CMB and will now be discussed at the Statutory Officers Group meetings. The report will also continue to be disseminated to all members.</p>	Signed Off

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

MANAGING RESOURCES: Utilise the Council's limited resources in the most efficient way						
KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2014/15	Progress as at March	Year-End Action Status
MR6	Seeking to generate savings of at least £1.5 million over the next three years.	Strategy & Resources	Kathryn Beldon	Implement cost savings for 2014/15	The budget for 2015/16 has been approved and after the election work will commence on producing the Medium Term Financial Strategy (MTFS) and actions required to maintain the Council's financial standing. As part of that work the cost reduction plan will need to be remodelled.	Signed Off

Significant Annual Service Plan Risk								
KP Code	Actions 2014/15	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	Not application action has been achieved.	N/A
MR3	Achieve targets set for energy reduction on Council property	Severe weather Non-delivery of spend to save investments	Frances Rutter / Tony Foxwell	M	L	Energy monitoring Monitoring capital programme	This action has been signed off and will continue to be monitored by the responsible officer but not reported in the Progress Report.	N/A
MR3	Implement spend-to-save capital investment programme	Spend to save projects not carried out	Frances Rutter	M	M	Prepare business cases for projects in capital; programme Project Plan for approved schemes; Monitor delivery of savings	This action has been signed off but the Finance Team will continue to monitor the actions under the Capital Projects Report submitted quarterly to the Statutory Officers Group and via members' briefings.	N/A

Significant Annual Service Plan Risk								
KP Code	Actions 2014/15	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
MR6	Implement cost savings for 2014/15	Planned savings not delivered Cost pressures increase savings required	Kathryn Beldon	M	M	Corporate Budget Monitoring Board monthly performance indicators	No further action is required - Work is currently underway on collating the year end outturn position. The cost reduction plan for 2014/15 was not delivered in full however additional income streams resulted in the Council remaining on track to remain within its budget. This action has been signed off and will not be reported in the Progress Report for 2015/16.	N/A

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

SUSTAINABILITY: Encourage energy efficiency, reduced waste and cleaner forms of transport						
KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2014/15	Progress as at March	Year-End Action Status
S1	Continuing to expand cost effective recycling and reducing the amount of waste going to landfill	Environment	Jon Sharpe	<p>To recycle 46% of domestic waste</p> <p>Please note that this target has been revised in order to be consistent with the target set in the Monthly Report. The target was 50% in 2013/14. This target was reviewed and changed to 46% for 2014/15.</p> <p>The target to recycle 55% of domestic waste in the progress report has therefore been changed to reflect the review undertaken as part of the Monthly Report.</p>	<p>The target of 46% was nearly achieved as the Council performance to date is 44.52% 2014/15 and this is down by 0.9% when compared to 2013/14.</p> <p>Individual recycling materials have performed differently versus 2013/14. Glass, cans, black bin (card, cartons and plastics) and garden waste have all increased. However, paper has reduced by 680 tonnes and street cleansing has increased by 324 tonnes, resulting in the slight overall decline in recycling %.</p> <p>Discussions are on-going regarding the future structure of refuse and recycling collections. This is an ongoing action.</p>	Signed Off
S1	Continuing to expand cost effective recycling and reducing the amount of waste going to landfill	Environment	Jon Sharpe	To increase the number of businesses that recycle in accordance with the plan	In December 2014 we created the new post of Waste Services Assistant, working 18 hours per week, dedicated to account-managing trade waste customers and generating new business. We have seen a good start. Targets for 2015/16 will be agreed in June 2015 after assessment of progress so far.	Rolled Forward

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

SUSTAINABILITY: Encourage energy efficiency, reduced waste and cleaner forms of transport						
KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2014/15	Progress as at March	Year-End Action Status
S2	Further reducing the environmental impact of Council operations	Strategy & Resources	Doug Earle / Nigel Campbell	To reduce electricity and gas consumption to 1.8m KWHs and 2.0m KWHs respectively	<p>The target for electricity has been exceeded (2014/15 target 1.81KwH, performance 1.73KwH).</p> <p>However, due to lack of data for Gas Consumption for the past five months it hasn't been possible to conclude the Council Gas usage for 2014/15. Our gas usage as at October 2014 was 2.02KwH and the target was 1.90KwH.</p> <p>This is an ongoing target and will continue to be monitored in 2015/16. <i>It is recommended to separate the electricity and gas targets as reported in the Monthly Reports for 2015/16.</i></p>	Signed Off

