ROBERTO TAMBINI
CHIEF EXECUTIVE

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Please reply to:
Contact: Gill Hobbs
Service: Corporate Governance
Direct line: 01784 444243
E-mail: g.hobbs@spelthorne.gov.uk
Our ref: GH/OSCTTEE
Date: 4 November 2013

Notice of meeting:

Overview and Scrutiny Committee

Date: Tuesday 12 November 2013

Time: 7.30pm

Place: Council Chamber, Council Offices, Knowle Green, Staines

To: Members of the Overview and Scrutiny Committee

P.A. Broom (Chairman)	C.A. Davis	I.T.E. Harvey
F. Ayers	R.D. Dunn	M.J. Madams
A. Ayub	C.M. Frazer	M.W. Rough
C. A. Bannister	A.E. Friday	S.D. Taylor
M. Bushnell	D. Gohil	

Description	Lead	Timings	Page Number
1. Apologies			
To receive any apologies for non-attendance.	Chairman	7.30pm	
2. Election of Vice-Chairman			
To elect a Vice-Chairman of the Overview and Scrutiny Committee for the remainder of the Municipal Year.	Chairman		
3. Disclosures of Interest			
To receive any disclosure of interests from members in accordance with the Overview and Scrutiny Procedure Rules.	Chairman		
4. Minutes			
To confirm the minutes of the meeting held on 10 September 2013 (copy attached).	Chairman		1 - 4
If any member of the committee has any issues arising from the minutes of the meeting held on 10 September 2013 that they wish to raise at the meeting please inform Terry Collier, Assistant Chief Executive 24 hours in advance of the meeting			
5. Matters arising from the minutes			
To consider any matters arising from the Minutes of the meeting held on 10 September 2013.	Chairman		
6. Call in of Cabinet decisions			
No decisions have been called in for Review.	Chairman		
7. Capital Monitoring Report			
To receive the report of the Chief Finance Officer. (copy attached)	Adrian Flynn, Senior Accountant	7.40pm	5 - 10
8. Revenue Monitoring Report			
To receive the report of the Chief Finance Officer. (copy attached)	Adrian Flynn, Senior Accountant	7.50pm	11 - 25

Description	Lead	Timings	Page Number

15. Social Media

To consider the report of the Assistant Chief Executive. (copy attached)	Linda Norman, Head of Customer Services	9.05pm	92 - 113

16. Replacement Telephony System

To receive the report on a Replacement Telephony System. (copy attached)	Helen Dunn, Head of ICT	9.15pm	114 - 118

17. Localism Act - Impact on Service Areas

To receive reports from Heads of Service on the impact of the Localism Act. (copy attached)	Chairman	9.25pm	119 - 138

18. Streetscene update

To receive an update from the Head of Streetscene. (copy attached)	Jackie Taylor, Head of Streetscene	9.35pm	139 - 148

19. Cabinet Forward Plan

A copy of the latest forward plan is attached.	Terry Collier	10.10pm	149 - 150

If any members of the committee have any issues contained in the Cabinet Forward Plan they wish to look at please inform Terry Collier, the Assistant Chief Executive, 24 hours in advance of the meeting with reasons for the request.

20. Work Programme

The Chairman to report at the meeting on the Work Programme.	Chairman		

21. Any Other Business

If any member wishes to raise an issue at the meeting could you please notify Terry Collier, Assistant Chief Executive on 01784 446296 or email t.collier@spelthorne.gov.uk 24 hours prior to the meeting otherwise the request may not be accepted	Terry Collier	10.15pm	

Minutes of the Overview and Scrutiny Committee
10 September 2013
Present:
Councillor P.A. Broom (Chairman)
Councillor D. Patel (Vice-Chairman)

Councillors:

A. Ayub	A.E. Friday	S.D. Taylor
C.M. Frazer	I.T.E. Harvey	

Apologies: Councillors F. Ayers, C.A. Bannister, M. Bushnell, R.D. Dunn, M.J. Madams and M.W. Rough

In attendance - The following Cabinet members attended the meeting and took part in the discussion on those items relevant to their Portfolio:
Councillor P. Forbes-Forsyth, Cabinet member for Community Safety, Young People, Leisure and Culture
Councillor N. Gething, Cabinet member for Economic Development and Fixed Assets and Lead member on Economic Development Task Group
Councillor V. Leighton, Cabinet member for Corporate Development and Lead member on Fixed Assets Task Group
Councillor J. Sexton, Cabinet member for Communications, ICT and Procurement
Councillor S. Webb, Cabinet member for Planning and Housing
Councillor R.L. Watts, Leader

236/13   Disclosures of Interest

There were none.

