








Corporate Plan: Key Priority Performance Targets
Strategy & Resources Committee – Performance Report One 2017/2018






KEY OUTCOMES	KEY SUCCESS MEASURES
An Organisational Development Strategy which drives culture change, build capacity and delivers a skilled workforce for the future	Core values embedded into our performance management framework
A new improved website enabling services to be delivered digitally	Increase digital accessibility of our services
Asset Management Plan for major assets	Return generated from property and other investments
Balanced budget each year	Agreed savings delivered

Performance status		
Key to reporting target status		Number
	On track/achieved	24
	Slightly off track not a major concern or slippage	3
	Off track or unlikely to be achieved for projected year	2
Total		29

Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:
Developing multi- skilled and motivated staff	Present proposals for a revised pay structure to HR Panel and S&R Committee	Shona Mason Head of HR & OD	31 October 2017	April to Sept: Revised pay structured developed and presented to Leadership Team, Chair of HR Panel and Chair of S&R with consultation with staff commenced in July.	
				Oct to Dec:	
				Jan to March:	
	Present proposals for a revised appraisal scheme to the Leadership Team and HR Panel	Shona Mason Head of HR & OD	31 December 2017	April to Sept: Draft scheme was developed and presented to Leadership Team	
				Oct to Dec:	
				Jan to March:	
	Hold three Managers Huddle's to support the development of all EEBC managers	Shona Mason Head of HR & OD	31 March 2018	April to Sept: So far we've held one Managers Huddle in June 2017 covering the following topics - Developing the Managers Network, Our EEBC Manager, Service Delivery Plans & Performance Management.	
				Oct to Dec:	
				Jan to March:	
	To consult with staff on a range of initiatives including management competencies, revised HR policies including the Attendance Management and Capability, and the appraisal process	Shona Mason Head of HR & OD	31 March 2018	April to Sept: Collated and review of feedback from staff on Attendance Management Policy and Capability policy with a view to rolling out new policies in Autumn. Finalised "Our EEBC Manager" behaviours and competencies via the Manager Huddle that took place in June.	
				Oct to Dec:	
				Jan to March:	

Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:
Providing services digitally	Complete phase 2 of the website	Judith Doney Head of Revenues & Benefits Andrew Lunt Head of Venues & Facilities	31 December 2017	April to Sept: Venues currently on target. Plan Alpha have supplied templates, relevant domain addresses have been purchased, 360 degree filming of the Playhouse and Ewell court house has been carried out. Websites content is now being drafted.	
				Revenues & Benefits self-service currently on target. Module has been updated to newest version and initial work done by Capita consultant. Setup now to be completed by Revenues & Benefits project team.	
				Oct to Dec:	
	Develop the Customer Experience Strategy and report to S&R	Joy Stevens Head of Customer Services & Business Support	31 March 2018	Jan to March:	
				April to Sept: Some work has been done on the Customer Experience Strategy but this is linked to progressing the replacement options for the CRM which has been submitted as a capital bid.	
				Oct to Dec:	
	100% of all housing clients to complete applications digitally	Rod Brown Head of Housing & Environmental Services	31 March 2018	Jan to March:	
				April to Sept: Year to date 100% of housing clients applications have been submitted digitally.	
				Oct to Dec:	

Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:														
Identifying new sources of revenue and maximising our existing income	At least 98.4% of Council Tax collected	Judith Doney Head of Revenues & Benefits	31 March 2018	April to Sept: The cumulative target as at July is 42.50%. We've collected 43.00%. This compares to 42.80% in July 2016/17. We are expecting to achieve this target by year end.	<div>G</div>														
				Oct to Dec:															
				Jan to March:															
	<div><p>Received Net Amount of Council Tax Due</p><table><thead><tr><th>Month</th><th>Actual (%)</th><th>Profile Target (%)</th></tr></thead><tbody><tr><td>April</td><td>14.70</td><td>14.00</td></tr><tr><td>May</td><td>24.10</td><td>23.50</td></tr><tr><td>June</td><td>33.50</td><td>33.00</td></tr><tr><td>July</td><td>43.00</td><td>42.50</td></tr></tbody></table></div>					Month	Actual (%)	Profile Target (%)	April	14.70	14.00	May	24.10	23.50	June	33.50	33.00	July	43.00
Month	Actual (%)	Profile Target (%)																	
April	14.70	14.00																	
May	24.10	23.50																	
June	33.50	33.00																	
July	43.00	42.50																	

Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:														
Identifying new sources of revenue and maximising our existing income	At least 99.0% of Business Rates to be collected	Judith Doney Head of Revenues & Benefits	31 March 2018	April to Sept: The cumulative target as at July is 42.20%. We've collected 43.03%. This compares to 42.35% in July 2016/17. We are expecting to achieve this target by year end.	<div>G</div>														
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Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:																																							
Identifying new sources of revenue and maximising our existing income	Process new Housing Benefit claims within an average time of 28 days	Judith Doney Head of Revenues & Benefits	31 March 2018	April to Sept: Apart from April and May, we've been processing new Housing Benefits claims within an average time of 25 days therefore meeting the target set. When compared to July 2016/17 we were processing claims with an average time of 38 days.	<div>G</div>																																							
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<div><p>Time Taken to Process Housing Benefit Claims</p><table><thead><tr><th>Month</th><th>Actual (Days)</th><th>Target (Days)</th></tr></thead><tbody><tr><td>April</td><td>30</td><td>28</td></tr><tr><td>May</td><td>27</td><td>28</td></tr><tr><td>June</td><td>25</td><td>28</td></tr><tr><td>July</td><td>25</td><td>28</td></tr><tr><td>August</td><td></td><td>28</td></tr><tr><td>September</td><td></td><td>28</td></tr><tr><td>October</td><td></td><td>28</td></tr><tr><td>November</td><td></td><td>28</td></tr><tr><td>December</td><td></td><td>28</td></tr><tr><td>January</td><td></td><td>28</td></tr><tr><td>February</td><td></td><td>28</td></tr><tr><td>March</td><td></td><td>28</td></tr></tbody></table></div>						Month	Actual (Days)	Target (Days)	April	30	28	May	27	28	June	25	28	July	25	28	August		28	September		28	October		28	November		28	December		28	January		28	February		28	March		28
Month	Actual (Days)	Target (Days)																																										
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Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:																																						
Identifying new sources of revenue and maximising our existing income	Process Housing Benefit change of circumstances within an average time 11 days	Judith Doney Head of Revenues & Benefits	31 March 2018	April to Sept: Target met.	<div>G</div>																																						
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Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:
Identifying new sources of revenue and maximising our existing income	Increase the catering income from Bourne Hall café and Playhouse bar by an additional £50,000 net	Andrew Lunt Head of Venues & Facilities	31 March 2018	April to Sept: The current income position for the named venues stands at £255,304 net (to the end of July). Although this figure is a little over half of the required amount, due to the seasonal nature of the venues business it is projected that we will achieve target.	
				Oct to Dec:	
				Jan to March:	
	Secure a combined lettings income from Bourne Hall, Community & Wellbeing Centre, Playhouse and Ewell Court of £462,000	Andrew Lunt Head of Venues & Facilities	31 March 2018	April to Sept: The current income position for Bourne Hall, Community & Wellbeing Centre, Playhouse and Ewell Court venues stands at £255,304 net (to the end of July).	
				Oct to Dec:	
				Jan to March:	




Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:
Identifying new sources of revenue and maximising our existing income	Generate £8,000 income from pest control referral service	Rod Brown Head of Housing & Environmental Services	31 March 2018	April to Sept: Year to date, we've generated £5900.	
				Oct to Dec:	
				Jan to March:	
	Epsom Cemetery extension: <ul style="list-style-type: none"> Conduct ecological and ground water risk assessment Submit the planning application 	Rod Brown Head of Housing & Environmental Services	31 July 2017 31 December 2017	April to Sept: Ground Water Risk Assessment was received in August and although subject to Environment Agency approval looks promising. Other assessments are needed and being pursued. Obtaining results of all extensive pre-application assessments may delay submission of planning application.	
				Oct to Dec:	
				Jan to March:	
	To produce a proposal in regards to income generation plan to accompany the Medium Term Financial Strategy	Lee Duffy Head of Financial Services	20 February 2018	April to Sept: A proposal by an independent consultant for producing a four year generation plan with clear deliverables towards a savings targets of £500,000 has been agreed and will be funded by a grant from the LGA. A start date for works to commence will be agreed shortly.	
				Oct to Dec:	
				Jan to March:	

Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:
Delivering further efficiency savings and cost reductions	E-Tendering system implemented	Gillian McTaggart Head of Corporate Governance	31 October 2017	April to Sept: The Contract & Procurement Officer has been in post for six months and the system is now fully operational and has been used to run a number of procurement exercises. A Contract Register has been compiled of all current contracts and this will be uploaded onto the system. Training/awareness sessions will be held to ensure that managers are aware of the new procurement system and their responsibilities.	
				Oct to Dec:	
				Jan to March:	
	Submit a capital bid and, identify a replacement system for the CRM which meets our business needs, is affordable and sustainable	Joy Stevens Head of Customer Services & Business Support	30 September 2017	April to Sept: A capital bid has been submitted and was reviewed by the Capital Member Group.	
				Oct to Dec:	
				Jan to March:	

