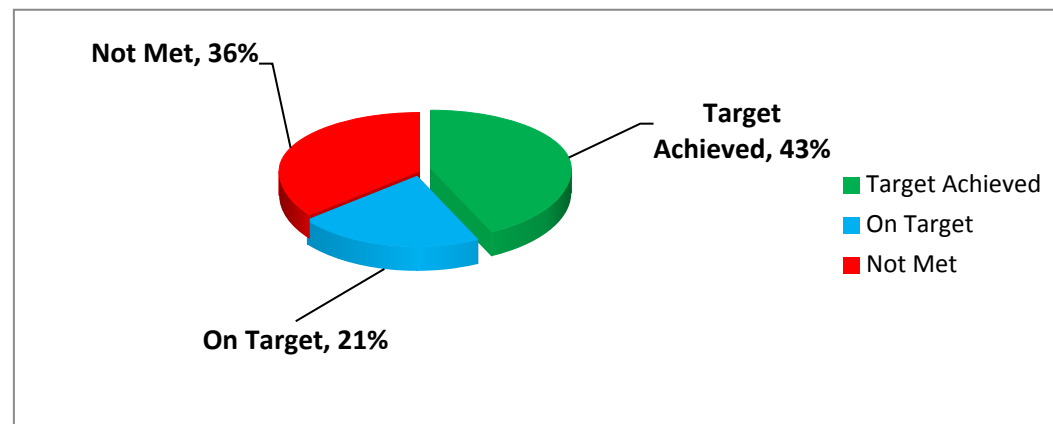


Progress Report Three
Prepared for the Strategy & Resources Committee – 18 February 2016

Summary of Strategy & Resources Committee as at February



Strategy & Resources Committee has **15** actions for the financial year 2015/16. Year to date, **six (6)** have been Achieved, **three (3)** are On Target, **five (5)** Not Met, and **one (1)** has been deleted as agreed at S&R call over - '**Undertake refurbishment at Horton Chapel**'

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:

- Monitor impact of parking charging regime and set charges in consultation with local businesses, EV1
- Work proactively with land owners to encourage the opportunities sites identified in Plan E to be brought forward for development, EV4
- Set budget targets for 2016/17 to keep the tax level below the Surrey average, MR1
- Prepare Financial Plan 2016-2020, MR1


ECONOMIC VITALITY: Promote the economic vitality of Epsom & Ewell

KP Code	Our objective is	Responsible Officer/ Committee	Action 2015/2016	Progress as at February	Risk	Mitigation	Current Action Status
EV1	Encouraging a vibrant and successful retail and business environment in the Borough	Joy Stevens (from 1 April 2015)/Strategy & Resources	Monitor impact of parking charging regime and set charges in consultation with local businesses	Action has been achieved	Lack of buy-in from relevant stakeholders Problems engaging with business communities	Work with stakeholders to ensure their views are taken on board Continue to monitor data provided to increase the level of car park usage	Achieved 


ECONOMIC VITALITY: Promote the economic vitality of Epsom & Ewell

KP Code	Our objective is	Responsible Officer/ Committee	Action 2015/2016	Progress as at February	Risk	Mitigation	Current 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)	Mark Berry/Strategy & Resources	<p>Planning application submitted and determined for new retail store and housing on Depot Road and Upper High Street (Rolled Forward from 2014/2015)</p> <p>Subject to approval new retail store and housing in place on Depot Road and Upper High Street</p>	<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. 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>	<p>Lack of buy-in from partners</p> <p>Impact of the current economic climate</p>	Engage with partners to ensure projects are delivered on time	<p>Not Met</p> 
		Mark Berry/Strategy & Resources	Work proactively with land owners to encourage the opportunities sites identified in Plan E to be brought forward for development	Action has been achieved as agreed at S&R Call over.	<p>Lack of buy-in from partners</p> <p>Impact of the current economic climate</p>	Engage with partners to ensure projects are delivered on time	<p>Achieved</p> 



ECONOMIC VITALITY: Promote the economic vitality of Epsom & Ewell

KP Code	Our objective is	Responsible Officer/ Committee	Action 2015/2016	Progress as at February	Risk	Mitigation	Current Action Status
		Mark Berry/Strategy & Resources	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.	Lack of buy-in from partners Impact of the current economic climate	Engage with partners to ensure projects are delivered on time	Not met 



MANAGING RESOURCES: Utilise the Council's limited resources in the most efficient way

KP Code	Our objective is	Responsible Officer/ Committee	Action 2015/2016	Progress as at February	Risk	Mitigation	Current Action Status
MR1	Keeping our Council Tax below the average of the Surrey districts	Kathryn Beldon/ Strategy & Resources	Set budget targets for 2016/17 to keep the tax level below the Surrey average	<p>Budget Targets have been agreed by Policy Committees in October/November 2015.</p> <p>Council on track to maintain the Council Tax level below the average in Surrey.</p>	<p>Increased demand for services for the vulnerable</p> <p>Government funding cuts / changes to local government funding</p> <p>Reduced service revenues Savings targets not delivered</p>	<p>Regular scrutiny of high risk budgets (including housing and homelessness, local council tax support, income from fees and charges)</p> <p>Enhanced monitoring and forecasting of business rates</p> <p>Corporate Budget Monitoring</p> <p>Future savings/additional income streams have been agreed in principle.</p>	<p>Achieved</p> 