237/13   Minutes

The Minutes of the meeting held on 9 July 2013 were approved as a correct record.

238/13   Matters Arising

No matters were raised.

239/13   Call in of a Leader, Cabinet or Cabinet Member Decision

No decisions had been called in.

240/13   Capital Monitoring

The Committee received an update on the capital spend against the budget position of the schemes within the capital programme.

The Chief Finance Officer reported that £486k had been spent to date, which represented 25% of the revised budget. The projected outturn showed that there was an anticipated spend of £1.749m which represented 91% of the revised budget.

Overview and Scrutiny Committee, 10 September 2013 - continued

The Committee discussed the report with the Senior Accountant and the Chief Finance Officer, who responded to questions from members on particular items.

The Chief Finance Officer reported that the Council may not have sufficient capital funds in future to fully fund anticipated capital programmes. It may have to start either drawing down revenue reserves, making revenue contributions to capital or finding additional funding sources. The Committee noted this was a serious matter and agreed to keep a close eye on this situation.

It was also noted that the Cabinet would be asked to approve:
1. An increase in the Customer Relationship Management project budget of £80,000
2. A reduction in provision for the Laleham project for 2013-14 of £200k and an increase of £200k for 2014-15
3. A reduction in provision for the Virtual Desktop project for 2013-14 of £147k and an increase of £147k for 2014-15

RESOLVED:

(1) that the report of the Chief Finance Officer outlining the capital spend position for the period April to July 2013 be noted;

(2) that the Committee continue to receive Capital Monitoring reports to keep a close eye on the funding situation and

(3) to support the following recommendations to Cabinet:

1. To allow £80,000 which was originally agreed in 2011/12 to be added to the CRM project budget, now that the project was underway.

2. That the Capital Programme provision for Laleham be re-phased with 2013-14 provision reduced by £200k and the provision for 2014-15 increased by £200k

3. The Capital Programme provision for Virtual Desktop be re-phased with 2013-14 provision reduced by £147k and 2014-15 increased by £147k

241/13   Revenue Monitoring

The Committee received an update on the net revenue spend and forecast outturn position at the end of July 2013.

The Chief Finance Officer reported that the forecast outturn at net expenditure level was £12.099m which resulted in a projected favourable variance of £309k, after taking into account the use of carry forwards.

RESOLVED that the report of the Chief Finance Officer outlining the current net revenue spend and forecast position for the period April to July 2013 be noted.

242/13   Leader's Task Groups

The Committee received updates on progress with the work of the three Leader's Task Groups looking at Economic Development, Fixed Assets and Environment and Waste.

The Committee commended the Deputy Head of Planning and Housing Strategy for the work he had done on the Local Economic Assessment and the initial draft of the Economic Development Strategy. It recognised that the Economic Development Task Group had been the catalyst for development of the Strategy and noted the remarkable progress that had been made to produce these documents ready for adoption by Council at the end of the year, in such a short period of time.

RESOLVED to note the work undertaken to date by the Leader's Task Groups.

243/13   Health and Wellbeing Strategy

The Committee received a briefing paper on health and wellbeing in Spelthorne which provided an update on the priorities for the NW Surrey Clinical Commissioning Group and the Surrey Health and Wellbeing Strategy and detailed how the Council is supporting these.

RESOLVED to note the briefing paper on Health and Wellbeing in Spelthorne.

244/13   Planning Enforcement Policy

The Committee received a report setting out the work and performance of the planning enforcement service and the proposed Local Enforcement Plan – the Council's Policy towards dealing with unauthorised development.

