

Committee: Corporate Affairs Overview and Scrutiny Committee

Date of meeting: 10 September 2009

Subject:	Corporate Plan 2009-10 – 1 st quarter monitoring report
Lead Officer:	Chief Executive Strategic Director – Resources Head of Corporate Policy and Partnerships
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 first quarter monitoring report against the 2009/10 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 nine ‘flagship’ activities monitored by the committee, one is completed, six are on target and one is reporting an amber. The remaining flagship is of unknown status, pending the release of national data later in the year. With regard to the flagship action currently reporting an amber (“Introduce a new HR and payroll IT system”), and further to a review of the Procurement options for the HR/Payroll system, Officers recommend a revised implementation date of 1 October 2010. Accordingly, it is recommended that this action be deferred to 2010/11 and removed from the list of Flagship Activities which are reported to this Committee during 2009/10. Full details are provided below.

With regard to the selected performance indicators (PIs), Members are asked to note that the following local performance indicators, formerly statutory Best Value Performance Indicators (BVPIs), are now included in this report as they are considered to be of relevance in the current economic climate:

- L-LT1 – Percentage of council tax collected against profile
- L-LT2 – Percentage of Non-Domestic Rates collected

The report also includes an overview of progress against value for money review improvement plans and 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.

Financial outturn figures for 2008/09 are contained in the report “End of Year Financial and Performance Outturns”, which is being presented separately to this Committee.

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 AND THE FLAGSHIP ACTION RELATED TO THE INTRODUCTION OF A NEW HR/PAYROLL SYSTEM BE REMOVED FROM THE LIST OF THOSE REPORTED TO THIS COMMITTEE DURING 2009/10 AND DEFERRED TO 2010/11.
3. PROGRESS AGAINST SELECTED PERFORMANCE INDICATORS, INCLUDING THE NEWLY-ADDED L-LT1 AND L-LT2 LOCAL INDICATORS, BE NOTED.
4. THE QUARTERLY BUDGET MONITORING BE NOTED.
5. PROGRESS AGAINST THE VALUE FOR MONEY REVIEWS ACTION PLANS BE NOTED.
6. PROGRESS AGAINST THE SUSTAINABLE COMMUNITY STRATEGY BE NOTED.
7. THE BIENNIAL ESTABLISHMENT AND TEMPORARY STAFFING UPDATE BE NOTED (SEE APPENDIX 2).
8. ANY REMEDIAL ACTION ARISING FROM (1), (2), (3), (4), (5) AND (WHERE UNDER THE REMIT OF THE COUNCIL) (6), ABOVE BE RECOMMENDED TO CABINET.

REPORT:

1. **Headlines**

✓ **Achievements**

! **Challenges**

Community Development

- ✓ Launched new framework for management of the Council's partnership working.
- ✓ Junior Citizen ran for 2½ weeks in June, delivering community safety advice and guidance to approximately 1,300 Year 6 children.
- ✓ No Cold Calling Zones consultation was successful and will be implemented in areas of Claygate, Cobham and Hersham throughout August and September.
- ✓ Distraction Burglary multi-agency group meet regularly in an attempt to reduce this crime in the borough. Work is underway to repeat last year's successful Awareness Week, which is taking place from 28 September to 2 October.

! With the restructuring of the Crime Reduction Officer's post, concern has been raised as to the level of input interventions will receive in terms of reducing crime. CRO input has been integral to the Lock Out Burglary scheme and other work such as No Cold Calling Zones, Sanctuary Scheme, Distraction Burglary Group and Junior Citizen.

Corporate Development

- ✓ A well-attended and successful Member workshop was held to develop overview and scrutiny work programmes for 2009/10.
- ✓ The Council's Data Quality Strategy was revised.
- ✓ Worked with the Environmental Care Division to test new telephony call management.
- ✓ The Place Survey, which was published on 23 June, showed that, overall, results were very positive for Elmbridge. Eighty-five per cent of residents were satisfied with their local area as a place to live (80% nationally), and 72% agreed that local services are working to make the area safer (69%-74% across Surrey).

! Fulfilling new requirements in relation to scrutiny of crime and disorder matters with no additional resource.

Resources	
<ul style="list-style-type: none"> ✓ Launched Elmbridge Civic Improvement Fund. ✓ The Section 106 Agreement for the Jolly Boatman Planning Application was completed by the Legal Services Division on 16 June. ✓ A Consortium Agreement with other housing authorities for funding purposes was completed by the Legal Services Division on 15 June (Surrey and Hampshire Improvement Partnership). 	<p>!</p>

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

This is the first quarter monitoring report against the 2009/10 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 – 2009/10

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



6



1




0

The flagship regarding implementation of the market pay review has been completed.


The status of the flagship relating to % of our performance which is in the top quartile cannot be determined until information is published later in the calendar year.


Commitment to value for money (P2)	
<p>Make better use of our assets</p> <p>Lead Officer: Sarah Selvanathan</p>	
<p>Status</p>	<p>Some key projects are being progressed with more immediate focus on reviewing the property holdings that the Council holds with a view to identifying issues such as rent reviews, lease renewals, dilapidations, repairing responsibilities, etc.</p>
<p>Secure a top rating for our Use of Resources</p> <p>Lead Officer: Sarah Selvanathan</p>	
<p>Status</p>	<p>EBC has achieved the maximum Use of Resources score for the last three years. As part of the new Comprehensive Area Assessment (CAA) inspection framework, the Use of Resources framework has changed significantly and places significant emphasis on outcomes for residents. The results of this review will be available during Autumn 2009.</p>

Ensure 40% of our performance is in the top quartile	
Lead Officer: Natalie Anderson	
Status Pending information to be received later in the calendar year	<p>Comparison information from other authorities has not yet been published for the 2008/09 performance indicators. We expect this information to be published later in this calendar year.</p> <p>With the abolition of the 77 former Best Value Performance Indicators and the introduction of a new set of 27 National Indicators in 2008 for District Councils, direct year-on-year comparison of national indicators will not be possible until later in the year.</p> <p>However, compared to 2007/08, the percentage of local indicators (these are indicators which we set ourselves that are important for our business), hitting set targets during 2008/09 has decreased by 4% from 69% to 65%, with a slight increase in those reported with a red and amber light.</p>

