

Committee: Corporate Affairs Overview and Scrutiny Committee

Date of meeting: 12 March 2009

Subject:	Corporate Plan 2008-09 – 3 rd quarter monitoring report
Lead Officer:	Chief Executive Strategic Director – Resources Head of Organisational Improvement
Portfolio Holder:	Christine Elmer (Corporate Development); Rachael Lake (Community Development); and Roger Whittaker (Resources)
Link to Council Priorities:	P1, P4, P6, P8
Exempt information:	None
Delegated status:	For recommendation to Cabinet and resolution by Council

EXECUTIVE SUMMARY:

This is the third quarter monitoring report against the 2008/09 Corporate Plan objectives, flagship activities and the basket of performance indicators. Members are asked to note that all 27 objectives (100%) under the remit of this committee are currently on target. Of the ten ‘flagship’ activities monitored by the committee, all are on target. Full details are provided below.

Monitoring against relevant selected PIs, the quarterly budget monitoring and value for money review action plans is also included.

The report also includes an overview of progress against the action plans associated with Elmbridge’s Sustainable Community Strategy, which are being delivered by the Elmbridge Community Partnership, of which the Council is one partner.

The biannual establishment and temporary staffing update is attached at Appendix 2.

Explanatory notes and an overview of the Council’s performance management methodology are attached at Appendix 1.

RECOMMENDATIONS:

1. PROGRESS AGAINST CORPORATE PLAN OBJECTIVES BE NOTED.
2. PROGRESS AGAINST ‘FLAGSHIP’ ACTIVITIES BE NOTED.
3. PROGRESS AGAINST SELECTED OF PERFORMANCE INDICATORS BE NOTED.
4. THE QUARTERLY BUDGET MONITORING BE NOTED.
5. PROGRESS AGAINST THE VALUE FOR MONEY REVIEWS ACTION PLANS BE NOTED.
6. THE BIANNUAL ESTABLISHMENT AND TEMPORARY STAFFING UPDATE (SEE APPENDIX 2) BE NOTED.
7. PROGRESS AGAINST THE SUSTAINABLE COMMUNITY STRATEGY BE NOTED.
8. ANY REMEDIAL ACTION ARISING FROM (1), (2), (3), (4), (5), (6) AND (WHERE UNDER THE REMIT OF THE COUNCIL) (7), ABOVE BE RECOMMENDED TO CABINET.

REPORT:

1. Headlines

✓ Achievements

! Challenges

Corporate Development

- ✓ The Council's Vision and Top Priorities were refreshed, following consultation with key stakeholders.
- ✓ In preparation for the accreditation of Customer Service Excellence award, the standard that now replaces Chartermark, the Customer Service Improvement Programme has developed an approved comprehensive corporate toolkit that includes a set of evidence: this can be re-used by all services seeking accreditation within a set period and will hereby reduce the resources required to submit it with each application.
- ✓ Over 70% of staff attended Staff Forum sessions in December 2008.
- ✓ Following the Executive and Member Services Division's success in leading the Council's attainment of the National Charter for Elected Member Development in May 2007, through the National Accreditation Framework in conjunction with South East Employers, an 18-month review was successfully completed in December 2008, ensuring the Council's continued Charter status until April 2010.

!

Community Development

- ✓ The Elmbridge Business Network ran a successful conference to inform businesses about how they can take advantage of the opportunities represented by the London 2012 Games.
- ✓ One Elmbridge Partnership is represented on the steering group for the new children's centres at Chandler's Field (Three Rivers) and Burhill.
- ✓ Over the seven-month period June-December 2008, the Lock Out Burglary project resulted in a 33% reduction in domestic burglary in the borough compared to the previous seven months.

! Due to a lack of interest, it was not viable to run a third session of the multi-agency Community Information and Problem Solving training. This needs to be supported and encouraged more widely before another session can be held.

! Securing ongoing funding for the Teenage Tom Tom programme, which offers support to parents/carers of teenagers involved in risk-taking/anti-social behaviour.

Resources

- ✓ The new Internal Audit Partnership between Elmbridge, Spelthorne and Surrey Heath BCs commenced on 1st September 2008 and implementation of a revised risk-based auditing approach began during the third quarter, under the direction of the new Head of Internal Audit Partnership. !
- ✓ The Legal Team achieved Lexcel re-accreditation at a higher standard in the third quarter !
- ✓ Legal Services assumed lead role in dealing with Freedom of Information requests in the third quarter and produced and published a new Publication Scheme in advance of the statutory deadline
- ✓ Local Taxation have completed a major comparison of (16,500) council tax single person discount recipients and entries on the electoral register. Less than 1% of cases were found to be incorrectly receiving a discount (part of a national fraud initiative). An advert warning about fraudulently claiming discount appeared in the Winter issue of the Elmbridge Review.

2. Corporate Plan Objectives: Risk Assessment and Progress by Portfolio

This is the third quarter monitoring report against the 2008/09 Corporate Plan objectives. Members are asked to note that all 27 objectives (100%) under the remit of this committee are currently on target.



27



0



0

3. Progress Against Flagship Activities – 2008/09

Set out below are details of our performance against the 10 Flagship Activities under the remit of this committee that will help us to achieve our Top Priorities.



10



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0

Deliver high quality services whilst keeping the council tax as low as possible


Roll out the final year of the Value For Money Review Programme to ensure that services are provided efficiently, economically and effectively (fourth quarter) (CR4)

Lead Officer: Jane Harman

Status 	The roll out of the final year of the Value for Money Review Programme continues to progress well and is due for completion by the end of the Fourth Quarter. Details of all the improvement plans can be found on the Council's intranet, Bridge-it, or a copy can be found in the Members' Room.
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Roll out year two of the Asset Review Programme to ensure that they meet community needs, in partnership with others (fourth quarter) (R7)

Lead Officer: Sarah Selvanathan

Status 	Asset review programme continues into 2008/09 with Asset mapping now completed for Walton, Weybridge and Cobham. This includes all the assets owned by EBC, SCC, Surrey Police and PCT.
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Use the purchasing power of 2 Councils to drive down costs of goods and services in commodity areas and explore shared service provision opportunities (on-going) (R10)

Lead Officer: Sarah Selvanathan

Status 	Procurement opportunities have been identified and the Head of Procurement is now working with the Heads of service to deliver these. Agency spend, Stationery and Bailiffs are three areas identified for efficiencies.
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Continue to explore enhanced two tier working with SCC and other boroughs and districts (on-going) (R10)