SUSTAINABILITY: Encourage energy efficiency, reduced waste and cleaner forms of transport						
KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2014/15	Progress as at March	Year-End Action Status
S2	Further reducing the environmental impact of Council operations	Strategy & Resources	Doug Earle / Nigel Campbell	To reduce mains water use in line with agreed targets	<p>Water usage continues to be analysed on a quarterly basis. Jobs completed include the:</p> <ul style="list-style-type: none"> • Installation of water meters in all Council buildings • Waterless urinals • Percussive taps • Infra-red controls on taps • Smaller cisterns with reduced flushes • Insulation of pipes to prevent freezing etc <p>Auto water stop locks have also been piloted at Alex Rec and lessons learnt will be taken into consideration for future projects. The Council continues to promote the inclusion of water efficiency assessment component for all new buildings. Where renovations have been made, percussive taps have replaced old taps to make savings. This action will continue to be monitored in 2015/16 but has been completed for 2014/15.</p>	Achieved
S4	Developing and influencing parking and transport strategies to minimise the anti-social effects of vehicle use	2012/13 Rolled Forward Action / Environment	Joy Stevens (from 1 April 2015)	Complete installation of barrier controlled car park pay systems	Revised installation date due to delays in software upgrade installation. To be carried over to 2015/16	Rolled Forward

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

Significant Annual Service Plan Risk								
KP Code	Actions 2014/15	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
S1	<p>To recycle 46% of domestic waste</p> <p>Please note that this target has been revised in order to be consistent with the target set in the Monthly Report. The target was 50% in 2013/14. This target was reviewed and changed to 46% for 2014/15.</p> <p>The target to recycle 55% of domestic waste in the progress report has therefore been changed to reflect the review undertaken as part of the Monthly Report.</p>	Failure to achieve target	Ian Dyer / Jon Sharpe	M	M	Review targets to ensure they are achievable.	Target agreed for 2015/16 of 46%	N/A
S1	To increase the number of businesses that recycle in accordance with the plan	Inability to increase numbers	Ian Dyer / Jon Sharpe	M	M	Engage and communicate with businesses to increase numbers	Target for trade waste to be agreed in June 2015 after assessment of progress to date.	June 2015
S2	To reduce electricity and gas consumption to 1.8m KWHs and 2.0m KWHs respectively	<p>Agreed investments not implemented</p> <p>Adverse weather conditions</p>	Doug Earle / Nigel Campbell	M	M	Robust arrangements in place to ensure implementation	Electricity target has been achieved and Gas consumption due to lack of data for five months was not achieved. This is on ongoing target and has been signed off.	N/A
S2	To reduce mains water use in line with agree targets	Agreed investments not implemented	Doug Earle / Nigel Campbell	M	M	Robust arrangements in place to ensure implementation		March 2015

Significant Annual Service Plan Risk								
KP Code	Actions 2014/15	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
S4	Complete installation of barrier controlled car park pay systems	Inability to increase numbers	Joy Stevens	M	M	Engage and communicate with businesses to increase numbers	Revised installation date due to delays in software upgrade installation. To be carried over to 2015/16	2015/16

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 2014/15	Progress as at March	Year-End Action Status
QL2	Encouraging residents to stay active and participate in sport and leisure activities	Leisure	Sam Beak	Encouraging physical activity, support and develop sport clubs	Family Cycle Map has been updated and distributed. Emails4U has been revamped and is now called Energize which has 72 partners contributing and 165 subscribers. Delivered a new Surrey Youth Games Taster day at the Rainbow Centre. Initiated a new Just Play football programme at Court Rec. Developed new table tennis taster sessions in partnership with Alexandra TT Club and supported a new satellite Lacrosse club at Blenheim School in partnership with Epsom Lacrosse Club. Also supported a successful Sportivate bid in partnership with the Rainbow and Westcroft Judo Club for taster sessions in the new year.	Achieved
QL2	Encouraging residents to stay active and participate in sport and leisure activities	Leisure	Sam Beak	Subject to successful funding bids, deliver the agreed seven QEII funded capital projects in each of the Borough's seven QEII fields	A tender process was undertaken in this quarter and the contract was awarded. The resurfacing of Court Rec tennis courts has been completed but final line painting will take place in the new year. Purchase orders will be raised as per the condition of the grants.	Rolled forward

