Roberto Tambini
Chief Executive

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Our Ref: TB/Cabinet
Date:- 3 June 2010

NOTICE OF MEETING:

CABINET

DATE: TUESDAY 8 JUNE 2010

TIME: 5.00 p.m.

PLACE: GODDARD ROOM, COUNCIL OFFICES, KNOWLE GREEN, STAINES

[Refreshments for Members are available from 4.30pm in the Members' Room.]

TO: THE MEMBERS OF THE CABINET:-

Members of the Cabinet	Cabinet Member Areas of Responsibility
J.D. Packman [Chairman]	Leader of the Council
R.A. Smith-Ainsley [Vice-Chairman]	Planning and Housing
F. Ayers	Community Safety
S. Bhadye	Independent Living
C.A. Davis	Economic Development
G.E. Forsbrey	Environment
Mrs. D.L. Grant	Young People and Culture
Mrs. V.J. Leighton	Finance and Resources
Mrs J.M. Pinkerton	Communications

EMERGENCY PROCEDURE   [THE LIFT MUST NOT BE USED]
In the event of an emergency the building must be evacuated. All councillors and staff should assemble on the Green adjacent to Broome Lodge. Members of the public present should accompany the staff to this point and remain there until the senior member of staff present has accounted for all persons known to be on the premises.
[PLEASE NOTE THAT THIS AGENDA IS AVAILABLE IN LARGE PRINT ON REQUEST TO TREVOR BAKER ON TEL: 01784 446267]

IMPORTANT PUBLIC NOTICE

MOBILE TECHNOLOGY – ACCEPTABLE USE

Use of mobile technology (e.g. mobile telephones, Blackberries, XDA's etc.) in meetings can:

➢ Interfere with the Public Address and Induction Loop systems;
➢ Distract other people at the meeting;
➢ Interrupt presentations and debates;
➢ Mean that you miss a key part of a decision taken.

PLEASE:

Either switch off your mobile telephone etc. **OR** switch off its wireless/transmitter connection and sound for the duration of the meeting.

THANK YOU FOR YOUR CO-OPERATION IN THIS MATTER.

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1   APOLOGIES FOR ABSENCE

To receive any apologies for non-attendance.

2   CABINET MINUTES – 30 MARCH AND 29 APRIL 2010 [pages 1 to 12]

To confirm the Minutes of the Meetings of:
(a) the Cabinet held on 30 March 2010 and
(b) Special Cabinet held on 29 April 2010.

3   DISCLOSURES OF INTEREST

To receive any disclosures of interest from Members in accordance with the Council's Code of Conduct for Members.

4   MINUTES OF THE SPELTHORNE YOUTH COUNCIL MEETING - 22 APRIL 2010 [Pages 13 to 16]   *[Cabinet Member – Councillor Mrs. Grant]*

To receive the Minutes of the Spelthorne Youth Council meeting held on 22 April 2010.

5   MINUTES OF THE MEMBERS DEVELOPMENT STEERING GROUP – 29 MARCH 2010 [Pages 17 to 18]   *[Cabinet Member – Councillor Mrs Pinkerton]*

To receive the minutes of the Members Development Steering Group held on 29 March 2010.

6   RECOMMENDATION FROM THE IMPROVEMENT AND DEVELOPMENT COMMITTEE – 24 MARCH 2010 – ASSET MANAGEMENT SERVICES [Pages 19 to 20]   *[Cabinet Member – Councillor Ayers]*

To receive the recommendation from the Improvement and Development Committee held on 24 March 2010, on Asset Management Services.

7   RECOMMENDATION FROM THE LICENSING COMMITTEE ON REVISION TO THE HACKNEY CARRIAGE AND PRIVATE HIRE VEHICLE LICENCE REQUIREMENTS POLICY [Pages 21 to 22] *[Cabinet Member – Councillor Mrs Pinkerton]*

To receive the recommendation from the Licensing Committee, held on 12 May 2010 on the Hackney Carriage and Private Hire vehicle licence requirements policy.

8   MANAGEMENT TEAM REPORTS
To consider the reports of the Chief Executive [CX], Deputy Chief Executive [DCX], Assistant Chief Executives [ACX] and the Chief Finance Officer [CFO] on the following items:-

(a)   Treasury Management Annual Report 2009-2010 [ACX]
        (pages 23 to 30) *[Cabinet Member – Councillor Leighton]*

(b)   Car Park Fees and Charges, Spelthorne Leisure Centre - [ACX]
        (pages 31 to 34) *[Cabinet Member – Councillor Davis]*

(c)   St Martin's Court Hall – Letting of Facility [ACX]
(pages 35 to 38) *[Cabinet Member – Councillor Grant]*

(d)   Proposed Hackney Carriage and Private Hire Licence Fee [ACX]
(pages 39 to 44) *[Cabinet Member – Councillor Mrs Pinkerton]*

(e)   Changes to Housing Benefit Bed and Breakfast Rates [ACX]
(pages 45 to 50) *[Cabinet Member – Councillors Mrs Leighton and Smith-Ainsley]*

(f)   Feedback from Investors in People [IIP] Assessment [DCX]
(pages 51 to 56) *[Cabinet Member – Councillor Leighton]*

(g)   Implementation of the Trevor Roberts Associates Review of the Planning Department [DCX]
(pages 57 to 66) *[Cabinet Member – Councillor Smith-Ainsley]*

(h)   Appointments to Outside Bodies, the SCC Local Committee and SBC Working Groups for 2010-2011 and Nominations to the SLGA and SLGA Outside Bodies [DCX]
(pages 67 to 74) *[Cabinet Member – Councillor Packman]*

(i)   Draft Calendar of Meetings January to May 2011 [DCX]
(pages 75 to 78) *[Cabinet Member – Councillor Packman]*

(j)   Petitions Scheme [DCX]
(pages 79 to 90) *[Cabinet Member – Councillor Davis]*

9   **THE CABINET FORWARD PLAN (pages 91 to 94)**

To note the updated version of the Council's Cabinet Forward Plan for the period from 8th June to 31st December 2010.

10   **ISSUES FOR FUTURE MEETINGS**

Members are requested to identify issues to be considered at future meetings.

11   **URGENT ITEMS**

To consider any items which the Chairman considers are urgent.

12   **EXEMPT BUSINESS**

To move the exclusion of the Press/Public for the following item(s), in view of the likely disclosure of exempt information within the meaning of Part 1 of Schedule 12A to the Local Government Act 1972, as amended by the Local Government (Access to Information) Act 1985 and by the Local Government (Access to information) (Variation) Order 2006.

13   **EXEMPT MANAGEMENT TEAM REPORTS [Gold Paper]**
To consider the exempt reports of the Assistant Chief Executive [ACX] on the following items:

a) Pest Control Contract Shortlist
(pages 95 to 100) *[Paragraph 3– Information relating to the financial or business affairs of any particular person [including the authority holding that information.]*   **[Cabinet Member – Councillor Forsbrey]**

b) Accommodation Leases at Knowle Green – Key Decision
(pages 101 to 110) *[Paragraph 3– Information relating to the financial or business affairs of any particular person [including the authority holding that information.]*   **[Cabinet Member – Councillor Ayers]**

c) Attendance of Grounds Maintenance staff in the Walled Garden
(pages 111 to 116) *[Paragraph 3– Information relating to the financial or business affairs of any particular person [including the authority holding that information.]*   **[Cabinet Member – Councillor Mrs Grant]**

MINUTES OF THE CABINET

30 MARCH 2010

PRESENT:

Councillor J.D. Packman (Leader of the Council, Chairman of the Cabinet and Cabinet Member - Leader of the Council);
Councillor R.A. Smith-Ainsley (Deputy Leader of the Council, Vice-Chairman of the Cabinet and Cabinet Member for Planning and Housing;
Councillor F. Ayers (Cabinet Member for Community Safety);
Councillor S. Bhadye (Cabinet Member for Independent Living);
Councillor C.A. Davis (Cabinet Member for Economic Development);
Councillor G.E. Forsbrey (Cabinet Member for Environment);
Councillor Mrs. D.L. Grant (Cabinet Member for Young People and Culture);
Councillor A.P. Hirst (Cabinet Member for Communications); and
Councillor Mrs. V.J. Leighton (Cabinet Member for Finance and Resources).

1578. MINUTES

The Minutes of the Meeting held on 16 February 2010 and the Special Meeting held on 18 February 2010 were confirmed as a correct record.

1579. MINUTES OF THE SPELTHORNE YOUTH COUNCIL MEETINGS HELD ON 12 JANUARY, 11 FEBRUARY and 9 MARCH 2010

The Cabinet discussed the Minutes of the Spelthorne Youth Council meetings held on 12 January, 11 February and 9 March 2010.

RESOLVED to note the Minutes of the Spelthorne Youth Council meetings held on 12 January, 11 February and 9 March 2010.

1580. MINUTES OF LOCAL DEVELOPMENT FRAMEWORK WORKING PARTY – 22 FEBRUARY 2010

The Cabinet considered a report on the Minutes and Recommendations on the role of Supplementary Planning Documents (SPD's), and the revised procedures which needed to be followed in their preparation, from the Local Development Framework Working Party held on 22 February 2010.

RESOLVED that preparation of the following SPDs and proposed timescales be progressed as the first tranche of SPD work:

(a)   Residential Development and Extensions (March 2010-July 2011)
(b)   Size of dwellings (March 2010-July 2011)
(c)   Infrastructure (December 2010-early 2012)

1581. MINUTES OF THE MEMBERS DEVELOPMENT STEERING GROUP – 29 MARCH 2010

RESOLVED that the Minutes of the Members Development Steering Group be submitted to the next meeting of the Cabinet.

CABINET – 30 MARCH 2010

1582. *STREET TRADING POLICY REVISIONS – KEY DECISION
The Cabinet considered a report on Spelthorne's Street Trading Policy 2010 following its revision in the light of consultation.

The options considered were in the main body of the report.

RESOLVED TO RECOMMEND that the Council approve the revised Street Trading Policy.

1583. ADOPTION OF FOOD AND HEALTH AND SAFETY SERVICE PLANS FOR 2010/2011
The Cabinet considered a report which sought approval for Food and Health and Safety Service Plans for 2010/2011. The Food Standards Agency and Health and Safety Executive required each local authority to have service plans detailing the authority's priorities, aims and objectives for the enforcement of food safety and health and safety locally.

The options considered were in the main body of the report.

RESOLVED
(a)   that the Food and Health and Safety Service Plans for 2010/2011 be approved and adopted.
(b)   that the potential for generating income from direct advertising on the "Scores on Doors " web page be investigated.

1584. *SURREY FIRST INITIATIVE – JOINT COMMITTEE FOR THE OVERSIGHT OF DELIVERY OF SURREY PUBLIC AUTHORITY SERVICES
The Cabinet considered a report on the Surrey First Initiative which aimed to provide significant savings, increased resilience, improved efficiency and customer service, foster innovation, improve income generation and help influence the S.E. region.

The options considered were in the main body of the report.

RESOLVED TO RECOMMEND to the Council:-
(a)   that the Memorandum of Understanding already signed by the Leader and the Chief Executive be endorsed.
(b)   that a Joint Committee be established to explore the Surrey First Initiative in line with the Memorandum of Understanding.
(c)   that the remit of the Joint Committee be as follows:
    1.   to oversee the joint working arrangements of the parties;
    2.   to promote good joint working practice amongst the parties;
    3.   to appoint such task groups or sub-committees as it considers necessary;
    4.   to identify the range of services for inclusion in a joint venture company (JVC);
    5.   to approve the draft articles and memorandum of association of the JVC ;
    6.   to approve the draft revised terms of reference for the joint committee to provide for governance and oversight of the JVC; and,
    7.   to manage the project budget.
(d)   that Councillor J.D. Packman be nominated as the representative of SBC on the Joint Committee for the remainder of this municipal year.
(e)   that the Head of Corporate Governance be delegated to make consequent changes to the Constitution to give effect to these decisions.

(f)   that the Council notes further decisions on participation in any joint venture company will be taken by Cabinet on the advice of the Joint Committee.

(g)   that the Chief Executive be delegated, in consultation with the Leader, to make decisions on spending, as necessary, to assist the progress of this Surrey First Initiative.

1585. DRAFT CALENDAR OF MEETINGS - 1 MAY TO 31 DECEMBER 2010

The Cabinet considered a report on a draft Calendar of Meetings for the period 1 May to 31 December 2010.

The options considered were in the main body of the report.

RESOLVED that the draft Calendar of Meetings for the period 1 May to 31 December 2010 be approved subject to the Officers reprogramming meetings of Performance Management and Review Committee to align with the Council's financial reporting system.

1586. *UPDATES TO THE COUNCIL'S CONSTITUTION – KEY DECISION

The Cabinet considered a report on updating the Council's Constitution to accommodate structural changes, current practice and legislative changes that had occurred since the last revision to the constitution in April 2009.

The options considered were in the main body of the report.

RESOLVED TO RECOMMEND that the Council approve the revisions to the Council's Constitution as set out in the report of the Deputy Chief Executive.

1587. REVENUE GRANTS 2010/11

The Cabinet considered a report setting out funding to improve the financial stability of key voluntary sector organisations which provided crucial services to the more vulnerable people of Spelthorne.

The options considered were in the main body of the report.

RESOLVED:-

1.   that funding for the various organisations as recommended at Appendix A of the Assistant Chief Executive's Report be approved

2.   that talks be held with the 10 priority organisations regarding their future funding and report back to Cabinet in September 2010

3.   that talks be held with the organisations in Community Link regarding their accommodation

4.   that talks be held with local businesses regarding the provision of Christmas lights.

5.   that the Officers review the 2010/11 applications from the three Chambers of Commerce organisations including the relevant accounts before the recommended funding is confirmed

6.   that a grant be made to Shepperton Chamber of Commerce in line with other grants to Chambers subject to satisfactory accounts being produced and

7.   that a Leader's Group be set up to include appropriate Cabinet Members to carry out a major review of grant funding for 2011/12.

1588. REVENUE BUDGET 2009-2010 – MONITORING REPORT

The Cabinet considered a report on the current monitoring position for revenue expenditure and income spend as at the end of February 2010 and how the budget that was agreed related to actual expenditure incurred in the financial year.

The options considered were in the main body of the report.

RESOLVED that the report be noted.

1589. CAPITAL BUDGET 2009-2010 – MONITORING REPORT

The Cabinet considered a report on the current monitoring position for capital expenditure to date and projected outturn on the Capital Programme.

The options considered were in the main body of the report.

RESOLVED:
1.   that the transfer of £33k from the brown garden waste bins budget to fund the purchase of additional wheelie bins be agreed.
2.   that the report be noted.

1590. DELIVERY OF SAVINGS BUILT INTO 2009-2010 REVENUE BUDGET - KEY DECISION

The Cabinet considered a report summarising the extent to which the delivery of the savings totalling £1.3m built into the original 2009-2010 budget appeared to be on track.

The options considered were in the main body of the report.

RESOLVED that the report be noted.

1591. CHARGING FOR THE COLLECTION OF WASTE FROM NON-DOMESTIC ESTABLISHMENTS – KEY DECISION

The Cabinet considered a report on the new schedule of fees and charges to be implemented from1 April 2010 for collection of household waste from establishments and institutions classified as non-domestic.

The options considered were in the main body of the report.

RESOLVED that the revised charging policy for waste collected from different types of establishments & institutions within Spelthorne classified as non-domestic be approved, with charges for existing establishments not being introduced until September 2010 and at the reduced rate set out in the report of the Deputy Chief Executive.

1592. THE CABINET FORWARD PLAN

RESOLVED to note the latest version of the Council's Cabinet Forward Plan for the period from 1st January to 31st December 2010.

1593. URGENT ITEM - HAVE YOUR SAY 2010 – KEY DECISION

The Cabinet agreed to consider a report on proposals for the Have Your Say events in June and July 2010 as an urgent item.

The options considered were in the main body of the report.

RESOLVED to agree the proposals for 2010 Have Your Say events as set out at paragraph 4 of the Report of the Chief Executive, subject to the Officers looking at the possibility of bringing forward the Stanwell meeting and arranging a venue for Charlton village.

1594. EXCLUSION OF PRESS AND PUBLIC

RESOLVED that under Section 100A(4) of the Local Government Act 1972, the public and press be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the paragraph of Part 1 of Schedule 12A of the Act indicated below.

1595. WRITE-OFFS
[Paragraph 1 – Information relating to any individual.]

The Cabinet considered an exempt report on Write-Offs which sought approval to write debts off over the delegated amount contained in the Council's Contract Standing Orders.

The options considered were in the main body of the report.

RESOLVED that the write off of the debts in all the cases listed in Appendix 1 to the report of the Chief Finance Officer be approved.

1596. MINUTES OF THE COUNCIL ASSETS MEMBERS' WORKING PARTY
[Paragraph 3 - Information relating to the financial or business affairs of any particular person (including the authority holding that information.)]

The Cabinet considered a report and recommendations from the Asset Management Members Working Party dated 28 January 2010.

RESOLVED
(1) that the following recommendations of the Asset Management Members Working Party be approved and adopted:-

1. Donkey Meadow, Upper Halliford
That tenders be sought for a short term lease of the land for grazing for horses at a rental of between £500 and £800 per annum.

2. Vacant land site adjacent to 355 London Road, Staines
That subject to the views of the Head of Planning on acceptable future uses in planning terms, the site be marketed and disposed of with a view to achieving best value for the Council.

3. Kenyngton Manor Recreation Ground
That this site be retained, as it is a good community asset which serves the local community well and provides the Council with a £4000 asset.

4. Old Sea Cadets site adjacent to Bridge Street Car Park, Staines
That when the lease agreement between the Council and the Sea Cadets is in place, possible uses for the ground floor of this building be considered.

5. Garden Land - Shepperton Tow Path
That this site be retained, but options to increase the current rental, including a lease for car parking for residents of Pharaoh's Island or for garden land use by another adjacent owner be pursued.

6. Land adjacent to Thames Court Public House, Ferry Lane, Shepperton Tow Path
That subject to valuation advice, the Head of Asset Management be authorised to negotiate the renewal of a new lease for the next ten years.

7. Groveley Allotment site Ashford/Sunbury area
That tenders be sought for a one year lease of the land for grazing for horses at a minimum rental of £1,000 per annum.

8. Annett Close
That the Head of Asset Management be authorised to dispose of this asset, subject to valuation advice.

9. Thameside House, South Street, Staines
That this matter be deferred to a later stage, as this site has a potential significant value in the future in relation to proposed major transport developments within Staines Town Centre and the Council receiving compensation for land take.

10. Land at Short Lane, Stanwell
(a) That this site be retained pending de-contamination of the land and that part of the insurance claim money be used to fund the submission of an outline planning application for the rebuilding of the clubhouse to make the site more marketable.
(b) That the longer term potential for "green" leisure activities / facilities use of the site be investigated with interested companies.

(2)   that the undermentioned items be dealt with as set out below

1. Sunbury Sports Association, Lower Hampton Road, Sunbury
That an annual rent be sought at a higher level.

2. Bagster House Social Club, Shepperton
That this site be retained but negotiations be held with the Social Club to increase the annual rental after considering our valuers Market value advice.

3. Stadbury Meadow Car Park - Shepperton Tow Path
That subject to further investigation the Head of Asset Management, in consultation with the Head of Corporate Governance, be authorised in conjunction with the Council's valuer to negotiate a new rent at a higher rate.

4. Proposed development of plot to the rear of 14a Moorhayes Drive, Laleham and access via Council Land
That this matter be deferred to the next Cabinet meeting to enable further investigation to be undertaken

CABINET – 30 MARCH 2010

NOTES:-

*(1)   Members of the Improvement and Development and Performance Management and Review Committees are reminded that under Overview and Scrutiny Procedure Rule 16.2 in the Council's Constitution, the "call-in" procedure shall not apply to recommendations the Cabinet makes to the Council. The matters on which recommendations have been made to the Council, if any, are identified with an asterisk [*] in the above Minutes.*

(2)   Members of the Improvement and Development and Performance Management and Review Committees are entitled to call in decisions taken by the Cabinet for scrutiny before they are implemented, other than any recommendations covered under (1) above.

(3)   Within three working days of the date on which a decision of the Cabinet or a Cabinet Member is published, not less than three members [one of whom must be the Chairman] of either the Improvement and Development or the Performance Management and Review Committee are able to "call in" a decision which falls within the functions of their own particular Committee;

(4)   To avoid delay in considering an item "called in", an extraordinary meeting of the relevant Committee will be convened within seven days of a "call in" being received if an ordinary meeting is not scheduled in that period;

(5)   When calling in a Cabinet decision for review the members doing so should in their notice of "call in":-

- *Outline their reasons for requiring a review;*

- *Indicate any further information they consider their committee needs to have before it in order to conduct a review in addition to the written report made by officers to the Cabinet;*

- *Indicate whether, where the decision was taken collectively by the Cabinet, they wish the Leader or his nominee (who should normally be the Cabinet Member) or where the decision was taken by a Cabinet Member, the member of the Cabinet making the decision, to attend the committee meeting; and*

- *Indicate whether the officer making the report to the Cabinet or the Cabinet Member taking the decision or his/her representative should attend the meeting.*

(6) The deadline of three working days "for call in" by Members of the Improvement and Development and Performance Management and Review Committees in relation to the above decisions by the Cabinet is the close of business on 12 April 2010.

MINUTES OF THE SPECIAL CABINET MEETING

29 APRIL 2010

PRESENT:

Councillor J.D. Packman (Leader of the Council, Chairman of the Cabinet and Cabinet Member - Leader of the Council);
Councillor R.A. Smith-Ainsley (Deputy Leader of the Council, Vice-Chairman of the Cabinet and Cabinet Member for Planning and Housing;
Councillor F. Ayers (Cabinet Member for Community Safety);
Councillor S. Bhadye (Cabinet Member for Independent Living);
Councillor C.A. Davis (Cabinet Member for Economic Development);
Councillor G.E. Forsbrey (Cabinet Member for Environment);
Councillor A.P. Hirst (Cabinet Member for Communications); and
Councillor Mrs. V.J. Leighton (Cabinet Member for Finance and Resources).