Lead Officer: Robert Moran






Status 	Formal arrangements in place with Epsom & Ewell on joint working on Sustainability, Emergency Planning and Procurement. Formal partnership with Spelthorne and Surrey Heath on Internal Audit commenced on 1 September 2008. Joint work on assets with SCC, Surrey Police and PCT on-going. Close to a formal agreement with SCC on enhanced working on Street-Scene services including grass cutting and weed control. Work continues with Runnymede, Spelthorne and Surrey Heath on joint working opportunities in Building Control, Licensing and Council Tax. A report on joint working on IT was discussed at the Corporate Affairs Overview and Scrutiny Committee on 29 th January 2009.
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Work in partnership with others to continue to make Elmbridge a safe and healthy place to live, work, and visit

In partnership, implement the new process for strategic assessment of the borough's crime and disorder issues by fourth quarter (CM1)

Lead Officer: Frances Rutter

Status 	The Council's Community Safety Coordinator has ensured the timely completion of the second Strategic Assessment for the Elmbridge Crime and Disorder Reduction Partnership (CDRP), with input from officers and Members. A new Partnership Plan will be completed and launched in April 2009 and local people will be consulted on these priorities at the next open meeting of the CDRP (June 2009).
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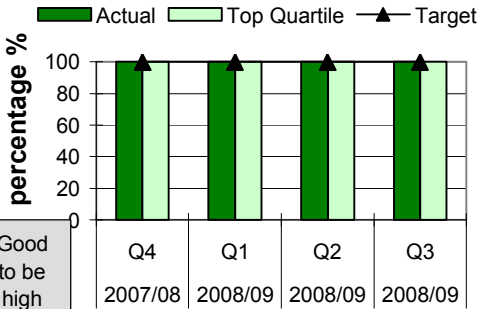

Work with the police and others to focus resources on responding to and tackling crimes and anti-social behaviour that are priorities for Elmbridge residents (on-going) (CM1)	
Lead Officer: Frances Rutter	
Status 	Recent crime figures issued by Surrey Police indicate that recorded crime is down when compared to the same period the previous year. However, it is anticipated that the economic downturn will see an increase in crime such as theft, shoplifting and domestic abuse.
Discuss with the police new initiatives to tackle car crime (on-going) (CM1)	
Lead Officer: Frances Rutter	
Status 	The messages which contributed towards a 14% reduction in theft from vehicles during the 'Drive Out Vehicle Crime' campaign are reiterated regularly by the CDRP to ensure vehicle crime remains low. The 'Lock Out Burglary' campaign (introduced following the success of DOVC) has seen a 34% reduction in domestic burglary throughout the borough.
Protect and enhance the distinctive character and cultural life of the borough	
Work with local businesses to enhance town centre vitality and environments by the third quarter, with a focus on Walton (CM2)	
Lead Officer: Frances Rutter	
Status 	Landscape consultants have recently been appointed to design a scheme of improvements for Walton High Street, which will be the subject of stakeholder and public consultations in mid-2009. The project aim is to raise the profile and identity of the High Street and to make it a more attractive destination for shoppers and other visitors. EBC has been working in association with the Walton Business Group, Surrey County Council and Surrey Police: ward councillors will be updated and a press release issued shortly.
Attract, retain and develop high calibre staff	
Organise and run a second "Leadership Challenge" event at Walton Firs in the first quarter (CR6)	
Lead Officer: Caroline Hall	
Status 	The second 'Leadership Challenge' event took place in May 2008. Twenty-one employees from all Directorates took part in this very successful event. A third 'Leadership Challenge' was held in September 2008 with delegates from Surrey Heath, Spelthorne and Runnymede, together with Elmbridge employees.
Ensure that, where possible, high performing employees are recognised and retained through the development of a talent management scheme by fourth quarter (CR6)	
Lead Officer: Caroline Hall	
Status 	This is on target to be completed by the fourth quarter.

4. Selected Performance Indicators

Set out below are details of the Council's performance against a selection of indicators in the Council's corporate 'basket' of indicators that are reported quarterly, which mirror the Audit Commission's former basket of PIs, and which fall under the remit of this Committee.

Resources

19.

L-LPS2		Land Charges - % of standard searches carried out in 10 working days		Lead Officer: Alan Harrison																									
Status				Data																									
Last Quarter				<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Target</th> <th>Actual</th> <th>Top Quartile</th> </tr> </thead> <tbody> <tr> <td>07/08 Q3</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>07/08 Q4</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>08/09 Q1</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>08/09 Q2</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> <tr> <td>08/09 Q3</td> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table>			Target	Actual	Top Quartile	07/08 Q3	100%	100%	100%	07/08 Q4	100%	100%	100%	08/09 Q1	100%	100%	100%	08/09 Q2	100%	100%	100%	08/09 Q3	100%	100%	100%
	Target			Actual	Top Quartile																								
07/08 Q3	100%			100%	100%																								
07/08 Q4	100%	100%	100%																										
08/09 Q1	100%	100%	100%																										
08/09 Q2	100%	100%	100%																										
08/09 Q3	100%	100%	100%																										
Top Quartile		Context/Action																											
EBC Quartile		Performance continues to meet targets, with an average turnaround of one day in the third quarter.																											
100%	Top	<div style="border: 1px solid gray; padding: 2px; display: inline-block;">Good to be high</div>																											

5. Budget Monitoring

The following tables contain financial information for the portfolios/services which come within the remit of the Corporate Affairs Overview and Scrutiny Committee. Besides the overall revenue budget, we also include a table showing relevant major capital projects. Positive variances are shown in parentheses.

At this stage, based on the profiled budget, the outturn for the budgets within the remit of this committee is anticipated to be generally in line with the revised estimates.

Interest on Balances

Where possible, surplus funds have been invested for longer periods, taking advantage of prevailing interest rates to protect the authority's budget against future adverse movements in interest rates.

In regard to the overall financial position of the Council, at this stage, based on the profiled budget, it is anticipated that there will be an under spend to the revised estimate.