The Committee discussed the list of current enforcement cases which had been circulated to members separately, with the Head of Planning and Housing Strategy and asked that it be reviewed to clarify whether the action was still live, who was responsible for each case and where the hold ups were.

RESOLVED:

(1) to note the report on Planning Enforcement in Spelthorne and the draft Local Enforcement Plan

(2) that the list of current enforcement cases be reviewed to clarify whether the action was still live, who was responsible for each case and where the hold ups were and then re-circulated to the Committee.

245/13   Social Media Policy

The Committee received a report on the use of Social Media in the Council and how the Council dealt with and responded to messages received through these media.

The Chairman, Councillor Broom, offered to work alongside the Cabinet member for Communications, Councillor Sexton, in developing a Social Media Policy with the officers, for consideration by the Committee at its next meeting.

RESOLVED:

(1) to note the report on Social Media and

(2) that the Chairman of the Committee work with the Cabinet member for Communications and officers on developing a Social Media Policy

246/13   Remote Working

The Committee received a presentation and discussed an update report on the Council's remote working pilot, with the Assistant Chief Executive (Lee O'Neil) and Environmental Health Manager.

The Committee agreed to receive an update report at its next meeting when further information would be available on the potential number of Council staff who could work remotely and the likely costs to support this project against the possible rental income.

RESOLVED:

  (1) to note the report on the remote working pilot and

  (2) that a further report on the project be considered at the next meeting of the Committee.

247/13   Leisure and Culture Strategy

The Committee received the second draft of the Leisure and Culture Strategy for 2013-2016, which had been amended to incorporate the suggestions of the Committee and the task group, to mention the river Thames and include more on the health and wellbeing and economic benefits of leisure facilities.

The Committee commended the Leisure Services Manager and Councillors Frazer and Friday for their work to transform the draft Strategy.

RESOLVED to note the draft Leisure and Culture Strategy 2013-2016.

248/13   Cabinet Forward Plan

The Committee received the Cabinet Forward Plan.

RESOLVED to note the Forward Plan.

249/13   Work Programme

The Chairman confirmed that she was working with the Vice-Chairman and officers to draw up a work programme from the ideas generated at the last meeting of the Committee.

She asked members to contact her if they had any further thoughts on topics they would like to see included.

RESOLVED to note the arrangements to produce a work programme.

250/13   Any Other Business

No other business reported.

Overview and Scrutiny Committee

12 November 2013

SPELTHORNE
BOROUGH COUNCIL

Title	Capital Monitoring Report
Purpose	Recommendation required

Report of	Chief Finance Officer	**Confidential**	No
Cabinet Member	Councillor Tim Evans	**Key Decision**	No

Report Author	Adrian Flynn
Summary and Key Issues	To provide Overview and Scrutiny Committee with the spend figures for the period April to end of September 2013 on the Capital Programme. The current position show that we have spent/committed £544k to date which represents 29% of the revised budget The projected outturn shows that we are anticipating to spend £1.857m which represents 98.1 % of the revised budget. Agree to rephrase the Capital budget for Kenyngton Manor from 2013/14 to 2014/15. Agree to increase the Stanwell CCTV budget by £18.1k Agree to remove the budget for meals on wheels vans £50k from the 2013/14 capital programme as it is no longer required.
Financial Implications	As set out within the report and appendices.
Corporate Priority	All Priorities
Recommendations	To note the current spend position That the Capital Programme provision for Kenyngton Manor Pavilion be rephrased with the 2013/14 provision reduced by £33k and the provision for 2014-15 increased by £33k. The budget for the Stanwell CCTV project is increased by £18,110 to cover the actual expenditure incurred which is offset in full by increased funding from A2D. The Budget for Meals on wheels vans is no longer required and the 2013/14 programme should be reduced by £50k.

1.   Background

1.1   The Purpose of this report is to update Overview and Scrutiny Committee on the capital spend against the budget position of the schemes within the capital programme.

1.2   To inform Overview and Scrutiny Committee of the reasons for the variances

1.3   This may be the last financial year, where Spelthorne will have sufficient capital funds to fully fund anticipated future capital programmes, there after we will need to start either drawing down revenue reserves, making revenue contributions to capital or finding additional funding sources.