Save money through better procurement by getting more for less	
Lead Officer: Nanette Young	
Status 	<p>Increased utilisation of purchasing system within Powersolve, resulting in improved supplier purchase terms and subsequent price discounts. Joint working with Epsom & Ewell Borough Council and the London Contracts and Supplies Group for the procurement of stationery, producing cashable and non-cashable savings.</p>


Commitment to our community (P3)


Putting our residents first while keeping Council Tax as low as possible	
Lead Officer: Robert Moran	
Status 	<p>Continued action to balance the budgets with frontline service delivery. The new 'BEAM' improvement methodology puts the customer experience at the heart of the new process to drive efficiency in the delivery of services.</p>

Support the local economy by launching a Civic Improvement Fund	
Lead Officer: Teresa Smith	
Status 	<p>The Elmbridge Civic Improvement Fund (ECIF) has been officially launched with publicity in the press, Elmbridge Review, on the website and leaflets in reception points. Presentations have been given at the Business Network AGM, a voluntary sector event in May, and at a Members' Development session. Over 50 enquiries have been received for application packs or a more in-depth discussion.</p>

Commitment to our staff and volunteers (P4)

Implement the outcome of the market pay review	
Lead Officer: Caroline Hall	
Status Completed	<p>The outcome of the market pay review has been fully implemented in the first quarter.</p>

Implement a talent management strategy to support key staff Lead Officer: Caroline Hall	
Status 	This is on course to be in place by the end of the fourth quarter.

Introduce a new HR and payroll IT system Lead Officer: Caroline Hall/Andrew Cooper	
Status 	Following a review of the Procurement options for the HR/Payroll system, and the requirement to replace the Council's Financial system earlier than planned, due to cessation of technical support for the current system, Officers recommend a revised implementation date of 1 October 2010. Accordingly, it is recommended that this action be deferred to 2010/11 and removed from the list of Flagship Activities which are reported to this Committee during 2009/10.

4. Selected Performance Indicators


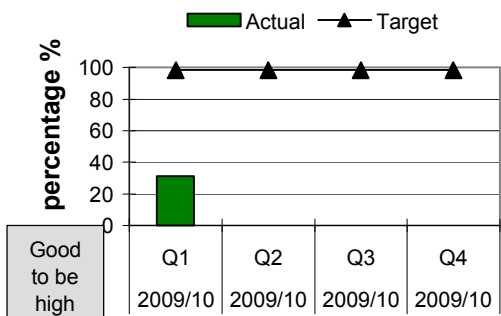

Set out below are details of the Council's performance against a selection of indicators in the Council's corporate 'basket' of indicators that are reported quarterly which fall under the remit of this Committee.

Resources

L-LT1

Percentage council tax collected against profile


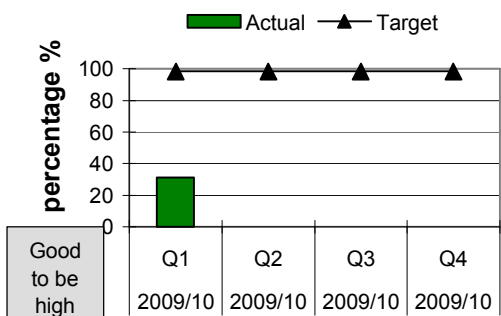
Lead Officer: Terry Batchelor

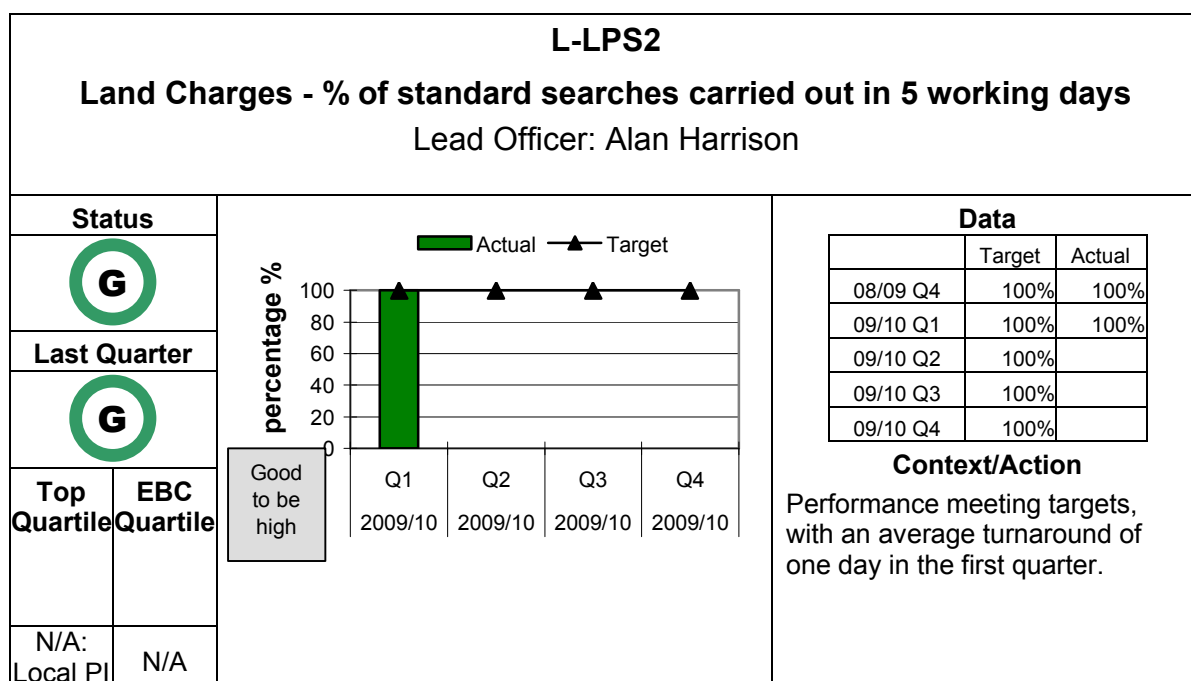
Status 		Data <table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Year Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>08/09 Q4</td> <td>98.9%</td> <td>98.9%</td> </tr> <tr> <td>09/10 Q1</td> <td>98.4%</td> <td>31.2%</td> </tr> <tr> <td>09/10 Q2</td> <td>98.4%</td> <td></td> </tr> <tr> <td>09/10 Q3</td> <td>98.4%</td> <td></td> </tr> <tr> <td>09/10 Q4</td> <td>98.4%</td> <td></td> </tr> </tbody> </table>			Year Target	Actual	08/09 Q4	98.9%	98.9%	09/10 Q1	98.4%	31.2%	09/10 Q2	98.4%		09/10 Q3	98.4%		09/10 Q4	98.4%	
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09/10 Q4	98.4%																				
Last Quarter 	Context/Action As figures can vary each month (number new properties/volume change in occupation turnover etc.), comparison with last year is indicative only. Collection rates continue to be among the best in the country, although there has been a deterioration generally in the collection rates due to the economic downturn.																				
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Good to be high																					