Apology: Councillor Mrs D.L. Grant.

1597   *THE LOCAL GOVERNMENT AND PUBLIC INVOLVEMENT IN HEALTH ACT 2007

The Cabinet considered a report summarising the provisions in relation to the required introduction and operation by the Council of one of two new forms of executive arrangements and how this must be implemented. Borough councils currently operating executive arrangements must change to either a Strong Leader and Cabinet model or a Directly Elected Mayor and Cabinet model.

The options considered were in the main body of the report.

RESOLVED that the Cabinet recommends to the Council:-
(1)   The proposals for consultation from 1 May to 31 July 2010 on the Council's future executive arrangements be agreed.
(2)   The Council should consult on the basis that it prefers the Strong Leader and Cabinet model rather than the Elected Mayor and Cabinet Model.
(3)   Authority be delegated to the Chief Executive, in consultation with the Leader, to agree the final wording for the consultation exercise on the future executive arrangements.

1598. *CHANGES TO OVERVIEW AND SCRUTINY
The Cabinet considered a report on changes to the arrangements for Overview and Scrutiny to move from two committees to one.

The Cabinet considered the overlap between the existing committees and their respective workloads and collaborative working. .

RESOLVED that the Cabinet recommends to the Council:-

(1)   To change the Constitution to abolish the current arrangements for Performance Management and Review Committee and the Improvement and Development Committee.
(2)   To institute one new Overview and Scrutiny Committee with the initial remit

a. To act as the Council's Overview and Scrutiny Committee under the Local Government Act 2000
b. To take on the responsibilities for crime and disorder scrutiny under the Police and Justice Act 2006

(3) To authorise the Monitoring Officer to make such incidental and consequential changes to the Constitution as are necessary to give effect to the changes.

(4) To ask the Overview and Scrutiny Committee in consultation with the Standards Committee to advise the Council on the future remit of the Overview and Scrutiny Committee

NOTES:-

(1) Members of the Improvement and Development and Performance Management and Review Committees are reminded that under Overview and Scrutiny Procedure Rule 16.2 in the Council's Constitution, the "call-in" procedure shall not apply to recommendations the Cabinet makes to the Council. The matters on which recommendations have been made to the Council, if any, are identified with an asterisk [*] in the above Minutes.

(2) Members of the Improvement and Development and Performance Management and Review Committees are entitled to call in decisions taken by the Cabinet for scrutiny before they are implemented, other than any recommendations covered under (1) above.

(3) Within three working days of the date on which a decision of the Cabinet or a Cabinet Member is published, not less than three members [one of whom must be the Chairman] of either the Improvement and Development or the Performance Management and Review Committee are able to "call in" a decision which falls within the functions of their own particular Committee;

(4) To avoid delay in considering an item "called in", an extraordinary meeting of the relevant Committee will be convened within seven days of a "call in" being received if an ordinary meeting is not scheduled in that period;

(5) When calling in a Cabinet decision for review the members doing so should in their notice of "call in":-

- **Outline their reasons for requiring a review;**

- **Indicate any further information they consider their committee needs to have before it in order to conduct a review in addition to the written report made by officers to the Cabinet;**

- **Indicate whether, where the decision was taken collectively by the Cabinet, they wish the Leader or his nominee (who should normally be the Cabinet Member) or where the decision was taken by a Cabinet Member, the member of the Cabinet making the decision, to attend the committee meeting; and**

- **Indicate whether the officer making the report to the Cabinet or the Cabinet Member taking the decision or his/her representative should attend the meeting.**

SPECIAL CABINET – 29 APRIL 2010

(6) **The deadline of three working days "for call in" by Members of the Improvement and Development and Performance Management and Review Committees in relation to the above decisions by the Cabinet is the close of business on 6 May 2010.**

SPELTHORNE YOUTH COUNCIL
MINUTES

22 April 2010
Held in the Goddard Room, Council Offices, Knowle Green, Staines

PRESENT:

Gemma Anscombe	Amir Miah	David Porter
Ian Doggett	Grace Millard	Matthew Sutch
Daniel Hitch	Vivien Miller	Charlie Whitley

Apologies: Sophie Clarke, Connie Cronin, George Daubney, Dominic Hillman, Joe McVey, Olivia Ortega and Ryan Smith.

In attendance:
Garath Symonds – SCC Assistant Director for Young People's Services
Gail Lewis – Youth Worker
Andy Holdaway – SBC Young and Arts Manager
Gill Hobbs – Committee Manager

12/10   MINUTES
The minutes of the meetings held on 11 February and 9 March 2010 were agreed as a correct record.

13/10   CABINET 30 MARCH 2010
The report of the Cabinet Member for Young People and Cultural Services on the work of Cabinet, which summarised the items of business discussed at the Cabinet meeting on 30 March 2010, was circulated with the agenda.
The Youth Council noted the report.

14/10   SURREY COUNTY COUNCIL TRANSFORMATION PROJECT
Garath Symonds, Surrey County Council's Assistant Director for Young People's services spoke to the Youth Council about Surrey's need to change the way it provided services for children and young people.

The services Surrey CC provides include: Connexions, the Youth Service (including Youth Centres and Youth Workers) and the Youth Justice System (for young people who have been involved with the Courts).

The amount of money Surrey CC has available to provide these services is already not enough and is likely to be less in the future. Rather than consider which of its services for young people it would have to cut Surrey CC wanted to look at how it could provide the services with the money it had. Surrey CC had chosen Spelthorne to pilot a new design for young people's services so Garath wanted to ask the Youth Council how he could involve young people in designing their service in the way that would best meet their needs.

The Youth Councillors gave feedback of their personal experiences with the Connexions service as an example of how it currently did not meet their needs. Connexions advisors offered career guidance but this had not proved to be a great experience for most youth councillors for the following reasons:

- Advisor didn't make the appointment requested
- Advisor only saw some of the class
- Advisor attended whole Yr 9 Options event but didn't give individual advice
- No advisor at Yr 9 Options event
- One to one careers interview but advisor only asked what student enjoyed doing – no advice given – not helpful

Surrey CC wanted to design a way of working which would help young people make good informed decisions. Garath asked the Youth Council if they thought young people would like to be involved in how services were provided and if so what was the best way of getting them on board.

The Youth Council agreed that young people would like to have a say in how services were provided for them and discussed ways that they could get involved. The Youth Council suggested holding an event in schools on the same lines as the Spelthorne Together event which they recognised as being a positive experience and interesting to contribute to. The idea was for tables of students from different year groups and schools, where each could discuss one issue/service area and come up with ideas of how it could be designed to meet their needs. During the event the tables would swap round to give everyone a chance to discuss each of the issues being considered.

It was agreed that Garath and Andy would liaise with schools to arrange a suitable date, possibly in July and the Youth Council would organise the event. Garath was asked to list every service and the outcomes it hoped to achieve for young people.

The Youth Council also saw the event as an opportunity to start a recruitment drive and following a discussion about what holds people back from joining the Youth Council, agreed to explore the possibilities for a recruitment event, at its next meeting

15/10   PROJECT GROUPS
Spelthorne's Got Talent
Spelthorne's Got Talent took place on 27 March at Brooklands College, Ashford with over 100 people in the audience Youth Councillors had enjoyed the evening and felt it had been very successful. The event was won by Katie Harper with According To You coming second.

Youth Awards
Youth Councillors considered which of the nominations for the Youth Awards should receive Star Awards in each category. The event was due to take place on Saturday 8 May at Spelthorne Leisure Centre.

MEMBERS DEVELOPMENT STEERING GROUP

29 MARCH 2010

Present:

Councillor A.P. Hirst (Chairman)

Councillor Miss M.M. Bain (Vice-Chairman)

Councillor Mrs V.J. Leighton   Councillor Mrs M.W. Rough

APOLOGIES: Apologies were received from Councillors Mrs P.A. Amos, I.J. Beardsmore, and Miss N. Hyams.

Councillor C.A. Davis the Cabinet Member responsible for Economic Development was in attendance and took part in the discussion of Minute Number 10/10

9/10   MINUTES

The minutes of the meeting held on 14 September 2009 were confirmed as a correct record.

10/10   MEMBER DEVELOPMENT ARRANGEMENTS

The Chairman reported on the arrangements that would be put in place for the re assessment process for the re-accreditation of the Charter for Member Development He confirmed that Mark Palmer, Development Director, South East Employers, would be undertaking the re assessment in June 2010 and that arrangements would be put in place for the Steering Group to meet with Mark Palmer prior to the re accreditation taking place.

One of the key elements of the Charter was the assessment of development needs of individual councillors and to assist in this an Elected Member Development skills Portal had been produced by the South East Employers in partnership with Jobs Go Public. The Head of Human Resources gave a demonstration of how the portal would work and enable a councillor to:

- Complete a brief personal demographic and learning preferences survey

- Self assess their level of skills across the political skills framework

- Add names of people to provide 360 degree feedback across the same political skills framework.

- Receive anonymous feedback from contributors and view an overview of this feedback together with additional information.

In addition the Head of Human Resources agreed to obtain and circulate a list of those councils that had already signed up to using the skills portal.

The Steering Group discussed the cost of the system which was in the region of £1000 per annum or £3,500 for a four year period. The Group went on to discuss the

feasibility of members of the Steering Group piloting the portal during the final year of this administration.

The Steering Group agreed that the Assistant Chief Executive would discuss the feasibility of piloting the scheme, in the final year of this administration, including the cost involved with Mark Palmer from South East Employers and report back to members of the Group.

11/10   DATE AND FUTURE MEETINGS

The next meeting of the Steering Group to take place at 5.30pm on 7 June 2010, subject to the availability of Mark Palmer from South East Employers being available to attend the meeting.

Chairman -

2

RECOMMENDATION TO CABINET FROM THE IMPROVEMENT AND DEVELOPMENT COMMITTEE – 24 MARCH 2010

1.   OPTION APPRAISAL ON THE PROVISION OF ASSET MANAGEMENT SERVICES AT SPELTHORNE BOROUGH COUNCIL

1.1   The Committee considered a confidential joint report from the Head of Asset Management and the Business Improvement Manager on the progress of the partnering arrangements for managing and maintaining the Council's assets. In support of this the Head of Asset Management gave a powerpoint presentation and responded to questions raised by Members.

1.2   To further assist the committee in the discussion the Chairman, Councillor Mrs Jean Pinkerton had invited the Cabinet Member responsible for Asset Management to attend the meeting and take part in the discussion.

1.3   A copy of the confidential report is available in the Members Room.

1.4   The committee **is recommending to the Cabinet** that the decision of the Leader of the Council, Councillor John Packman, the Cabinet Member for Assets, Councillor Frank Ayers and the Chief Executive, Roberto Tambini to proceed with a partnering agreement with Runnymede Council be confirmed.

Councillor Mrs J.M. Pinkerton

Chairman of the Improvement and Development Committee

REVISION TO THE HACKNEY CARRIAGE AND PRIVATE HIRE VEHICLE LICENCE REQUIREMENTS POLICY - RECOMMENDATION FROM THE LICENSING COMMITTEE

Cabinet Briefing: 1 June 2010, Cabinet: 8 June 2010
Report of the Licensing Committee

Purpose of Report

1.1   To brief Cabinet on the recommendations made by the Licensing Committee at its meeting on 12 May 2010, on the revision of the Council's hackney carriage and private hire vehicles requirements Policy relating to discounted licence fees charged to such vehicles fitted with passenger swivel seats.

Background

1.2   In October 2007 charges were introduced allowing a 50% discount on the Hackney Carriage and Private Hire vehicle fees for vehicles specially adapted for customers in wheelchairs and those fitted with a front swivel seat.

1.3   Swivel seats are not normally a standard fitting on Spelthorne's Hackney Carriage and Private Hire vehicles but an optional extra, whatever the model.

1.4   Currently there are only five Hackney Carriage vehicles in Spelthorne with this swivel seat feature that are claiming the 50% reduced licence fee. The full Hackney Carriage fee is currently £260, less 50%, amounts to £130.

1.5   Unlike the vehicles specially adapted to take customers in wheel chairs, vehicles with swivel seats provide minimal benefit for disabled customers. Furthermore, no other local authority in Surrey currently provides any licence fee discount for such vehicles.

Recommendation:

1.6   Licensing Committee recommends Cabinet to approve consultation with the hackney carriage and private hire trades on the removal of the existing 50% discount for vehicles fitted with swivel seats, from the hackney carriage and private hire vehicles requirements Policy.

Councillor R.W. Sider
Chairman of the Licensing Committee

TREASURY MANAGEMENT ANNUAL REPORT 2009/2010
KEY DECISION

Cabinet: 8 June 2010

Resolution Required

Report of the Assistant Chief Executive

REPORT SUMMARY

How does the content of this report improve the quality of life of Borough Residents

The ability of the Council to generate maximum net investment returns with minimal risk provides significant resources for the General Fund revenue budget and the subsequent financing of the Council's services to local residents.

Purpose of Report

The report is to update members on the outturn treasury position and Prudential Indicators for 2009/10.

Key Issues

- To note the outturn treasury position achieved against the prevailing interest rate and economic backgrounds operating in 2009/10.
- To note the borrowing and investment strategies followed during 2009/10 and the policy for managing the Council's investments.
- To note the outturn Prudential Indicators for 2009/10.

Financial Implications

This report is to update members on past treasury performance so there are no financial implications.

Corporate Priority

All corporate priorities are supported.

Officer Recommendations
The Cabinet is asked to note the report for 2009/10.

Report Author: Jo Hanger, Principal Accountant, 01784 446219

Area of responsibility: Terry Collier, Assistant Chief Executive, 01784 446296

Cabinet Member: Councillor Vivienne Leighton

REPORT

1. BACKGROUND

1.1 Treasury Management is "the management of the Council's cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks".

1.2 The revised CIPFA Code of Practice on Treasury Management was formally adopted by the Council on 25 February 2010 and the Council fully complies with its requirements.

1.3 The primary requirements of the Code include the creation of a Treasury Management Policy Statement and Practices to implement the policy. A Treasury Management Strategy Statement must be approved annually by full Council including a annual investment strategy report for the year ahead. In addition a mid year review and an annual review report must be reported to Members.

1.4 The Council is required to delegate responsibilities for implementing and monitoring treasury activities and also to delegate the role of scrutiny to a named body. This role has been delegated to Audit Committee.

1.5 The purpose of this report is to meet one of the above requirements of the CIPFA Code, namely the annual review report of treasury management activities for the financial year 2009/10.

2. KEY ISSUES

2.1 **Criteria and Constraints**

2.2 The Council fully complies with the requirements of the CIPFA Code of Practice on Treasury Management 2009. The current relevant criteria and constraints incorporated into the Treasury Management Policy Statement are:

(a) New borrowing to be contained within the limits approved by the Council, in accordance with the CIPFA Prudential Code for Capital Finance in Local Authorities and the Council's prudential indicators.

(b) Investment to be made in accordance with the DCLG guidance on Local Authority Investments, on the basis of IBCA credit ratings and detailed in the Treasury Management Policy statement and approved scheduled and practices.

(c) Sufficient funds to be available to meet the Council's estimated outgoings for any day.

(d) Investment objectives are to maximise the return to the Council subject to the overriding need to protect the capital sum.

(e) Our response to interest rate changes is to minimise the net interest rate burden on borrowing and maximise returns from investments, subject to (b-d) above.

2.3 **Strategy for the Year 2009/10**

2.4 The Council's investments are all managed in house and the investment strategy was reviewed in consultation with Sector, our treasury management

advisors. Given Spelthorne's dependency on investment returns to balance the budget it was considered appropriate to consolidate returns by moving a significant proportion into longer term fixed investments in the form of cash deposits and Euro-Sterling Bonds.

2.5   The Council has taken the decision to fund its capital investment from available capital receipts rather than using prudential borrowing, although this may be considered for individual projects on a scheme by scheme basis. Borrowing activity is thus limited to managing our daily cash flow needs and our strategy is therefore simply to borrow at the lowest available rates for the minimum period required.

2.6   **Economic Background**

2.7   The financial year 2009/10 started with markets badly disrupted and the economy suffering from a lack of credit. Short to medium term interest rates were at record lows and there was a great deal of anxiety as to how and when the recovery would take place. Bank rate started the year at 0.50% reflecting the ongoing domestic economic turmoil in the aftermath of the global economic and financial crisis and it has remained at this level throughout the whole year.

2.8   The MPC started a programme of quantitative easing to pump liquidity into the economy to stimulate growth. This programme was halted in November 2009 when it reached £200billion but the MPC indicated that it may continue of market conditions merit such action. Inflation has not been a major concern during the year as it fell below the target 2% from June to November 2009. It did spike upwards at 3.5% with the unwinding of the temporary cut in VAT which ended on 1 January 2010.

2.9   The GDP figures indicated that there is a fragile recovery in the economy with growth at 0.4% for the last quarter of 2009. Consumers are still struggling to reduce their debts levels and cutting spending as unemployment levels rise and there remains the risk of a double dip recession.

2.10   Sovereign debt levels have also become a serious issue and the rating agencies have downgraded Greece, Ireland, Spain and Portugal. Greece in particular is the focus of market attention as there is a high risk of government debt default. It is unable to re-finance its huge debt and the IMF and its Euro partners have had to come up with a rescue package. There is a possibility of other countries including Spain and Portugal may need the same help and this uncertainty has caused the Euro to loose ground particularly against the US dollar.

2.11   The UK also has a high level of government debt although it is not in the same position as Greece. The markets will give their verdict when the new government sets out its detailed plans for reducing the deficit. Unless a credible plan is forthcoming, the UK AAA rating may also be downgraded, making it more expensive for the government to borrow.

2.12   The financial year ended with bank rate still at 0.5%. Sector revised their interest rate forecast several times and now expects bank rate remain at 0.5% until at least Q4 2010 before starting to rise again to 1% by Q1 2011.

2.13   **Compliance with Treasury Limits**

2.14 During the financial year the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement and annual Treasury Strategy Statement. The outturn Prudential Indicators for 2009/10 are shown in **Appendix A.**

3. OPTIONS ANALYSIS

3.1 **Performance in 2009/10**

3.2 **Borrowing** - With our borrowing needs restricted to meeting our daily cash flow, activity here is now limited at the present time.

3.3 At the start of the year, outstanding borrowing was £4.554m. Borrowing averaged £379k during the year and the average interest rate around 0.33%. During February and March the Council's income is significantly reduced because no instalment monies are received for Council Tax and Business Rates. Short term borrowing rates ended the year at around 0.4%. Outstanding borrowing as at 31/3/10 was £1.534m and this was repaid on 1st April 2010.

3.4 **Investments** – The Council manages its investments in-house and invests with highly rated counterparties. During the year all investments were made in full compliance with the Council's treasury management policies and practices. At the start of 2009/10, the Council's net investment portfolio was £16.7m made up as follows:-.

Investment Class	Amount	Average Rate
Euro-Sterling Bonds	6,000,000	4.17%
Fixed Term Deposits	14,500,000	5.90%
Call Account Deposits	700,000	0.80%
Total Investment Portfolio at 1/4/09	**21,200,000**	**5.40%**
Short term loans outstanding	4,500,000	
Net Investments at 31/3/09	**16,700,000**	

3.5 As at 31st March 2010 the net investment portfolio was £9.924m as set out below:

Investment Class	Amount	Average Rate
Euro-Sterling Bonds	6,000,000	4.17%
Fixed Term Deposits	5,000,000	3.54%
Call Account Deposits	424,000	0.80%
Total Investment Portfolio at 31/3/10	**11,424,000**	**3.88%**
Short term loans outstanding	1,500,000	
Net Investments at 31/3/10	**9,924,000**	

3.6 There is significant reduction in the level of net investments over the year largely because the Council is due a refund of approximately £5m from the NNDR National Pool. The amount the Council must pay into the national pool is set at the beginning of the financial year and is based on the overall rateable value (RV) of business properties in the borough at that time. Inevitably there are various adjustments during the year to the amount due

and during 2009/10 the impact of downward adjustments meant that the level of business rates collected was significantly lower than the original assessment. As a result the Council is due to a refund of approximately £5m and this will be received in June/July. In future the RV will be monitored on a monthly basis to ensure that wherever possible refunds are obtained at the earliest opportunity.

3.7 The gross overall return on investments was 3.90 for 2009/10 which is 3.18% higher than the benchmark average 3 month LIBID rate of 0.72% for the year. The performance reflects our strategy of locking into fixed term investments against a background of falling interest rates. After borrowing costs are reflected our overall net return for the year was 3.89%.

3.8 The original estimate for net investment income to be credited to the General Fund in 2009/10 was £1,020,000 based on an interest rate of 2.25%. As the effects of the financial crisis developed, the MPC reduced bank rate to 0.50%, where it has remained for the whole of the financial year. It soon became clear that returns would be well below the estimated level and returns on both cash flow and longer term investments have been significantly lower.

3.9 The total interest received during the year was £1,117,620. This included interest of £256k in respect of a successful VAT Fleming claim which will be transferred into reserves as previous agreed. The adjusted outturn for 2009/10 was £861,181 as follows:

Investment Income	Actual £	Budget £
Temporary Investments	21,701	80,000
Fixed Term Deposits	570,160	680,000
Euro-Sterling Bonds	257,095	250,000
Total Investment Income	**848,956**	**1,010,000**
Other net Interest	270,088	20,000
Total Gross Investment Income	**1,119,044**	**1,030,000**
Interest paid on temporary borrowing	(1,424)	(10,000)
Available Interest	**1,117,620**	**1,020,000**
Transfer to Interest Equalisation Reserve	(256,439)	0
Credited to General Fund	**861,181**	**1,020,000**

3.10 The net shortfall over the original estimate will be made up from the Interest Equalisation Reserve which was set up to manage the volatility in investment returns due to the effect of market interest rates from one year to the next.

3.11 **Investment Performance Monitoring**

3.12 Regular quarterly meetings are held with Sector, our treasury management advisors and in-house performance is monitored monthly. The Council is heavily dependent on investment returns to support the General Fund and the stability of those returns is an important part of our ongoing financial objectives.