**CORPORATE AFFAIRS OVERVIEW AND SCRUTINY COMMITTEE
2008/09
QUARTERLY REVENUE BUDGET MONITORING - TO END
DECEMBER 2008**

	Revised Estimate	Profiled Budget to End of December	Spent & Committed to Date	Variance to Profiled Budget	
	£	£	£	£	%
Community Development	668,850	387,695	363,331	(24,364)	(6)
Corporate Development	2,645,220	1,827,416	1,807,406	(20,010)	(1)
Resources	2,425,810	1,027,929	957,131	(70,798)	(7)
	5,739,880	3,243,040	3,127,867	(115,173)	(4)
Interest on Balances	(2,792,100)	(2,233,680)	(2,229,465)	4,215	0
NET EXPENDITURE	2,947,780	1,009,360	898,402	(110,958)	(11)
<u>Significant / Key Budgets to December 2008</u>	£'000	£'000	£'000	£'000	%
Local Land Charges Income	(263)	(196)	(209)	(13)	(7)

OVERALL COUNCIL POSITION

	Revised Estimate	Profiled Budget to End of December	Spent & Committed to Date	Variance to Profiled Budget	
	£	£	£	£	%
NET EXPENDITURE	18,296,670	12,053,353	11,664,308	(389,045)	(3)

<u>Other Data</u>	Revised Estimate	Profiled Budget to End of December	Actual to Date
Inflation (RPIX)	3.00%	3.00%	2.80%
Expected Rate of Return on Interest on Balances	5.17%	3.88%	4.42%

<u>Significant Balance Sheet items</u>		2007/08 Comparator
Capital Receipts in year to end December	£432k	£2,171k
Local Taxation Arrears to end December	£795k	£668k
Invested Amounts at end December	£46.4m	£51.6m

Capital Monitoring

The following table shows the variation of actual expenditure at the end of December against the revised estimate approved by Council on 25th February 2009.

The budgets have been profiled in line with the information included in the 2008/09 bid proformas provided by the lead officer for each scheme and, where relevant, updated profiles have been obtained for those budgets brought forward from previous years, either due to rephrasing as part of the 2008/09 budget process or slippage at the year end.

The main areas of slippage within the remit of this Committee are:

- Corporate Initiatives; and
- Electronic Enablement Development Plan.

Positive variances are shown in brackets, i.e. where expenditure is less than the profiled budget.

CORPORATE AFFAIRS OVERVIEW AND SCRUTINY COMMITTEE 2008/09

CAPITAL BUDGET MONITORING - TO END DECEMBER 2008

	Total Estimated Cost #	Actual Expenditure to 31.03.08	Revised Estimate 2008/09	Profiled Budget to End of December	Actual 2008/09	Variance to 2008/09 Profiled Budget
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
Community Development	1,507.7	1,242.0	182.7	150.0	146.0	(4.0)
Corporate Development	20.0	10.0	10.0	0.0	0.0	0.0
Resources	4,386.3	2,150.0	901.0	613.0	335.0	(278.0)
NET EXPENDITURE	5,914.0	3,402.0	1,093.7	763.0	481.0	(282.0)
Major Projects						
Electronic Enablement Development Plan	2,197.0	1,081.0	343.0	277.0	181.0	(96.0)
2002 Condition Survey Works	1,112.0	906.0	206.0	126.0	51.0	(75.0)
2008 Condition Survey Works	445.0	0.0	245.0	123.0	35.0	(88.0)
CCTV Projects	1,337.7	1,138.0	159.7	127.0	123.0	(4.0)

Total Estimated Cost equals Actual Expenditure to 31.03.08 plus provisional budgeted provision for 2008/9 and future years.

Future Years Budgeted provision:

£000's

Tripartite (Community Buildings Grants) Scheme	43
CCTV	40
Corporate Initiatives	250
2008 Conditions Survey	200
Public Address System	86.3
Revenue Releasing Schemes	26
Electronic Enablement Development Plan	773
	1418.3

6. Value For Money (VFM) Reviews

6.1. Recent Reviews

During the previous quarter, the following Value for Money reviews in service areas under the remit of this committee were undertaken. For an explanation of the Value for Money programme, including access to the review reports and action plans, please see **Appendix 1** (section 9).

1. Legal Services
2. Surveyors & Energy Management
3. Mail Room & Print Room

Should Members have any queries in relation to recently conducted reviews, they are asked to raise these with officers as soon as possible and at least 48 hours before the relevant committee meeting in order for a response to be prepared.

6.2. Progress Report

Value for Money reviews are reported on an exception basis to this committee on a six-monthly basis after review completion. Where there are actions that are shown with a red or amber indicator, these are listed, and a brief note is provided explaining the circumstances and highlighting the fact that a decision may be required on the way to proceed.

6.3. Review of Action Plans


Alongside the quarterly exception monitoring of reviews to this and the other Overview and Scrutiny committees, all action plans are periodically reviewed or, where completed, signed off, by the lead Members on the VFM programme. All current VFM action plans were thus reviewed during the 24th and 25th of February 2009 with relevant Heads of Service. Where actions have not been completed or require revised timescales, these have been agreed, and are noted below.


Internal Audit


All six actions identified by the review have been completed. This review, therefore, will not be reported on in future meetings of this committee. The action plan for this review, along with those of other reviews already completed, is available in the Members' Room.


Land Charges


Five out of ten actions identified by the review have been completed. Five actions have an amber status as follows. The action plan for this review, along with those of other reviews already completed, is available in the Members' Room.

	Action	Deadline	Responsible Officer	Traffic light
1.	<p>Ensuring an efficient and effective Local Land Charges service is a flagship activity for the Council and it is committed to ensuring that the Local Land Charges Improvement Plan (as outlined to Corporate Affairs O&S Committee in March 2007) delivers the most efficient, cost effective local land charges service possible.</p> <p>The Council continues to implement the Local Land Charges Improvement Plan which was adopted in September 2006 to ensure that Local Land Charges performance is maintained and improved in accordance with the agreed timescales.</p> <p>The Administration is committed to ensuring that there are adequate resources in Local Land Charges/ Planning/ Building Control/ IS & T to deliver the Local Land Charges Improvement Plan within the agreed timetable.</p> <p>Where justified, additional resources will be provided.</p>	<p>Existing improve ment by March 2008</p> <p><i>Revised deadline: Sep. 2009</i></p>	<p>Head of Legal Services</p> <p>Strategic Director Services</p> <p>Head of ISD</p>	
Progress: Turnaround remains one day. Continuing problems with software suppliers delaying further progress on IT systems.				

	Action	Deadline	Responsible Officer	Traffic light
2.	<p>Develop and implement the Local Land Charges Improvement Plan/ internal processes and systems to facilitate a move to NLIS level 3 for the Local Land Charges service.</p> <p>Make suitable provision within the IEG development programme to enable this project to be achieved.</p>	<p>June 2008</p> <p><i>Revised deadline: Sep. 2009</i></p>	<p>Head of Legal Services</p> <p>Electoral Services and Land Charges Manager</p> <p>Head of ISD</p>	
Progress: As above for action 1.				


