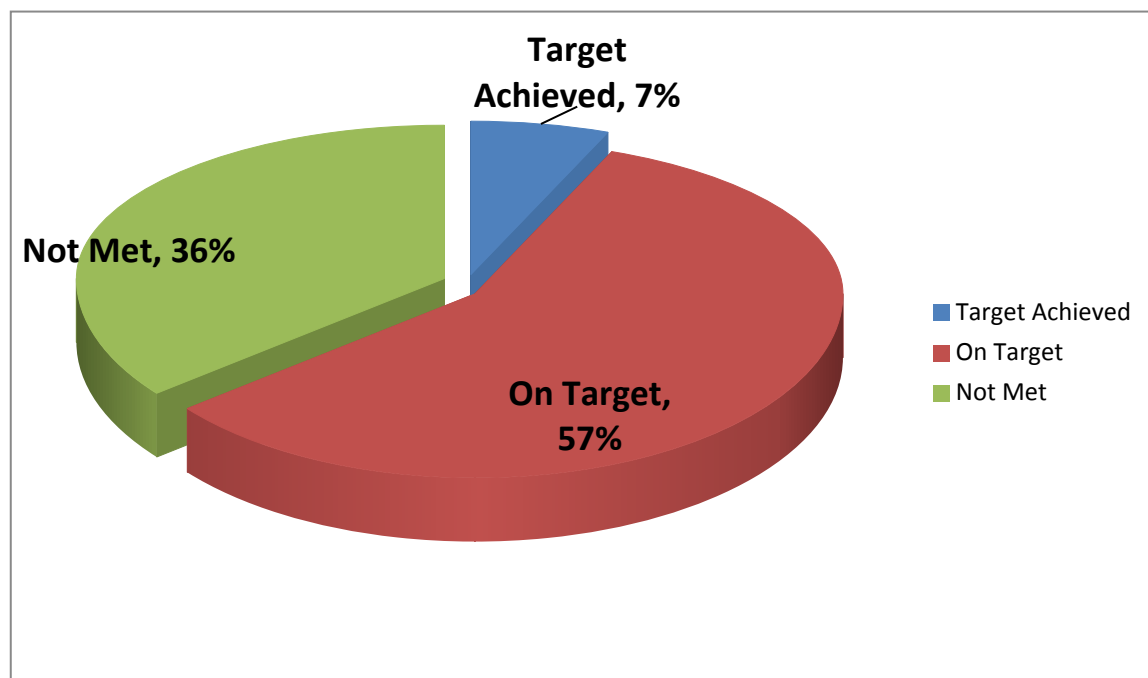




Summary of Strategy & Resources Committee as at August





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'.



ECONOMIC VITALITY: Promote the economic vitality 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 




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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 



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
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	Members will consider this as part of the Medium Term Financial Strategy and again in February when the budget is set.	Increased demand for services for the vulnerable	Regular scrutiny of high risk budgets (including housing and homelessness, local council tax support, income from fees and charges)	On Target 
					Government funding cuts / changes to local government funding Reduced service revenues Savings targets not delivered	Enhanced monitoring and forecasting of business rates Corporate Budget Monitoring	
		Kathryn Beldon/ Strategy & Resources	Prepare Financial Plan 2016-2020	The financial plan is being developed alongside the new Corporate Plan. A number of work streams are underway to help inform the Financial Plan for 2016/17 and address the projected deficit.	None identified	Regular scrutiny of high risk budgets. Awareness of changes in local government funding streams Delivering the agreed work streams to inform future cost reduction/income generating plans. Greater awareness of the financial pressures facing the council both at officer and member level.	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
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 

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
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 re-scheduled at the earliest opportunity.	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	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
					<p>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.</p> <p>Failure to identify ways of continuously improving service delivery</p>	<p>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.</p> <p>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.</p>	

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

[illegible]

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 August	Risk	Mitigation	Current Action Status
		Doug Earle / Nigel Campbell/ Strategy & Resources	To reduce mains water use in line with agreed targets	Have identified some water leaks that are being fixed. Identified 4 broken meters. Need funding for meters.	Agreed investments not implemented	Robust arrangements in place to ensure implementation	Not Met 

SAFER AND STRONGER COMMUNITIES: Promote safer, more active and caring communities

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