3.13 Creditworthiness is also constantly monitored reflecting the changed financial environment. Many once highly rated institutions have had their credit ratings significantly downgraded and no longer meet our tight criteria and have subsequently been removed from our list of potential investment counterparties. Sector have improved their creditworthiness monitoring processes and now provide data on sovereign ratings and credit default swaps to assist Councils in making more informed decisions about which counterparty they invest with.

3.14 The CIPFA Treasury Management Code of Practice has also been revised to reflect the need for increased monitoring requirements.

3.15 **Conclusions for 2009/10 and Prospects for 2010-11**

3.16 Sector believes that bank rates will remain at the historically low level of 0.5% until December 2010 before starting to rise again. The return on investments this year has been good considering the current economic climate and level of interest rates, largely due to the fortunate timing of locking into fixed rates on deposits and Euro-Sterling Bonds.

3.17 The volatility of returns has been more effectively managed by the current investment strategy which has had a positive impact on our overall returns for this year and should continue to create some stability in the level of returns in the future. The Council will benefit from having locked into higher rates for the first quarter of 2010/11 but as current investments mature, investment returns may suffer. However, in the current economic climate investment returns achieved in the past are unlikely to be seen again in the short to medium term.

4. PROPOSALS

4.1 There are no proposals.

5. BENEFITS AND SUSTAINABILITY

5.1 The ability of the Council to generate maximum net investment returns with minimal risk provides significant resources for funding the Council's services.

6. FINANCIAL IMPLICATIONS

6.1 The financial implications are as set out in this report.

7. LEGAL IMPLICATIONS / OTHER CONSIDERATIONS

7.1 There are none.

8. RISKS AND HOW THEY WILL BE MITIGATED

8.1 Risks are identified and mitigated within the Council's Treasury Policy.

9. TIMETABLE FOR IMPLEMENTATION

9.1 Treasury management is an ongoing activity and there is no specific timetable for implementation.

Contact: Terry Collier, Assistant Chief Executive on Tel: 01784 446219

Report Author: Jo Hanger

Portfolio Holder: Councillor Vivienne Leighton

Background papers: There are none.

PRUDENTIAL INDICATORS

ACTUALS 2009/10

Capital Expenditure Prudential Indicators	2008/09 Actual	2009/10 Original Estimate	2009/10 Actual Outturn
Prudential Indicator	£'000	£'000	£'000
Capital Expenditure (all non-HRA)	2,792	2,282	1,904
Ratio of Financing Costs to Net Revenue Stream	(12.41)	(10.84)	(9.05)
Net Longer-term Borrowing	£0	£0	£0
In year Capital Financing Requirement	£0	£0	£0
Capital Financing Requirement as at 31.3	£0	£0	£0
Affordable Borrowing Limit	12,000	£12,000	£12,000

Treasury Management Prudential Indicators	2008/09 Actual	2009/10 Original Estimate	2009/10 Actual Outturn
Prudential Indicator	£'000	£'000	£'000
Authorised Limit for external debt	12,000	12,000	12,000
Operational Boundary for external debt	10,000	10,000	10,000
Net Borrowing and Capital Finance Requirement	0	0	0
Upper limit for fixed rate exposure	100%	100%	100%
Upper limit on variable rate exposure	100%	100%	100%
Upper limit for principal invested for over 364 days	20,000	20,000	20,000

Maturity structure of fixed rate borrowing	Upper limit	Lower limit
Under 12 months	£12,000,000	£Nil
12 months but within 24 months	£Nil	£Nil
24 months but within 5 years	£Nil	£Nil
5 years but within 10 years	£Nil	£Nil
10 years and above	£Nil	£Nil

Actual External Debt as at 31.3.10	£1,534,748 (all short term borrowings)

CAR PARK FEES AND CHARGES 2010/2011

Cabinet: 8 June 2010

Resolution Required

Report of the Assistant Chief Executive

Report Summary

Purpose of Report
To propose changes to waiting times in Spelthorne Leisure Centre car park.

Key Issues

- Enforcement of parking restrictions to deter commuter parking
- Amendment to the number of days before a non-paid penalty charge notice increases by 50%

Financial Implications

Implementing the proposed changes to waiting times will not have a major impact on the level of income the Council receives from penalty charge notices but it will provide more spaces for leisure centre customers.

Recommendation

1) The changes to waiting times from 2 to 3 hours are approved

2) To change the timescale for the increase of a penalty charge notice by 50% from 42 days to 56.

3) The Head of Corporate Governance be authorised to publish the required notices to consult on, and if necessary, make alterations to the off-street car parking order.

Report Author: Sandy Muirhead, Head of Sustainability and Leisure, 01784 446318

Area of Responsibility: Liz Borthwick, Assistant Chief Executive, 01784 446376
Cabinet Member: Councillor Colin Davis

MAIN REPORT

Background

1. SLM have approached the parking service to see if the service could enforce parking restrictions in the leisure centre car parks.

2. Due to a problem with misuse of the disabled bays we have been patrolling these areas of the leisure centre car park.

3. However more recently there has been a significant increase in all day parking in the leisure centre car park, thus restricting space for valid leisure centre users.

Key Issues

4. To have an appropriate time for leisure centre use before we start enforcing SLM have said they would like the allowed time of parking increased from 2 to 3 hours. This requires an off street order to be formulated.

5. There will also be a need to put up signs indicating that parking over time will result in the issuing of a penalty charge notice. SLM have agreed to pay for this signage.

6. As the car park is off street any income from penalty charge notices will be retained by the Council to cover patrolling and processing costs.

7. Schedule 10 of the current parking order details the penalty charge notice ("PCN") amounts and the increase and decrease depending on when the charge has been paid. At present the order states 'if the charge remains unpaid after 42 days from the date of issue the original notice will increase by 50%'. The statute which allows for the charge to be made states that this time scale should be 56 days not 42. Therefore the Council needs to change the order to correctly reflect legislation. As this is not the case the Council has been unable to increase the charge.

Options

8. Not to change the time and therefore not be able to enforce parking restrictions in line with SLM's requirements.

9. Not changing the number of days will prevent the Council from increasing the amount of a PCN if it remains unpaid for a number of days.

Financial Implications

10. There are none as signage costs will be covered by SLM.

11. It is difficult to estimate likely revenue from penalty charge notices but it is expected that these will cover patrolling and processing costs.

12. It is not know what the increase in revenue will be from additional PCN charges which exceed 56 days due.

Risks

13. There is the risk that some leisure centre users are there for longer than 3 hours and for all day events SLM will need to inform Parking Services of these events.

14. There is a risk that if the number of days is not increased for the PCN for the increase charge of 50%, then the Council are unable to apply this provision of the regulations.

Recommendation:

1. **The changes to waiting times from 2 to 3 hours are made for the leisure centre car park.**

2. **To change the timescale for the increase of a penalty charge notice by 50% from 42 days to 56.**

3. **The Head of Corporate Governance be authorised to publish the required notices to consult on, and if necessary, make alterations to the off-street car parking order.**

Report Author: Sandy Muirhead, Head of Sustainability and Leisure, 01784 446318

Background Papers:
There are none.

ST MARTIN'S COURT HALL
RE LETTING OF THE FACILITY

CABINET: 8 JUNE 2010
Recommendation Required
Report of Assistant Chief Executive
REPORT SUMMARY

How does the content of this report improve the quality of life of Borough Residents

St Martin's Court Hall provides a community facility which can accommodate a variety of activities to support the health and wellbeing of the residents in Spelthorne.

Purpose of Report

The purpose of this report is to request that the St Martin's Court Hall is re-let subject to market testing.

Key Issues

- Present Lease has finished.
- Present lease accrued £16,000 per annum rent.
- Due to a death of leaseholder the lease transferred to another family member and this has created some concerns about the health and safety and management of the site.

Financial Implications

The present rent is £16,000 per annum. The new rental value will not be known until the exercise of market testing has been carried out.

Corporate Priority – Health and Wellbeing, Young People and Culture.

Officer Recommendations

The Cabinet is asked to approve that Campsies be authorised to proceed with advertising St. Martin's Court Hall with a further report on the outcome of this exercise to be presented to Cabinet in September.

Report Author: Liz Borthwick, Assistant Chief Executive, 01784 446376

Area of Responsibility: Liz Borthwick, Assistant Chief Executive, 01784 446376
Cabinet member: Councillor Denise Grant

MAIN REPORT

1. BACKGROUND

1.1 In 2005 (February) the Council agreed to lease St Martin's Court Hall in Ashford (see map attached) to the Jean Bamford School of Dance (Julia Frost) for £16,000 per annum, full repairing lease for five years. The lease encouraged the leaseholder to let out the facility to other community groups.

1.2 Prior to this the Council operated the hall which had declining use and which had an operating cost of over £20,000 per annum.

2. KEY ISSUES

2.1 During this period Julia Frost died and her daughter took over the lease and the operation of the dance school. This has been a difficult period as estate issues needed to be resolved, the daughter needed to commute over at weekends from another country and there have been some health and safety issues in relation to the requirements of the lease.

2.2 The present lease concluded at the end of February 2010 and the present occupant indicated that she would wish to take on the lease for a further five years at the same rent . In the interim whilst a report was presented to Cabinet a "tenancy at will" would operate which would allow the Jean Bamford school of dance to continue to operate the facility and pay the same rent.

2.3 Following the dilapidation survey there has been concerns about health and safety checks and officers felt it appropriate to take back the management of site for a short period and charge a normal rent for hire (similar to Shepperton Village Hall) whilst a market testing exercise takes place.

2.4 A dilapidation survey has been carried out and required work will take place over the next couple of months and the dance school will be charged.

OPTIONS ANALYSIS

2.5 The options are as follows:-

(a) To allow the present leaseholder to continue with a lease for further five years at the present rent subject to a full understanding of the liabilities relating to the lease.

(b) To request that Campsies advertise the facility for rent allowing the present leaseholder to make a submission.

(c) For the Council to operate the facility.

(d) To sell the facility.

3. PROPOSALS

3.1 The proposal is to request Campsies to advertise St. Martin's Court Hall as a community facility, and to report the outcome to the September Cabinet the interest. In the interim the facility will continue to be hired by the various dance groups using the facility.

3.2 The Council would not wish to operate the facility again long term as it does not have the resources.

3.3   It would be difficult to sell the facility as it is not a free standing facility but attached to the St Martin's Court Wardens flat.

4.   BENEFITS AND SUSTAINABILITY

4.1   The Council has a number of self managed village halls which operate for the benefit of the community. Evidence shows that often community groups have pride and enthusiasm for operating such facilities.

5.   FINANCIAL IMPLICATIONS

5.1   The rental income for a full repairing lease has been £16,000 per annum.

5.2   The net rental income will be unknown until the facility is advertised.

6.   LEGAL IMPLICATIONS / OTHER CONSIDERATIONS [

6.1   A new lease will be required for this facility which we anticipate will be a full repairing lease.

7.   RISKS AND HOW THEY WILL BE MITIGATED

7.1   The key risks are that with a leased facility the Council still has health and safety risks, e.g. legionella, testing of electrical equipment. The Council will ensure that any organisation who takes on the lease understands their responsibility. Annual monitoring of health and safety requirements now takes place via asset management and if there are concerns then the Council would carry out the work and recharge the organisation.

7.2   The second risk would be failure of payment and this issue would be addressed through our debt management system.

8.   TIMETABLE FOR IMPLEMENTATION

8.1   June/July/August market the facility

8.2   September report on outcome of market testing the facility.

8.3   October/November and new arrangements will be in place.

Report Author: Liz Borthwick, Assistant Chief Executive, 01784 446376

Background Papers: None

PROPOSED HACKNEY CARRIAGE AND PRIVATE HIRE LICENCE FEES FOR 2010/2011 - KEY DECISION

Cabinet 8 June 2010

Resolution Required

Report of the Assistant Chief Executive

REPORT SUMMARY

How does the content of this report improve the quality of life of Borough Residents
The Council plays an important role in regulating hackney carriage and private hire licensing activities. In undertaking this, the Council must ensure that its administration costs are recovered in full through charging appropriate licence fees.

Purpose of Report
To seek approval to charge the proposed fee levels for various hackney carriage (HC) and private hire (PH) licences for 2010/2011.

Key Issues

- On 16 February 2010 the Cabinet approved a range of fees and charges for Services throughout the Council for 2010/2011. These included proposed increased fees for HC and PH licences as shown in **Appendix A.**
- Spelthorne was required to advertise its intention to increase the HC and PH licence fees within a local newspaper and allow 28 days to receive representations or objections.
- Two formal objections to these increased fees were received by the Council from the local PH and HC trades. Both believed that there was no justification for the increases in the fees.
- The proposed HC and PH licence fees for 2010/2011 represent an increase of approximately 2.5% compared to the figures for 2009/2010. These licence fees are necessary in order for the Council to recover its costs in providing the service, which have gone up compared to the previous financial year.

Financial Implications
The total income received from HC and PH licence fees in 2009/10 was £75,676, which did not fully cover the costs of providing this service. The proposed increase in fees outlined in this report should ensure that we recover our costs for providing this service in 2010/11.

Corporate Priority

Sustainable financial future and value for money.

Officer Recommendations
Cabinet is asked to approve the proposed set of fees for the HC and PH licences outlined in **Appendix A.**

Report Author: Jonathan Bramley, Environmental Health Manager (Commercial) 01784 446280

Area of Responsibility: Liz Borthwick, Assistant Chief Executive, 01784 446376 Cabinet member: Councillor Jean Pinkerton

MAIN REPORT

1. BACKGROUND

1.1 Under section 53 of the Local Government (Miscellaneous Provisions) Act 1976 (the 1976 Act), Spelthorne may demand and recover the costs of the administration of the HC and PH licensing system.

1.2 The breakdown of numbers of different HC and PH licences issued by Spelthorne are as follows:

PH Operators = 35;

PH drivers = 130;

PH vehicles = 130;

HC drivers = 75; and

HC vehicles = 75

2. KEY ISSUES

2.1 On 16 February 2010 the Cabinet approved a range of fees and charges for Services throughout Spelthorne for 2010/2011. This included the proposed increase of fees for HC and PH licences. These proposed fees are shown in **Appendix A.**

2.2 Under section 70 of the 1976 Act if Spelthorne wishes to increase its various HC and PH licence fees then it must advertise its intention within a local newspaper and allow 28 days to receive representations or objections. The proposed fees for 2010/2011 were advertised in the Surrey Herald group of newspapers on 8 March 2010. A deadline of 7 April 2010 was given to receive representations.

2.3 Letters were also sent out to all currently licensed HC and PH drivers in Spelthorne to notify them of the proposed licence fees for 2010/2011.

2.4 As a result of the letters sent out to the HC and PH trades two formal objections were received by Spelthorne. One was from a PH driver who questioned the justification of raising the licence fees. He claimed that Spelthorne just took the money received from the drivers without providing much in return. He also questioned how Spelthorne had improved the service to the drivers.

2.5 The other objection came in the form of a covering letter with a petition signed by 16 HC drivers. They claimed Spelthorne was increasing the licence fees without any reason.

2.6 Copies of both letters of objection are located in the Members Room.

2.7 It was calculated that the income received by Spelthorne in 2009/2010 did not lead to full recovery of its costs in running the service. The proposed HC and PH licence fees for 2010/2011 represent an increase of approximately 2.5% compared to the figures in 2009/2010 and should ensure that our costs are recovered.

2.8 There are a number of reasons why the licence fees have been increased. These have included increased level of enforcement that has been necessary at the Gresham Road taxi rank, a recent rise in serious breaches of Spelthorne's

PH and HC licence conditions by drivers and investigating new sites for taxi ranks in the borough.

3. OPTIONS ANALYSIS

3.1 The preferred option is for the Cabinet to reject the objections raised and detailed in paragraphs 2.4 and 2.5 above and approve the proposed licence fees for 2010/2011 outlined in **Appendix A.** This should allow Spelthorne to recover its administration costs in delivering this service.

3.2 There is an option to accept the objections raised and decide to keep the licence fees the same as in 2009/2010. However, this would mean that Spelthorne would not recover the costs of providing the service.

4. PROPOSALS

4.1 It is proposed that the fees for HC and PH licences for 2010/2011, set out in **Appendix A,** are approved.

5. BENEFITS AND SUSTAINABILITY

5.1 If Cabinet approve the proposed increases in HC and PH licence fees then the Council should recover its costs in providing this service.

6. FINANCIAL IMPLICATIONS

6.1 The income received from HC and PH licence fees in 2009/10 was £75,676 which did not fully cover the costs of providing this service. The proposed increase in fees outlined in this report should ensure that we recover our costs for providing this service in 2010/11.

7. LEGAL IMPLICATIONS / OTHER CONSIDERATIONS

7.1 See paragraphs 1.1 and 2.2 above.

8. RISKS AND HOW THEY WILL BE MITIGATED

8.1 The only option available for aggrieved persons is to seek judicial review of the decision to approve the increase in HC and PH licence fees. However, since the correct legal process has been followed and we are able to justify the proposed increase in licence fees, in order to recover our costs, it is unlikely such a challenge would succeed.

9. TIMETABLE FOR IMPLEMENTATION

9.1 The proposed fees for HC and PH licences will come into force on 9 June 2010.

Report Author: Jonathan Bramley, Environmental Health Manager (Commercial) 01784 446280

Background Papers: There are none.

SPELTHORNE BOROUGH COUNCIL
HACKNEY CARRIAGE AND PRIVATE HIRE DRIVER, VEHICLE PROPRIETOR
AND OPERATOR LICENCE FEES CHART

Licence	2009/2010 Fees	Proposed 2010/2011 Fees
Private hire operator licence fee (up to 3 PHVs)	£160.00	£165.00
Private hire operator licence fee (from 4 to 10 PHVs)	£195.00	£200.00
Private hire operator licence fee (more than 10 PHVs)	£300.00	£310.00
Private hire vehicle licence fee	£235.00	£240.00
Private hire driver licence fee, NEW	£230.00	£240.00
Private hire driver licence fee, RENEWAL	£100.00	£102.50
Re-issue of *private hire / hackney carriage / driver / vehicle licence / fee due to *change of address / name / loss / damage / change of vehicle / other reason.	£70.00	£70.00
Discounted private hire / hackney carriage vehicle with wheelchair accessibility or front passenger swivel seat	£115.00 / £130.00	£120.00 / £135.00
Replacement of lost or missing licence plate	None charge	£15.00
Hackney carriage vehicle licence fee	£260.00	£270.00
Hackney carriage driver licence fee NEW	£235.00	£245.00
Hackney carriage driver licence fee RENEWAL	£100.00	£102.50
*Hackney carriage / private hire vehicle plate bracket	£14.00	£14.00
Criminal Record Bureau check (normally valid 3 years)	£48.00	£48.00
Knowledge retests and PH to HC transfers HC geographic test PH geographic test and licence conditions (each)	£55.00 £25.00	£55.00 £25.00
Spoken English and numeracy retest fee	£25.00	£25.00
DVLA driver licence checks	£7.50	£7.50

TOTAL FEE

03.10   *Delete item not applicable   **Receipt numbers EH ………………..……Cashiers………………..**

CHANGES TO HOUSING BENEFIT BED AND BREAKFAST RATES

Cabinet: 8 June 2010

Resolution required

Report / Joint Report of the Assistant Chief Executive

REPORT SUMMARY

How does the content of this report improve the quality of life of Borough Residents
The Housing Options team give advice and assistance to all those in housing need. In situations where people are deemed homeless and there is no other option available they may be placed in bed and breakfast accommodation, usually for short time periods.

Purpose of Report
To obtain agreement to revise the Housing Benefit bed and breakfast charges for households placed as an interim housing solution

Key Issues

Financial Implications

The actual costs are difficult to accurately evaluate as they depend on availability of bed and breakfast accommodation at any one time and the size of household/length of stay in the accommodation. However the Council pay the difference between the Housing Benefit rate payable, the charges the household pay (heating, lighting and breakfast) and the charge for accommodation made by the proprietor. If the new rates are not applied the difference between the two is greater which means the Council has to pay more. Based on current usage and projections the maximum annual additional cost to the Council would be £5000, from existing budgets.

Corporate Priority 4. Housing, 9. Sustainable Financial Future, 10. Value for Money ,

Officer Recommendations

The Cabinet is asked to agree Housing Benefit rates as outlined in Appendix 1 for bed and breakfast accommodation.

Report Author: Karen Sinclair/Deborah Ashman, Joint Heads of Housing and Independent Living, 446206

Area of Responsibility: Liz Borthwick, Assistant Chief Executive, 446376
Cabinet member: Cllr. Leighton, Cllr Smith-Ainsley

MAIN REPORT

1. BACKGROUND

1.1 The Council's Housing Options team give advice and assistance to those in housing need. Where households deemed to be in priority need (eg they have dependent children or are vulnerable due to health issues) are homeless, all options are considered. Options include negotiations with families, friends or landlords to try maintain accommodation pending longer term housing solutions such as accommodation in the private rented sector.

1.2 There are times however when the only option available is to place a household in bed and breakfast accommodation. It is acknowledged that this is not satisfactory for the well being of most households but particularly those with young children and so bed and breakfast is seen as a last resort. Where it has to be used the time is kept to a minimum. Legally households with children cannot remain in bed and breakfast for more than six weeks and the Housing Options team monitor this closely to avoid non compliance.

1.3 Spelthorne has implemented a range of homeless prevention measures over the last few years and has been very successful so the numbers of households placed in bed and breakfast as a last resort are very low. For example during May 2010 there were three households in total.

1.4 If households are not eligible for Housing Benefit they pay the full costs to the proprietor. Those households that are eligible still have to pay a charge for heating, lighting and bed and breakfast. Any shortfall between the overall cost and that paid by the household or through Housing Benefit is met by the Council.

1.5 There are very few proprietors prepared to accept homeless or potentially homeless clients. The Council primarily uses two venues, the Hounslow Hotel Feltham and the Avondale Guest House Slough. There is no longer any bed and breakfast accommodation within Spelthorne.

2. KEY ISSUES

2.1 The Department of Work and Pensions have made alterations to the way Housing Benefit can be paid for households placed in bed and breakfast accommodation. The purpose of this report is to bring the charges in line with relevant circulars and guidance.