	Action	Deadline	Responsible Officer	Traffic light
3.	<p>Continue to implement the programme of business process re-engineering to ensure that more efficient working processes are realised and implemented.</p>	<p>March 2008</p> <p><i>Revised deadline: Sep. 2009</i></p>	<p>Head of ISD</p> <p>Head of Legal Services</p> <p>Electoral Services and Land Charges Manager</p>	
Progress: This work will resume when there is further progress on IT matters.				

	Action	Deadline	Responsible Officer	Traffic light
4.	Review personnel resources (including ISD) required to provide the service when action points 1 and 2 are fully implemented.	Dec 2008 <i>Revised deadline: Sep. 2009</i>	Electoral Services and Land Charges Manager Head of Legal Services	
Progress: This work is dependent on completion of actions 1 and 2.				

	Action	Deadline	Responsible Officer	Traffic light
5.	Explore whether Environmental Health are linked into the IT developments for land charges for issues such as licensing and contaminated land. This issue to be explored by Local Land Charges Improvement Group.	To be comm-enced July 2008 <i>Revised deadline: Sep. 2009</i>	Head of Environmental Health Head of ISD Electoral Services and Land Charges Manager	
Progress: This work is dependent on completion of actions 1 and 2.				

Elections & Electoral Registration

Twenty-four of the 29 actions identified by the review have been completed. Good progress continues on four other actions, while the remaining one has an amber status as follows. The action plan for this review, along with those of other reviews already completed, is available in the Members' Room.

	Action	Deadline	Responsible Officer	Traffic light
1.	Explore the possibility of having a welcome pack, including electoral registration information, sent to new residents with their council tax bills, and implement as appropriate.	Jan 2008 <i>Revised deadline: Sep. 2009</i>	Pat Morgan/ Corporate Communi-cations Team and Terry Batchelor	
Progress: Welcome Pack 'Working Party' now in abeyance. This action has been referred to the Corporate Management Board.				

7. Sustainable Community Strategy – Performance Monitoring

7.1. Introduction

Elmbridge Borough Council has a statutory duty to produce a Sustainable Community Strategy, which promotes the social, economic and environmental well-being of the area. The Strategy focuses on six main themes and delivery is co-ordinated by the Elmbridge Community Partnership (ECP), which has representatives from the public, private, voluntary and community sectors. The ECP is made up of a Board in addition to five themed delivery partnerships which each co-ordinate a specific theme of the strategy:

Strategy theme	Co-ordinating partnership
Protecting and enhancing the natural environment	Elmbridge Environmental Forum
Promoting health and well being	Elmbridge Health and Social Care Partnership
Enhancing the local economy	Elmbridge Business Network
Building safer communities	Elmbridge Community Safety Partnership
Fostering inclusion	One Elmbridge Partnership
Partnership development	ECP Board

Each Partnership develops and delivers an action plan, which is made up of projects specifically delivered through the partnership.

The Government expects that all local authority areas should have partnerships such as the ECP. The rationale is that partnership working enables the Council to improve quality of life for residents through:

- Adding value through projects that require the input of more than one organisation, which would otherwise not be possible or would not be as effective
- Ensuring value for money by sharing the cost of initiatives with other organisations

This section gives the latest quarter's performance report on the Elmbridge Sustainable Community Strategy 2006-15, which was considered by the ECP Board on 12th January 2009. The information is provided to the Overview and Scrutiny Committee for information in order to provide an overview of the Council's contribution to the delivery of the Sustainable Community Strategy and for general monitoring purposes, given that the Council has the statutory responsibility for the Strategy. It shows the headline achievements and challenges and specific details of any actions recorded as red or amber. The full performance report, including details of all projects on green, are available from the Community Planning and Engagement Manager (01372 474377, communitystrategy@elmbridge.gov.uk) or from www.elmbridge.gov.uk/council/information/commstrategy.htm

Further general information on the ECP is available from www.elmbridge.gov.uk/ecp

Different sections of the Strategy are reported to the different Overview and Scrutiny Committees as follows:

Strategy theme	Overview and Scrutiny Committee
Protecting and enhancing the natural environment	Environmental Affairs
Promoting health and well being	Community Affairs
Enhancing the local economy	Corporate Affairs
Building safer communities	Corporate Affairs
Fostering inclusion	Corporate Affairs
Partnership development	Corporate Affairs

7.2. Headlines

The headline achievements and challenges for those themes in the Sustainable Community Strategy that are of relevance to this Committee:

Enhancing the local economy	
✓ Achievements	! Challenges
<ul style="list-style-type: none"> ✓ Elmbridge Business Network held a successful conference to inform businesses about how they can benefit from the opportunities presented by the 2012 Games. ✓ The profile and membership of the Network has been raised as a result of the 2012 conference. ✓ The Network has agreed an ambitious programme of activities for the refreshed Sustainable Community Strategy from April 2009. 	<p>! The High Street Recycling Scheme is not receiving sufficient income from the sale of collected paper and cardboard. The operator is increasing the charge and efforts are being made to attract more businesses to the scheme to make it more sustainable.</p>

Building safer communities	
✓ Achievements	! Challenges
<ul style="list-style-type: none"> ✓ Anti-Social Behaviour and Youth Diversion Working Group – development of a 32-point action plan. ✓ Impact website launched – www.elmbridgeimpact.co.uk ✓ Review of CIAG instigated. ✓ Funding has been agreed to run a North Surrey campaign tackling excessive drinking and associated crime, disorder and antisocial behaviour. ✓ North Surrey Domestic Abuse Forum have formed a Campaign Task Group. ✓ Various activities across the borough promoting the issue of domestic abuse during Domestic Abuse Awareness Week. ✓ Lock Out Burglary – the Partnership held a property roadshow and property-marking event, the first of its kind in the borough. This was an open day which showcased recovered items, as well as property marking and promoting security in the home. The event was supported by the Heart Centre, who volunteered one of their units and was a great success, with over 150 people attending. 	<p>! Different reporting systems exist for different services within the Council. May need to consider a single reporting system to cope with the multiple issues which are often reported</p> <p>! Community Information and Problem Solving training – 2nd session cancelled due to lack of numbers.</p> <p>! Big Drink Debate – likelihood of being off target on the number of surveys completed in Elmbridge.</p> <p>! Cycle thefts are increasing in the borough – in response, the Police Divisional Intelligence Unit is compiling a report on the hot-spot areas and a list of actions will come out of that.</p> <p>! Business Panel numbers have reduced to 205 from a previous 209, which takes us off target to achieve a 10% growth. However, work is now progressing to link the Business Network with the panel, which should increase numbers and also reduce some duplication in production of newsletters and mail drops.</p>