MANAGING RESOURCES: Utilise the Council's limited resources in the most efficient way

KP Code	Our objective is	Responsible Officer/ Committee	Action 2015/2016	Progress as at February	Risk	Mitigation	Current Action Status
		Kathryn Beldon/ Strategy & Resources	Prepare Financial Plan 2016-2020	Members have agreed in principle additional income/savings for the next four years which will assist with balancing the future year deficits. The Financial Plan will be presented to Council in February with the Corporate Plan.	None identified	<p>Regular scrutiny of high risk budgets.</p> <p>Awareness of changes in local government funding streams</p> <p>Delivering the agreed work streams to inform future cost reduction/income generating plans.</p> <p>Greater awareness of the financial pressures facing the council both at officer and member level.</p>	<p>Achieved</p> 
MR2	Continuing to ensure all our activities are customer focused and provide good value for money	Joy Stevens/ Strategy & Resources	Implement service changes agreed	From End of January 2016 minor CRM changes which can be carried out in house are now being undertaken.	Customer Services & ICT staff time	Identify and implement achievable measures	<p>Not Met</p> 



MANAGING RESOURCES: Utilise the Council's limited resources in the most efficient way

KP Code	Our objective is	Responsible Officer/ Committee	Action 2015/2016	Progress as at February	Risk	Mitigation	Current Action Status
MR4	Maximising revenues generated by and minimising costs associated with all Council assets and activities	Andrew Lunt/ Strategy & Resources	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.	Poor market conditions Unable to meet income targets Unable to meet cost reduction targets	Service review Business Planning Budget Monitoring	Not Met 
MR7	Directing resources (financial, human and physical) towards the delivery of the objectives and targets set out in this plan	Frances Rutter/ Strategy & Resources	Prepare Corporate Plan 2016-2020	The Corporate Plan is out for consultation. The Community Equality Impact Assessment document (CEIA) is also out for consultation with Equalities Forum members. Proposed targets for the Four Key Priorities are being considered by service heads before being sent for approval by the various policy committees for approval in March.	(see below)	(see below)	On Target 
	Risk	<ul style="list-style-type: none"> Failure to develop a coherent Corporate Plan linked to risk management strategies due to time constraints Lack of buy in from stakeholders resulting in failures to address key objectives around the Corporate Plan and KPIs identified Failure to review objectives identified and lack of a consistent risk management approach across the Council Failure to clearly define risks associated with objectives identified; Failure to set out accountabilities, remedial actions for objectives that are not likely to be achieved and failure to set guidelines as to how to execute risks management plans associated with failing objectives. Failure to identify ways of continuously improving service delivery. 					

MANAGING RESOURCES: Utilise the Council's limited resources in the most efficient way

KP Code	Our objective is	Responsible Officer/ Committee	Action 2015/2016	Progress as at February	Risk	Mitigation	Current Action Status
	Mitigation	<ul style="list-style-type: none"> • Design and execute a coherent Corporate Plan and risk management process by integrating both process; • Integrate business risk management with our Corporate Plan processes; • Articulate the desired outcomes within our Corporate Plan so that they are understood throughout the Council; • Establish Key Performance Indicators (KPIs) designed to drive performance and behaviours consistent with our Corporate Plan strategy; and reward effective articulation and management of key risks proven to generate substantial savings. • Ensure process ownership questions are addressed with clarity so that roles, responsibilities and authorities are properly understood. Design and execute a consistent process to monitor and reassess KPIs and identify gaps in the management of those risks, based upon changes in business objectives and in the external and internal operating environment. • Define risk management strategies with clear accountabilities and action plans for building and executing risk management capabilities and improving them continuously. • Continuously monitor performance information provided to councillors and decision-makers in order to assist them as they manage key risks. 					

SUSTAINABILITY: Encourage energy efficiency, reduced waste and cleaner forms of transport

KP Code	Our objective is	Responsible Officer/ Committee	Action 2015/2016	Progress as at February	Risk	Mitigation	Current Action Status
S2	Further reducing the environmental impact of Council operations	Doug Earle / Nigel Campbell/ Strategy & Resources	To reduce electricity consumption to 1.9m 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.	Agreed investments not implemented Adverse weather conditions	Robust arrangements in place to ensure implementation	On Target 
		Doug Earle / Tony Foxwell/ Strategy & Resources	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.	Agreed investments not implemented Adverse weather conditions	Robust arrangements in place to ensure implementation	Not Met 
		Doug Earle / Tony Foxwell/ Strategy & Resources	To reduce mains water use in line with agreed targets	Leaks rectified in Town hall, Longmead centre and Horton Country Park. Continue to introduce water saving measures throughout, new infra-red taps installed at Ewell Court House, smaller cisterns etc.	Agreed investments not implemented	Robust arrangements in place to ensure implementation	On Target 