2.2 The system is no longer based on a rate overall for Spelthorne but takes into account the 'Local Housing Allowance' rate for the location of the bed and breakfast accommodation. The Local Housing Allowance is set by the rent officer for areas, which do not necessarily match borough boundaries. Therefore some authorities will apply several Local Housing Allowance rates within their area. The Local Housing Allowance sets a 'cap' as to the maximum Housing Benefit which can be paid for different property sizes. For example the Local Housing Allowance for a two bedroom property in Staines is £201.92 per week. As discussed in point 1.5 the Council uses bed and breakfast accommodation in Feltham and Slough and so has to apply different Local Housing Allowance rates.

2.3   There are now also different Housing Benefit rates payable depending on whether the accommodation is shared or self contained, in addition to the number of bedrooms available. The Avondale Guest House Slough only has shared accommodation whereas the Hounslow Hotel also has some self contained units.

3.   OPTIONS ANALYSIS

3.1   The first option is to do nothing and leave the rates as they are. However the charges for accommodation from both the Avondale and Hounslow Hotel will be greater than the Housing Benefit rate we are able to pay. This means there will be additional cost to the Council

3.2   The preferred option is to change the rates in accordance with relevant guidance as per appendix 1. This means the maximum Local Housing Allowance rates possible will be applied to each type of property ensuring the Council maximises income. Case studies have also been included to attempt to illustrate this complex issue in practice.

4.   PROPOSALS

4.1   See appendix 1

5.   BENEFITS AND SUSTAINABILITY

5.1   The benefit of the preferred option is that the rates are applied in accordance with the latest DWP guidance and costs to the Council are minimised.

6.   FINANCIAL IMPLICATIONS

6.1   If the rates are applied the Council will be maximising income through being able to recoup costs from Housing Benefit of eligible claimants. If the rates are not applied the Council will have to pay more due to the difference between existing rates and the amount charged by Bed and Breakfast proprietors.

6.2   The worst case scenario based on current usage and projections would be an extra cost to the Council of up to £5000 per year, well within existing budgets.

7.   LEGAL IMPLICATIONS / OTHER CONSIDERATIONS

7.1   These changes are in accordance with DWP Circular DWP HB/CTB S7/2009 and S3/2010

8.   RISKS AND HOW THEY WILL BE MITIGATED

8.1   Due to the small numbers of households placed in bed and breakfast accommodation the financial risks to the Council are minimal. However the Team Leader Housing Options should monitor to ensure that placements are made with minimal difference between the Housing Benefit rate payable and the costs, depending on the household size, housing requirement and property location.

9.   TIMETABLE FOR IMPLEMENTATION

The charges should come into immediate effect.

Report Author: Karen Sinclair/Deborah Ashman, Joint Heads of Housing and Independent Living, 446206

Background Papers:
There are none

Appendix 1

For B&B placements into shared accommodation following rates:

For placements to Hounslow Hotel: Max One Bed LHA rate (Feltham) at Jan 2010 for shared nightly accommodation - £167.31. Best to use an HB of £167.30 (as this is divisible by 7 making it easier for calculation purposes and not involving odd pence) making it £23.90 per night. Therefore the weekly B & B charge would be £180.20 (HB + heating/lighting), plus £2.85 breakfast per person per week.

For placements to Avondale Guest House Slough: One Bed LHA rate (Slough) at Jan 2010 for shared nightly accommodation - £150.00 hence Best to use an HB rate of £149.94 (i.e. £21.42 per night.)
This would make the weekly B & B charge to customer of £162.84 (i.e. £149.94 plus £12.90 heating/ lighting) plus £2.85 breakfast per person per week..

For placements into Hounslow Hotel where there is self-contained accommodation (own kitchen/ bathroom) paid on a nightly basis

The rates depend on the number of bedrooms (on the presumption that where there are two or more room suitable for living in one will be counted as a living room)

 Bookings with up to 2 rooms for living in (i.e. one bedroom one living room) - one bed LHA rate £167.31 hence 90% of this is £150.58 plus £60 management costs = £210.58. Therefore suggested weekly charge of £210.58 + £12.90 heating and lighting charges = £223.48 plus £2.85 breakfast per person per week

Bookings with 3 rooms for living in (i.e. two bedrooms one living room) - two bed LHA rate £207.69 hence 90% of this is £186.92 plus £60 management costs = £246.92. Therefore suggested weekly charge of £246.92 + £12.90 heating and lighting charges = £259.82 plus £2.85 breakfast per person per week

Bookings with 4 rooms for living in (i.e. 3 bedrooms and one living room) – three bed LHA rate £253.85 hence 90% of this is £228.46 plus £60 management costs = £288.46.
Therefore suggested weekly charge of £288.46 + £12.90 heating and lighting charges = £301.36 plus £2.85 breakfast per person per week.

Case Studies

It should be noted that at any one time the Council would expect to see between 1 and 3 households in bed and breakfast accommodation. During May 2010 there were three households, (two single people and one family). Use of bed and breakfast for families is very rare. The definition of family also includes a pregnant woman. Generally the expectation would be that all the households would be single person units. The 'worst case scenario' figure of £5000 per year is based on 3 single applicants being predominantly placed in the Hounslow Hotel for the duration of the year.

Single applicant placed in shared B and B accommodation - under 2009/2010 rates – Hounslow Hotel Feltham & Avondale Guest House Slough (same rate for both establishments)

Typical room costs to council £25 per night (depending on room) = £175 per week

Rent charge to applicant: £232.70 per week (comprising £217.00 eligible rent for HB & £15.70 personal charge)

Accordingly potential overall balance for council (presuming all charges paid) £57.70 net profit per week

Single applicant placed in B and B - under proprosed 2010/2011 rates – Hounslow Hotel Feltham

Typical room costs to council £25 per night = £175 per week

Rent charge to applicant: £183.05 (comprising £167.30 eligible rent for HB plus £15.85 personal charge)

Accordingly potential overall balance for council (presuming all charges paid) = £8.05 profit per week

Single applicant placed in B and B - under proprosed 2010/2011 rates – Avondale Guest house Slough

Costs to council £25 per night (depending on room) = £175 per week

Rent charge to applicant: £165.69 (comprising £149.94 eligible rent for HB plus £15.85 personal charge)

Accordingly potential overall balance for council (presuming all charges paid) = £9.31 loss per week

For family placements, i.e. larger room or self-contained rooms needed

e.g. 2 bed self-contained units for family (parents plus 2 children.)

Under 2009/2010 rates

Typical room costs £55 per night (£375 per week)

Rent charge to applicant: £241.10 per week (comprising £217.00 eligible rent for HB & £24.10 personal charge)

Accordingly potential overall balance for council (presuming all charges paid) = £133.90 net loss

<u>Under 2010/ 2011 rates</u>

Typical room costs £55 per night (£375 per week)

Rent charge to applicant: £271.22 (comprising £246.92 + £24.30 personal charge)

Accordingly potential overall balance for council (presuming all charges paid) = <u>£103.78 net loss</u>

INVESTORS IN PEOPLE ASSESSMENT

Cabinet: 8 June 2010
Report of the Assistant Chief Executive
REPORT SUMMARY

How does the content of this report improve the quality of life of Borough Residents
Developing staff and members ensures that they are able to fulfil their duties and responsibilities and are equipped to provide services to the Spelthorne community.

Purpose of Report
For Cabinet to note Spelthorne's successful reaccreditation as an Investor in People, meeting the nationally recognised good practice standards set.

Key Issues

- Assessment review in March 2010
- Successful re-accreditation as an Investor in People
- Confirmation of good practice in management, development and continuous business improvement
- Spelthorne has been continuously accredited since 1993

Financial Implications
Training and development is funded from existing budgets.

Corporate Priority

Developing staff and councillors

Officer Recommendations
Cabinet is asked to note Spelthorne's reaccredidation as an Investor in People for a further 3 year period to March 2013.

Report Author: Jan Hunt, Head of Human Resources 01784 444264

Area of Responsibility: Brian Harris, Assistant Chief Executive, 01784 446249
Cabinet member: Councillor Vivienne Leighton

MAIN REPORT

1. BACKGROUND

1.1 Investors in People is a nationally recognised award setting standards for good practice in the management and development of people which apply to organisations throughout the UK.

1.2 Spelthorne has held Investors in People (IIP) accreditation since 1993, and was recently awarded the '15 year award' as one of the small number of organisations who have continuously met the standards set for over 15 years, demonstrating an ongoing dedication to people and a commitment to continuous business improvement. The 15 year award was presented to the Mayor at the Council meeting on 25 February 2010.

1.3 The latest IIP assessment took place over 4 days in March 2010 when the assessor, Paul Cook, met over 40 people from across the organisation including the Leader of the Council and the Chief Executive.

1.4 Verbal feedback was provided on the last day of the assessment visit with confirmation that Spelthorne continues to meet the good practice required by the IIP standard. We have now received the formal Investors in People Review Report, and Cabinet members have received an electronic copy. A hard copy has placed in the Members' Room.

2. FEEDBACK AGAINST THE IIP FRAMEWORK

2.1 The assessor found evidence that Spelthorne remains fully committed to the management, development and advancement of its people and confirmed that Spelthorne has deservedly maintained recognition as an Investor in People. This accreditation is for a further 3 year period, up to March 2013.

2.2 The feedback report includes a summary of good practice and detailed evidence against each of the core IIP indicators, set out in **Section 4** and **Appendix 1** of the assessor's report.

2.3 Strengths and areas of good practice highlighted in the report include:

- The use of flexible and innovative ways of delivering learning and development with a background of reducing budgets

- Managers take their people management responsibilities seriously and are supportive and willing to openly communicate with their staff

- Some managers are recognising the importance of fully engaging their people in the decision making process – acknowledging that team members can contribute their expertise

- Some good examples of thanking individuals and teams of staff for their contribution

- Some good examples of member and officer interaction and recognition. The assessor noted that good relationships between councillors and staff deliver the real benefit of increased understanding and more informed and supportive decision making.

3. FEEDBACK AGAINST BUSINESS OBJECTIVES

3.1 As well as considering the requirements of the IIP framework the assessment also provided an opportunity to explore other topics of current relevance to provide an external view. This included issues around the economic situation, budget reductions and organisational changes as well as issues arising from the results of the recent Staff Survey, including staff morale, changes to the appraisal process and the effectiveness of communications. Findings are set out in **section 3** of the assessor's report.

3.2 Key issues identified include:

(a) People recognise the current tight economic conditions and appreciate communications and explanations

(b) Staff and UNISON have concerns about the timeliness of their involvement and on whether decisions are taken in advance of consultation / involvement

(c) Managers can struggle to articulate the critical qualities they need to manage change (capabilities/competencies)

(d) The line manager / team leader group appear to have most concern about workloads

(e) Overall staff morale appears to be good, although there are understandable concerns about job security. The assessor's perception is that, by no means dismissing those genuine concerns, this is in line with the views of the wider population (as evidenced from his contact with a wide range of other organisations)

(f) The recent changes to the appraisal process were welcomed. Feedback in relation to appraisals was reported to MAT in the recent report on the provisional corporate training plan for the coming year

(g) Generally staff feel that communication is effective, but some managers provide more effective feedback than others. The changes to SMN/DMT feedback may help improve timely cascading of corporate messages.

4. IDENTIFIED OPPORTUNITIES FOR CONTINUOUS IMPROVEMENT

4.1 Points for Spelthorne to consider for the future are set out in the Opportunities for Continuous Improvement section of the report (**section 5**). These development points are designed to compliment and build on the good practice that is already in place. We are not obliged to take any action on these issues, but will wish to take them into account when planning management and development activity for the future.

4.2 Issues identified are in relation to

• Reviewing the Values of the organisation set out in the Corporate Plan

• Refining the priorities (already in process, with revised Corporate Priorities expected to be confirmed later in the year)

• Updating the management capabilities, engaging all managers in the review

- Making the most of the SMN Senior Manager Network group (MAT has already agreed changes from late April 2010)

- Engaging people (staff and representative groups) at an earlier stage

- Encouraging controlled risk taking to encourage innovative ideas and more effective approaches to service delivery

- Considering ways to improve the evaluation of management performance

- Consider using the wider 'Your Choice' framework in future assessments.

4.3 The assessor's suggested continuous improvement plan is at **Appendix 3** of the feedback report.

5. FOLLOW UP ACTION

5.1 Work is already in place to develop some of the points raised in the report and which had already been identified by Members and Management Team (for example in relation to the review of priorities and improvements to manager briefings).

5.2 Management Team have confirmed that all managers are expected to fully involve and engage people (staff and UNISON) from an early stage when reviewing or changing service delivery and when proposing organisational change.

5.3 Management Team regularly consider staff development priorities and will consider how to take forward the points raised in the Review Report, including any changes in approach to management development / requirements. Members' development is considered at the Members Development Steering Group and the IIP standard complements the standards set within the Members Development Charter. Spelthorne's reassessment against the Members Development Charter standard is planned for later this year.

5.4 Management Team and members will wish to extend good practice throughout the organisation (where the assessor noted evidence in 'some cases', this could suggest it may not be present in all cases). This will be particularly important in relation to areas where some concerns were expressed in the recent staff survey and staff meetings, for example effective communication and some concerns relating to member/officer relationships.

6. OPTIONS ANALYSIS

6.1 None, report is for information.

7. PROPOSALS

7.1 Cabinet is asked to note Spelthorne's successful reaccreditation as an Investor in People for a further 3 year period up to March 2013.

8. BENEFITS AND SUSTAINABILITY

8.1 The Investors in People framework encourages good practice in the management and development of people, and continuous business improvement. Continuing accreditation as an Investor in People demonstrates Spelthorne's continuing improvements in developing people to meet the Council's priorities and fulfil their potential.

9. FINANCIAL IMPLICATIONS

9.1 Staff and member development is funded from the corporate, service and member development training budgets, with development activity planned each year according to the Council's priorities and identified training needs. Further development of management capabilities/competencies may require consultant support at additional cost.

10. LEGAL IMPLICATIONS / OTHER CONSIDERATIONS

10.1 Recognition as an Investor in People demonstrates Spelthorne's commitment to people and to continuous improvement, which assists in the recruitment and retention of staff.

11. RISKS AND HOW THEY WILL BE MITIGATED

11.1 None.

12. TIMETABLE FOR IMPLEMENTATION

12.1 Spelthorne's accreditation as an Investor in People extends to March 2013.

Report Author: Jan Hunt, Head of Human Resources 01784 444264

Background Papers: The Investors in People Standard.

COMMERCIAL IN CONFIDENCE

**INVESTORS IN PEOPLE
REVIEW REPORT**

**For
Spelthorne Borough Council**
(March 2010)

Prepared by

**Paul Cook
Investors in People Assessor**

Contents

1. **Introduction**

Spelthorne Borough Council is one of eleven local authorities in Surrey and is situated in the north of the county.

The authority was first recognised as an Investor in People in 1993 and has been reviewed several times since. This was its second review against the current version of the Standard.

The environment within which Spelthorne Borough Council operates has changed considerably since the Assessor's 2007 visit. Like many other organisations in its sector, the Authority has to operate with restricted resources. This means it is re-focusing its priorities and has to be very clear with respect to what it can and can not deliver whilst continuing to provide quality services for local businesses and residents.

There have also been significant changes within the senior team, whilst Heads of Service are typically been offered the opportunity to take responsibility for a broader range of objectives and projects.

During the lead up to the review, the Authority described its key business challenges as being:

- To continue to deliver high quality services whilst making significant budget savings.
- To embed revised organisational / management structures.
- To increase the amount of cross departmental activity.
- To ensure best value for money is achieved from a reduced learning and development budget.

2. **How to Read This Report**

The report is split into several sections and is not necessarily designed to be read and absorbed in one go.

Sections 3, 4 and 5 should be read first and are probably of most initial interest to managers and staff because these parts of the report comment directly upon the objectives for the review and summarise Spelthorne Borough Council's strengths and the options for further improvement.

Sections 6, 7 and Appendixes 1 and 2, summarise the overall review outcomes and evidence collected to draw those conclusions. These sections are probably of most interest to those people with a good understanding of the detail of the framework.

Appendix 3 provides a template for a 'Continuous Improvement Plan' based upon the Assessor's improvement suggestions. The Authority is encouraged to consider and agree the plan over the next couple of months.

Appendix 4 provides a visual indication of the topics from the 'Your Choice' section of the Framework that would support 'change management and 'improving efficiencies.

Appendix 5 provides articles taken from 'goodpractice.net'. This is a database of articles that all Investors in People practitioners have access to on behalf of their advisory and assessment clients. It is believed that the selected articles will be of interest to Spelthorne, but they are provided to be read at the reader's leisure.

3.   Feedback against Business Objectives

This section of the report provides some specific feedback against the objectives the Authority chose for the review. Please turn to Appendix 1 of the report for a summary of evidence against the Indicators of the Standard.

- *To assess people's understanding of the implications of the current tight financial climate in respect of:*
    - i.   *Do people appreciate how they can proactively contribute to the process?*
    - ii.   *What impact is the climate having on staff morale?*

People do recognise that the Authority is operating under tight economic conditions. Councillors and senior managers have done a good job of communicating the need to provide effective services within restrained resources.

The review did though confirm the findings of the staff survey. That is, the Authority currently has quite a number of key priorities and staff do find it difficult to identify the priorities which are considered more important than others. The Authority already recognises this concern and is taking steps to stream line the priorities for 2010-11. This will be beneficial for staff.

People acknowledge that the Authority is open and that senior managers are keen to illicit their contribution with respect to the efficient and effective use of resources and the improvement of services. Some people stated that their managers were very good at engaging and empowering them with respect to implementing service improvement ideas. Some others however voiced a concern that whilst they believed managers wanted to involve them they queried the timeliness of that involvement. That is, they felt that their views were not necessarily being canvassed early enough in the process and therefore some people felt some key decisions were being taken before they could influence that process.

People accept that senior managers are ultimately responsible for making decisions regarding *what* has to be done. Indeed it is a key responsibility of senior managers to communicate what is and is not negotiable as part of any successful change process. However people were saying that they have the best appreciation of what does and does not work from an operational perspective and that they could potentially make a much greater contribution with respect to defining *how* objectives are achieved. This is perhaps critical when the Authority needs to make best use of the resources available to it.

Essentially some people felt they could make better use of their knowledge and skills if they were given the opportunity to do so.

The Assessor had some very interesting conversations with managers. This group could comfortably talk about the outcomes they had to achieve and about the general support they needed to give to effectively manage and develop their teams. Indeed it was noted that managers clearly recognise and accept their responsibilities for people. However, they did struggle to clearly articulate what they felt were the critical qualities they would need to possess and portray in order to help the Authority, and in particular their teams, to address the challenges that will have to be faced over the coming years. This is certainly an area the Authority might want to consider as it could ultimately have a significant knock on impact on the ability of people to fully contribute to the effective delivery of services. This topic will be re-visited within Section 5 of the report.

It was also noted that the line manager / team leader group appeared to have most concern about workloads. Their specific worry was that they might become a 'bottle neck' for the efficient processing of work as they tried to manage a growing number of responsibilities and activities.

Overall staff morale still appears to be good. They have noted the resource reductions and are aware that the Authority has asked for volunteers for sabbaticals and early retirement. They are also aware of wider economic climate and especially statements made with respect to potential restrictions in the public sector. This is not surprisingly having some impact on their thoughts about job security. Having said this, and by no means dismissing their genuine concerns, the Assessor's perception is that staff concern is in line with the general population's views on job security within the current economic climate.

- *In the opinion of the Services, have the changes to the staff appraisal process led to Service and Authority benefits?*

Those that were asked (managers and staff) responded favourably to questions about the revised appraisal process. Both groups felt that the revised paperwork was more flexible. Managers especially felt less restricted by the revised format and felt they could have a level of conversation that suited the requirements of the individual member of staff. This resulted in a better conversation and therefore better outcomes.

Managers welcomed the opportunity to adjust the appraisal timeframe. Certain managers felt that they had previously had to conduct appraisals at times of particularly heavy workload for their department which had a negative impact on the quality of those discussions. These managers now felt that they and their staff could now conduct their discussions at a time when both could fully focus on those discussions.

- *Do staff have specific comments to make with respect to the effectiveness of communication?*

Generally staff felt communication is effective. As stated above they do recognise that senior managers and members are trying to open and transparent.

Those that attend value the whole staff meetings conducted by the CEO and the MAT team. People also value 'Ask MAT' and 'Spelnet'. Those working away from Knowle Green welcome the efforts that senior managers do make to visit their work bases. This has the dual benefit of letting people hear information directly and of demonstrating that senior managers want to interact directly with all staff groups.

As stated above, some staff do have a concern about the timeliness of communication – in particular their ability to contribute their views at an early stage. In addition it was noted though, that some managers seem more effective than others in communicating the outcomes of MAT or Senior Management Group meetings to the teams. It was also observed that people reporting to these managers felt more involved and empowered than their colleagues. It is important therefore that managers ensure key messages and outcomes are communicated all the way down the line and that the Authority's top level, departmental and team meetings are co-ordinated to facilitate effective two way communication.

4.   Strengths and Areas of Good Practice

This section of the report highlights any particularly good or important practice identified during the course of the review.