L-LT2

Percentage of Non-Domestic Rates collected

Lead Officer: Terry Batchelor

Status 		Data <table border="1" style="margin: auto; border-collapse: collapse;"> <thead> <tr> <th></th> <th>Year Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>08/09 Q4</td> <td>99.10%</td> <td>98.4%</td> </tr> <tr> <td>09/10 Q1</td> <td>98.3%</td> <td>31.3%</td> </tr> <tr> <td>09/10 Q2</td> <td>98.3%</td> <td></td> </tr> <tr> <td>09/10 Q3</td> <td>98.3%</td> <td></td> </tr> <tr> <td>09/10 Q4</td> <td>98.3%</td> <td></td> </tr> </tbody> </table>			Year Target	Actual	08/09 Q4	99.10%	98.4%	09/10 Q1	98.3%	31.3%	09/10 Q2	98.3%		09/10 Q3	98.3%		09/10 Q4	98.3%	
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Last Quarter N/A	Context/Action This indicator is a new addition to the Corporate Basket.																				
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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 major capital projects. Positive variances are shown in parentheses.

The Original Estimate for the Market Pay Review, which was budgeted centrally within Resources, has been realigned to the appropriate Portfolios for those areas that have been implemented as at 30 June 2009.

At this stage, based on the profiled budget, the outturn for the budgets within the remit of this committee, is anticipated to be underspent primarily as a result of employee savings due to staff vacancies which will contribute to meeting the overall Council vacancy factor built into the budget.

Interest on Balances

At the end of June, due to the low level of interest currently available for the investment of surplus funds, there is an under recovery of income of around £40,000. However some loans invested at high interest rates will be maturing before the end of the financial year. Therefore, at this stage, based on the interest rates currently available, it is anticipated that there will be a shortfall of around £250,000 at the year end. It is currently planned that this shortfall will be funded from the Interest Equalisation Reserve.

Overall Position

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 overspend at the year end mainly as a result of the underachievement of income within the remit of other committees which as at the end of June is detailed below. However, CMB and officers are working on identifying additional savings so that the 2009/10 outturn does not exceed the budget.

	£
Car Parking	37,000
Planning Applications	128,000
Building Control	81,000
Total	246,000

The remaining overspend is due to the assumed budget savings as detailed below not being achieved in the first quarter. Any shortfall as a result of non-achievement of these savings will be carefully monitored and an alternative underspend identified to avoid an overspend at the end of the year.

- The closure of Ansell Hall, Vine Hall and half of the Public Conveniences from 1 April 2009. Ansell Hall closed in mid June, Vine Hall and the Public Conveniences remain operational.
- Reduced staffing for the frozen meals service and the closure of the Ember Centre from 1 April 2009. A The Ember Centre will now remain open and the frozen meals service will remain in situ until the end of September.

A report giving the 2009/10 Revenue/Capital position at the end of July and projection for the full year, including progress against savings already incorporated into the budget, will be reported to Cabinet in September.

Local Taxation Arrears

In common with other local authorities, the level of Local Taxation arrears at the end of the first quarter is higher than the corresponding level in 2008/09, largely due to the impact of the credit crunch. Collection rates continue to be among the best in the country, although there has been a deterioration generally in the collection rates due to the economic downturn.

CORPORATE AFFAIRS OVERVIEW AND SCRUTINY COMMITTEE 2009/10

QUARTERLY REVENUE BUDGET MONITORING - TO END JUNE 2009

Portfolio / Key Budgets	Original Budget	Profiled Budget to End of June	Spent & Committed to Date	Variance to Profiled Budget	
	£	£	£	£	%
Community Development	629,670	115,248	110,530	(4,718)	(4)
Corporate Development	2,291,210	546,347	523,354	(22,993)	(4)
Resources	2,473,140	606,730	585,915	(20,815)	(3)
	5,394,020	1,268,325	1,219,798	(48,527)	(4)
Interest on Balances	(1,764,830)	(485,330)	(445,620)	39,710	8
NET EXPENDITURE	3,629,190	782,995	774,178	(8,817)	(1)
Significant / Key Budgets to June 2009	£'000	£'000	£'000	£'000	%
Local Land Charges Income	(231)	(72)	(78)	(6)	(8)

OVERALL COUNCIL POSITION

	Original Budget	Profiled Budget to End of June	Spent & Committed to Date	Variance to Profiled Budget	
	£	£	£	£	%
NET EXPENDITURE	18,850,180	3,940,210	4,256,228	316,018	8

<u>Other Data</u>	Original Budget	Profiled Budget to End of June	Actual to Date
Inflation (RPIX)	3.00%	3.00%	1.00%

<u>Significant Balance Sheet items</u>		2008/09 Comparator
Capital Receipts in year to end June	£154k	£177k
Local Taxation Arrears to end June	£1,481k	£1,184k
Invested Amounts at end June	£48.6m	£49m

Capital Monitoring

The following table shows the variation of actual expenditure at the end of June against the annual estimated project costs, as agreed by the Council in February 2009. Where relevant, the budgets have been adjusted for slippage from the previous financial year. All slippage is provisional pending scrutiny by the Capital review Board at their meeting in September.

The budgets have been profiled in line with the information included in the 2009/10 bid proformas provided by the lead officer for each scheme and, where relevant, draft profiles have been included pending confirmation from lead officers for those budgets brought forward from previous years, either due to rephasing as part of the 2009/10 budget process or slippage at the year end.

The reasons for the main variances against the profiled budget are as follows:

Note 1 – Corporate Initiatives. This budget is a contingency for projects that are identified during the year. In July, Cabinet approved the allocation of £70,000 for the completion of improvement works to the Housing, Council Tax and Community Services reception facilities.

