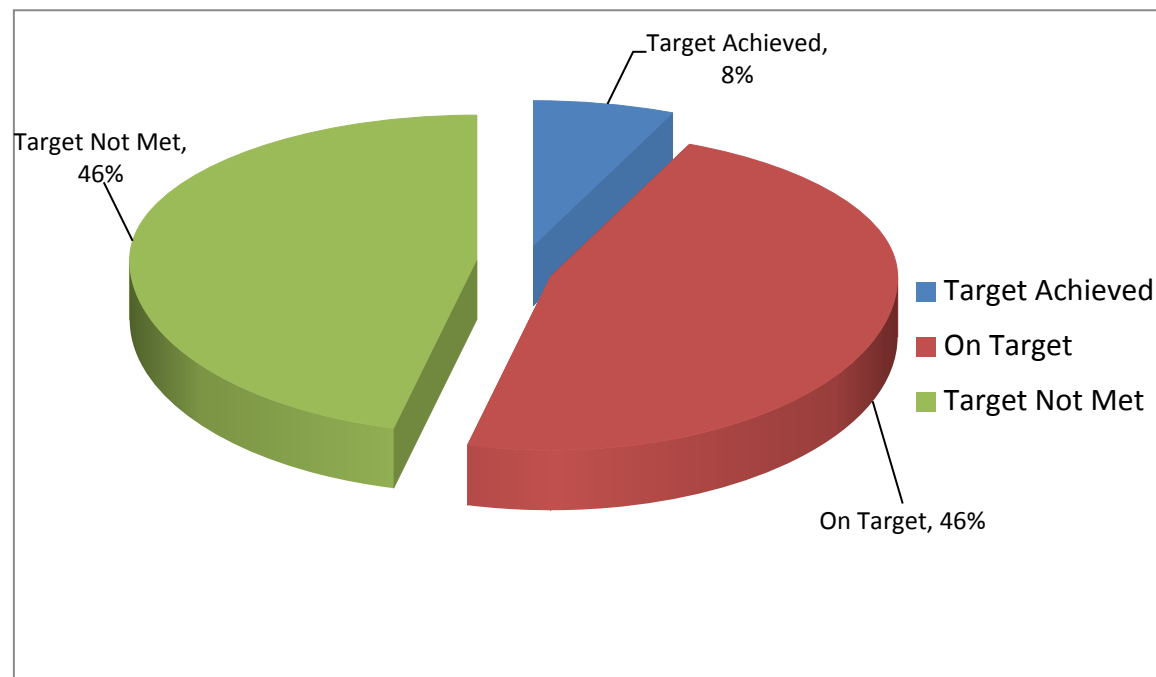




**Progress Report Two**  
**Prepared for the Strategy & Resources Committee**

## Summary of Strategy & Resources Committee as at December 2015





**Strategy & Resources Committee**, has **15** actions for the financial year 2015/2016. Of those 15 actions, one (1) was achieved in PR1. As at December **one (1)** has been Achieved, **six (6)** are On Target, **six (6)** are Not Met and **one (1)** have No Data Available – these two have been excluded from the chart above.


## ECONOMIC VITALITY: Promote the economic vitality of Epsom & Ewell

KP Code	Our objective is ....	Responsible Officer/ Committee	Action 2015/2016	Progress as at December	Risk	Mitigation	Current Action Status
<b>EV1</b>	Encouraging a vibrant and successful retail and business environment in the Borough	Joy Stevens (from 1 April 2015)  Strategy & Resources/ Environment	Monitor impact of parking charging regime and set charges in consultation with local businesses	Car Parking working party agreed in October Environment Committee. Terms of reference includes charges. Town Centre Manager is also part of the group.	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 
<b>EV4</b>	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	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.  Other aspects of Plan E continue to progress satisfactorily.	Lack of buy-in from partners  Impact of the current economic climate	Engage with partners to ensure projects are delivered on time	Not Met 