- Use of Key Performance Indicators (KPIs) – Managers and people seemed able to describe the KPIs relevant to their part of the Authority. Continual review of performance against the KPIs provides the backdrop for discussion about strategy and action at management and team meetings. (Indicator 1)

- The Authority, as a matter of course, seeks the views of partners and other key external stakeholders when developing its Corporate Plan and Service Plans which helps it to ensure that its strategies meet the needs of the local community and compliments those of other organisations. (indicator 1)

- The organisation is developing flexible and innovative ways of delivering learning and development. The Authority has had to reduce the size of its learning and development budget but is recognising that learning can be delivered in other ways such as on-line; through networking and through membership of a project team. (indicators 2 & 8)

- Interaction between Portfolio Holders and Officers – Portfolio Holders have been encouraged to develop good working relationships with relevant officers. Such relationships deliver the dual benefit of increased understanding of the other party's position and consequently, more informed and supportive decision making. (indicator 4 & 5)

- Managers do take their people management responsibilities seriously. The feedback was that managers are generally supportive and willing to openly communicate with their staff. (indicator 4 & 5)

- Some managers are recognising the importance of fully engaging their people in the decision making process. These managers acknowledge that team members are often the experts in their area and are therefore

best placed to identify opportunities and strategies for the improvement of service delivery. This approach is not yet universal and should therefore be encouraged. (indicators 4, 5 & 7)

- The Assessor was provided with some good examples of managers at all levels taking time to thank individuals and teams for their efforts. This ranged from a simple 'thank you' to public acknowledgement at Council meetings. (indicator 6)

- Cross team working – there were also some good examples of cross team working to address common issues. This sharing of knowledge and information leading to the development of complimentary strategies is very important for any organisation that is trying to improve its efficiency and effectiveness. Again this is practice that the Authority should be encouraging across all parts of its business. (indicator 7)

5.   Opportunities for Continuous Improvement

This review has identified that Spelthorne Borough Council employs some good practice with respect to the leadership, management and development of people. These development points are, therefore, designed to compliment and build upon the practice that is already in place. There is a focus upon helping the Authority to successfully manage change and to improve its efficiency and effectiveness. Some points also directly cross reference to the 'Your Choice' part of the Framework.

- Values – The organisation describes within its Corporate Plan, five values that define the way in which it operates. It was interesting to note that although people used words such 'honesty' and 'openness' during my conversations no one made direct reference to the values.

   Values define the behaviour and attitude of an organisation and these are important to Spelthorne, yet there doesn't currently appear to be a process in place for objectively assessing whether the values are being widely and rigorously applied. The current KPIs measure 'outcome' but not 'behaviour and attitude'?

   This might also be time to re-visit the Values? The current set define the traditional behaviours that have served the Authority well in the past, but does the Authority need to explicitly define the additional behaviours required to drive performance in the future? (indicator 1)

- Refine Priorities – The Authority has already acknowledged the need to rationalise its key priorities. The feedback from people during this review confirms the need to do so. The rationalisation will also help to send a clear message to people that it is alright to stop doing certain things which will help them to focus their actions on the key priorities. (indicator 1)

- Update the management capabilities – Managers are the 'oil' which enable the 'cogs' of an organisation to turn smoothly and efficiently and ultimately excellent leadership is the catalyst that turns good performance into outstanding performance. The management capabilities are due for review and the Authority is therefore encouraged to engage all its managers in the update of those capabilities. It is important that managers identify for themselves the

critical capabilities they need to lead Spelthorne Borough Council through the next few years. It is possible that these will be subtly different from the current set of capabilities

Such engagement will enable managers to recognise any need they have to update and develop their capability. It will also inform an update of the Authority's management development strategy.   A supporting article on 'change management competencies' taken from 'goodpractice.net' is provided in Appendix 5. (indicators 4, 5 and 10)

- Make best use of the Senior Manager Network Group – The Assessor has observed that other organisations obtain a lot of value from the use of in-house middle manager network groups. Members of such groups have stated that it had helped them to improve their strategic awareness; their capacity to work in partnership with other departments and their ability to achieve multiple outcomes for their organisation. There has been another indirect benefit in that members have been able to cascade their knowledge of the wider business agenda down to their teams, thus increasing the team's comprehension and ownership of that agenda Both benefits would generate real value for Spelthorne

  The feedback from this review is that managers are getting some value from the group and there are some good examples of 'joined up strategy' being generated by some departments. Yet a view was expressed that the group meeting is not quite as effective as it should be. Members have had some experience now of being part of the group, so encourage them to reflect on that experience and to define how it can be made to operate more effectively? (indicator 5)

- Engagement of people – People reported that the Authority is open and honest in respect of communication to them and is willing to involve them in the decision making process. However some people perceived that they were not being engaged early enough in the process to really influence decision making and voiced some frustration about this.

  In section 4 it was acknowledged that some managers recognise that people are the experts in their area and it is these managers that tend to engage the team at the earliest opportunity and reap the benefits from that engagement. It is important to encourage all managers to look for opportunities to engage people as soon as they can because this tends to lead to informed decision making and a collective ownership of that decision. It also has the additional benefit of tending to relieve some of the workload pressures that managers might be experiencing. (indicators 5, 7 & 10)

- Encourage controlled risk taking – A confident organisation encourages its people to challenge the way it works and to implement innovative ideas. As long as the risk is managed the worse that can happen is that an idea will not work and lessons will be learned as to why it did not work.   The original idea might also spark another more effective approach.   Yet the potential benefit of encouraging people to be innovative could be a significant improvement in service delivery and maximisation of an individual's or team's potential. A couple of articles on creativity and innovation taken from 'goodpractice.net are provided in Appendix 5. (indicator 7)

- Evaluation – It is clear that management performance is critical to the overall performance and development of the Authority and a lot of time and effort is being used to ensure the right structures are in place and that managers possess and apply the right capability set – Take time, as a management team to agree the key measures/signals that will give you confidence that progress is being made and that this investment is delivering a return. (Indicators 4,5 &10)

- Use the 'Your Choice' Framework as a business improvement tool. The main reason for the introduction of the 'Your Choice' section of the Investors in People Framework is to facilitate continuous improvement. The Assessor has used the 'Business Issue Scoping Tool' to identify the topics within the 'Your Choice' framework that specifically support 'Managing Change' and 'Increasing Efficiency'. A visual representation of this is provided within Appendix 4 of the report. The tool can be accessed at http://www.investorsinpeople.co.uk/MediaResearch/Tools/Pages/BusinessIssueScopingTool.aspx . The Authority might like to look at these topics and maybe consider making this the focus for a future review? (all indicators)

6.   Next Steps

A template for a continuous improvement plan based on the suggested development points in section 5, has been provided in Appendix 3. The business is encouraged to consider and then complete the plan.

The Authority should not feel constrained by the suggestions made in the report. It may well wish to pick some areas of its own choosing and include those in the continuous improvement plan.

As stated within section 7, the maximum time between reviews is three years, but the Authority should also consider whether it would be more appropriate to have a review on a more regular basis.

This is especially pertinent now that organisations can achieve additional awards through application of the 'Your Choice' part of the Investors in People Framework. The assessor can help you to consider all the options in order to agree an appropriate strategy.

7.   Conclusion

Following this visit, I am pleased to confirm that Spelthorne Borough Council continues to meet the requirements of The Standard part of the Investors in People framework.

The maximum period between Post-Recognition Reviews is three years. However, it is Quality South East's policy to maintain contact with you between reviews.   This is done via regular e-bulletins, and contact from Quality South East and from me.   The first contact from me would normally be in about six months' time, principally to find out how you are progressing with my suggested opportunities to improve and to see if you need any further support.

Planned date for my next contact: October 2010

Signed:

Investors in People Assessor

Date: 31st March 2010

 APPENDIX 1: Summary of findings against each Indicator

Developing strategies to improve the performance of the organisation.
An Investor in People develops effective strategies to improve the performance of the organisation through its people.

This part of the report summarises the evidence provided that confirms that Spelthorne Borough Council remains an Investor in People. The section has been written to reflect the 'The Investors in People Framework – A summary of its contents', which is structured by Indicator and then by topic.

The evidence gained from 'top managers', 'managers' and 'people' within these 'topics' are collated to provide a better flow to the report.

1. **A strategy for improving the performance of the organisation is clearly defined and understood.**

    The Organisation has a vision/purpose, strategy and plan. (1, 2)

    - The organisation has a straight – forward mission which is 'Making Spelthorne a Better Place'

    - The Authority has a Corporate Plan for 2008-11. It covers a range of priorities such as
        - Housing
        - Help for Older People
        - Value for Money
        - Safety

    The Corporate Plan is supported by a series of Service Action Plans. Both sets of plans include numerous examples of measurable objectives

    - It is acknowledged that the Authority currently has too many priorities and that this can be confusing for members and staff alike. Steps have already been taken to rationalise these for 2010-11

    People are involved in planning (3, 4, 5, 6)

    - People were able to confirm their involvement in planning describing their engagement with departmental and team meetings; Task Group interviews and ongoing discussion within teams.

    - Whilst acknowledging the willingness of senior managers to involve people in discussion and debate, some people felt there was scope to engage them earlier in the decision making process.

    - Members of Representative Groups felt that they had constructive relationships with senior managers but also on occasion felt individual managers could consult with them at an earlier stage.

    - People were very aware that the Authority was operating within a constrained environment and therefore of the need to provide value for money. They could also describe team and individual objectives.

- Statements made with respect to the requirements of Indicator 1 included:
  - *"We held a departmental workshop in February prior to the creation of the Service Plan."*
  - *"It is important that we do not put off the rationalisation of the priorities."*
  - *"We are taking very serious decisions now so that we will be sitting pretty when the economy improves."*
  - *"We are meeting the challenges we face through the input of staff."*
  - *"I've had a lot of input into how it should work. The key thing is that the job is done and I am allowed to do it in my own way."*
  - *"Sometimes there is a frustration. The team can perceive things better but do not always feel listened to."*
  - *"The last six months or so managers have taken notice of what we say."*
  - *"The big picture is still a bit of a grey area. My main concern is my own department.*
  - *"Timeliness is a little bit of an issue. We're involved but a little late."*
  - *"We are not sure how work will be distributed in the longer term. That's making people a little anxious."*
  - *"We have a number of national and local targets. The key thing is to meet deadlines and to ensure we provide good customer service."*

2. Learning and development is planned to achieve the organisation's objectives.

Learning priorities are clear and linked to the plan. (1, 2)

- The Authority has a People Strategy (2007-10); Workforce Development Plan (2007-10) and a Corporate training Plan for 2009-10. Priorities for the current financial year have included:
  - ICT skills development
  - Project Management Skills
  - Management Training
  - Customer Service Training

- Departmental Heads continue to identify departmental needs through the Service Plan development process and through the appraisal process.

- The appraisal process has been amended to make it more flexible. Managers and staff confirmed that they felt the revised process was more flexible and fit for purpose than its predecessor.

Resources for learning and development are made available (1)

- The financial budget available to support learning and development has had to be cut during 2009-10 due to economic conditions but the effect of this has been mitigated through use of shared training events via STOG; use of on-line training materials and through analysis of the

value of certain CPD activities.   This approach has ensured all 'essential' development needs are being met.

The impact will be evaluated. (1, 2)

- Top managers and managers were able to describe how the impact of learning and development will be evaluated. They cited certification; observation; team meeting discussion and review of team and corporate performance indicators as examples of the criteria that would be used to assess the impact of learning and development

People are involved in identifying their development needs (3, 4)

- People confirmed that the appraisal process was used to identify their development needs and also confirmed the two way nature of those discussions.   People also stated that team meetings were an opportunity for the team to discuss performance issues and identify any development needs that they had.

- Statements made with respect to the requirements of Indicator 2 included:
  - *"There's been a significant change in management structures. There is a lot of in-house development going on linked to that."*
  - *"We're developing the skills of housing control staff to help with some of the house visits."*
  - *"There's a lot of development going on by getting people involved with delivery of projects."*
  - *"We've focused the use of our budget on meeting the needs of the operational staff."*
  - *"I'm doing an eco systems services events.   It is directly relevant to what I do."*
  - *"I am doing some work with the environmental health team. It is useful to get a deeper knowledge of environmental health."*
  - *"I am going to do a 'pro-active' administration course. It's a lot to do with organisational skills which I need."*
  - *"The appraisal is certainly a much simpler process."*
  - *"The appraisal forms are much more suitable for an operational team."*

3. **Strategies for managing people are designed to promote equality of opportunity in the development of the organisation's people.**

People are encouraged to contribute ideas. (1, 5)

- People confirmed that managers are encouraging them to contribute their thoughts and ideas and gave examples of doing so. These included:
  - Attending other team's meetings and sharing knowledge with that team
  - Attending networks and bringing examples of best practice back to the organisation

o   Working together as a team to share knowledge and skills
o   Asking questions of senior managers either at staff meetings or via 'Ask MAT'.
o   Involving members of the Business Improvement Team with departmental improvement projects.

There is an equality of opportunity for development and support. (2, 3, 4)

- People confirmed that they believe that there is still fair and appropriate access to learning and development opportunities. They were able to confirm the processes described by managers which enabled them to get the support that they needed. This included:
  o   Effective use of flexi-time / job share arrangements.
  o   Commitment to support the needs of staff on temporary contracts.
  o   Two way conversation about development needs during appraisal
  o   Use of on-line or in-house learning materials
  o   Shared resource via STOG
  o   Support with study leave / examination fees

- It was noted though that managers did occasionally interpret the Authority's policy with respect to study leave / fees in different ways. It is important to ensure that there is consistent application of that policy.

- Statements made with respect to the requirements of Indicator 3 included:
  o   *"We've invited other services in to team meetings to talk about their area and the links to us."*
  o   *"We've got funding to help us deliver NVQs."*
  o   *"We have a very flexible 'flexi-time' system now. As long as service needs are met we go with it….It has helped retention."*
  o   *"We have a defined induction programme with a mixed approach to learning and support…..We have an in-team monitoring officer supporting the team."*
  o   *"I give the option of a team or individual appraisal. It's about what they feel comfortable with."*
  o   *"We're working with the BIT team. We agree what we are looking at and then mutually support each other."*
  o   *"I attend xxxx network. I consider whether there are any lessons to be learned and bring them back."*
  o   *"The on line modules are good. I can do them when I want without distractions."*

4.   The capabilities managers need to lead, manage and develop people effectively are clearly defined and understood.

Managers are clear about the capabilities they need to lead, manage and develop people. (1, 2)

- Managers continue to be able to describe the core capabilities they require to be able to manage and develop people. These included a willingness to communicate direction and objectives; to be open and supportive of staff; to listen to their thoughts and concerns and to be able to take decisions.

- Managers also described the support they were getting to develop their skills. This included formal workshops (in-house and external); guidance from senior managers and the opportunity to take on extra responsibility. Top managers also described the purpose of the Senior Management Network Group which is designed to encourage middle managers especially to identify and address cross departmental issues, thus raising their capacity to act strategically.

- Top managers are placing a lot of emphasis on the whole management team's capability to lead the Authority through a period of potentially significant change. Yet managers did struggle to articulate the critical capabilities they would require to effectively manage that change process. It was noted that the current management capabilities are due for review and this would be a good time to engage the whole management team in that review process.

People know what effective managers should be doing. (3)

- People expect their managers to be supportive; to give guidance and direction; to be fair and approachable and to help development their skills.

- Statements made with respect to the requirements of Indicator 4 included:
  - *"Communication is very important. Fail on this and we fail as a business."*
  - *"There are changes in our ways of working. We have to be smarter and less hands on."*
  - *"It's more about planning and anticipation. The ability to enable rather than instruct."*
  - *"The management team could be stronger, but we don't have a blame culture. That is important. "*
  - *"I have to be ready to listen to make people feel part of the team, but I also have to be assertive."*
  - *"I am not sure we are putting across clearly enough the need for change."*
  - *"I've not really had a conversation about the capabilities I need, but I think I have worked it out for myself?"*
  - *"It's very important my manager is there to either approve things or bounce things around with me."*
  - *"I look for support. How far am I allowed to go with things?"*

Taking action to improve the performance of the organisation.
An Investor in People takes effective action to improve the performance of the organisation through its people.

5.   Managers are effective in leading, managing and developing people.

Managers are effective and (people and managers) can describe how they lead, manage and develop people. (1, 3)

- Managers were able to speak about how they are effective and gave examples which were confirmed by people. These included:
  o Involving the team in the development of Service Plans
  o By trying to empower the team to make their own service improvements
  o Considering changes to structures to help support service delivery
  o Involving people in the change process
  o Re-assuring people with the respect to the impact and value of significant change such as partnership working

- Some managers did voice a concern about their continued ability to manage workloads. They were concerned that they might become a 'bottle neck' given the range of priorities they had to manage.

Managers give constructive feedback (2, 4)

- Managers were also able to give examples of providing construction feedback, be that via appraisal, team discussion or through 121 conversations. Examples included:
  o Helping one person to recognise the impact her attitudes were having on her relationships with colleagues
  o Another manager spoke of how she was directly helping a team member to develop her understanding of a local authority environment because of her lack of previous exposure to the sector.
  o Another manager spoke of how she had been very honest with a group of temporary staff about her desire to keep them but also able the risks attached to that given the current climate.

- Statements made with respect to the requirements of Indicator 5 included:
  o *"Empowerment of the team is critical and my trust in their capabilities is fundamental to that."*
  o *"I am trying to improve but sometimes struggle to deliver against everything."*
  o *"I am trying to help one person to be more realistic. To be clear about what can and can't be delivered and to focus effort."*
  o *I am offering guidance to try to help my reports to focus on the medium term requirements."*
  o *"I am a strong believer in discussing things and in getting*

> o *"I do feel supported but managers are very busy. I feel we need that prioritisation."*
> o *"When I need advice I will get it. I've learnt not to get upset by difficult people."*
> o *"My manager lightens the mood and can take the edge of a bad day."*
> o *"I had to deal with a very sensitive issue. My manager helped me find the solution."*
> o *"My manager likes us to work as a team and to discuss things as a group."*

6.   People's contribution to the organisation is recognised and valued.

People believe they make a difference. (2)

- People are very aware that their role is to help to improve the lives of local residents and businesses. They are able to see, through the Service Plan and their team and individual objectives, how they can make a difference. People recognise that the key priority at the moment is to try to maintain and/or improve services whilst operating within restricted budgets.

People believe their contribution is valued. (1, 3)

- People also feel that their contribution is valued. They described informal and formal thanks offered by managers, members and local partners. People spoke of manager's willingness to work with them and that this also helps to make them feel valued.

- It was highlighted that Councillors are being encouraged to work alongside officers and that officers are increasingly getting the opportunity to report back directly to Council. This is helping to develop effective working relationships which are crucial for progression.

- Statements made with respect to the requirements of Indicator 6 included:
  o *"We're looking at how we can use IT to automate processes in order to improve efficiencies."*
  o *"The bio-diversity action plan is the first in Surrey. It provides a focus and a point of contact for a range of people."*
  o *"I got a compliment from a Councillor passed on to me. It did make me feel important."*
  o *"It's been acknowledged that the department is much busier. The Councillor fed back that he was appreciative of the work we were doing and acknowledged that we were doing our best*
  o *"I give an extra 15 minutes flexi-time for examples of excellent customer service."*
  o *"XXXX was well pleased of how we did during the snow. That is typical of her."*
  o *"It's always nice to hear thank you."*

> o   *"I occasionally buy cakes for no other reason than to acknowledge the peaks and troughs we have in the business."*

7.   People are encouraged to take ownership and responsibility by being involved in decision-making.

Ownership and responsibility are encouraged.   (1, 3) / People are involved in decision-making. (2)

- It was explained earlier in the report that the organisation recognises that it has to be more efficient and effective in its delivery of services and that there is a need to develop new ways of working. Managers at all levels recognise that people have to be actively involved in the change process and that they will often have the best ideas with respect to service improvements.

- People acknowledge that managers are trying to be open and inclusive. Meetings are used by managers to engage their teams in discussion about the way forward.

- It is also true perhaps that some managers can be helped to develop their capability to achieve their targets through the actions of the team which might help them to feel less concerned about personal workload

- Nevertheless people at least felt that they had some autonomy within their role and some also felt they had a significant influence upon the development of their service.

- Statements made with respect to the requirements of Indicator 7 included:
    - o   *"I'm encouraging discussion about the re-structuring and the integration of the team's work."*
    - o   *"We managed to increase our staffing by describing the issues and by putting forward options."*
    - o   *"People care about delivery rather than strategy, so I try to bring it down to their level."*
    - o   *"I have constantly got my team looking for ideas for how to do things better."*
    - o   *"Two team members through their own actions achieved an xx% increase in small business tax relief."*
    - o   *"Sometimes managers are not quite so good at engaging people with the knowledge and skills to help make decisions."*
    - o   *"I recognise that responsibility is being pushed down to the next level. I want this because I feel I can take on more."*
    - o   *"I went to a couple of meetings and gave my opinion. I also got the draft documents to check."*
    - o   *"XXXX doesn't do blame. If something goes wrong we just discuss why."*
    - o   *"I feel my input is considered. I am not sure how much impact it has?"*

8.   People learn and develop effectively.

People's learning and development needs are met. (1, 2, 3)

- Managers are using a range of learning opportunities to ensure that needs are met. They are recognising that a variety of options can be used to support development as well as traditional off site courses and qualifications. This is important given the need to make best use of the learning and development budget.

- People were able to explain how their learning was being applied. Most people felt that the learning had been valuable but a couple queried the value of some of the courses that they had attended. The concern tended to relate to the content of the event compared to their specific need. People did however recognise the value of working alongside colleagues in order to develop their knowledge and understanding.

- The organisation continues to operate a thorough and effective induction programme. People appeared to like that some of the learning was available on line and that therefore they could access it at a time that was appropriate to their needs.

- Statements made with respect to the requirements of Indicator 8 included:
   - *"I've got a largely new team, so I have re-defined the job descriptions with an emphasis on the right attitudes."*
   - *"I've got my team attending IT user groups so that we can milk the efficiencies of the system."*
   - *"We've had a lot of meetings about the impact of changes in delivery so we can get the input and understanding of the team."*
   - *"My induction was very good. I did a couple of modules on-line and I got a very structured introduction to different aspects of xxxxx."*
   - *"I did xxxxx training. It covered far more than I needed but it does mean I can do the job."*
   - *"I tend to self teach. I spoke to xxx department and they directed me to some very relevant websites."*
   - *"I've done some courses which have developed my knowledge base which is very important when I am dealing with the legalities."*

> **Evaluating the impact on the performance of the organisation.**
> *An Investor in People can demonstrate the impact of its investment in people on the performance of the organisation.*

9.   Investment in people improves the performance of the organisation.

Investment in learning can be quantified. (1)

- Top managers were able to confirm the allocation of resources as described within indicator 2. They confirmed the importance of making best use of those resources and described how partnership working; shared resources and the use of on-line materials had helped to alleviate issues caused by an overall budget reduction.