Note 2 – 2002 Condition Survey. A proportion of this budget is being used in the current year to continue to fund a Surveyors Post. Subject to approval by the Capital Review board in September, the remainder of the funds will be transferred to the 2008 Condition Survey Projects.

Note 3 – 2008 Condition Survey. The current funding of £445,000 covers years 1 and 2 of the programme. The slippage into 2008/9 mainly relates to the following two major schemes:

- **Air Conditioning Chillers at the Civic Centre (£77,000)** – this work was completed in April 2009 and came in under budget, resulting in a saving of £18,000.
- **Controls/BMS – Civic Centre (£100,000)** – this project was delayed to coincide with the Boiler Replacement project contained within the 2009/10 programme. To avoid disruption, the boiler will be replaced during the Summer of 2010. Contractors have been appointed to design the replacement Boiler, HVAC Plant & BMS Controls. Due to the rephasing of this scheme, some other projects will also slip as they are dependent on the above works having been completed first.

This is a 5 year programme of works and funding has currently only been approved for the first two years. Therefore, any underspends arising from these years will be retained to reduce the additional capital approval required for the remaining 3 years of the programme.

Note 4 – Civic Centre Alterations. This is a contingency budget funded from reinvestment of part of SCC rental income to enable improvements and alterations to the Civic Centre to be undertaken as and when required e.g. the installation of kitchen areas. A programme of planned works is currently being drawn up to enable the budget to be profiled on a more informed basis.

Note 5 – Public Address System. This project was rephased last year to the second quarter of 2009/10, so that works could be undertaken during the Summer recess when the Council Chamber was not in use. The installation has now been

completed.

Note 6 – CCTV Projects. A proportion of this budget relates to retention payments for schemes completed last year. In addition, £18,000 relates to CCTV at Weybridge Station approved in 2007/08 and has yet to be progressed and, as such, will be subjected to review by the Capital Review Board in September.

Note 7 – BEAM Computerised Workflows. This funding was approved for the appointment of a Project Manager to support the programme of business improvements (50% relating to Capital works). An internal appointment was not made until July, which has resulted in an underspend for the first quarter.

CORPORATE AFFAIRS OVERVIEW AND SCRUTINY COMMITTEE 2009/10						
CAPITAL BUDGET MONITORING - TO END JUNE 2009						
	Total Estimated Cost #	Actual Expenditure to 31.03.09	Estimate 2009/10 *	Profiled Budget to End of June	Actual to End of June	Variance to 2009/10 Profiled Budget
	£'000's	£'000's	£'000's	£'000's	£'000's	£'000's
Portfolio						
Community Development	483.7	380.9	34.8	0.0	0.0	0.0
Corporate Development	80.0	19.4	60.6	33.1	24.0	(9.1)
Resources	4,452.3	1,930.4	2,101.9	254.9	183.0	(71.9)
NET EXPENDITURE	5,016.0	2,330.7	2,197.3	288.0	207.0	(81.0)
Major Projects						
Electronic Enablement Development Plan	2,197.0	823.6	953.4	100.0	99.0	(1.0)
Corporate Initiatives ^{Note 1}	350.0	0.0	350.0	0.0	0.0	0.0
2002 Condition Survey Works ^{Note 2}	1,112.0	970.5	141.5	13.0	13.0	0.0
2008 Condition Survey Works ^{Note 3}	445.0	42.5	402.5	90.0	70.0	(20.0)
Civic Centre Alterations ^{Note 4}	163.0	44.1	118.9	28.9	1.0	(27.9)
Public Address System ^{Note 5}	87.3	1.0	86.3	0.0	0.0	0.0
CCTV Projects ^{Note 6}	313.7	253.9	24.8	0.0	0.0	0.0
Mayoral Car	25.0	0.0	25.0	25.0	21.0	(4.0)
BEAM Computerised Workflows ^{Note 7}	30.0	0.0	30.0	7.5	0.0	(7.5)

Total Estimated Cost equals Actual Expenditure to 31.03.09 plus budgeted provision for 2009/10 and future years.

* Please note that the above includes slippage from the 2008/09 Capital Programme where relevant.

	£'000s
Actual Expenditure to 31.3.09	2,330.7
Estimate 2009/10	2,197.3
Future Years Provision	488.0
Total Estimated Cost	5,016.0

6. Value For Money (VFM) Reviews


6.1. Progress Report

All scheduled reviews in the Value for Money programme have now been undertaken. Outstanding actions from these 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.

For an explanation of the Value for Money programme, including access to the review reports and action plans, please see **Appendix 1** (section 9).

CCTV


Five of the 14 actions identified by the review have been completed, 8 are progressing well and one has a red 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
4.	Continue with peer review/benchmarking exercise on a range of suitable data comparisons. Adopt performance indicators which can be benchmarked against.	3 rd quarter 2007/08	CCTV Manager	
Progress: The former CCTV manager did some initial work on this through a national group, but since his departure, this has to be progressed further. Information has been shared with other Surrey operations. Further work needs to be undertaken to collect relevant benchmark data.				

Land Charges


Four of the 9 actions identified by the review have been completed and the remaining five currently have an amber status as follows.

Note: The work associated with the Land Charges improvement plan was established as a priority in 2006/07. A supplier was commissioned in March 2007 to migrate Land Charges, Planning and Building Control databases into an integrated database matched with the Corporate Gazetteer. Following continued efforts by all concerned to resolve outstanding data issues with the Gazetteer, user acceptance testing is currently underway and any issues will be followed up with the supplier.


	Action	Deadline	Responsible Officer	Traffic light
1.	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 Overview and Scrutiny Committee in	Existing Improvement by March 2008	Head of Legal Services Strategic Director Services	

	<p>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>		Head of ISD	
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Progress: The Land Charges turnaround remains as one day. Complex data issues during 2008/9 with the Corporate Gazetteer delayed progress with the merge of the Local Land Charges, Planning and Building Control data bases matched with the Corporate Gazetteer, which is a major stage in implementing the full Local Land Charges Improvement Programme. The end of October 2009 is the provisional date for the implementation of the integrated Local Land Charges, Planning and Building Control database although this needs final agreement with the four Divisions involved and is dependent on a number of service considerations. The full benefit of the merged database will not be achieved until the operational and change management issues identified during testing are addressed following the live merge. Therefore in the context of this action a completion date of 31 March 2010 is more realistic.