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

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 2014/15	Progress as at March	Year-End Action Status
QL3	Championing health service improvements (Epsom General Hospital and GP consortia)	Social / Strategy & Resources	Frances Rutter / Serena Powis	Work with NHS partners to secure a thriving Epsom General Hospital site	Have attended numerous different local health meetings held by Surrey Downs Clinical Commissioning Group (SDCCG) throughout the year. In addition Local Health Partners have attended and presented to the Health Liaison Panel. This is an ongoing action.	Signed Off
QL5	Working with others to encourage an improved availability of affordable housing	Social	Mark Berry / Emma Hill	Secure completion of 75 affordable homes	89 units delivered this year at Noble Park (Rosebery and Orbit units), Ruxley Lane (two schemes) and with the acquisition by the Council of a block of 8 flats in Upper High Street.	Achieved
QL6	Looking for ways to reduce the use of temporary homeless accommodation	Social	Rod Brown / Emma Hill / Annette Snell	Bring 5 empty homes back into use	33 units at West Hill Court are being brought into use as temporary accommodation. First phase (9 units) has already been occupied. The 2nd & 3rd phase (24 units) will be occupied w/c 18/05/15.	Achieved
QL6	Looking for ways to reduce the use of temporary homeless accommodation	Social	Rod Brown / Annette Snell	Number of families in Bed & Breakfast accommodation	Housing Allocation policy Review is ongoing and a number of other initiatives are planned. The allocation to the new temporary accommodation units at West Hill will moved 26 families out of B&B by w/c 18/05/15.	Signed Off

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

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 2014/15	Progress as at March	Year-End Action Status
QL6	Looking for ways to reduce the use of temporary homeless accommodation	Social	Rod Brown / Annette Snell	Achieve targets set for level of out of Borough placements	<p>To 31 March 2015 the Councils Rent Deposit Scheme has set up 31 private sector tenancies. These have been let to households in B&B.</p> <p>Training on setting up a PSL scheme has now taken place and feasibility assessment is due to take place about operating scheme in borough.</p> <p>The allocation to the new temporary accommodation units at West Hill will moved 26 families out of B&B by w/c 18/05/15.</p>	Signed Off

Significant Annual Service Plan Risk

KP Code	Actions 2014/15	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
QL2	Encouraging physical activity, support and develop sport clubs	Lack of interest Lack of resources	Sam Beak	M	M	Widely publicise sport clubs Prioritise resources	None	N/A
QL2	Subject to success funding bids, deliver the agreed seven QEII funded capital projects in each of the Borough's seven QEII fields	Unable to deliver projects in specified time-scale Lack of resources Unable to deliver projects within budget	Sam Beak	M	M	Allocate and prioritise resources Redefine project brief/specification to match available budget	Deliver the projects by end of June to meet conditions of the grants	N/A

Significant Annual Service Plan Risk								
KP Code	Actions 2014/15	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
QL3	Work with NHS partners to secure a thriving Epsom General Hospital site	Uncertain future for Epsom General Hospital Failure to engage with NHS partners	Frances Rutter / Serena Powis	M	M	Continue working with partners	To continue to represent the Council at all of the Boards, Networks and Groups to ensure we are kept informed and involved in the NHS challenges and changes.	March 2015
QL5	Secure completion of 75 affordable homes	Delays in completion of homes under construction	Mark Berry/ Emma Hill	M	M	Scope to influence scheme once started is very limited	Not applicable as action has been achieved	N/A
QL6	Bring 5 empty homes back into use	Long term empty properties often are the result of complex legal, financial and personal circumstances which is resource intensive to unravel	Rod Brown / Emma Hill / Annette Snell	M	M	Further resources needs to be allocated to investigate long term empty properties		N/A
QL6	Number of families in Bed & Breakfast accommodation	Lack of resources Risk that the Council is breaching the Homelessness (Suitability of Accommodation) (England) Order 2003.	Rod Brown / Annette Snell	H	H	The B&B providers are refurbishing the B&B units and converting them to self-contained units.		September/ October 2015
QL6	Achieve targets set for level of out of Borough placements	Difficult to increase supply of accommodation for the homeless Demand increases as a result of benefit changes	Rod Brown / Annette Snell	H	H	Increase supply of private rented accommodation by looking at landlord incentive payments and Private Sector Leasing (PSL) schemes.	Training on setting up a PSL scheme has now taken place and feasibility assessment is due to take place about operating scheme in borough.	March 2015

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

SAFER AND STRONGER COMMUNITIES: Promote safer, more active and caring communities						
KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2014/15	Progress as at March	Year-End Action Status
SS1	Working with the Police and other organisations to reduce anti-social behaviour and fear of crime	Environment	Frances Rutter / Kelvin Shooter	Deliver actions under the Community Safety Action Plan 2014/15	Environment Committee at its March meeting agreed to delete this action for 2015/16. As a result this action has been signed off.	Signed off
SS2	Encouraging greater community involvement across the Borough	Strategy & Resources	Simon Young	Appoint Trustee and prepare a strategic plan for the refurbishment of Horton Chapel Rolled Forward from 2013/14	As reported at PR3, a project team has been formed and an architect appointed. Officers are working towards completion of a cost plan with Central Surrey Health (CSH) to explore whether this is a viable scheme. A community group has also been formed to work with the project group. This action has been signed off. For further information contact the Head of Legal & Democratic Services.	Signed off
SS4	Using new technology and social media to encourage community participation and cohesion	Strategy & Resources	Riquita D'Souza / Mark Rouson	Review the current use of social media at the Council	Achieved - Ongoing review	Achieved - Ongoing review