Impact can be demonstrated. (2, 4, 5)

- Top managers, managers and people could also provide examples of how learning and development had impacted upon team and organisational performance. Examples included:
    - Value obtained through the introduction of Choice based Letting.
    - How improvements in contract management and negotiating skills had resulted in a contract saving of £200K whilst also achieving improved standards.
    - How training and reflection on lessons learned led to the highest collection rate for business rates in 4 years.
    - How partnership working in audit led to the cheapest external audit costs in Surrey.
    - How one person used her customer service training to learn the importance of letting people have their say which improved relationships and agreed solutions.
    - How one person in the planning team feels she is able to take on more complex applications which is freeing up her colleague's time for other work.

Performance improves as a result. (3)

- Top managers spoke of how all the changes are focused on ensuring the organisation is financially stable whilst still being able to deliver the quality of service expected by Spelthorne residents and businesses. The medium term aim is to have a clear set of priorities delivered by a strategically capable management team supported by an empowered and innovative staff team.

- Statements made with respect to the requirements of Indicator 9 included:
    - *"We have really had to prioritise our use of resources and have got the management team involved in that process."*
    - *"There are a range of performance indicators where it is clear learning has had an impact."*

o *"We have worked on a more corporate approach to large scale planning opportunities…..We have seen a step change in performance."*

o *"We are now using a computer system that is very supportive of what we do."*

o *"Our reputation is now much higher. We are seen as a team rather than as individuals…..The indicators are all performing well."*

o *"In my first two months I learnt something new everyday. I am still learning."*

o *"I now feel both comfortable and competent in my role. I am influencing decision making at the YYY Group."*

o *Because of the support I have been given I am well on the the case."*

o *"CBL is much more open and transparent. It is early days but the signs are very good."*

10. Improvements are continually made to the way people are managed and developed.

Evaluation results in improvements to people strategies & management. (1, 2)

- Top managers pointed to the re-structuring of the senior management team as a key improvement. They believe that this structure will help the Authority to make the changes it requires to be sustainable in the future.

- Managers also highlighted the improvements made to the appraisal process; the effective use of learning and development resource; 'Ask MAT' and the introduction of the Senior Managers Network as other examples of improvements to the way it manages and develops people

- Individual managers were also able to give examples of how they felt they had got better at managing and developing people. These examples tended to focus upon better use of listening skills and a willingness to involve and engage their teams. Some managers also referenced the importance of widening awareness of cross authority issues which was resulting in an increase in cross team working.

People's views on how they are managed improve. (3)

- People are reacting to a period of consolidation and some uncertainty in respect of job security. Therefore it was not surprising that they struggled a little to think of significant improvements to the way that Spelthorne manages and develop people. However they did acknowledge that the Authority remains committed to their development. They did also recognise the efforts made to engage them in the change process and of the value of communication options such as the whole staff meetings; 'Ask MAT'; 'Spelnet' and senior manager blogs.

- Statements made with respect to the requirements of Indicator 10 included:
    - *"We have introduced joint team meetings generating an agreed approach to process and ideas."*
    - *"I am thinking more long term. I also need to be in tune with the needs of my staff so that we make savings without losing service standards or staff."*
    - *"I have learnt that people are motivated by different things, therefore I have to respond to them differently."*
    - *"The blogs have given me a better insight to these people and their personalities."*
    - *"My listening skills didn't used to be very good. I didn't give people 100% attention."*
    - *"I have sharpened my awareness of the importance of communication. That is the linkage point between corporate management, political leaders and the teams."*
    - *"Spelnet is useful. You get messages of the day and all sorts of information."*
    - *"I have not noticed any particular improvements. However what is done is good."*

APPENDIX 2 - Review Summary Chart

☑ ✓	Evidence requirement in scope: met
☑ ✗	Evidence requirement in scope: not met
☐	Evidence requirement not in scope

INDICATORS

	01	**02**	**03**	**04**	**05**	**06**	**07**	**08**	**09**	**10**
1	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
2	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
3	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
4	✓	✓	✓		✓				✓	
5	✓		✓						✓	
6	✓									

(THE STANDARD)

(YOUR CHOICE)

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EVIDENCE REQUIREMENTS	Met	Not met	Not in scope	TOTAL
The Standard	39	0	0	39
Your Choice	0	0	157	157
TOTAL	39	0	157	196

Document Version – July 2009

APPENDIX 3 - Investors in People Continuous Improvement Plan

A. Key Information

Organisation	Spelthorne Borough Council	**Date of last review**	March 2010
Date of plan	April 2010	**Review date for this plan**	July 2010
Proposed next review date	TBA		

B. Key Contacts

Client Key Contact	Jan Hunt	**E**	j.hunt@spelthorne.gov.uk	**T**	01784 444264
Assessor	Paul Cook	**E**	paul@cookpaul1.wanadoo.co.uk	**T**	07947 760906
Client Coordinator	Eileen Roerig	**E**	eileen.roerig@qse.org.uk	**T**	01235 537156

C. Recommended Future Activity

Development Area	Objective of Development, i.e. expected outcome	Organisation Activity	Suggested Support from Centre/Specialist/others
Re-visit and re-define organisation Values	The Values drive organisational attitudes and behaviours resulting in performance improvement		
Refine Corporate Priorities	People and departments can clearly state the Authority's key priorities resulting in the appropriate application of effort and resource towards achievement of those priorities		
Update management priorities	Managers agree and apply the desired capabilities in order to drive team performance		Articles from 'goodpractice.net' are provided in Appendix 5
Improve Senior Manager Network Group	Increased examples of cross service solutions achieving multiple outcomes for the Authority		
Early engagement of people in	People make a full contribution to		

Development Area	Objective of Development, i.e. expected outcome	Organisation Activity	Suggested Support from Centre/Specialist/others
decision making process	decision making resulting in team ownership and implementation of those decisions		
Encourage controlled risk taking	Innovation leads to performance improvement		Articles from 'goodpractice.net' are provided in Appendix 5
Evaluate the impact and effectiveness of management performance	The organisation can rigorously assess whether managers are effective and are driving performance in their teams and departments		
Use 'Your Choice' Framework to support continuous improvement	The Your Choice Framework underpins continuous improvement activity across the Authority		www.investorsinpeople.co.uk www.qse.gov.uk Contact with Assessor

APPENDIX 4 - THE INVESTORS IN PEOPLE FRAMEWORK: A SUMMARY OF ITS CONTENTS

Green = Achieved this review;   Yellow = Topics suggested by 'Business Issue Scoping Tool' to support 'Managing Change' and 'Improving Efficiency'

PLAN				DO				REVIEW	
01: BUSINESS STRATEGY	02: LEARNING & DEVELOPMENT STRATEGY	03: PEOPLE STRATEGY MANAGEMENT	04: LEADERSHIP & MANAGEMENT STRATEGY	05: MANAGEMENT EFFECTIVENESS	06: RECOGNITION & REWARD	07: INVOLVEMENT & EMPOWERMENT	08: LEARNING & DEVELOPMENT	09: PERFORMANCE MEASUREMENT	10: CONTINUOUS IMPROVEMENT
THE STANDARD TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:									
The organisation has a vision/purpose, strategy and plan People are involved in planning Representative groups (where appropriate) are consulted when developing the plan	Learning priorities are clear and linked to the plan Resources for learning and development are made available The impact will be evaluated	People are encouraged to contribute ideas There is equality of opportunity for development and support	Managers are clear about the capabilities they need to lead, manage and develop people People know what effective managers should be doing	Managers are effective and can describe how they lead, manage and develop their people	People believe they make a difference People believe their contribution is valued	Ownership and responsibility are encouraged People are involved in decision-making	People's learning and development needs are met	Investment in learning can be quantified Impact can be demonstrated	Evaluation results in improvements to people strategies and management
YOUR CHOICE TOP MANAGERS SHOULD MAKE SURE (AND THEIR PEOPLE SHOULD CONFIRM) THAT:									
Clear core values relate to vision and strategy Key performance indicators are used to improve performance Social responsibility is taken into account in the strategy People and stakeholders are involved in strategy development	The learning and development strategy builds capability Plans take account of learning styles People help make decisions about their own learning Learning and development is innovative and flexible There is a culture of continuous learning	The recruitment process is fair, efficient and effective A diverse, talented workforce is created A work-life balance strategy meets the needs of its people Constructive feedback is valued The structure makes the most of people's talents	Leadership and management capabilities for now and the future are defined Managers are helped to acquire these capabilities Leadership and management strategy link to business strategy, taking account of external good practice Everyone is encouraged to develop leadership capabilities	Managers are role models of leadership, teamwork and knowledge sharing Coaching is part of the culture People are helped to develop their careers There is a culture of openness and trust	Reward and recognition strategies link to business strategy and are externally benchmarked Representative groups are consulted (where appropriate) What motivates people is understood Success is celebrated Benefits strategy goes beyond legal requirements Colleagues' achievements are recognised	Effective consultation and involvement is part of the culture People are supported and trusted to make decisions Knowledge and information are shared People are committed to success There is a culture of continuous improvement People can challenge the way things work There is a sense of ownership and pride in working for the organisation	Learning and development resources are used effectively Learning is an everyday activity Innovative and flexible approaches to learning and development are used People are given the opportunity to achieve their full potential All learning is valued and celebrated and is an everyday activity Mentoring is used Personal development is supported	The contribution of people strategies is measured and evaluated Impact on key performance indicators can be described Performance improves as a result Career prospects improve Flexible and effective approaches to measuring return on investment are used Return on investment in people is reported to stakeholders	Self review and information from external review are used Effective feedback methods are used to understand people's views on how they are managed Internal and external benchmarking are used People's views on how they are managed improves People believe it's a great place to work

Appendix 5 – Useful articles

The following articles are provided through 'goodpractice.net. They are supplied to help the organisation's thinking especially with respect to addressing some of the points raised within the continuous improvement plan. They can be used by the organisation but should not be shared with other organisations.

Change Management Competencies

Managers can refer to this practical framework to help them support team members through the change process.

Those involved in running a change management process require a unique mixture of competencies. Buchanan and Boddy have developed a set of competencies which apply directly to the change agent.[1] They are useful to those charged with assembling a change team, or interested in refining their own competencies in the field.

Buchanan and Boddy have developed 15 specific competencies as follows:

Goals

1. sensitive to changes in key positions, attitudes of senior management and financial situation, and to how these affect the change programme

2. clear and unambiguous when goal-setting

3. flexible response to changes which lie outside project manager's control

Roles

4. skilled at team-building, uniting key stakeholders, setting up working groups, allocating roles and responsibilities

5. competent networking and contact-building abilities

6. able to cope with ambiguous and uncertainty situations

Communication

7. well-developed communication skills

8. broad variety of interpersonal skills

9. enthusiastic about plans and ideas

10. able to motivate and inspire commitment in others

Negotiation

11. capable of convincing others of the merit of a plan or idea through creation of an appealing and challenging future vision

12. comfortable with negotiating for resources, procedure changes and to resolve conflict

13. politically aware, able to identify possible alliances and weigh up contradictory goals and perceptions

14. possessing ability to overcome resistance and scepticism to change ideas

15. can look at 'big picture' view of change requirements which extend beyond current plans

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[1] David Buchanan & David Boddy, The Expertise of the Change Agent (Prentice Hall, 1992), pp 92–3.

An Organisational Creativity Culture

In order for creativity and innovation to flourish within an organisation it is important to foster a climate conducive to creativity.

An organisation will not become creative or innovative simply by hiring creative people. If these people are working in a conservative policy driven organisation, their ideas and creativity will fall upon stony ground. So, how can the organisational soil be made more fertile?

Ideas should be nurtured and encouraged

Employees should be encouraged to present their ideas, not have them squashed by superiors. Ideas should be given a proper incubation time, allowed to develop to the point where their worth can be distinguished. Even if the idea itself amounts to nothing, it may inspire other, more productive thoughts.

Perhaps as importantly, ideas that are generated in this way must be used. If they are identified as great ideas, and then left on the shelf, future ideas will be unforthcoming. At the same time, if ideas are rejected, an adequate explanation should be provided, if not, employee goodwill will be lost due to perceived employer apathy.

Employees should be empowered

Empowering employees means authorising, enabling and permitting employees to act on their own initiative. Ideally, this should result in increased employee involvement, enthusiasm, creativity and innovation.

Professor Rosabeth Moss Kanter, now of Harvard Business School, began her career as a sociologist looking at utopian communities, and she brings this focus to her quite original thinking on management . Her work concentrates on innovation in management, stimulating environments that foster change and the entrepreneurial spirit.

Kanter believes that the key to an innovative organisation is empowerment. The more people who are empowered to make a contribution, to create new ideas, and to innovate, the more likely it is that the organisation will be able to cope with and master change, becoming a faster company in the process.

The culture of the organisation has to be such that not only are people empowered to be creative, but their creativity is also welcome. Conventional wisdom needs to be challenged. People must be allowed to take responsibility and initiatives, and be given backing and resources by the organisation. Resources should be available in the budget for unexpected ideas and innovations.

Kanter reiterates that innovation is rarely a case of one big breakthrough, but rather a case of several smaller steps taken to reach the same final goal.

Communication should encourage creativity

The forms of communication that issue from the top of an organisation can have a profound effect on the way in which that organisation manages its creativity. Leaders need to be able to communicate the essence of the organisation's creative culture in a way that motivates employees, simultaneously avoiding any resistance to change because of fear.

Employees need to feel that they have the trust and belief of their superiors backing them up. This is essential if people are to make the extra effort that creating and innovating requires. Everybody has the potential to be creative, but they often need this potential to be unlocked. Organisations can make this easier by ensuring that communication is positive, employees know that they are backed up in their ideas, and that they are working for an organisation whose values reflect their own.

This means that the mission and values statements of the organisation need to be carefully considered in

order to harness the emotional energy and potential of employees, which will increase their creative potential.

Motivation should be personal

Creativity levels have been shown to increase with increased intrinsic motivation. Intrinsic motivation is simply inner drive, being motivated by a desire to improve oneself rather than by external factors such as bonuses or external validation. This can be encouraged through a degree of autonomy, working in areas that match employees' expertise, and creating an environment that allows employees to maintain an enjoyment and pride in their work.

This may be possible by accommodating individuals' personal idiosyncrasies, allowing their creative instincts to flourish. These may be things such as flexi-time allowing people to work at night if the fancy takes them, or allowing eating during meetings. The simple idea behind this is that employees are given a degree of freedom to determine how they reach the desired final result, they are more likely to reach that result in a creative manner.

Failure should be acceptable

According to Kanter, the biggest block to creativity is the fear that if the idea fails, the individual will be left without support. Organisations need to demonstrate and communicate to individuals that the development of ideas is a process involving co-operation, selling the concept, and getting backing, but that once backing is assured, support is not withdrawn if the project fails. Kanter believes that failure breeds success, in that the more failures, the greater the likelihood of success.

A culture of creativity within an organisation allows employees to use their naturally innovative natures, and enhances the ability of an organisation to respond to problems and opportunities in interesting, unusual, competitive ways. If an organisation stifles the creative essence of its employees, it is ignoring a major resource that should be putting it at the forefront of its field.

'Rosabeth Moss Kanter on the Frontiers of Management ', published by Harvard Business School Press, 1997, is a collection of her essays for the Harvard Business Review, and contains her thoughts on creativity and innovation, and their place in management.

good practice » Creativity & Innovation » The Innovative Organisation » Theory » Leading Thinking & Concepts » Gary Hamel - Leading the Revolution

Gary Hamel - Leading the Revolution

Gary Hamel's book Leading the Revolution creates an action plan for any organisation or individual intent on becoming and remaining an industry revolutionary.[1]

Hamel outlines 10 rules in his book for creating innovative organisations which are able to sustain this innovative nature, and make it a part of their fabric.

1. Unreasonable expectations

Hamel firmly believes that if organisations or individuals set themselves unreasonable expectations then they will perform to a far greater extent than if they conformed to reasonable expectations. Not only that, but they will find innovative ways of trying to meet those expectations. They will force the search for breakthrough ideas. However, in order to get support, the aspirations must have a degree of credibility; a demonstration that it is possible to dramatically outperform the average will be necessary.

 2. Elastic business definition

The second rule is simple: don't let the organisation be bound to a narrow definition of itself. Stagnation will result from limiting the outlook of an organisation. Hamel suggests that an organisation should be defined by its assets and competencies, not by what it does at present. This implies flexibility for the future and possible new directions. Hamel cites Virgin as a perfect example of this. As a counterpoint to this, Hamel warns against ill-conceived diversification.

3. A cause, not a business

Hamel points out that the attitude within an organisation is of vital importance. Employees need to feel that they are contributing to something that will make a difference. They need to feel that they are part of a cause, with a transcendent purpose. This will give people the courage to leave the comfort zone behind, and encourage innovative and creative thinking.

4. New voices

Innovation and creativity tend to come from newcomers and the periphery of organisations. The further away from the centre of an organisation an individual is, the greater the likelihood for innovation. Therefore, this fresh input, untainted by organisational orthodoxy, needs to be given a voice, instead of letting strategy remain the preserve of the old guard, as is the case in so many organisations.

5. Open market for ideas

In a similar vein to the previous rule, there should be no prejudice about who is capable of creativity and innovation. Anyone, from the most junior employee to the CEO is capable of having a great idea which could transform an organisation. Quality of thinking should outweigh any hierarchical positioning.

6. Open market for capital

The average first-round investment for a start-up is $500,000, which is small change for a medium-sized organisation, so why make it difficult for an unconventional idea to get funding? Again, Virgin is a good exemplar. Its policy for investing in a new idea is as follows: if it is sustainable, innovative, and can make money, they will invest. The potential returns make the risk worth taking.

7. Open market for talent

In today's volatile job market, the best people move jobs for greater opportunities, financial and otherwise. Hamel suggests that organisations should attempt to halt a brain drain by freeing up and creating similar opportunities internally.

8. Low-risk experimentation

Hamel advocates organisations taking risks, but not big risks. A small outlay in an innovative idea can reap huge rewards. A $100,000 investment in an idea with an 80% chance of failure is a better risk than a $100,000,000 investment in a project with a 1% chance of failure. However, start-ups often fail, so portfolio rather than project investment is the way forward. Investing in a portfolio of 10 start-ups, of which four might succeed still makes better mathematical sense than the one huge investment.

9. Cellular division

Quite simply, Hamel argues that an organisation which divides and differentiates will continue to grow and innovate, rather than stagnating.

10. Personal wealth accumulation

Innovators need to be rewarded, they need to have incentives to keep innovating for your organisation. Hamel believes that organisations must give entrepreneurs the chance to reap rewards out of all proportion to their position or role. It is not enough to offer a stake in the company, these people should be offered a stake in their own ideas. It is difficult to create wealth unless you are willing to share it, and so compensation for innovation should be disconnected from rank and hierarchy.

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[1] Gary Hamel, Leading the Revolution (Harvard Business School Press, 2000).

TRA OVERVIEW – UPDATED REPORT
Cabinet: 8 June 2010
Resolution Required
Report Deputy Chief Executive
REPORT SUMMARY

How does the content of this report improve the quality of life of Borough Residents

Implementation of the Trevor Roberts Associates (TRA) review will ensure the Council has a planning service which is focused on delivery of outcomes which are important to the local community.

Purpose of Report

To update Cabinet on the main recommendations of the TRA review of planning services, and explain what key decisions need to be made.

Key Issues

- TRA review concludes that the planning service is "essentially sound"
- The key recommendation is a move towards development management (more emphasis pre and post application)
- Resources are required in planning administration (officer support) and enforcement (development monitoring)
- There is an immediate need for staff development regarding customer service

Financial Implications

The vast majority of the TRA recommendations will require additional officer time.

Any additional staff resources would need to be budgeted for in 2010/11 onwards, and considered alongside other possible changes to staffing levels within the service.

The PDG Transition Reserve may be used for some areas of the review.

Additional funding for possible further IT improvements would be assessed on the basis of individual business cases being put forward for specific changes. This may be achievable with the use of Planning Delivery Grant (PDG).

Corporate Priority 3. Environment, 12. Developing staff and councillors

Officer Recommendation

1. **Cabinet to note the TRA review, recommendations and the key actions.**
2. **Cabinet to agree that MAT and the Leader's Monitoring Group oversee monitoring and ensure the effective delivery of the Action Plans arising from the review, and report back to Cabinet (initially on a quarterly basis).**

Report Author:
Heather Morgan, Head of Planning and Housing Strategy (01784) 446352

Contact: Nigel Lynn, Deputy Chief Executive, 01784 446300
Cabinet member: Cllr Smith-Ainsley

MAIN REPORT

1. BACKGROUND

1.1 Trevor Roberts Associates (TRA) were employed to undertake an external review of the planning service in late 2009, as a result of a desire by the Leader to seek to improve the services offered to the local community. TRA undertook a comprehensive review of the development control service itself, but also looked at wider aspects of planning within the Council including planning committee, member involvement, as well as corporate awareness and understanding.

1.2 At the same time as the review was being undertaken the Council undertook a series of surveys (applicants/agents, contributors, residents associations/amenity groups and members) to gain an external view of the service. These results were incorporated into the final TRA report.

1.3 The final report was received on 12 March 2010, and was released to staff and the general public the following week. There were some 270 recommendations principally covering processes and customer care issues. Staff have developed a series of action plans in order to prioritise the recommendations made. The focus of this report is on those changes which will affect the shape and ethos of the service, and to ensure we are more effective and efficient.

1.4 The report summarises that:

"Many aspects of the Development Control service in Spelthorne are essentially sound; in particular the processes geared to delivering the required level of performance on statutory aspects of the determination of applications and related planning matters." But it also concluded that:

The Development Control service is not structured or resourced to deal with "outcomes" ie to ensure that development is carried out as approved. Public confidence in the delivery of the service …. will only be achieved if resources are invested in dealing with complaints and …. by having effective development monitoring seen to be happening on the ground."

1.6 The report also made it very clear that there was an urgent requirement for the service to become more responsive to the needs of users, and for its central focus to be on its customers. This was also very evident through the feedback from the surveys which were undertaken at the same time.