Fostering inclusion	
✓ Achievements	! Challenges
✓ Housing is now a cross-cutting theme of the Sustainable Community Strategy. ✓ Transportation issues for Elmbridge will be addressed within the Surrey Accessibility Project. ✓ Development of Teenage Tom Tom course to support parents/carers of young people already engaged in risk-taking behaviour. ✓ Intergenerational DVD produced at St. Johns Estate, Walton-on-Thames. ✓ Development of Mother and Toddler Group at Lower Green, Esher.	! Funding for Teenage Tom Tom not guaranteed beyond December 2008. ! Capacity to deliver issues identified during intergenerational project. ! Lack of accessible nursery provision for children living in the Lower Green area.

Partnership development	
✓ Achievements	! Challenges
✓ External funding has been gained for three capacity-building activities for the ECP Board, One Elmbridge Partnership and Elmbridge Business Network. ✓ The We Are What You Do campaign is currently being revised.	! The ECP needs to ensure that links are made to the Surrey Strategic Partnership and Local Area Agreement. This is an area of ongoing development. ! The ECP needs to adopt a more strategic role to address issues in the borough collectively.

7.3. Progress

Members are asked to note that of the 32 objectives of relevance to this committee, one has been achieved, 26 are currently on target and five are reported with an amber light. *NB Objectives completed in the second quarter have been removed from the total number of objectives (in the previous report the total was 41 objectives, compared to this report's 32).*




Set out below are details of the objectives shown with a red or amber indicator. A brief note is provided explaining the circumstances.

Enhancing the local economy	
<p>LE5 – Encourage business to have a greater role in promoting sustainability by contributing to the targets and activities as outlined in the other action plans within this Sustainable Community Strategy</p> <p>Project Lead: Joy Willshire, Community Planning and Engagement Manager</p>	
<p>Status</p> <p>A</p>	The High Street Recycling Scheme is going well in that, some weeks, the contractors are collecting up to 4 tonnes and the total tonnage for Sep/Oct is over 28 tonnes. However, they are struggling in the current economic climate. They are not receiving income for the cardboard they are collecting at the moment and are having to increase the price they charge for collecting cardboard up to £4.50, depending on the amount and location. The company has recently started collecting a wider range of materials and it is hoped that this will increase the sustainability of the scheme.
<p>Last Quarter</p> <p>G</p>	

Building safer communities

SC16 – Complete 60% of supported Acceptable Behaviour Contracts without breaches



Project Lead: Community Safety Sergeant, Surrey Police

Status 	Seven out of the 11 completed cases this year have breached and therefore failed. Seven cases ongoing, no breaches to date.
Last Quarter No update provided	

Partnership Development



PD36 – Carbon management project: EEF Chair to submit proposals to ECP Board (change the world 9-5?)



Project Lead: Jeremy Wire, Chair of EEF

Status 	There has not been any capacity to take this forward to date, but it is hoped that the Environmental Forum can do further work with employers over the next year, learning from Elmbridge Borough Council's experience.
Last Quarter 	

PD37 – Voluntary sector building: Manager of Voluntary Action Elmbridge (VAE) to submit proposals to ECP Board

Project Lead: Carole Ann Roycroft (Manager, VAE)

Status 	The first building identified as a voluntary sector building in Weybridge was unfortunately sold off by SCC and they were very difficult to engage with. Carole Ann Roycroft is continuing to talk to property managers at EBC and SCC, although there are challenges in identifying suitable buildings or properties as community buildings for the Voluntary, Community and Faith Sector. The Government has placed a charge on all local authorities to facilitate the work of the third sector and to assist them in finding suitable community buildings. As VAE is still actively engaged in looking for suitable premises for a community building, help from partners in identifying suitable buildings would be gratefully received. Partnership working would also be very helpful if a building could be shared.
Last Quarter 	

PD44 – Make One Elmbridge Partnership and Elmbridge Community Safety Partnership minutes available online Project Lead: ECP Board members	
Status 	One Elmbridge Partnership has agreed to put its minutes online and this will be progressed once the appropriate training has been received. The Community Safety Partnership is finding out what other crime and disorder reduction partnerships do in relation to this.
Last Quarter 	

Financial implications:

Contained within Taking Elmbridge Forward: Our Budget, Corporate Plan, and Best Value Performance Plan 2008/09

Environmental/Sustainability implications:

Contained within Taking Elmbridge Forward: Our Budget, Corporate Plan, and Best Value Performance Plan 2008/09

Legal implications:

Contained within Taking Elmbridge Forward: Our Budget, Corporate Plan, and Best Value Performance Plan 2008/09

Equality implications:

Contained within Taking Elmbridge Forward: Our Budget, Corporate Plan, and Best Value Performance Plan 2008/09

Risk implications:

Contained within Taking Elmbridge Forward: Our Budget, Corporate Plan, and Best Value Performance Plan 2008/09

Community Safety implications:

Contained within Taking Elmbridge Forward: Our Budget, Corporate Plan, and Best Value Performance Plan 2008/09

Principal Consultees:

Corporate Management Board

Background papers:

Taking Elmbridge Forward: Our Budget, Corporate Plan, and Best Value Performance Plan 2008/09

Enclosures/Appendices:

Appendix 1 – Explanatory notes and methodology
 Appendix 2 – Biannual Establishment and Temporary Staffing Update

Contact details:

Sarah Selvanathan, Strategic Director – Resources ☎01372 474100
 sselvanathan@elmbridge.gov.uk
 Paulo Gonçalves, Performance and Policy Manager ☎ 01372 474176
 pgoncalves@elmbridge.gov.uk
 Sarah Beach, Performance and Research Officer ☎ 01372 474124
 sbeach@elmbridge.gov.uk

Explanatory Notes and Methodology

1 Overview

Our quarterly monitoring reports are divided into the following sections:

- Headlines.
- Corporate Plan Objectives.
- Flagship Developments.
- Audit Commission's Basket of Performance Indicators.

Members are presented with statistical, graphical and contextual information to help understand the trend, history and likely future direction of performance.

2. Headlines

This section gives a summary of some of the Council's key achievements and areas for improvement under each portfolio. It is intended:

- to celebrate the Council's successes and ensure that the benefits of these achievements are maximised; and
- to draw attention to the challenges facing the Council and those areas where improvement is needed.

