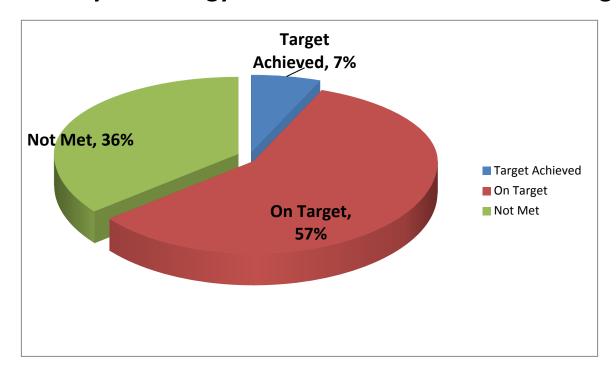


Progress Report One
Prepared for the Strategy & Resources Committee – 03 September 2015

## **Summary of Strategy & Resources Committee as at August**



**Strategy & Resources Committee,** as at August, has **15** actions for the financial year 2015/2016. **1** Achieved, **8** On Target, **5** Not Met, and **1** 'No Data'.

	EC	ONOMIC V	/ITALITY: Promote	e the economic vitality of	of Epsom &	Ewell	
KP Code	Our objective is	Responsible Officer/ Committee	Action 2015/2016	Progress as at August	Risk	Mitigation	Current Action Status
EV1	Encouraging a vibrant and successful retail and business environment in the Borough	Joy Stevens (from 1 April 2015) Environment /Strategy & Resources	Monitor impact of parking charging regime and set charges in consultation with local businesses	Fees and charges will be reviewed for October Environment Committee.	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	On Target
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	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	Negotiations with landowner/development partner were put on hold in February/March. Since that time there has been no further contact in respect of this transaction, and it is understood that they no longer wish to proceed with the proposed scheme.	Lack of buy-in from partners  Impact of the current economic climate	Engage with partners to ensure projects are delivered on time	Not Met

KP Code	Our objective is	Responsible Officer/ Committee	Action 2015/2016	Progress as at August	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	Work proactively with land owners to encourage the opportunities sites identified in Plan E to be brought forward for development	Discussions with potential development partners continue. Officers exploring the preparation of a new development brief/masterplan for the Utilities Site and East Street areas as an outcome of the emerging Economic Development Strategy – possibly to be considered by S&R during Autumn 2015.	N/A	N/A	On Target
		Mark Berry/ Strategy & Resources	Implement the agreed plan and deliver the junction improvement at the Spread Eagle	The Plan E major highway scheme project is moving forward at pace. It is understood that Surrey County has appointed a project manager and that a detailed project plan is expected to be produced before the end of November 2015.	Lack of buy-in from partners  Impact of the current economic climate	Engage with partners to ensure projects are delivered on time	On Target

	MANAG	ING RESC	OURCES: U	tilise the Council'	s limited resources	in the most efficient w	ay
KP	Our objective is	Responsible	Action	Progress as at August	Risk	Mitigation	Current
Code	••••	Officer/	2015/2016				Action
		Committee					Status
MR1	Keeping our	Kathryn	Set budget	Members will consider	Increased demand for	Regular scrutiny of high risk	On Target
	Council Tax	Beldon/	targets for	this as part of the	services for the vulnerable	budgets (including housing and	9
	below the average of the	Strategy & Resources	2016/17 to keep the tax	Medium Term Financial Strategy and again in	Government funding cuts /	homelessness, local council tax support, income from fees and	
	Surrey districts	Resources	level below the	February when the	changes to local	charges)	
	Juliey districts		Surrey average	budget is set.	government funding	charges)	
			Juney average	addet is set.	government randing	Enhanced monitoring an	
					Reduced service revenues	forecasting of business rates	
					Savings targets not		
					delivered	Corporate Budget Monitoring	
		Kathryn	Prepare	The financial plan is	None identified	Regular scrutiny of high risk	On Target
		Beldon/	Financial Plan	being developed		budgets.	
		Strategy &	2016-2020	alongside the new			<b>F</b>
		Resources		Corporate Plan. A		Awareness of changes in local	
				number of work streams		government funding streams	
				are underway to help inform the Financial Plan		Delivering the agreed work	
				for 2016/17 and address		streams to inform future cost	
				the projected deficit.		reduction/income generating	
				p. sjesses semen		plans.	
						Greater awareness of the	
						financial pressures facing the	
						council both at officer and	
						member level.	

	MANAG	ING RESC	OURCES: U	tilise the Council'	s limited resources	s in the most efficient w	ay
KP Code	Our objective is	Responsible Officer/ Committee	Action 2015/2016	Progress as at August	Risk	Mitigation	Current Action Status
MR2	Continuing to ensure all our activities are customer focused and provide good value for money	Joy Stevens/ Strategy & Resources	Implement service changes agreed	No further service changes being implemented due to current freeze on CRM development.	Customer Services & ICT staff time	Identify and implement achievable measures	Not Met
MR3	Further reducing waste and improving efficiency	Kathryn Beldon/ Strategy & Resources	Review and update Cost Reduction Plan and include year two savings in 2014/15 budget	The 2015/16 budget did not include a cost reduction plan as the Council moves towards delivering savings prior to inclusion within the Annual Budget. The only in year saving to be made relates to the cash office and this is on track.	None identified	Agreement to approach and work streams adopted  Member led service reviews  Staff awareness and engagement  Forecasts updated regularly	Achieved
MR4	Maximising revenues generated by and minimising costs associated with all Council assets and activities	Andrew Lunt/ Strategy & Resources / Leisure	Implement changes to deliver venues subsidy targets	Top level options for further reducing the venues division subsidy have been identified and these will continue to be worked through in the coming months.	Poor market conditions Unable to meet income targets Unable to meet cost reduction targets	Service review Business Planning Budget Monitoring	Not Met