	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>	June 2008	<p>Head of Legal Services</p> <p>Electoral Services and Land Charges Manager</p> <p>Head of ISD</p>	

Progress: See comments above for action 1. Progressing to NLIS will only be considered once the data match with Gazetteer is complete.

	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>	March 2008	<p>Head of ISD</p> <p>Head of Legal Services</p>	


			Electoral Services and Land Charges Manager	
Progress: Work is underway and will incorporate the operational and change management issues that have been identified as part of the recent user acceptance testing on the merged database.				

	Action	Deadline	Responsible Officer	Traffic light
7.	Review personnel resources (including ISD) required to provide the service when action points 1 and 2 are fully implemented.	Dec 2008	Electoral Services and Land Charges Manager Head of Legal Services	
Progress: This is subject to the outcome of actions 1, 2 and 3.				

	Action	Deadline	Responsible Officer	Traffic light
10.	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 comm.-ence July 2008	Head of Environmental Health Head of ISD Electoral Services and Land Charges Manager	
Progress: This is subject to the completion of actions 1 and 2.				

Elections & Electoral Registration

Twenty-six of the 27 actions identified by the review have been completed. The remaining action is currently reporting 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
11.	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	Electoral Services and Local Land Charges Manager, Corporate Comms team and Head of Local Taxation and Cashiers	


Progress: The principle of a Welcome Pack was reaffirmed by CMB on 17 March 2009. A further report will be submitted to CMB in the third quarter of 2009/10, outlining details to be included in the pack and a revised implementation date.


Legal Services


Four of the 8 actions identified by the review have been completed and good progress continues on the remaining four. The action plan for this review, along with those of other reviews already completed, is available in the Members' Room.

Surveyors & Energy Management

One of the 22 actions identified by the review has been completed and good progress is reported for 18 actions. Three actions are reporting 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
4.	Fully implement asset management software (AMOS) with the aim of testing the surveyors' modules from Spring 2009. The VFM team support the provision of one-off extra administrative staff to facilitate implementation of the software e.g. data input.	May 2009	Head of Asset Management and Property Services	
Progress: Ongoing but progress is slower than originally forecast due to the complexity of the project. The revised plan allows for the Surveyors module to be completed by December 2009, although the Estates/Property module requires careful consideration by the Estates and Property Manager and a revised implementation will be reported.				


	Action	Deadline	Responsible Officer	Traffic light
13.	Incorporate the Utility Reading Module within AMOS and explore with TABS FM the development of a full energy management module.	April 2009	Head of Asset Management and Property Services	
Progress: This was not included in the original costs for TABS and would be an additional module. Additional funding required will be established once the Surveyors module implementation is underway.				

	Action	Deadline	Responsible Officer	Traffic light
11.	Examine the Council's maintenance responsibility where we are a lessee and there are repairing obligations and incorporate within the 5-year work programme as appropriate.	Dec 2009	Head of Asset Management and Property Services	
Progress: Ongoing, but there have been problems in gaining access to property. The programme should accelerate when the new Building Surveyor joins the division and we are hopeful that the target date will be met.				

Mail Room & Print Room

Twelve of the 14 actions identified by the review are making good progress. One action is reporting an amber light and one is reporting a red, as follows.

	Action	Deadline	Responsible Officer	Traffic light
6.	Support the Mail Room staff developing scanning skills and experience from the EDRM pilot.	May 2009	Head of Asset Management and Property Services	
Progress: This is being considered as part of the wider Corporate roll out of EDRM and a more realistic timescale has to be established.				

	Action	Deadline	Responsible Officer	Traffic light
13.	Develop a charging policy for the Print Room for internal and external customers.	April 2009	Head of Corporate Policy & Partnerships and Head of Finance	
Progress: The charging for the Print Room was reviewed in August and a new charging framework will be introduced from September 2009.				

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 13 July 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
✓ Over 250 businesses now belong to Elmbridge Business Network and will be invited to join projects and events. Further promotion of the Network continues to take place and the Chairman will be participating in a business programme produced by Brooklands FM. ✓ Community safety and fire safety messages have been promoted to businesses.	

✓ A grant has been awarded to support the development of a website for Cobham Chamber of Commerce.	
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Building safer communities	
✓ Achievements	! Challenges
<p>✓ Positive Youth Activities: for the months of April and May, a total of 385 tennis sessions were provided and 2,188 swimming sessions. Play Rangers have had 175 young people attend.</p> <p>✓ Junior Citizen ran for 2 ½ weeks in June delivering community safety advice to approximately 1,300 Year 6 children.</p> <p>✓ No Cold Calling Zones consultation was successful and will be implemented in areas of Claygate, Cobham and Hersham.</p> <p>✓ Distraction Burglary multi agency group meet regularly in an attempt to reduce this crime in the borough. Work is underway to repeat last year's successful Awareness Week which is taking place from 28 Sep – 2 Oct 2009.</p> <p>✓ North Surrey Domestic Abuse Forum to hold a half-day conference on 'Exploring Domestic Abuse in different cultures' on 2 July.</p> <p>✓ Current review of the Domestic Abuse Outreach Service provision by the Safer and Stronger Communities Partnership Board. Review looking at four options for future provision of Outreach Service on a countywide basis to ensure greater consistency between service provision. Options under consideration range from the implementation of a single consistent service level agreement, tendering process and reporting mechanism to a single service provider. A further report will be presented to the Safer and Stronger Communities Partnership Board in July with a final decision regarding future provision expected in September.</p> <p>✓ Planning for the Domestic Abuse TREAT day is underway with Surrey Police and Elmbridge Borough Council leading on the event. The event will be taking place at Esher Rugby Club but will cover the whole of the Elmbridge area.</p>	<p>! With the restructuring of the Crime Reduction Officer's post, concern has been raised as to the level of input interventions will receive in terms of reducing crime such as the Lock Out Burglary scheme and other work such as No Cold Calling Zones, Sanctuary Scheme, Distraction Burglary Group and Junior Citizen where the Officer's input is integral.</p> <p>! North Surrey has had to give notice to the current Domestic Abuse Outreach Service provider as a result of Epsom & Ewell considering changing their current service provision in line with East Surrey. The current Outreach Service provision will terminate on 31 March 2010. The decision regarding the future of the outreach service is dependent on the outcome of the Safer and Stronger Communities Partnership Board in September. However, this will only leave 6 months to put in place an Outreach Service provision in North Surrey. A meeting has been arranged to discuss the possible risk management of this situation in July to ensure that, whatever the outcome in September, from 1 April 2010 North Surrey will have a Outreach Service in place to provide for the residents of Elmbridge and Spelthorne.</p>