2.   Key issues

2.1   A key issue in 2012/13 was that a number of capital projects slipped ,with increased focus on more robust monitoring and tighter project management, it was anticipated that outturn would be much closer to budget in 2013 14.It has become apparent at the end of this quarter that slippage on some schemes could become an issue during the second half of 2013/14, as many of the projects still have either no spend or very little spend against them despite finance being given assurances that projects are either under way or will be spent in full by year end.

2.2   Attached as Appendix A & B is the actual spend to date on capital covering the period April to September 2013.

2.3   For the period ending September 2013,capital expenditure was £311k (27%) of the original budget and (16%) against the revised budget.

2.4   The difference between the original and revised budgets is shown in the following table.

Original Budget 2013/14				1,129,200
Carry Forwards from 2012/13				723,619
Supplementary Estimates				
Additional Funding received - DFG's		- 4,717		
Additional Funding DCLG		- 34,246		
Projects removed from the programme		- 397,000		
Supplementary Estimates approved during year		476,588		
				40,625
Revised Budget 2013/14				1,893,444

2.5   Transactions involving all projects are reviewed on a regular basis throughout the year to ensure that they meet the definition of capital expenditure as laid down by our external auditor's KPMG and accounting standards. Any transaction that fails to meet the capital definition will be transferred to revenue.

Significant Developments/variances

2.6 The following projects are worth noting :

(a) Kenyngton Manor Pavilion (£33K) : Problems surrounding the feasibility study has resulted in direct contact with the FA regarding the funding for this project. As the majority of the work needs to be done outside of the football season, it would be better to amend the budget to better reflect the actual spend pattern on this project.

(b) Bring Site Initiative (£60k) Project currently out to tender with a deadline date of the 14 November, after which a supplier will be chosen with the housing units installed early in the new year.

(c) Car Park Improvements (£71k) Problems surrounding getting all stakeholders on board with this project, may result in it not being completed by the 31st March 2014 deadline.

(d) Customer Relationship Management (CRM) (£160k) The project team are evaluating 3 software companies and the procurement of the preferred supplier will go to Cabinet in January 2014 with a project completion date of March 2015.

(e) Two ICT projects: ICT security and Integra upgrade will require carry forwards totalling £22k at year end.

2.7 **Options analysis and proposal**

2.8 Overview and Scrutiny Committee are asked to note the current spend position

3. **Financial implications**

3.1 Any underspend on the approved capital programme enables the authority to invest the monies to gain additional investment income or can be used to fund additional schemes.

4. **Other considerations**

4.1 Schemes which are currently incomplete and require a budget carry forward may have contractual obligations which could leave us liable to litigation if they are not allowed the funds to complete the works.

5. **Risks and how they will be mitigated**

5.1 Regular monitoring and updating of the actual figures will enable changes to be picked up and allow corrective action to be taken where necessary in a timely manner.

6. **Timetable for implementation**

6.1 Bi monthly monitoring reports are prepared for Management team and incorporate revised actual figures.

Background papers: None
Appendices: A&B

Appendix A

CAPITAL MONITORING REPORT P.6 SEPTEMBER 2013/14

Portfolio Member	ORIGINAL BUDGET	CARRY FORWARDS	SUPPLEMENTARY ESTIMATE	REVISED BUDGET	ACTUALS YTD	COMMIT MENTS	MANAGERS PROJECTED OUTTURN	MANAGERS PROJECTION TO REVISED BUDGET
Cllr Webb - Planning & Housing	301,600	-	(4,717)	296,883	14,575	27,084	296,967	84
Cllr Pinkerton - Health Wellbeing & Ind Living	50,000	75,601	(50,000)	75,601	10,017	4,068	60,501	(15,100)
Cllr Mitchell - Environment	85,000	5,000	(34,246)	55,754	7,500	-	90,000	34,246
Cllr Gething - Parks and Assets	364,700	288,318	196,588	849,606	215,312	139,668	816,464	(33,142)
Cllr Sexton - Communications	327,900	271,100	(67,000)	532,000	66,468	59,712	510,000	(22,000)
Cllr Forbes-Forsyth - Comm Safety & Young People	-	13,000	-	13,000	(0)	-	13,000	-
Cllr Evans - Finance & Resources	-	70,600	-	70,600	(3,200)	3,200	70,600	-
	1,129,200	723,619	40,625	1,893,444	310,672	233,732	1,857,532	(35,912)