KP	Our objective is	Responsible	Action	Progress as at August	Risk	Mitigation	Current
Code	••••	Officer/ Committee	2015/2016				Action Status
MR6	Seeking to generate savings of at least £1.5 million over the next three years	Kathryn Beldon/ Strategy & Resources	Implement cost savings for 2015/16	The new financial plan will include an action plan to generate the savings required for future years. The only cost saving required in 2015/16 which was not already implemented related to the closure of the cash office which is planned for 1st November 2015.	Planned savings not delivered  Cost pressures increase savings required	Timetable and action plan in place for the closure of the cash office	On Target
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 development of the new Corporate Plan 2016-20 is underway. The Leadership Team have been tasked with setting targets for their various areas. A Members' Briefing session is to be rescheduled at the earliest opportunity.	Failure to develop a coherent Corporate Plan linked to risk management strategies due to time constrains  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	Design and execute a coherent Corporate Plan and risk management process by integrated 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 behaviors consistent with our Corporate Plan strategy; and reward effective articulation and management of key risks proven to generate substantial savings.	On Target

	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 August	Risk	Mitigation	Current Action Status					
					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	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 councilors and decision-makers in order to assist them as they manage key risks.						

	303 TAINABILITY. Elicourage energy efficiency, reduced waste and cleaner forms of transport											
KP	Our objective is	Responsible	Action 2015/2016	Progress as at August	Risk	Mitigation	Current					
Code		Officer/					Action					
		Committee					Status					
<b>S2</b>	Further reducing the	Doug Earle	To reduce electricity	Target met overall. The meter in	Agreed	Robust	On					
	environmental impact of	/ Nigel	consumption to 1.9m	Ewell Court House is not working	investments not	arrangements in	Target					
	Council operations	Campbell/	KWHs	and an order for a replacement has	implemented	place to ensure						
		Strategy &		been placed.		implementation	<b>F</b>					
		Resources			Adverse weather							
					conditions							

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

## To reduce gas consumption to 2.5m KWHs (Nigel Campbell – Building Surveyor)

To reduce gas

**KWHs** 

consumption to 2.5m

Doug Earle

/ Nigel

Campbell/

Strategy &

Resources

Some of the gas meters have not recorded energy usage and others have stopped working. After comparing a number of smart meter companies we have ordered eight new smart meters to replace the defective ones. This will allow us to monitor our own and tenanted properties energy usage.

delivery.

No Data for gas consumption due

order to purchase new meters has

been placed and currently waiting

to faulty recording meters. An

Agreed

investments not

Adverse weather

implemented

conditions

Robust

arrangements in

place to ensure

implementation

NO DATA

Being able to monitor the consumption of energy at any one time is fundamental to saving energy. They enable us to see problems as they arise and not many months later. This year we have been able to identify a number of water leaks, an increase in electrical energy at a tenants premise at the Ebbisham centre etc. Smart meters will also help us establish benchmarks which will help when we advise on energy usage and behavioural changes. Seeing instantly what we are using in energy is a great persuading tool, encouraging the user to turn off that light, remove that box blocking the radiator or turn off that dripping tap.

Having smart meters installed has enabled us to see the reduction of energy used in most Council buildings including the tenanted sections. Having a view of our historic usage will enable us to set new targets for the future. The government is encouraging all households and companies to switch to smart metering before 2020 to reduce carbon emissions and help reduce need for fossils fuels further.

	SUSTAINABILITY: Encourage energy efficiency, reduced waste and cleaner forms of transport										
KP	Our objective is	Responsible	Action 2015/2016	Progress as at August	Risk	Mitigation	Current				
Code		Officer/					Action				
		Committee					Status				
		Doug Earle	To reduce mains water	Have identified some water leaks	Agreed	Robust	Not Met				
		/ Nigel	use in line with agreed	that are being fixed. Identified 4	investments not	arrangements in					
		Campbell/	targets	broken meters. Need funding for	implemented	place to ensure	_~a				
		Strategy &		meters.		implementation	(\$				
		Resources					V				

KP Code	Our objective is	Responsible Officer/ Committee	Action 2015/2016	Progress as at August	Risk	Mitigation	Current Action Status
SS2 /	Encouraging greater community involvement across the Borough	Simon Young/ Strategy &	Undertake refurbishment at Horton Chapel Note: This action was	At S&R June 2015 meeting, Horton Chapel was listed under one of its outstanding references. Therefore	Failure to appoint Trustee	Engage with communities	Not Met
SS3	Enabling stronger communities in areas of	Resources	deferred to 2015/16 as a result of the Decisions Notice of Strategy & Resources Committee	a previous commitment was given to keeping members informed of progress via Members Briefing. The Committee also received an update	Failure to complete project	Engage with relevant stakeholders to ensure project is	1
	identified needs such as Town, Court and Ruxley wards		issued on 23 September 2014.  Chapel functioning as community centre	at its meeting in September and June. A date is yet to be confirmed but a report is likely to go to S&R with more details regarding the progress of Horton Chapel.		completed	