Fostering inclusion	
✓ Achievements	! Challenges
<p>✓ Revised terms of reference agreed for One Elmbridge Partnership.</p> <p>✓ Increased Board members from identified areas.</p> <p>✓ One-off £10k in funding awarded by Surrey County Council to the One Elmbridge Partnership – structure for allocating yet to be agreed.</p> <p>✓ Funding support from other sources found to help Cromwell Centre Little Stars Playgroup and STARS 'Big Lunch' Day.</p>	<p>! Ensuring that the Partnership works coherently across the identified areas.</p> <p>! Agree priority for funding as well using this seed money to increase funding levels.</p> <p>! Ensure that applicants are able to source from local voluntary sector grants before using up One Elmbridge Partnership's own limited resource.</p>

Partnership development	
✓ Achievements	! Challenges
<p>✓ A refreshed We Are What You Do campaign has been developed to encourage residents to change their lifestyles in small ways in order to help deliver the Sustainable Community Strategy.</p> <p>✓ The Elmbridge Community Partnership and its constituent partnerships have agreed more robust</p>	<p>! Some progress is being made regarding linkages to the Surrey Strategic Partnership (SSP) and Local Area Agreement (LAA), such as the development of local monitoring of relevant LAA targets. However, this is still slow moving with SSP thematic partnership minutes yet to be made</p>

<p>governance arrangements and established joint risk registers. ✓ The draft Local Development Framework Core Strategy shows the links to the Sustainable Community Strategy.</p>	<p>available and guidance to be given from LAA leads on how local strategic partnerships can contribute. ! The Elmbridge Community Partnership board agreed two actions relating to communications but no organisation has offered to lead these actions.</p>
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7.3. Progress

Members are asked to note that of the 86 objectives of relevance to this committee, two have been achieved, 82 are currently on target and two are reported with an amber light, as follows.



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

Partnership Development	
PD65 – Produce a good practice checklist to ensure ECP communications are accessible Project Lead: tbc	
Status <div style="text-align: center;">A</div>	This action is yet to be progressed as a lead organisation has not yet been found.
Last Quarter New action	
PD66 – Press release training for key partnership officers Project Lead: tbc	
Status <div style="text-align: center;">A</div>	This action is yet to be progressed as a lead organisation has not yet been found.
Last Quarter New action	

Financial implications:

Contained within Building on Excellence: Our Budget and Corporate Plan 2009/10

Environmental/Sustainability implications:

Contained within Building on Excellence: Our Budget and Corporate Plan 2009/10

Legal implications:

Contained within Building on Excellence: Our Budget and Corporate Plan 2009/10

Equality implications:

Contained within Building on Excellence: Our Budget and Corporate Plan 2009/10

Risk implications:

Contained within Building on Excellence: Our Budget and Corporate Plan 2009/10

Community Safety implications:

Contained within Building on Excellence: Our Budget and Corporate Plan 2009/10

Principal Consultees:

Corporate Management Board

Background papers:

Building on Excellence: Our Budget and Corporate Plan 2009/10

Enclosures/Appendices:

Appendix 1 – Explanatory notes and methodology

Appendix 2 – Biannual Establishment and Temporary Staffing Update

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Explanatory Notes and Methodology

1 Overview

Our quarterly monitoring reports are divided into the following sections:

- Headlines.
- Corporate Plan Objectives.
- Flagship Developments.
- 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

Selected statutory National Indicators are reported to the Community Affairs and Environmental Affairs Overview and Scrutiny Committees every quarter.

Local Performance Indicators are reported to the Corporate Affairs Overview and Scrutiny Committee which are formerly statutory Best Value Performance Indicators (BVPIs): these have been selected as they are considered to be of relevance in the current economic climate.

Targets for all indicators are set annually.

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 Corporate Policy and Partnerships.

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 Corporate Policy and Partnerships for further details.

9. Value For Money (VFM) Reviews

Members are reminded that Value For Money Reviews of all Council services were carried out between August 2006 and March 2009. More detailed information on the VFM methodology is available on Bridge-It and on request from the Head of Corporate

Policy and Partnerships.

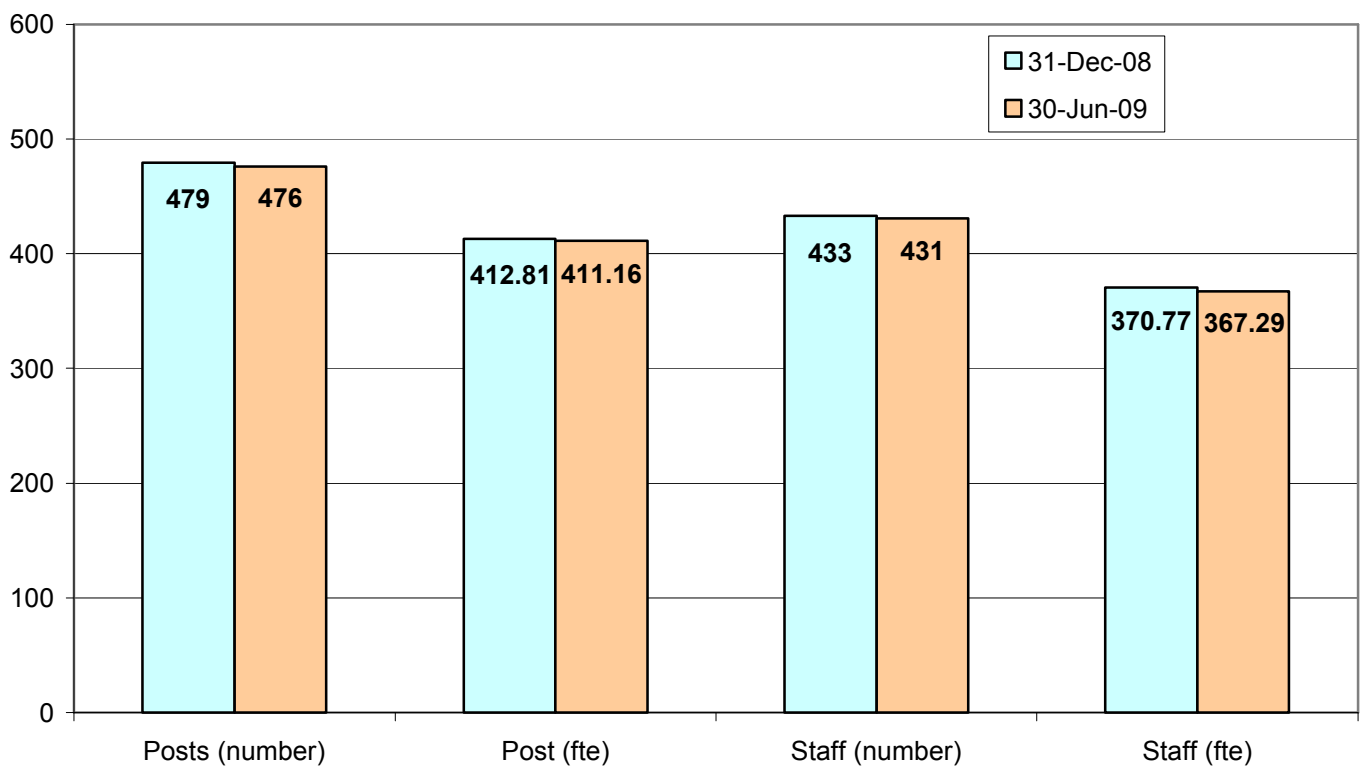
As agreed by Council on 13 September 2006, reports will be made to Overview and Scrutiny Committees concerning progress on implementing the action plans arising from VFM Reviews at approximately 6 monthly intervals until the recommendations have been implemented.

