

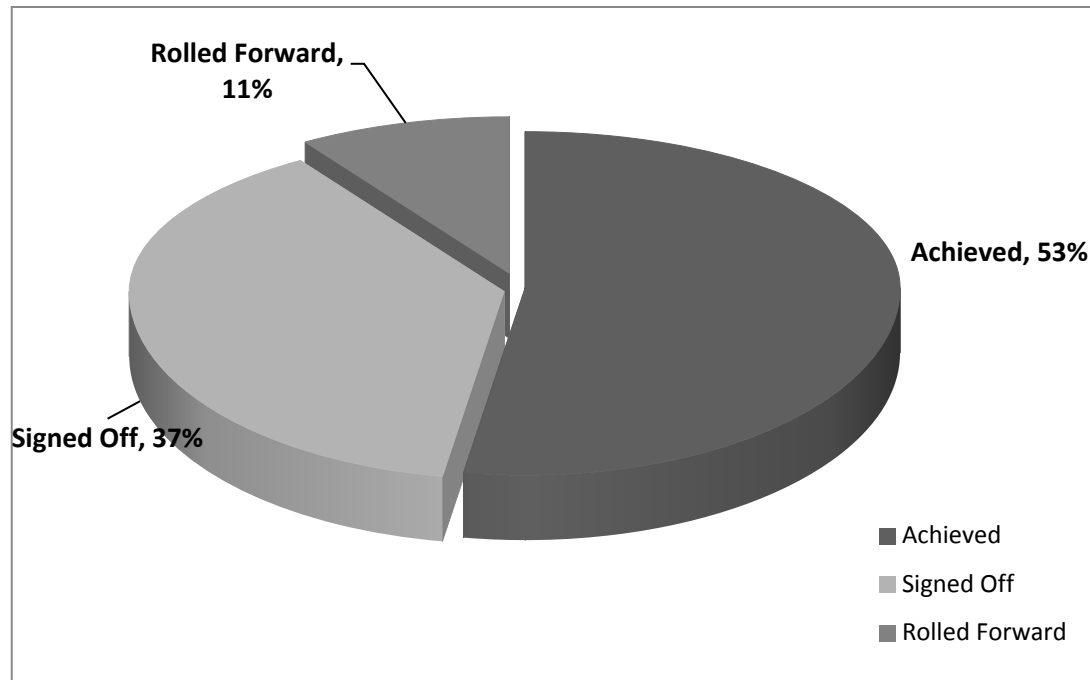
Progress Report Four

Prepared for the Strategy & Resources Committee – May 2015

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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).

<p>Achieved Actions:</p> <ul style="list-style-type: none"> • 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 	<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

ECONOMIC VITALITY: Promote the economic vitality of Epsom & Ewell

KP Code	Our objective is	Responsible Officer/ Committee	Action 2014/2015	Progress as at March	Risk	Mitigation	Year-end Action Status
EV1	Encouraging a vibrant and successful retail and business environment in the Borough	Steve Davies/ Tracey Baker Environment/ Strategy & Resources	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.	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	Signed Off
EV3	Developing and implementing appropriate planning policies to support economic development.	Mark Berry Strategy & Resources	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.	Lack of management capacity resulting in delays	Ensure policies are fit for purpose and takes into account economic development. Ensure adequate management capacity is available.	Rolled Forward

ECONOMIC VITALITY: Promote the economic vitality of Epsom & Ewell

KP Code	Our objective is	Responsible Officer/ Committee	Action 2014/2015	Progress as at March	Risk	Mitigation	Year-end 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	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.	Lack of buy-in from partners Impact of the current economic climate	Engage with partners to ensure projects are delivered on time	Rolled Forward

MANAGING RESOURCES: Utilise the Council's limited resources in the most efficient way							
KP Code	Our objective is	Responsible Officer/ Committee	Action 2014/2015	Progress as at March	Risk	Mitigation	Year-end 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	55 entities have been completed. Entities completed include missed bins, graffiti incidents reported etc.	Customer Services & ICT staff time	Identify and implement achievable measures	Achieved
MR3	Further reducing waste and improving efficiency.	Steve Davies Strategy & Resources	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>	<p>Severe weather</p> <p>Non-delivery of spend to save investments</p>	<p>Energy monitoring</p> <p>Monitoring capital programme</p>	Signed Off

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

KP Code	Our objective is	Responsible Officer/ Committee	Action 2014/2015	Progress as at March	Risk	Mitigation	Year-end Action Status
MR3	Further reducing waste and improving efficiency.	CMB 2012/13 Rolled Forward Action Strategy & Resources	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>	Spend to save projects not carried out	Prepare business cases for projects in capital; programme Project Plan for approved schemes; Monitor delivery of savings	Signed Off
MR6	Seeking to generate savings of at least £1.5 million over the next three years.	Kathryn Beldon Strategy & Resources	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.	<p>Planned savings not delivered</p> <p>Cost pressures increase savings required</p>	<p>Corporate Budget Monitoring</p> <p>Board monthly performance indicators</p>	Signed off

SUSTAINABILITY: Encourage energy efficiency, reduced waste and cleaner forms of transport							
KP Code	Our objective is	Responsible Officer/ Committee	Action 2014/2015	Progress as at March	Risk	Mitigation	Year-end Action Status
S2	Further reducing the environmental impact of Council operations	Steve Davies Strategy & Resources	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. It is recommended to separate the electricity and gas targets as reported in the Monthly Reports for 2015/16.</p>	<p>Agreed investments not implemented</p> <p>Adverse weather conditions</p>	Robust arrangements in place to ensure implementation	Signed off

SUSTAINABILITY: Encourage energy efficiency, reduced waste and cleaner forms of transport							
KP Code	Our objective is	Responsible Officer/ Committee	Action 2014/2015	Progress as at March	Risk	Mitigation	Year-end Action Status
		Steve Davies Strategy & Resources	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>	Agreed investments not implemented	Robust arrangements in place to ensure implementation	Achieved

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 Officer/ Committee	Action 2014/2015	Progress as at March	Risk	Mitigation	Year-end Action Status
QL3	Championing health service improvements (Epsom General Hospital and GP consortia)	Frances Rutter/ Serena Powis Social/ Strategy & Resources	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.	Uncertain future for Epsom General Hospital Failure to engage with NHS partners	Continue working with partners	Signed off

SAFER AND STRONGER COMMUNITIES: Promote safer, more active and caring communities							
KP Code	Our objective is	Responsible Officer/ Committee	Action 2014/2015	Progress as at March	Risk	Mitigation	Year-end Action Status
SS2	Encouraging greater community involvement across the Borough	Simon Young Strategy & Resources	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.	Failure to appoint Trustee	Engage with communities	Signed off
SS4	Using new technology and social media to encourage community participation and cohesion	Irene Clarke Strategy & Resources	Review the current use of social media at the Council	Achieved - Ongoing review	Failure to review due to other workload	Prioritise workload Implement actions as a result of review	Achieved – Ongoing review