Appendix B

CAPITAL MONITORING REPORT P.6 SEPTEMBER 2013/14

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
		Housing Investment Programme									
Cllr Webb - Planning & Housing											
Lee O'Neil	40203	Disabled Facilities Mandatory	520,000	-	-	520,000	159,433	-	520,000	-	On target to spend budget. DCLG have awarded SBC an additional grant of £4717
Lee O'Neil	40204	Disabled Facilities Discretion	29,600	-	-	29,600	-	-	29,600	-	No spend likely until much later in financial year
Lee O'Neil		Less Specified Capital Grant	(285,000)	-	(4,717)	(289,717)	(144,859)	-	(289,717)	-	
		Net Cost of Disabled Facilities Grants	**264,600**	**-**	**(4,717)**	**259,883**	**14,575**	**-**	**259,883**	**-**	
Lee O'Neil	40207	Equity Release Scheme	10,000	-	-	10,000	-	-	10,000	-	Home Improvement Trusts equity release scheme has been closed. Replacement scheme being sought.
Lee O'Neil	40209	Home Improvement Agency grant	27,000	-	-	27,000	-	27,084	27,084	84	Annual Invoice received in October 2013
		Total	37,000	-	-	37,000	-	27,084	37,084	84	
Total For HIP			**301,600**	**-**	**(4,717)**	**296,883**	**14,575**	**27,084**	**296,967**	**84**	
		Other Capital Programme									
Cllr Pinkerton - Health Wellbeing & Independent Living											
Deborah Ashman	42271	Fordbridge Day Centre	-	20,716	6,000	26,716	11,127	186	26,716	-	Works to reception area still to be carried out, anticipated to be finished by February 2014
Deborah Ashman		External Funding	-	(3,276)	(6,000)	(9,276)	(9,276)	-	(9,276)	-	
Deborah Ashman	41013	Wellbeing Centre	-	69,144	7,000	76,144	75,248	3,882	76,144	-	All works are finished, waiting on the closure report to be signed off
Deborah Ashman		External Funding	-	(60,083)	(7,000)	(67,083)	(67,083)	-	(67,083)	-	
Deborah Ashman	42014	Housing Locata	-	24,000	-	24,000	-	-	24,000	-	Project kick off dependant on the outcome of the future Search Moves partnership arrangements and the ratification of the Housing Allocations Policy. As these are now in place the project is close to kick off. Anticipated go live date 31st March 2014
Deborah Ashman	40106	Meals on Wheels Vans	50,000	-	(50,000)	-	-	-	-	-	This budget is no longer needed
		Total	50,000	50,501	(50,000)	50,501	10,017	4,068	50,501	-	
Lee O'Neil	41314	Air Quality	-	25,100	-	25,100	-	-	10,000	(15,100)	£25,100 is the outstanding balance on a DEFRA grant to be used for air quality action planning purposes. Project expected to be completed by March 2015
		Total	-	25,100	-	25,100	-	-	10,000	(15,100)	
Cllr Mitchell - Environment											
Jackie Taylor	41502	DCLG Lorry	180,000	-	-	180,000	214,246	-	214,246	34,246	Lorry has been delivered. Overspend will be funded from DCLG revenue grant
Jackie Taylor	41601	DCLG Bins	48,000	-	-	48,000	47,500	-	48,000	-	Bins have been delivered. Budget for year will be fully spent
Jackie Taylor		DCLG Grant	(228,000)	-	(34,246)	(262,246)	(262,246)	-	(262,246)	-	
		Total	-	-	(34,246)	(34,246)	(500)	-	-	34,246	
Sandy Muirhead	40602	HeatingRepairs&DraughtProofing	25,000	-	-	25,000	3,000	-	25,000	-	Monies to be spent later in year on addressing fuel poverty issues
Sandy Muirhead	41309	Critical Ditches	-	5,000	-	5,000	5,000	-	5,000	-	Felix Lane ditch project has been completed
Sandy Muirhead	42047	Bring Site Initiative	60,000	-	-	60,000	-	-	60,000	-	Bring sites currently being reviewed. New bins to be bought & put in place in Autumn 2013