1.7 A copy of the full TRA review is available in the Members Room (and is available on the Council's website – planning home page).

2. KEY ISSUES

2.1 The key recommendations as assessed by officers for the planning service (both internal and external) are set out below

- Focus on moving to Development Management rather than being a Development Control service

- The management structure needs to be changed to ensure that the administration and development monitoring aspects are properly managed.

- A more rigorous approach to monitoring and managing processes, is needed

- There should be agreed priorities and regular reports on the wider level of performance to the Committee to keep councillors informed and as a means of informing the wider public of the work and achievements.

- Front end processing of applications needs to be fully documented and investment made in the use of ICT to speed up the processes and reduce some costs.

- Administrative Assistants, except in complex cases, to deal with all front end processes.

- A Development Monitoring and Compliance team is proposed to provide a structured approach to the monitoring of development. This will require additional staffing resources as well as administrative and ICT support.

- Major revisions to the scheme of delegation are needed to ensure that decisions are made at the lowest appropriate level and to make it simpler for people to understand.

- Public relations need to be addressed both to demonstrate the contribution of the planning service as a whole to the community and well being of Spelthorne and to improve the general understanding of how the planning system functions. This should include improvements to the website.

- Urgent need for customer care training to ensure that the change in approach is embedded across the whole service.

- Need for member training on planning and customer care issues

2.2 The recommendations seek to build and improve the level of service which we provide. The over-arching recommendation is the need to move to a service based on outcomes, rather than being purely oriented around the process of dealing with planning applications. It is clear from the report that the service may require additional resources if this change in approach is to be implemented. The change in emphasis will allow for a greater focus on further increasing the quality of the pre-application advice which we already provide, and in ensuring that a more corporate approach is taken to highlight opportunity for community gain (where appropriate).

2.3 Most crucially, however, the report suggests an increased focus on ensuring that development is carried out as approved. This element of the service (here and elsewhere) has historically had less emphasis placed on it (as it is not statutory). It is very evident from the surveys and the work done by TRA that the ability of the planning service to ensure this happens has a significant impact on the overall perception of the effectiveness of the service. Generally across Surrey, the level of resource put into enforcement is greater than at Spelthorne.

2.4 Another broad theme of the report is the need to make the most effective use of the current resources within the service, by "up-skilling" the administrative staff to a higher technical level. This will free up the professional officers to deal with their workloads more effectively and 'stretch' the less experienced officers. In turn this will allow the most senior officers to manage teams within the service giving the head of development management space to manage the overall performance of the service more effectively.

2.5 The increased emphasis on monitoring and the enlarged role for planning administration may well require additional staff (and a report will put to MAT for their consideration in the next month). These extra resources are critical if the service is to make the 'step change' it needs to effectively implement the TRA report recommendations in full.

2.6 The final broad theme which emerged from the report was the need for the service to be more outward looking, and more understanding of the expectations of the wider community. This will involve considerable staff training and development, particularly in relation to setting out what the service can and cannot do, and how public expectations can be best met.

2.7 The planning service is working with the Head of HR to implement a programme of training, covering development management and customer care. A tailored one day course for the whole of the planning team is being developed on customer focus, and will take place in the autumn.

2.8 All of these elements together will result in a service better able to understand and meet community needs and is more outcome-focused (where it is possible to do so within the wider planning framework).

2.9 It is critical that the recommendations in the review are carried forward and implemented so the public can be confident that the Council is committed to the changes. For this reason, its implementation needs to be carefully monitored and it is therefore suggested that the Leaders Monitoring Group oversees this function.

3. OPTIONS ANALYSIS

3.1 To agree the officer recommendations (preferred option).

3.2 Not to agree the officer recommendations.

3.3 To propose alternative recommendations

4. PROPOSALS

4.1 The report recommends that additional resources be put into the planning service within development support (currently administration) and development monitoring (currently enforcement). An emerging revised structure is set out in **Appendix 1**.

4.2 A team leader is suggested for these two areas to give additional professional expertise, but most importantly to manage these staff and their workloads.

Without these posts in place, it would be much more difficult for the service to move forwards at a speed which would see significant change in a relatively short period of time. These are the two Team Leader posts highlighted in orange on the emerging structure as set out in Appendix 1.

4.3 Development monitoring (currently enforcement) could only become more proactive and focused on effective prioritisation, if there is an additional resource which would give the team greater capacity. This could be achieved at a basic level with the additional team leader post.

4.4 The team leader post within development support (currently administration) would allow the section to drive forward change and deal effectively with performance management information. An additional resource would give the team much greater capacity and free up officer time to deal with more applications.

4.5 The two team leaders (referred to in paragraphs 4.2 - 4.4) would be required to free up capacity for the Head of Development Management to deal with managing the overall levels of performance of the service and to drive through the changes outlined in the review and beyond.

4.6 The report also suggests an additional two posts within the development monitoring team (currently enforcement). These are the development monitoring officer and the compliance technician posts highlighted in orange on the emerging structure in Appendix 1. However, the report acknowledges that it would be down to the Council to make a decision on the level of emphasis they wish to place on this aspect of the service. As an organisation we would need to make a decision on the additional emphasis we wish to place on this area of work at a more operational level.

4.7 Training will need to be developed and undertaken by the whole service regarding general customer care, but also tailored towards dealing with and managing customer expectations. This is taking place in the autumn, and will 'kick start' the process of changing the service to be more outward looking and responsive.

4.8 A series of plans have been developed which translates the recommendations of the review into actions. Broad details of these plans and some of the key priorities for action are attached at **Appendix 2.**

4.9 In light of the significance of the planning review to the overall reputation of the Council, it is essential that the Action Plans are delivered effectively and in line with the proposed timescales. It is therefore recommended that both MAT and the Leader Monitoring Group actively monitor delivery of the Plans, and ensure that corrective action is taken if the need arises.

4.10 It is suggested that once the key changes are in place the service be re-launched as a Development Management service.

5. BENEFITS AND SUSTAINABILITY

5.1 The key recommendations as set out above will enable the Council to provide a future planning service which is focused on dealing with outcomes, and is more outward looking. This will provide a service which is able to best meet the

challenges ahead and will enable it to build a solid reputation with the wider community.

5.2   As set out in para 2.5, the increased role of monitoring and an enlarged planning admin team may require additional resources. This needs to be seen in the context of the recent deletion of two senior planning officer posts, and possible future changes to staffing in other areas within the planning and housing strategy service within the next year. The recommendations of the review should aim to result in the re-focusing service rather than an enlargement.

6.   FINANCIAL IMPLICATIONS

6.1   The vast majority of the TRA recommendations would require additional staff time only.

6.2   Changes to the structure of the service, and other issues such as training and possible IT investment means that some additional financial resources might be necessary. The Council has a PDG transition reserve which may need to be called on if required.

6.3   Any additional resources in terms of staff would need to be built into revised estimates for 2010/11 and into future years budgets

6.4   Reports will come to Cabinet where required if additional revenue and capital budgets need to be found.

7.   LEGAL IMPLICATIONS/OTHER CONSDERATIONS

7.1   There are legal and HR implications attached to a number of the reports recommendations. These will be addressed in individual reports as appropriate.

8.   RISKS AND HOW THEY WILL BE MITIGATED

8.1   The Action Plans will be monitored by MAT and the Leader Monitoring Group. Individual risks will be addressed in separate reports as appropriate.

9.   TIMETABLE FOR IMPLEMENTATION

9.1   MAT and the Leader's Monitoring Group will prioritize the Action Plan and set out timeframes for delivery.

Report Author:
Heather Morgan, Head of Planning and Housing Strategy (01784) 446352

Background Papers:
TRA review (Members Room and on the Council's website – planning home page)
Action Plan (Members Room)
Appendix 1 – emerging revised structure
Appendix 2 – Action Plan headings and key priorities

EMERGING STRUCTURE FOR DEVELOPMENT MANAGEMENT TEAM

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                              ┌─────────────────────────┐
                              │   Assistant Head of     │
                              │   Planning and DC       │
                              └─────────────────────────┘
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- Assistant Head of Planning and DC
  - Team Leader : Development Monitoring
    - Compliance Officer
    - Compliance Officer
    - Development Monitoring Officer
    - Compliance Technician
  - Team Leader: Development Control Support
    - Admin Officers x3
  - Principal Planning officer
    - Senior Planning Officer
      - Planning Officer
      - Planning Assistant
  - Principal Planning officer
    - Senior planning Officer
      - Planning Officer
      - Planning Assistant

TRA Planning Review – Action Plans

Action Plans

Seven separate action plans have been developed as a result of the recommendations set out in the TRA review. These cover different aspects of the service, and follow the five areas set out in the original brief to consultants. These are:

1	Structure/Flexibility/Capacity
2a	High Quality Outcomes – Application processing
2b	High Quality Outcomes – Validation and decision
2c	High Quality Outcomes – Enforcement
3	Customer Interface
4	Staff Development
5	Corporate/Member involvement.

The actions in 2a, 2b and 2c almost exclusively confined to internal improvements on the way the service operates procedurally.

The actions in 1, 3, 4 and 5 have a more corporate or customer focus, and will largely influence how the service is perceived by the wider community. It is in this area that our focus needs to be directed to first.

Top Priorities for delivery

These are not set out in any particular order of importance, but give a clear indication of the breadth of work that the service needs to do to achieve change.

- Customer care/complaint handling training for staff
- Member training
- Considering additional resources for development monitoring and administration. This will also free up the capacity of the Assistant Head of Planning (Development Control) to manage the service
- Establish quarterly liaison meetings with main residents associations to discuss issues and potential improvements
- Re-write Customer Care Charter to ensure its customer focused (and refer to authority's corporate aims).
- Review and update all information on the website to ensure that it is customer focused and explains in more detail what planning is about and how it works
- Produce a Development Management Service Commitment (DMSC) which defines what the service sets out to do (formally adopted by the Council and publicised). This should shift the emphasis to development monitoring and compliance.
- Comprehensive review of the delegation arrangements "by exceptions" approach.
- Amend Planning Code to enable greater pre-Committee discussion between councillors and officers

APPOINTMENTS TO OUTSIDE BODIES, THE SCC LOCAL COMMITTEE AND WORKING GROUPS FOR 2010-2011 AND NOMINATIONS TO THE SLGA AND ITS OUTSIDE BODIES

Cabinet: 8 June 2010

Resolution Required

Report of the Deputy Chief Executive

Report Summary

How does the content of this report improve the quality of life of Borough Residents

Appointment of representatives to Outside Bodies, the SCC Local Committee and Working Groups for 2010-2011 helps the Council fulfil its community engagement role.

Nomination of representatives to the Surrey Local Government Association [SLGA] and its Outside Bodies assists the Council in maintaining its wider engagement, liaison and consultation arrangements throughout the County of Surrey.

Purpose of Report

This report seeks approval to appoint representatives to the Outside Bodies, the SCC Local Committee and the Working Groups for 2010-2011 at Appendix A and to nominate representatives for appointment to the Surrey Local Government Association [SLGA] and its Outside Bodies, shown at Appendix B.

Key Issues

Annually the Cabinet appoints representatives to serve on Outside Bodies, the SCC Local Committee and Working Groups and nominates representatives to serve on the SLGA and its Outside Bodies.

Corporate Priorities   Community Engagement and Effective Communications

Officer Recommendations

The Cabinet is asked to appoint representatives to the Outside Bodies, the SCC Local Committee and the Working Groups for 2010-2011 as shown at Appendix A and to nominate representatives for appointment to the Surrey Local Government Association [SLGA] and its Outside Bodies as shown at Appendix B.

Report Author: Trevor Baker, Acting Principal Committee Manager, (01784) 446267

Area of Responsibility: Nigel Lynn, Deputy Chief Executive, 01784 446300
Cabinet Member: Councillor John Packman

APPENDIX A

APPOINTMENT OF REPRESENTATIVES TO OUTSIDE BODIES FOR 2010/2011 (Names to be circulated at the meeting)

1. **AIRTRACK JOINT MEMBER WORKING GROUP (2 representatives)**

    Councillors .

2. **COLNE VALLEY PARK STANDING CONFERENCE (2 representatives)**

    Councillors .

3. **HEATHROW AIRPORT CONSULTATIVE COMMITTEE [HACC] (2 representatives, plus 2 deputies)**

    Councillors .

    Deputies: Councillors .

4. **HEATHROW AIRPORT FOCUS FORUM (2 representatives)**

    Councillors .

5. **JOINT COMMITTEE FOR THE OVERSIGHT OF DELIVERY OF SURREY PUBLIC AUTHORITY SERVICES (1 representative)**

    Councillor .

6. **LOCAL AUTHORITIES AIRCRAFT NOISE COUNCIL [LAANC] (2 representatives)**

    Councillors .

7. **MANAGEMENT BOARD OF A2DOMINION SOUTH HOUSING ASSOCIATION (1 representative)**

    Councillor .

8. **MANAGEMENT COMMITTEE OF MEDIATION NORTH SURREY (1 representative)**

    Councillor .

9. **M25 CONSORTIUM (2 representatives)**

    Councillors .

10. **ON STREET PARKING PARTNERSHIP**
    (2 representatives)

    Councillors .

11. **RIVER THAMES ALLIANCE**
    (1 representative)

    Councillor .

12. **SHEPPERTON RED CROSS BUILDING MANAGEMENT COMMITTEE STEERING**
    GROUP (1 representative)

    Councillor .

13. **SOUTH EAST EMPLOYERS [SEE]**
    (1 representative, plus 1 deputy)

    Councillor .

    Deputy: Councillor .

14. **SOUTH EAST ENGLAND COUNCILS [SEEC]** – *No Appointment required as*
    wound up wef 31 July 2010
    (1 representative, plus 1 deputy)

    Councillor .

    Deputy: Councillor .

15. **SOUTH EAST ENGLAND COUNCILS [SEEC]** – **SUB REGIONAL STUDY AREA**
    GROUPS - *No Appointment required as wound up wef 31 July 2010*
    (1 representative)

    Councillor .

16. **SPELTHORNE BUSINESS FORUM**
    (4 representatives, plus 2 deputies)

    Councillors .

    Deputies: Councillors .

17. **SPELTHORNE CHAMBER OF COMMERCE**
    (2 representatives, plus 2 deputies)

    Councillors .
    Deputies: Councillors

18. **SPELTHORNE AND SUNBURY LEISURE CENTRES– CUSTOMER FORUM**
    (1 representative)

    Councillor .

19. **SPELTHORNE MENTAL HEALTH ASSOCIATION MANAGEMENT COMMITTEE – TRUSTEE (1 representative)**

    Councillor .

20. **SPELTHORNE RIVERSIDE PROJECT JOINT TASK GROUP (4 representatives)**

    Councillors .

21. **SPELTHORNE SAFER, STRONGER PARTNERSHIP BOARD (1 representative)**

    Councillor .

22. **SPELTHORNE TWINNING SCHEME (The Mayor, plus 2 representatives)**

    The Mayor, Councillor , the Leader of the Council, Councillor and Councillor .

23. **STAINES TOWN CENTRE PARTNERSHIP BOARD (1 representative)**

    Councillor .

24. **STRATEGIC AVIATION SPECIAL INTEREST GROUP (LOCAL GOVERNMENT ASSOCIATION) (1 representative, plus 1 deputy)**

    Councillor .

    Deputy: Councillor .

25. **SUNBURY LEISURE CENTRE JOINT LIAISON GROUP (2 representatives)**

    Councillors .

26. **SURREY JOINT WASTE STRATEGY CONSULTATIVE BOARD (1 representative)**

    Councillor .

27. **SURREY LOCAL GOVERNMENT ASSOCIATION (1 representative, plus 1 deputy)**

    Councillor .

    Deputy: Councillor .

28. **SURREY MUSEUMS CONSULTATIVE COMMITTEE (1 representative, plus 1 deputy)**

Councillor .

Deputy: Councillor .

29. SURREY TRAVELLER COMMUNITY RELATIONS FORUM
   (1 representative)

Councillor .

30. THE TRAFFIC PENALTY TRIBUNAL
   (1 representative, plus 1 deputy)

Councillor .

Deputy: Councillor .

31. VOLUNTARY ACTION IN SPELTHORNE [VAIS]
   (1 representative)

Councillor .

APPOINTMENT OF REPRESENTATIVES TO SERVE ON THE SURREY COUNTY COUNCIL [SCC] LOCAL COMMITTEE AND WORKING GROUPS FOR 2010/2011 (Names to be circulated at the meeting)

32. SURREY COUNTY COUNCIL LOCAL COMMITTEE IN SPELTHORNE
   (7 representatives and 7 deputies)

Councillors
(Lead Member),
(Deputy Lead Member),

Deputies:

Councillors

33. LOCAL DEVELOPMENT FRAMEWORK [LDF] WORKING PARTY
   (7 representatives)

[The Council's representative on SEEC/Regional Study Group]
[Cabinet Member for Environment]
[Cabinet Member for Finance and Resources]
[Two Overview and Scrutiny Committee representatives]
[Planning Committee representative]
[Liberal Democrat representative]

34. MEMBERS' DEVELOPMENT STEERING GROUP
   (7 representatives)

Councillors Miss Bain. Beardsmore, Hirst, Ms. Hyams, Mrs. Leighton, Mrs. Pinkerton and Mrs. Rough.

APPENDIX B

NOMINATION OF REPRESENTATIVES TO THE SURREY LOCAL GOVERNMENT ASSOCIATION [SLGA] AND THE SLGA OUTSIDE BODIES FOR 2010-2011 (Names to be circulated at the meeting)

<u>Annual Appointments for 2010-2011</u>:

(1) SURREY LOCAL GOVERNMENT ASSOCIATION [SLGA]

One Member, plus one substitute Member to be appointed.

(2) SURREY WASTE PARTNERSHIP

One Member to be appointed.

(3) SURREY CLIMATE CHANGE PARTNERSHIP MEMBER GROUP

One Member to be appointed.

<u>Three Year Appointments</u>:

(4) SCC HEALTH SCRUTINY COMMITTEE

*One Member appointment available. *[*Must not be a member of the Cabinet.]*

Background:

The Committee, under statutory powers implemented from 1 January 2003 [i.e. the Health and Social Care Act 2001], watches over and promotes health improvements in the County areas. Councils with social care responsibilities can appoint overview and scrutiny committees which may review any matter relating to the planning, provision and operation of local health services and make reports and recommendations to local NHS bodies. The County Council appointed a Health Scrutiny Committee to fulfil this role in Surrey in conjunction with interested partners, including three District Council representatives.

Meets: Varies.
Time: Daytime.
Venue: Surrey County Council.

(5) SURREY HISTORIC BUILDINGS TRUST

One Member appointment available.

Background:

The Trust manages and allocates funds for the purposes of protecting historic buildings in the County.

Meets: 4 times per year plus Trust events.
Time: Daytime.
Venue: Surrey County Council.

(6) SUPPORTING PEOPLE COMMISSIONING BODY

One Member appointment available.

Background:

The Supporting People Commissioning Body oversees the development of a Surrey wide strategy for housing related support services, and provides an environment for frank and challenging discussions about future funding priorities for Supporting People within the County of Surrey.

Meets: Varies.
Time: Daytime.
Venue: Surrey County Council.

<u>**Two Year Appointment:**</u>

(7) SURREY COMPACT IMPLEMENTATION GROUP

One Member appointment available.

Background:

The Surrey Compact has been developed as a tool to achieve the continued improvement of the relationships between the public, voluntary, community and faith sectors. The aim is to change attitudes and behaviours in partnerships and improve the use of resources by better communication, engagement and partnership working. The Implementation Group is committed to the implementation of the Compact and the production of five codes of practice.

Meets: 6 times per year.
Time: Afternoon.
Venue: Various venues around Surrey.

DRAFT CALENDAR OF MEETINGS - 1 JANUARY TO 31 MAY 2011

Cabinet: 8 June 2010
Resolution Required

Report of the Deputy Chief Executive

Report Summary

How does the content of this report improve the quality of life of Borough Residents
The preparation of a calendar of future Council, Cabinet and Committee meetings helps facilitate the proper organisation of Council business.

Purpose of Report
This report seeks approval on a draft Calendar of Meetings for the period 1 January to 31 May 2011.

Key Issues

The draft Calendar of Council, Cabinet and Committee meetings [**Appendix A**] is based on the current pattern with Cabinet meetings scheduled up to 5 working days after Group meetings where possible. Meeting dates for SCC Local Committee in Spelthorne have already been set and are included. As a result of these dates it has been necessary to move the Group meetings to a Tuesday in January and March.

No other external meetings which would affect the availability of the Chief Executive or Leader have been identified for this period.

Two dates have provisionally been set aside for meetings of the recently formed Overview and Scrutiny Committee. However, the Committee, at its first meeting in the Municipal Year 2010-2011 or at subsequent meetings, may choose to set alternative and/or additional dates as it requires, to deal with its work programme.

Meeting dates identified are based on availability and suitability. Account has been taken of lead-in times for preparation of agendas and draft reports and for despatch of papers. In addition, the draft Calendar represents, as far as possible, an even balance of meetings throughout the year.

Financial Implications   There are no direct financial implications.

Corporate Priority   Not appropriate.

Officer Recommendations
The Cabinet is asked to approve the draft Calendar of Meetings for the period 1 January to 31 May 2011, attached at Appendix A to this report.