Where relevant, more detailed information on these areas is given later in the report.

3. Corporate Plan Objectives

This section details our progress against our strategic objectives as set out in our Corporate Plan. Our strategic objectives explain what we will do to improve our services and achieve our corporate aims. Members are reminded that further information on these strategic objectives can be found in the Corporate Plan.

This Committee continues to monitor performance against corporate plan objectives on an exception basis (see below).

4. Things that are really important to us

As Members are aware, each year the Council agrees a set of Key Developments. These are our priority outcomes for the Borough and inform our corporate planning process at all levels. Our 'flagship' activities are those actions which will help us to achieve our key developments. Therefore, the flagships are crucial measures of success and receive special attention as part of the overall performance monitoring process.

In this section, Members are presented with the Council's performance against those flagships which fall under the remit of this Committee.

5. Basket of Performance Indicators

In July 2006 the Audit Commission published a new Comprehensive Performance Assessment (CPA) framework for district councils. These new arrangements are valid from 2006 to March 2009. Under the new framework, a change to any council's CPA

status would be triggered by either of the following:

- A request from the Council.
- Evidence of significant deterioration in performance.

Given our 'Excellent' status, the danger to our CPA rating is if the Audit Commission finds evidence of sufficient deterioration to justify reassessment.

The Audit Commission uses a range of evidence to decide whether a Council should undergo a reassessment but an important factor has been the Council's performance against the Audit Commission's basket of performance indicators. Members are asked to note that if the Council's performance deteriorates in these performance indicators, there is a danger that a reassessment will be triggered. With the expiry of the former set of Best Value Performance Indicators however, the Audit Commission has not yet notified councils regarding any new indicators.

In this section, therefore, Members are presented with the Council's performance against those new National Indicators which most closely correspond to the performance indicators in the Audit Commission's former 'basket' that fall under the remit of this Committee. Targets for these indicators are set annually. Reported indicators will be revised should the Audit Commission issue a new 'basket' during the current year.

6. Exception Based Reporting

We continue to report performance on our Corporate Plan objectives using an exception-based reporting system where performance is reported only where it falls short of expected standards. This delivers information in a more succinct and focused way enabling Members to concentrate on areas where remedial action may be required. However, in order that Members can continue to see the bigger picture, copies of the full monitoring reports will be made available both electronically and in the Members' Room. Members can, of course, raise any issues that concern them, whether detailed in the exception report or the full report.

7. Methodology for applying the traffic lights:

Lead officers assign traffic lights to each Corporate Plan objective, flagship activity, and performance indicator using the following criteria:



A green traffic light means that work is **on target** to achieve the objective as specified



An amber traffic light is a **warning** that the achievement of the target in the way specified in the plan may not be possible. It requires an explanation although no decision is required at present.



A red traffic light means the target is **no longer achievable** in the way specified and therefore requires a decision about remedial action.

A red or amber traffic light is not necessarily a reflection of poor performance if challenging targets are being set. It indicates the need to stop and review the action and its target. In particular, a red traffic light indicates that a decision is now required from Members to determine what action should be taken to address the issue.

8. Further Information

Members are reminded that further information on our performance management system can be found in our Guide to Performance Management or directly from the Head of Organisational Improvement.

Reports and presentations can be requested from officers on any areas of concern.

Members are further reminded that more detailed information on our performance can be found by accessing the Covalent performance management software. Please contact the Head of Organisational Improvement for further details.

9. **Value For Money (VFM) Reviews**

Members are reminded that Value For Money Reviews of all Council services are being carried out between 2007 and 2009. More detailed information on the VFM methodology is available on Bridge-It and on request from the Head of Organisational Improvement.

As agreed by Council on 13 September 2006, reports will be made to Overview and Scrutiny Committees concerning progress on implementing the action plans arising from VFM Reviews at approximately 6 monthly intervals until the recommendations have been implemented.

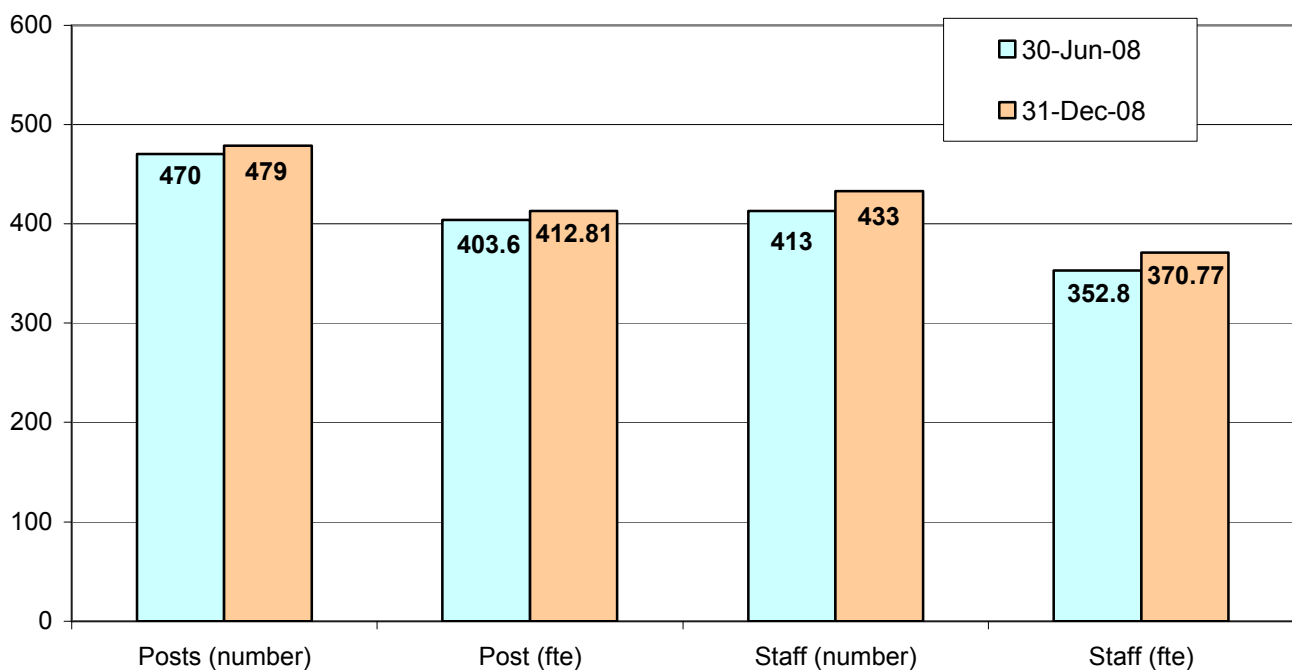
Consistent with other areas of the Council's performance reporting, performance against VFM action plans which fall under the remit of this committee will be reported on an exception-basis. Members are reminded that copies of all Value For Money Review reports and action plans are available in the Members' Room and on request from the Head of Organisational Improvement, and can be downloaded from Bridge-It.