Significant Annual Service Plan Risk								
KP Code	Actions 2014/15	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
SS1	Deliver actions under the Community Safety Action Plan 2014/15	Failure to deliver actions under the Community Safety Action Plan Management of resources	Frances Rutter / Kelvin Shooter	M	M	Ensure actions are reviewed and prompt decision taken to ensure they are challenging and achievable Allocation of sufficient resources	This action has been deleted for 2015/16.	N/A
SS2	Appoint Trustee and prepare a strategic plan for the refurbishment of Horton Chapel Rolled Forward from 2013/14	Failure to appoint Trustee	Simon Young	H	H	Engage with communities	This action has been signed off.	N/A
SS4	Review the current use of social media at the Council	Failure to review due to other workload	Frances Rutter / Riquita D'Souza / Mark Rouson	L	L	Prioritise workload Implement actions as a result of review	This action has been achieved however by its nature is continuously ongoing	N/A

AUDIT, CRIME & DISORDER AND SCRUTINY COMMITTEE
23 JUNE 2015

Visual Appearance: Enhance the visual appearance of the Borough						
KP Code	Our objective is	Responsible Committee	Responsible Officer	Action 2013/14	Progress as at March	Year-End Action Status
VA1	Continuing to protect and conserve local green belt and open space land to ensure Epsom & Ewell retains its attractive green and unique character	Environment	Mark Berry	Implement Delivery Development Plan Document	As reported in PR2 and PR3, a progress report on the Local Plan was presented to Licensing and Planning Policy Committee on 18 September 2014. This included a revised Local Plan Programme which was approved and moves the Delivery Development Plan Document forward in two parts as previously agreed. The first will be the Development Management Policies which was submitted to the Secretary of State in November 2014. An examination hearing took place in February 2015 and adoption in September 2015 is anticipated. The second associated document will be the Site Allocations and this will not be published until October 2015, after consultation. Submission to the Secretary of State would not be until January 2016 with, hopefully, adoption by October 2016. Completion of this project is therefore beyond the time-span of this Service Plan.	Rolled Forward
VA2	Encouraging greater volunteer participation in green belt land and open space	Environment / Leisure	Ian Dyer /Sam Whitehead	Implement the plan to maximise the contribution of volunteers and Friends of Parks Groups	Volunteer contributions have been vital to our collective success in managing the parks in the Borough this year. The volunteers have kept momentum and at the Friends of Epsom & Ewell Parks quarterly meeting in April 2015, all groups agreed that the partnership between the Borough and the 'Friends' has been extremely successful and fruitful. The Nonsuch Volunteer Group has grown immensely over the year and now stands at approx. 25 members. The residents of Woodlands Close have worked with the Grounds Maintenance team to design, plant and maintain a roundabout in the Close. This has been successfully completed and has offered a useful blueprint for future projects.	Achieved
VA3	Improving the appearance of Epsom Town Centre	Environment	Mark Berry	Further improve the Street Furniture and public realm improvements	As reported in PR2 and PR3, further improvements will be included in the Plan E Scheme for which funding has now been confirmed by the Local Economic Partnership. This project is led by Surrey County Council but with close partnership working with the Borough Council. Implementation is set to commence in 2015/16 after the life of this Service Plan.	Signed off

Significant Annual Service Plan Risk								
KP Code	Actions 2014/15	Risk Identified	Risk Owner	Inherent Risk		Mitigation	Further Action Required	Implementation Date
				Probability	Impact			
VA1	Implement Delivery Development Plan Document	Lack of capacity and resources	Mark Berry	L	L	Prioritisation of resources	The revised Local Plan Programme takes account of this and resources have been allocated accordingly.	2016/17
VA2	Implement the plan to maximise the contribution of volunteers and Friends of Parks Groups	Lack of take up	Ian Dyer /Sam Whitehead	M	M	Publicise it broadly to ensure interested parties engage with the programme	Not applicable as this action has been achieved.	N/A
VA3	Further improve the Street Furniture and public realm improvements	Project not delivered within financial year	Mark Berry	M	M	Prioritisation of resources	Plan E project has a delivery time beyond this financial year anyway. Financial resources are allocated through the capital programme.	2015/16