Managing our resources – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:
Maximising returns from properties and other investments	To support economic regeneration utilise the Commercial Property Acquisition Fund to purchase a minimum two additional commercial investment properties generating no less than 5% return on investment	Mark Shephard Head of Property	31 March 2018	April to Sept: No suitable investment properties were available to purchase in the Borough that met the Council's stringent Property Investment Strategy criteria.	
				Oct to Dec:	
				Jan to March:	
	To produce a proposal in regards to an Asset Management Strategy and Ten year maintenance plan	Mark Shephard Head of Property	31 March 2018	April to Sept: The Asset Management Strategy remains under review and a report is anticipated to be brought to S&R during the next quarter.	
				Oct to Dec:	
				Jan to March:	
	Review options for establishing a local authority trading company through a Member / Officer Working Group and report to S&R	Mark Shephard Head of Property Simon Young Head of Legal & Democratic Services	31 December 2017	April to Sept: The Working Group has reviewed options and a report is being brought to S&R / Extraordinary Council on 19 September 2017.	
				Oct to Dec:	
				Jan to March:	

Supporting Businesses and our Local Economy

We will do this by:

- Supporting a comprehensive retail, commercial and social offer
- Maintaining strong links with local business leaders and representative organisations
- Supporting developers to bring forward the development of town centre sites
- Delivering an affordable Economic Strategy
- Promoting our Borough as an excellent place to do business

KEY OUTCOMES

High quality/innovative building design

Improved transport infrastructure

Visual appearance of the town/ shopping centres enhanced

KEY SUCCESS MEASURES



Businesses attending the Business Leaders' meetings

Delivery of Plan E to improve traffic flow into Epsom Town Centre




Delivery of the Economic Development Strategy Action Plan

Space for start-up/incubator businesses to grow and expand


Supporting Businesses and our Local Economy – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:
Supporting a comprehensive retail, commercial and social offer	Support the Business Partnership to develop a proposal for a Business Improvement District (BID) with the intention of holding a Ballot	Mark Berry Head of Place Development	31 October 2017	April to Sept: This target has slipped slightly. BID ballot to take place during November 2017.	
				Oct to Dec:	
				Jan to March:	
	To agree and implement a scheme for the allocation of the neighbourhood portion of Community Infrastructure Levy (CIL) (15%)	Mark Berry Head of Place Development	31 August 2017	April to Sept: During July 2017 Members of Epsom & Ewell's Joint Infrastructure Group (comprised of Borough Members and County Joint Committee Members) received a report setting out how CIL monies could be allocated to neighbourhood level schemes. Members confirmed the proposed new Civic Investment Fund (CIF) style scheme and agreed that a further report on the introduction of a Local Projects scheme go before S&R Committee during November 2017.	
				Oct to Dec:	
				Jan to March:	

Supporting Businesses and our Local Economy – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:
Maintaining strong links with local business leaders and representative organisations	To hold at least three business breakfasts	Mark Berry Head of Place Development	31 March 2018	April to Sept: On course. One held on 24 May 2017. Another planned for the autumn although date not yet fixed.	
				Oct to Dec:	
				Jan to March:	
Delivering an affordable Economic Development Strategy	Plan E (Phase 1): • Finalise and agree the design for the Market Place improvements in partnership with Surrey County Council (SCC)	Mark Berry Head of Place Development	31 October 2017	April to Sept: Material and design for Market Place improvements agreed between Borough and County Council. Detailed construction design in-hand. Work on implementation due to commence during 2018.	
				Oct to Dec:	
				Jan to March:	
	To investigate the creation of a joint committee with Surrey County Council	Simon Young Head of Legal & Democratic Services	31 March 2018	April to Sept: Not yet started however, it is anticipated that this target will be achieved by year end.	
				Oct to Dec:	
				Jan to March:	

Supporting Businesses and our Local Economy – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:
Promoting our Borough as an excellent place to do business	Develop the business case for a business hub and report to S&R	Mark Berry Head of Place Development	28 November 2017	April to Sept: A business case is being prepared for submission to the Local Enterprise Partnership (LEP) to establish the availability of funding for the acquisition of an Epsom office building.	
		Mark Shephard Head of Property		Oct to Dec:	
				Jan to March:	
	Conduct a review of the groups that we contribute to in relation to promoting Epsom and Ewell as a place to do business and evaluate the benefits and effectiveness from participating in these arrangements	Mark Berry Head of Place Development	31 December 2017	April to Sept: Review commenced. To be reported in the autumn to the relevant Chairman.	
				Oct to Dec:	
				Jan to March:	

Supporting Businesses and our Local Economy – Key priority

Key priority objective. We will do this by...	Key priority performance target for 2017/18	Responsible officer	Achieved by:	Latest progress:	Status:
Promoting our Borough as an excellent place to do business	To carry out a corporate review of all marketing and promotions to agree an overall strategy	Gillian McTaggart Head of Corporate Governance	31 October 2017	April to Sept: A scope for the corporate marketing review has been drafted and a project group will meet at the beginning of September reporting to the Leadership Team at the end of October. Oct to Dec: Jan to March:	