Bi-annual Establishment and Temporary Staffing Update

The charts below represent the movement in the staffing establishment by comparing a point in time analysis undertaken on 30 June 2008 and 31 December 2008 at a council wide and directorate level.

1 Establishment Figures and Turnover Rates

ELMBRIDGE ESTABLISHMENT AND STAFFING



During this period there have been a number of changes to the Establishment List, resulting in the net increase of 9.21 full time equivalents (fte's).

In the light of the current economic situation, all requests to seek agreement to recruit to a vacant post or to recruit an agency/temporary employee must be considered and approved by the Corporate Management Board before any recruitment can proceed. In addition, a number of the new posts within the Town Planning Division have been frozen and will not be filled until economic conditions improve.

These changes include:

Additions to the Establishment

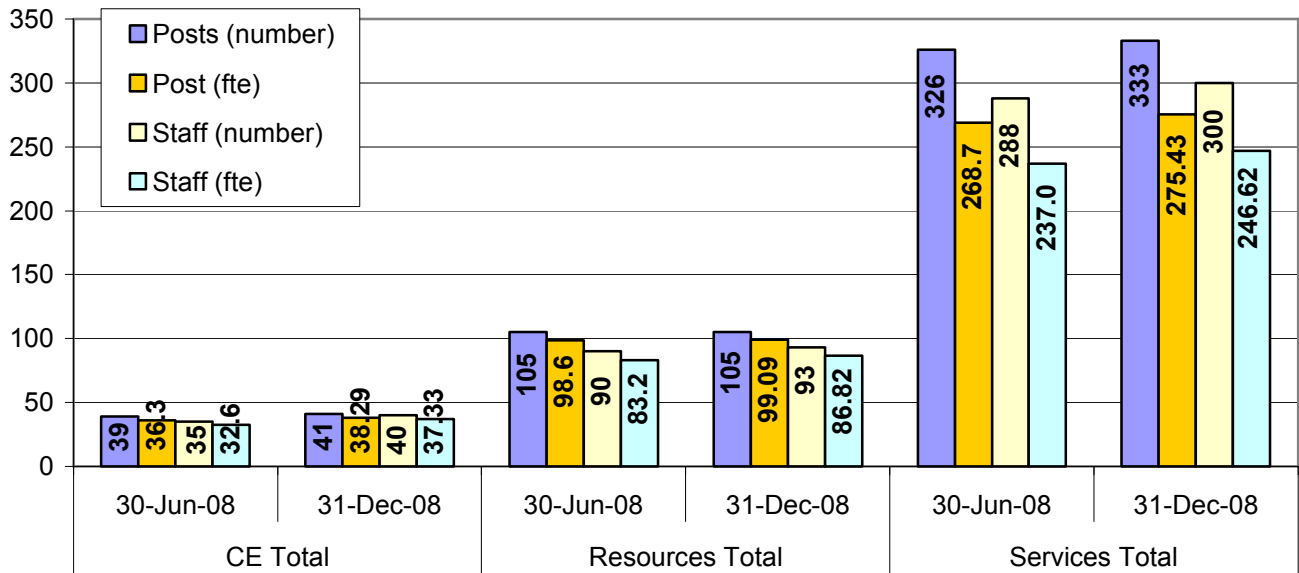
Division	Post No.	Post Title	Extra Hrs/wk	FTE
Personnel	CE062	Emergency Planning & Business Continuity Officer (50% funded by Epsom and Ewell)	36	1.00
CSS	CS418	Business Development Manager	36	1.00
	CS417	Childrens Centre Co-ordinator (f/term to 31/3/11)	18	0.5
	CS419	Community Transport Driver	24	0.67
LCS	CS258/9	Community Play Ranger (f/term to 31/3/11)	19	1.06
Asset Mgmt	FCS342	Receptionist – hours increased from 19.38 to 36 per week	16.62	0.46
ISD	FCS413	Records Management Consultant	36	1.00
Procurement	FCS446	Head of Procurement (50% funded by Epsom and Ewell)	36	1.00
	FCS447	Corporate Procurement Officer	36	1.00
Environmental	PES306	Asst Env Enforcement Officer	36	1.00
Care	PES207/8	Street Works Operative	72	2.00
E Health	PES167	Env Health / Env Protection Officer	30	0.83
T Planning	PES017	Planning Asst / Officer – hours increased from 21.6 to 36 per week	14.4	0.40
	PES114	Enforcement Manager	36	1.00
	PES115	Senior Planning Officer	36	1.00
	PES166	S106 Compliance Officer	36	1.00
	PES116	Tree Officer (funded to Dec 2012)	36	1.00
	PES117	Snr Policy Officer (funded to Dec 2012)	36	1.00
	PES118	Tree Technical Officer	36	1.00
	PES119	Appeals Officer	36	1.00
	PES112/3	Scanning Officer	54	1.50