Report Author: Gill Hobbs, Committee Manager: (01784) 446405

Area of Responsibility: Nigel Lynn, Deputy Chief Executive, (01784) 446300
Cabinet Member: Councillor John Packman

Year Planner

	Jan	Feb	March	April	May	June
Monday						
Tuesday		1 O+S	1			
Wednesday		2	2			1 PLANNING
Thursday		3	3			2
Friday		4	4	1		3
Saturday	1	5	5	2		4
Sunday	2	6	6	3	1	5
Monday	3	7 CAB BRIEF	7 CAB BRIEF	4	2 BANK HOL	6
Tuesday	4	8	8	5 O+S	3	7
Wednesday	5	9 PLANNING	9 PLANNING	6 PLANNING	4	8
Thursday	6	10	10	7	5 ELECTION	9
Friday	7	11	11	8	6	10
Saturday	8	12	12	9	7	11
Sunday	9	13	13	10	8	12
Monday	10	14 GROUPS	14 SCC LC-4.00	11	9	13
Tuesday	11	15 CABINET	15 GROUPS	12	10	14
Wednesday	12 PLANNING	16 LICENSING	16	13 PLAN SP	11	15
Thursday	13	17	17 STANDARDS	14	12	16
Friday	14	18	18	15	13	17
Saturday	15	19	19	16	14	18
Sunday	16	20	20	17	15	19
Monday	17 SCC LOCAL	21	21	18	16	20
Tuesday	18 AWAYDAY	22	22 CABINET	19	17	21
Wednesday	19 LICENSING	23 PLAN SP	23 PLAN SP	20 LICENSING	18	22
Thursday	20	24 COUNCIL	24 AUDIT	21	19	23
Friday	21	25	25	22	20	24
Saturday	22	26	26	23	21	25
Sunday	23	27	27	24	22	26
Monday	24	28	28	25	23	27
Tuesday	25		29	26	24	28
Wednesday	26 PLAN SP		30 LICENSING	27 PLANNING	25	29
Thursday	27		31	28 COUNCIL	26 COUNCIL AGM	30
Friday	28			29	27	
Saturday	29			30	28	
Sunday	30				29	
Monday	31				30 BANK HOL	
Tuesday					31	

= SCHOOL HOLIDAYS

NOTE: Overview + Scrutiny dates provisional. 77

PETITIONS SCHEME

Cabinet: 8 June 2010, Council 22 July 2010

Recommendation Required

Report of the Deputy Chief Executive

Report Summary

How does the content of this report improve the quality of life of Borough Residents

Not applicable, but the benefit of the proposal is increased efficiency in the running of the Council's business.

Purpose of Report

To seek Members' approval on the adoption and implementation of a Petitions Scheme and an electronic petitions facility, as required under the Local Democracy, Economic Development and Construction Act 2009.

Key Issues

The 2009 Act requires the Council to introduce a scheme for the handling of petitions and such a scheme must be approved by Council. The aim of the scheme is to ensure that residents can find out information about how to petition their local authority and know what to expect in response.

Financial Implications

The financial implications arising from this report will be minimal.

Corporate Priorities   Community Engagement and Effective Communications

Officer Recommendations:

The Cabinet is asked to recommend the Council to agree that:

(i)   **The Petitions Scheme, attached at Appendix 1, be approved and adopted for immediate implementation, except for the e-petitions elements, which will be approved for implementation on 1st November 2010.**
(ii)   **The Head of Corporate Governance be authorised to determine any petitions received that are vexatious, abusive or otherwise inappropriate and therefore not covered by the Petitions Scheme.**
(iii)   **The Head of Corporate Governance be authorised to make the necessary amendments to the Council's Constitution, to include the Petitions Scheme and the e-petitions elements and the new role of the Council's Overview and Scrutiny Committee in relation to the Petitions Scheme.**
(iv)   **The Overview and Scrutiny Committee to review the operation of electronic petitions and the Petitions Scheme one year after operation.**

Report Author: Trevor Baker, Acting Principal Committee Manager, (01784) 446267

Area of Responsibility: Nigel Lynn, Deputy Chief Executive, 01784 446300
Cabinet Member: Councillor Colin Davis

MAIN REPORT

1.   BACKGROUND

1.1   The Council's Constitution currently provides a facility for a Councillor or a resident or an organiser of petition or a spokesperson for the petitioners [each of whom must be an elector of the Spelthorne area] to present a petition at any ordinary meeting of the Council. Details are provided in the Constitution.

1.2   Presentation of a petition on the following business is not be allowed:

(a) Matters which are "confidential" or "exempt" under the Local Government Access to Information Act 1985; or
(b) Planning applications.

1.3   The 2009 Act requires the Council to replace these arrangements and introduce a Petitions Scheme which will allow electronic petitions as well as traditional paper petitions. [see Appendix 1]

2.   KEY ISSUES

2.1   **The Petition Scheme** - The 2009 Act sets out some minimum requirements for a Petition Scheme. Local authorities are encouraged to consider widening their schemes beyond the minimum requirements.

2.2   A draft scheme, which has been drafted having regard to the statutory guidance, is attached as Appendix 1. The key requirements and recommendations for the scheme are set out below.

2.3   **Acknowledging Petitions -** The Council will be required to set itself targets for acknowledging petitions. It is suggested that these be in line with existing target of 10 working days within the Council's complaints procedure.

2.4   **Signing or Organising a Petition -** The Act requires that anyone who lives, works or studies in the Borough be allowed to sign or organise a petition and trigger a response.

2.5   **Council Responses to Petitions -** The Petitions Scheme must set out how the Council may choose to respond to any petition it receives. The list is not exhaustive, but must include the following as examples of potential responses:

taking the action requested in the petition;
considering the petition at a Council meeting;
holding an inquiry into the matter;
undertaking research into the matter;
holding a public meeting;
holding a consultation;
holding a meeting with petitioners;
referring the petition to the Council's Overview and Scrutiny Committee for consideration;
calling a referendum; and
writing to the petition organiser setting out the Council's views about the request in the petition.

2.6   **Thresholds and Triggers -** The Statutory Guidance encourages local authorities to respond to all petitions and therefore, low signature thresholds for petitions are encouraged. Any threshold must be achievable and must take into account local circumstances. If it becomes apparent that any threshold is set too high, the

Secretary of State may direct the Council to amend the Petitions Scheme. Suggested thresholds are shown within the Petitions Scheme.

2.7 It is recommended that the Council continue its aim of responding to all correspondence, including petitions below the required thresholds. Therefore, the any petition that has less than the required minimum number of signatures will receive a response from the relevant Service Manager within the Council.

2.8 Where the petition has greater support than the minimum, the scheme recommends that it be considered at a meeting of the Cabinet. The draft scheme proposes setting two thresholds: one for an issue affecting a single ward (200 signatures) and a slightly higher threshold for an issue affecting two or more wards (300 signatures).

2.9 The scheme must set a threshold for petitions that receive a significant level of support to be debated at an ordinary meeting of the Council. This must not exceed 5% of the population, which in Spelthorne would equate to about 4,500 (based on the mid 2008 population estimate).

2.10 In order for the threshold to be achievable for local and borough wide issues, the draft scheme at Appendix 1 proposes setting two thresholds: one for an issue affecting a single ward (1000 signatures) and a higher threshold for an issue affecting two or more wards (4500 signatures).

2.11 A threshold must also be set for petitions to require a Senior Officer of the Council to give evidence at a meeting of the Overview and Scrutiny Committee. The scheme should set out which senior officers can be called to account by such a petition, but as a minimum it must include the Head of Paid Service and the most senior officers responsible for the delivery of the Council's services. In the case of Spelthorne BC this will include the Deputy Chief Executive and the Assistant Chief Executives.

2.12 The final decision over which Officer should attend such a meeting rests with the Council's Overview and Scrutiny Committee. It is suggested that this decision be made by the Chairman of the Overview and Scrutiny Committee. The Committee would be required to make a report and recommendations following its consideration of the petition.

2.13 Similar to the Council debate trigger, the draft scheme proposes setting two thresholds to require a senior officer to give evidence: one for an issue affecting a single ward (300 signatures) and a slightly higher threshold for an issue affecting two or more wards (500 signatures).

Exclusions:

2.14 The petition scheme does not apply to any petition which is deemed to be vexatious, abusive or otherwise inappropriate (e.g. the subject of ongoing legal proceedings).

2.15 In addition, the scheme does not apply to areas covered by other processes that allow communities to have their say. These include planning and licensing matters.

2.16 Petitions made under other Acts, such as a petition under the Local Government Act 2000 requesting a referendum on an elected mayor system, are excluded from the petition scheme as those Acts set out separate requirements. However, if a petition is made under another Act, but does not achieve the required level of signatures, the petition would then fall under the scheme.

2.17 Petitions requesting that a senior officer gives evidence to the Overview and Scrutiny Committee are excluded if the grounds for such a request relate to an individuals private life, personal circumstances or character.

2.18 Where a petition is received on the same or similar topic as one the Council has received in the last six months it is proposed that this be excluded from the scheme. Where the Council is still considering a petition on the same or similar topic, it is proposed that the new petition be amalgamated with the first received petition.

2.19 It is recommended that the Head of Corporate Governance be delegated authority to determine if a petition should be excluded for any of these reasons.

Petitions Reviews:

2.20 The petition scheme must include an appeal provision for the petition organiser if they are dissatisfied with the way the Council has dealt with a petition.

2.21 The appeal would be considered by the Council's Overview and Scrutiny Committee who must decide if the steps taken by the Council in response to the petition were adequate, bearing in mind the potential actions that could be taken.

2.22 If the Overview and Scrutiny Committee has reason to be concerned about the adequacy of the Council's response it can decide to carry out a full review of the issues raised. If the Committee believes the Council has seriously neglected its responsibility under the scheme it can arrange for a review to be undertaken by Council.

E-Petitions:

2.23 The 2009 Act requires the Council to provide a facility for electronic petitions. The facility must be in place by 15th December 2010. The Council is required to follow its petition scheme for any petition made using this facility. The target for implementation at Spelthorne BC is 1st November 2010.

2.24 The e-petitions facility must enable people to create and sign petitions electronically. A full list of the e-petitions must be published on the Council's website.

2.25 The exclusions set out above also apply to electronic petitions. There is a specific requirement to publish the reasons for not hosting a petition on the e-petitions facility.

2.26 As well as making it easier for people to create and sign petitions, an e-petition facility allows the Council to communicate its response directly with every signatory on the petition. This is currently very difficult and time consuming to do with traditional paper petitions.

3. PROPOSALS

3.1 That the Cabinet recommend the Petitions Scheme, attached at Appendix 1, to Council on 22 July 2010 for immediate adoption and implementation.

3.2 That the Cabinet recommend to Council on 22 July 2010 that the e-petitions elements be approved for implementation on 1st November 2010.

3.3 That the Cabinet recommend to Council on 22 July 2010 that the Head of Corporate Governance be authorised to determine any petitions received that are vexatious, abusive or otherwise inappropriate and therefore not covered by the Petitions Scheme.

3.4 That the Cabinet recommend to Council on 22 July 2010 that the Head of Corporate Governance be authorised to make the necessary amendments to the

Council's Constitution, to include the Petitions Scheme and the e-petitions elements and the new role of the Council's Overview and Scrutiny Committee in relation to the Petitions scheme.

3.5   That the Cabinet recommend to Council on 22 July 2010 that the Overview and Scrutiny Committee should review the operation of electronic petitions and the Petitions Scheme one year after operation.

4.   BENEFITS AND SUSTAINABILITY

4.1   The benefit of the proposal is increased efficiency in the running of the Council's business

5.   FINANCIAL IMPLICATIONS

5.1   The financial implications arising from this report will be minimal. There are some minor annual costs involved with dealing with e-petitions. A joint deal has been procured with all other Surrey councils which will cost Spelthorne BC £500pa

6.   LEGAL IMPLICATIONS

6.1   The Council is required to adopt a Petitions Scheme from 15th June 2010.

6.2   Due to the late publication of the Statutory Guidance in late March 2010 of the 2009/2010 Municipal Year and the recent Parliamentary Elections, it has not been possible to implement a Petitions Scheme by this deadline.

6.3   If recommended by the Cabinet, the Petitions Scheme will be considered by the Council on 22 July 2010.

7.   RISKS AND HOW THEY WILL BE MITIGATED

7.1   The Petitions Scheme and the thresholds contained within it may be reviewed at any time by the Council. [see scheme at Appendix 1]

8.   TIMETABLE FOR IMPLEMENTATION

8.1   The Petitions Scheme – 23rd July 2010.

8.2   The e-petitions elements - 1st November 2010

Report Author: Trevor Baker, Acting Principal Committee Manager, (01784) 446267

Background Papers:
There are none.

Spelthorne Borough Council - Petitions Scheme

Background:

This scheme applies to all petitions submitted to the Council with 30 or more signatures. Petitions regarding a planning or licensing application, of a statutory nature, or on a matter where there is already an existing right of appeal, other procedures apply (see section 3).

Any petition that contains less than 30 signatures, or does not meet the guidelines within the scheme, will be treated by as standard correspondence and receive a reply from the relevant Head of Service.

1.   Petitions:

The Council welcomes petitions and recognises that petitions are one way in which people can let us know their concerns.

Petitions may be created, signed and submitted online through the Council's e-petitions facility.

Paper petitions can be sent to:

The Chief Executive
Spelthorne Borough Council
Council Offices
Knowle Green
STAINES
Middlesex
TW18 1XB

2.   What are the guidelines for submitting a Petition?

Petitions submitted to the council must include:

- ➢ a clear and concise statement covering the subject of the petition. It should state what action the petitioners wish the Council to take; and
- ➢ the name and address and signature of any person supporting the petition.

Petitions should be accompanied by contact details, including an address, for the petition organiser. This is the person the Council will contact to explain how we will respond to the petition.

The contact details of the petition organiser will not be placed on the website. If the petition does not identify a petition organiser, we will contact signatories to the petition to agree who should act as the petition organiser.

In the period immediately before an election or referendum we may need to deal with your petition differently – if this is the case we will explain the reasons and discuss the revised timescale which will apply. If a petition does not follow the guidelines set out above, the Council may decide not to do anything further with it. In that case, we will write to you to explain the reasons.

3.   What type of Petitions are excluded?

We will not take action on any petition which we consider to be vexatious, abusive or otherwise inappropriate and will explain the reasons for this in our acknowledgement of the petition.

If the petition applies to a planning or licensing application, is a statutory petition (for example requesting a referendum on having an elected mayor), or on a matter where there is already an existing right of appeal, such as council tax banding and non-domestic rates, other procedures apply. Further information on all these procedures and how you can express your views is available here on our website (Planning Meetings, Licensing Applications) or by contacting Committee Services.

Where a petition is received on the same or similar topic as one the Council has received in the last six months it will not be treated as a new petition. The Council will acknowledge receipt of the petition within 10 working days and include details of its response to the previous petition on the topic.

Where the Council is still considering a petition on the same or similar topic, the new petition will be amalgamated with the first received petition.

4.   What will the council do when it receives my petition?

An acknowledgement will be sent to the petition organiser within 10 working days of receiving the Petition. It will let them know what we plan to do with the Petition and when they can expect to hear from us again. It will also be published on our website, except in cases where this would be inappropriate.

We will write to the petition organiser at each stage of the petition's consideration.

Whenever possible we will also publish all correspondence relating to the petition (all personal details will be removed). When you sign an e-petition you can elect to receive this information by email. We will not send you anything which is not relevant to the e-petition you have signed.

5.   How will the council respond to Petitions?

Our response to a petition will depend on what a petition asks for and how many people have signed it, but may include one or more of the following:

> ➢ taking the action requested in the petition
> ➢ considering the petition at a meeting of the Council or Cabinet
> ➢ holding an inquiry into the matter
> ➢ undertaking research into the matter
> ➢ holding a public meeting

> ➢ holding a consultation
> ➢ holding a meeting with petitioners
> ➢ referring the petition for consideration by the Council's Overview and Scrutiny Committee
> ➢ calling a referendum
> ➢ writing to the petition organiser setting out our views about the request in the petition

The type of response the Council provides may be dependent on the number of signatories to the petition. The table below summarises the Councils approach:

Number of signatories – single ward issue	Number of signatories – issue affecting 2 or more wards	Response
less than 30	less than 30	Response from Officer (treated as standard correspondence).
30 to 200	30 to 300	Referred to the Cabinet.
At least 300	At least 400	Officer(s) to be called to provide evidence at a meeting of the Overview and Scrutiny Committee (see section 7), where such action is requested in the petition.
At least 1000	At least 4500	Debated at a meeting of Council (see section 6).

If we can do what your petition asks for, the acknowledgement may confirm that we have taken the action requested and the petition will be closed. If the petition has enough signatures to trigger a Council debate, or a senior officer giving evidence, then the acknowledgment will confirm this and tell you when and where the meeting will take place. If the petition needs more investigation, we will tell you the steps we plan to take.

Where the petition is referred to the Council, the petition organiser will be given three minutes to present the petition at the meeting and the petition will then be discussed by councillors.

In addition to these steps, the Council will consider all the specific actions it can potentially take on the issues highlighted in a petition. The table on the next page gives some examples.

Petition subject	Appropriate steps
Request for play facilities	If your petition requests the provision of new play facilities in the local area, the Council will consider the level of demand and the location and type of existing facilities. The Council will also consider what, if any, facilities are included within the existing budgets. If it is considered that the demand warrants further facilities, the Cabinet may seek to make future provision in the budget or request additional resources to increase the programme.
Alcohol related crime and disorder	If your petition is about crime or disorder linked to alcohol consumption, the council will, among other measures, consider the case for placing restrictions on public drinking in the area by establishing a designated public place order or, as a last resort, imposing an alcohol disorder zone. When an alcohol disorder zone is established the licensed premises in the area where alcohol related trouble is being caused are required to contribute to the costs of extra policing in that area. The council's response to your petition will set out the steps we intend to take and the reasons for taking this approach.
Under-performing health services	We will work with local health partners to consider the matter raised in the petition. We may explore what role the Surrey Health Scrutiny Committee of Local Involvement Network (LINk) might have in reviewing and feeding back on the issue (each has a role in identifying local health service preferences, monitoring services and to use their powers to hold them to account).

If your petition is about something over which the Council has no direct control (for example the local railway or hospital) we will consider making representations on behalf of the community to the relevant body. The council works with a large number of local partners [link to list of LAA partners] and where possible will work with these partners to respond to your petition. If we are not able to do this for any reason (for example if what the petition calls for conflicts with council policy), then we will set out the reasons for this to you. You can find more information on the services for which the council is responsible here [link].

If your petition is about something that a different council is responsible for we will give consideration to what the best method is for responding to it. This might consist of simply forwarding the petition to the other council, but could involve other steps. In any event we will always notify you of the action we have taken.

6.   Council debates:

If a petition contains more than 4,500 signatures (1,000 for a single ward issue) it will automatically be referred to Council for debate unless it is a petition asking for a senior council officer to give evidence at the Council's Overview and Scrutiny Committee (see section 7).

We will contact the petition organiser before the meeting. If the organiser wishes to present the petition at the meeting, confirmation must be given to the Acting Principal Committee Manager on 01784 446267 at least 10 working days before the meeting.

The Council will endeavour to consider the petition at its next meeting, although on some occasions this may not be possible and consideration will then take place at the following meeting. The petition organiser will be given three minutes to present the petition at the meeting and the petition will then be discussed by councillors.

The Council will decide how to respond to the petition at this meeting. They may decide to support the action the petition requests, or not, or refer the matter to the Cabinet or Overview and Scrutiny Committee for further consideration. The petition organiser will receive written confirmation of this decision.

7.   Petitions Asking Senior Officers to Provide Evidence:

Your petition may ask for a senior council officer to give evidence at a meeting of the Overview and Scrutiny Committee about something for which the officer is responsible as part of their job. For example, your petition may ask a senior council officer to explain progress on an issue, or to explain the advice given to elected members to enable them to make a particular decision.

If your petition requests such action and contains at least 400 signatures (300 for a single ward issue), the relevant senior officer will give evidence at a public meeting of the council's overview and scrutiny committee.

Only Chief Officers and Deputy Chief Officers of the Council can be petitioned to give evidence. This includes the Chief Executive, the Deputy Chief Executive and the Assistant Chief Executives.

You should be aware that the Overview and Scrutiny Committee may decide that it would be more appropriate for another officer to give evidence instead of any officer named in the petition – for instance if the named officer has changed jobs. The committee may also decide to call the relevant Councillor to attend the meeting.

Committee members will ask the questions at this meeting, but you will be able to suggest questions to the chairman of the committee by contacting the Acting Principal Committee Manager on 01784 446267 up to 10 working days before the meeting.

8.   E-Petitions:

The council welcomes e-petitions which are created and submitted through our website [link]. E-petitions must follow the same guidelines as paper petitions set out above.

The petition organiser will need to provide us with their name, postal address and email address. You will also need to decide how long you would like your petition to be open for signatures, up to a maximum of 12 months.

When you create an e-petition, it may take five working days before it is published online. This is because we have to check that the content of your petition is suitable before it is made available for signature.

If we feel we cannot publish your petition for some reason, we will contact you within this time to explain. You will be able to change and resubmit your petition if you wish. If you do not do this within 10 working days, a summary of the petition and the reason why it has not been accepted will be published under the 'rejected petitions' section of the website.

When an e-petition has closed for signature, it will automatically be submitted to Committee Services. In the same way as a paper petition, you will receive an acknowledgement within 10 working days.

A petition acknowledgement and response will be emailed to everyone who has signed the e-petition and elected to receive this information. The acknowledgment and response will also be published on this website.

9.   How do I 'sign' an e-petition?

You can see all the e-petitions currently available for signature here [insert link].

When you sign an e-petition you will be asked to provide your name, your postcode and a valid email address. When you have submitted this information you will be sent an email to the email address you have provided. This email will include a link which you must click on in order to confirm the email address is valid. Once this step is complete your 'signature' will be added to the petition. People visiting the e-petition will be able to see your name in the list of those who have signed it but your contact details will not be visible.

10.   What can I do if I feel my petition has not been dealt with properly?

If you feel that we have not dealt with your petition properly, the petition organiser has the right to request that the Council's Overview and Scrutiny Committee review the steps that the council has taken in response to your petition. It is helpful to everyone, and can improve the prospects for a review if the petition organiser gives a short explanation of the reasons why the council's response is not considered to be adequate.

The Committee will endeavour to consider your request at its next meeting, although on some occasions this may not be possible and consideration will take place at the following meeting. Should the committee determine we have not dealt with your petition adequately, it may investigate the matter, make recommendations to the Cabinet or arrange for the matter to be considered at a meeting of the full council.

Once the Committee has completed its review the petition organiser will be informed of the results within 5 working days. The results of the review will also be published on our website.