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 Corporate Policy and Partnerships, and can be downloaded from Bridge-It.

Biannual Establishment and Temporary Staffing Update

The charts below represent the movement in the staffing establishment by comparing a point in time analysis undertaken on 31st December 2008 and 30 June 2009 at a council wide and directorate level.

ELMBRIDGE ESTABLISHMENT AND STAFFING



1 Establishment Figures and Turnover Rates

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.

During this period there have a small number of changes to the Establishment List leading to an overall reduction of nearly 60 hours per week (1.67 full time equivalent).

These changes include:

CHANGES TO THE ESTABLISHMENT SINCE 1 JANUARY 2009

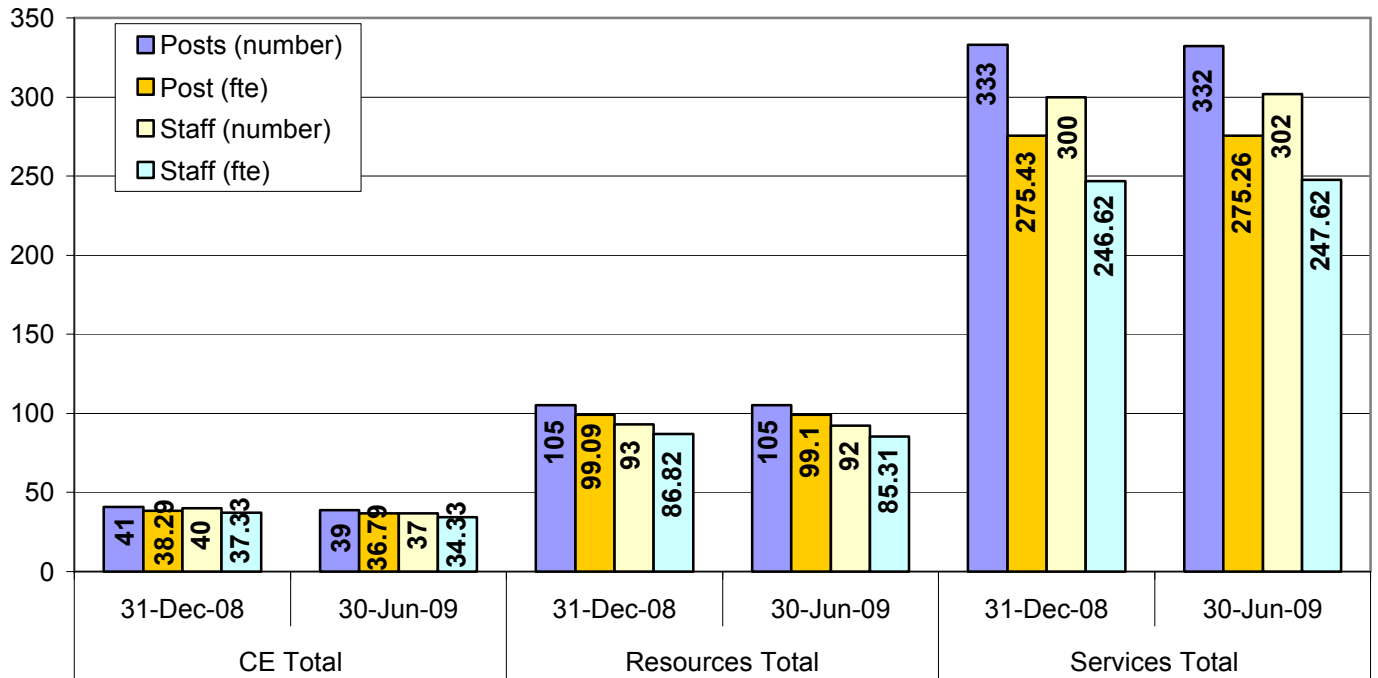
Additions to Establishment

Division	Post No.	Post Title	Extra Hrs/wk	FTE
Asset Mgmt	FCS448	Head of Asset Management & Property Services	36	1.00
	FCS449	Receptionist	20	0.55
Env Care	PES307	Parking Appeals Officer	36	1.00
	PES308	Parking Administrator	36	1.00
Comm Supp	CS331	Centre Assistant – hours increased from 15 to 20 per week	5	0.14
	CS417	Children's Centre Co-ordinator (fixed term to 31/3/11) – hours increased from 18 to 24 per week	6	0.17
TOTAL ADDITIONS TO ESTABLISHMENT			139	3.86