Reductions to the Establishment

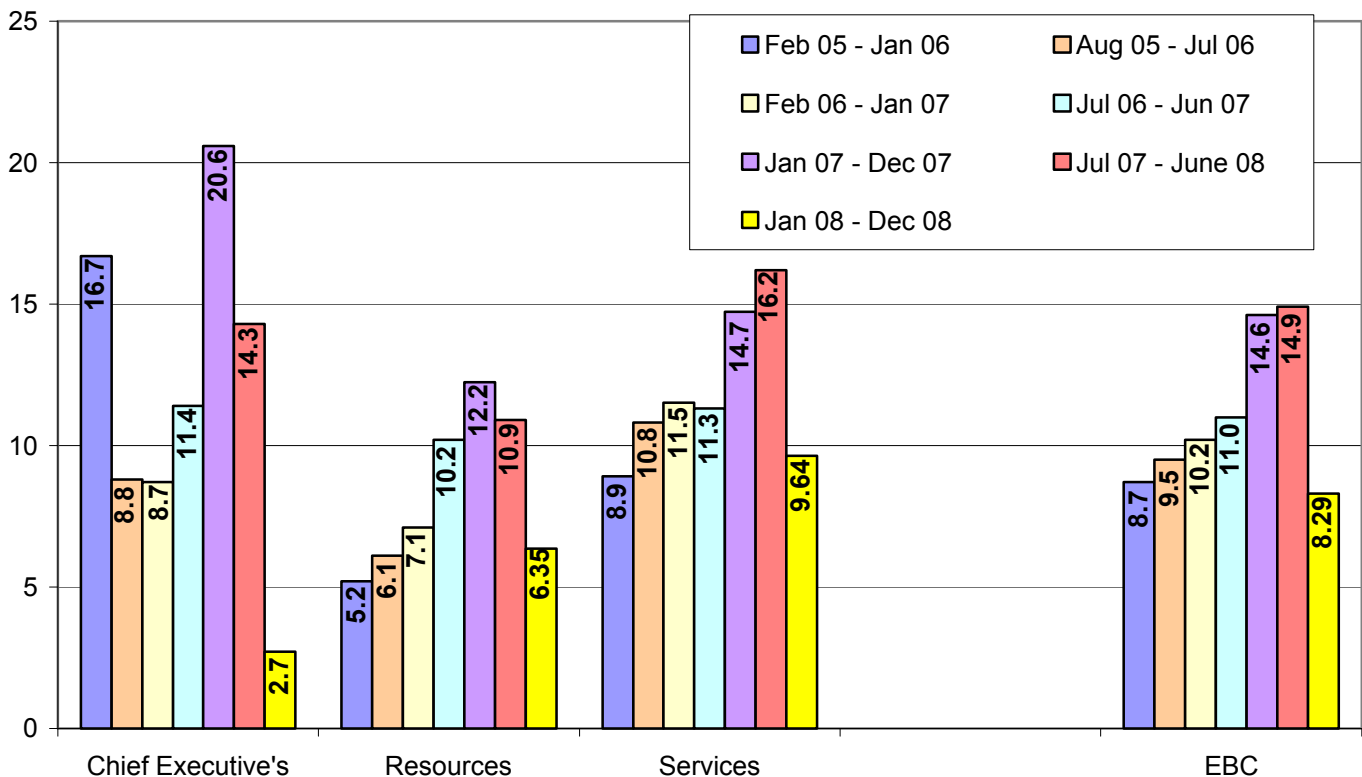
Division	Post No.	Post Title	Reduced Hrs/wk	FTE
Policy	CE1200	Head of Community Partnerships	36	1.00
	CE016	CCTV Scheme Manager	36	1.00
CSS	CS406	Activity Organiser	20	0.56
LCS	CS205	Asst Marketing Officer	36	1.00
	CS246	Countryside Education Officer	36	1.00
Asset Mgmt	FCS420	Head of Facilities Management	36	1.00
	FCS341	Reception/Switchboard Supervisor	36	1.00
E Care	PES064	Principal Technical Services Officer	36	1.00
	PES065	Contract Officer	36	1.00
	PES304	Parking Appeals Officer (f/term to 31/3/08)	36	1.00
E Health	PES132	Clerical Officer	36	1.00
	PES152	Senior EHO	14.4	0.40
T Planning	PES018	Planning Asst / Trainee	36	1.00
	PES111	Planning Asst Policy (f/term to 12/8/08)	36	1.00
	PES099	Admin Officer	36	1.00

The above changes together with other small changes to employee's hours of work increase the Establishment by a total of 9.2 fte. This growth is as mainly a result of externally funded posts (5.6 fte) and Town Planning posts from the VFM review (some posts are frozen as stated above).

COMPARISON OF ESTABLISHMENTS AND STAFFING ACROSS DIRECTORATES



COMPARISON OF TURNOVER RATES BY DIRECTORATE



Members will be aware that staff turnover has significantly reduced from 14.9% in 2007 to 8.29% in 2008.

Number of agency staff and directly employed temporary staff during week beginning Monday 5 January 2009

		Establishment Posts		Agency Temps		Temporary Employees*		Portfolio Holder
		No. of posts	Posts (fte)	No.	fte	No. of staff	Staff (fte)	
CE	CE & Supp	3	2.69	0	0.00	0	0.00	
	Mayoralty	2	1.77	0	0.00	0	0.00	
	Exec & Memb	6	6.00	0	0.00	0	0.00	
	Personnel	8	7.50	0	0.00	0	0.00	
	CorPolicy&Par	22	20.33	0	0.00	0	0.00	
	Total	41	38.29	0	0.00	0	0.00	
Services	Dir & Supp	2	2.00	0	0.00	0	0.00	
	CSS	115	69.24	0	0.00	0	0.00	Social
	Housing	56	53.21	7	5.50	2	2.00	Housing
	Leisure	45	40.02	0	0.00	2	1.17	
	B Control	12	12.00	0	0.00	0	0.00	
	Env Care	22	22.00	2	2.00	2	2.00	
	Env Health	28	25.27	4	2.80	1+1*	1.56	Licensing & Regulatory Affairs
	Planning	53	51.69	2	2.00	1*	1.00	Planning
	Total	333	275.43	15	12.30	6	7.73	
Resources	Dir & Supp	3	2.69	0	0.00	0	0.00	
	FM Support	22	20.17	3	2.55	0	0.00	Resources
	Audit	4	4.00	0	0.00	0	0.00	
	Finance	17	16.01	2	2.00	1	0.42	Resources
	ISD	19	19.00	1	0.20	1	1.00	Resources
	Legal	15	14.39	1	1.00	1	0.75	Resources
	Local Taxation	23	20.83	1	1.00	1	1.00	Resources
	Procurement	2	2.00			0	0.00	
	Total	105	99.09	8	6.75	4	3.17	
	EBC Total	479	412.81	23	19.05	10	10.9	

Note 1. * Refers to the two apprentices, one in Environmental Health and Licensing Division and the second within the Town Planning Division.

Note 2. Temporary staff on contracts exceeding 12 months are included in the statistics for permanent employees.

Comment from Head of Housing Services

Two Agency staff are being used in the CARE team to cover vacant posts whilst a review of staffing arrangements is being undertaken. These are key front line posts. The one Agency post within the Private Sector Housing Team was covering a key vacant post, which has now been filled, and the temp has left.

Three Agency staff are in the Benefits team, covering for key vacant posts and long-term sickness absence. One further Agency post has been used to assist with the IT implementation of the Housing Register Banding Scheme and the costs were fully covered as part of the capital IT implementation costs. This work has now been completed