## ECONOMIC VITALITY: Promote the economic vitality of Epsom & Ewell

KP Code	Our objective is ....	Responsible Officer/ Committee	Action 2015/2016	Progress as at December	Risk	Mitigation	Current Action Status
		Mark Berry/ Strategy & Resources	Work proactively with land owners to encourage the opportunities sites identified in Plan E to be brought forward for development	See comment immediately above.	Lack of buy-in from partners  Impact of the current economic climate	Engage with partners to ensure projects are delivered on time	Not Met 
		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 costings are available. Work on site is anticipated to commence in late June 2016.	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 December	Risk	Mitigation	Current Action Status
<b>MR1</b>	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>On Target</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 December	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>On Target</p> 
<b>MR2</b>	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	<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 December	Risk	Mitigation	Current Action Status
<b>MR4</b>	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	Since 2011 officers have achieved reductions to the Venues subsidies as reported to Leisure Committee. A full service review of the venues is to commence in February 2016. The results and recommendations from this review will be used to make further improvements to the service.	Poor market conditions Unable to meet income targets  Unable to meet cost reduction targets	Service review Business Planning Budget Monitoring	Not Met  
<b>MR6</b>	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 only cost saving required within the 2015/16 budget was the closure of the cash office which took place at the beginning of November.	Planned savings not delivered  Cost pressures increase savings required	Six monthly monitoring shows a projected overspend of £412k on the revenue budget. Restrictions on spending in place and Heads of Service tasked with finding in year savings. Latest projections show a potential £200k overspend. Main variances are loss of income on both onstreet enforcement and development control and the increasing cost of homelessness due to high numbers at the start of the year.	Achieved  

## 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 December	Risk	Mitigation	Current Action Status
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	Work is underway on the preparation of the new Corporate Plan which will be presented diagrammatically on a page. This will be approved in February alongside the MTFS. Targets associated with the plan will be agreed by the Policy Committees in March/April.	(see below)	(see below)	On Target 
MR7	Risk	<ul style="list-style-type: none"> <li>• Failure to develop a coherent Corporate Plan linked to risk management strategies due to time constraints.</li> <li>• Lack of buy in from stakeholders resulting in failures to address key objectives around the Corporate Plan and KPIs identified.</li> <li>• Failure to review objectives identified and lack of a consistent risk management approach across the Council.</li> <li>• 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.</li> <li>• Failure to identify ways of continuously improving service delivery.</li> </ul>					




## 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 December	Risk	Mitigation	Current Action Status
MR7	Mitigation	<ul style="list-style-type: none"><li>• Design and execute a coherent Corporate Plan and risk management process by integrating both process;</li><li>• Integrate business risk management with our Corporate Plan processes;</li><li>• Articulate the desired outcomes within our Corporate Plan so that they are understood throughout the Council;</li><li>• 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.</li><li>• 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.</li><li>• Define risk management strategies with clear accountabilities and action plans for building and executing risk management capabilities and improving them continuously.</li><li>• Continuously monitor performance information provided to councilors and decision-makers in order to assist them as they manage key risks.</li></ul>					

## 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 December	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	As at November target met YTD.	Agreed investments not implemented  Adverse weather conditions	Robust arrangements in place to ensure implementation	On Target 

## 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 December	Risk	Mitigation	Current Action Status
		Doug Earle / Nigel Campbell/ Strategy & Resources	To reduce gas consumption to 2.5m KWHs	New smart meters are now in operation. Order has been placed for historical smart meter data. However the data to gauge progress is not available yet.	Agreed investments not implemented  Adverse weather conditions	Robust arrangements in place to ensure implementation	No Data
		Doug Earle / Nigel Campbell/ Strategy & Resources	To reduce mains water use in line with agreed targets	Leak investigations ongoing.	Agreed investments not implemented	Robust arrangements in place to ensure implementation	On Target 

## 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 November	Risk	Mitigation	Current Action Status
<b>SS2</b>	<p>Encouraging greater community involvement across the Borough</p> <p>Enabling stronger communities in areas of identified needs such as Town, Court and Ruxley wards</p>	Simon Young/Strategy & Resources	<p>Undertake refurbishment at Horton Chapel</p> <p>Note: This action was deferred to 2015/16 as a result of the Decisions Notice of Strategy &amp; Resources Committee issued on 23 September 2014.</p> <p>Chapel functioning as community centre</p>	Nothing further to report since S&R Dec 15	<p>Failure to appoint Trustee</p> <p>Failure to complete project</p>	<p>Engage with communities</p> <p>Engage with relevant stakeholders to ensure project is completed</p>	<p>Not Met</p> 