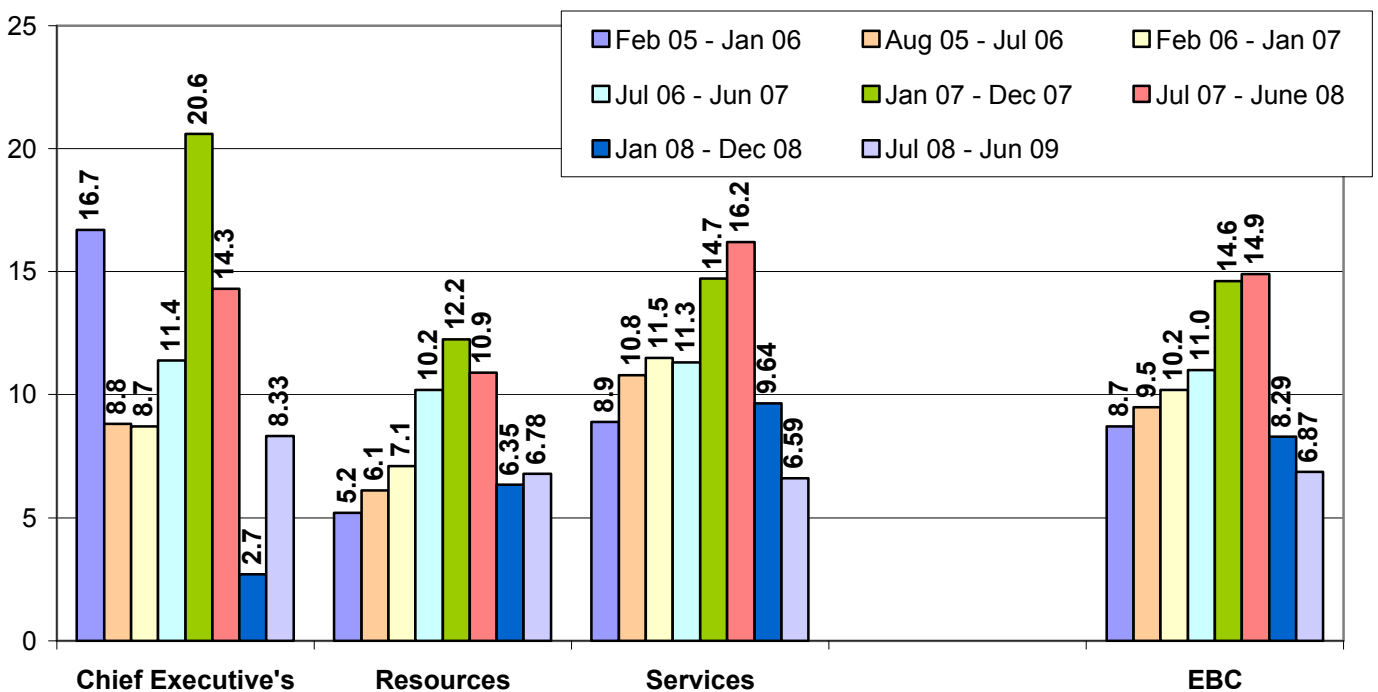
Reductions to the Establishment

Division	Post No.	Post Title	Reduced Hrs/wk	FTE
Asset Mgmt	FCS340	Telephonist / Receptionist (fixed term to 31/10/08) – post deleted	19.38	0.54
Env Care	PES305	Parking Appeals Asst (fixed term to 31/1/09) – post deleted	36	1.00
Policy	CE1334	Performance Review Officer (VFM) (fixed term to 31/3/09) – post deleted	36	1.00
	CE1333	Support Officer (VFM) – fixed term to 30/4/09 – post deleted	18	0.50
Comm serv	CS372/3/6/7	Community Transport Driver – hours reduced across 4 posts	34.4	0.96
	Various	Hire a Bus Driver and Centre Assistant – reduction of hours	11	0.31
Leisure	CS207	Health Development Officer – hours reduced from 36 to 28.8 per week	7.2	0.20
Audit	CE025	Head of Internal Audit – post deleted	36	1.00
Planning	PES164	Administration Assistant (fixed term to 25/7/12) – hours reduced from 15 to 14.4 per week	0.6	0.02
TOTAL REDUCTIONS TO ESTABLISHMENT			198.60	5.53

COMPARISON OF ESTABLISHMENTS AND STAFFING ACROSS DIRECTORATES



COMPARISON OF TURNOVER RATES BY DIRECTORATE



Number of agency staff and directly employed temporary staff as at 30 June 2009

Directorate	Division	Establishment Posts		Agency Temps		EBC Temp Employees		Portfolio Holder
		No. of posts	Posts (fte)	No. of temps	Temps (fte)	No. of staff	Staff (fte)	
CE	CE & Supp	5	4.52	0	0.00	0	0.00	
	Mayoralty	2	1.77	0	0.00	0	0.00	
	Exec & Memb Services	6	6.00	0	0.00	0	0.00	
	Personnel	8	7.50	0	0.00	0	0.00	
	Policy and Partnerships	18	17.00	0	0.00	1	1.00	
	Total		39	36.79	0	0.00	1	1.00
Services	Dir & Supp	2	2.00	0	0.00	0	0.00	
	CSS	113	68.28	0	0.00	0	0.00	
	Housing	56	53.21	4	3.40	2	2.00	Housing
	Leisure	45	39.82	0	0.00	3	2.17	
	B Control	12	12.00	0	0.00	1*	1.00	
	Env Care	23	23.00	4	4.15	5	5.00	
	Env Health	28	25.27	2	1.38	1*+1	1.56	Environment & Regulatory Affairs
	Planning	53	51.68	0	0.00	0	0.00	
	Total		332	275.26	10	8.93	10	11.73
Resources	Dir & Supp	3	2.69	0	0.00	0	0.00	
	FM Support	23	21.18	1	1.00	0	0.00	Resources
	Audit	3	3.00	0	0.00	0	0.00	
	Finance	17	16.01	1	1.00	1	0.40	Resources
	ISD	19	19.00	1	1.00	1	1.00	Resources
	Legal	15	14.39	1	1.00	0	0.00	Resources
	Local Taxation	23	20.83	1	1.00	1	1.00	Resources
	Procurement	2	2.00	0	0.00	0	0.00	
	Total		105	99.10	5	5.00	3	2.40
	EBC Total	476	411.15	15	13.93	14	15.13	

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

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