		Total	85,000	5,000	-	90,000	8,000	-	90,000	-	
Cllr Gething - Parks and Assets											
Dave Phillips	41015	Runnymede Estates	-	-	-	-	1,225	54,300	-	-	Actuals to be transferred at end of year
Dave Phillips	41028	Fire Alarm Systems	29,000	-	-	29,000	-	-	29,000	-	Upgrading Fire Alarm systems at Greeno & Fordbridge Day Centres. Out to tender. To be completed by the end of the year
Dave Phillips	41031	Fencing	64,000	-	-	64,000	-	-	64,000	-	Tendering contract being put together. Works to be completed by end of financial year
Dave Phillips	41618	Esso Site Stanwell	-	20,000	-	20,000	-	-	20,000	-	Leisure have expressed an interest in running the site for football. Costs of decontamination and levelling of site being obtained
Dave Phillips	42007	Lammas Park Water Mains	-	35,000	-	35,000	35,830	2,520	35,000	-	Works completed. Rentention payment to be made next year
Dave Phillips	42043	Renewal of Toilet Facilities	20,000	20,000	-	40,000	1,367	18,623	40,000	-	2nd floor toilets completed, final invoice due. Phase 2 to be completed by end of financial year
Dave Phillips	42050	KG Reception & Other Moves	-	45,657	-	45,657	690	11,270	45,657	-	ICT area moves - progressing & hope to be completed mid October 2013. Works to meeting rooms in reception to start in October 2013. Audit moving to existing ICT area end of November 2013. Further moves to be agreed by MAT
Dave Phillips	42053	Knowle Green Heating	-	25,561	-	25,561	-	46,306	25,561	-	Works completed to renew old valves at Knowle Green. Estimated outturn is £26k, commitment to be cleared once final invoices received
Dave Phillips	42101	Housing Accommodation Moves	-	-	70,000	70,000	-	-	70,000	-	Works on reorganising Housing Options, Benefits & reception to start in October 2013. Due to be completed by end of December 2013
		Total	113,000	146,218	70,000	329,218	39,112	133,018	329,218	-	
Lisa Stonehouse	41006	Kenyngton Manor Pavilion	33,000	-	-	33,000	-	-	-	(33,000)	Project progressing. Meeting in October with FA to discuss their bid for football foundation funding
Lisa Stonehouse	41007	Sunbury Skate Park	18,700	-	-	18,700	7,654	6,650	18,700	-	Lighting has been installed. CCTV hoping to be in place by the end of October 2013
Lisa Stonehouse	41018	Pool Covers	-	14,500	-	14,500	14,526	-	14,526	26	Project complete
Lisa Stonehouse	41202	Loan to SLM	-	-	300,000	300,000	-	-	300,000	-	Legal agreement being looked at regarding loan and repayments
Lisa Stonehouse	42274	SkatePark+Multi use games area	-	6,000	-	6,000	5,860	-	5,860	(140)	Project complete, retention paid
		Total	51,700	20,500	300,000	372,200	28,040	6,650	339,086	(33,114)	

CAPITAL MONITORING REPORT P.6 SEPTEMBER 2013/14

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Sandy Muirhead	41023	Technical Equipment	-	-	26,588	26,588	26,588	-	26,588	-	Strong leader decision to purchase Christmas lights for Staines Town Centre. Purchased in September 2013
Sandy Muirhead	41026	Laleham Park Upgrade	200,000	-	(200,000)	-	-	-	-	-	Project deferred until 2014/15
Sandy Muirhead	41207	Combined Heat & Power	-	121,600	-	121,600	121,572	-	121,572	(28)	Project complete
Sandy Muirhead	42031	M2G Boiler Controls	-	-	18,350	18,350	18,350	-	18,350	-	SALIX project monies from SALIX fund complete by March 2014
Sandy Muirhead		Salix funding	-	-	(18,350)	(18,350)	-	-	(18,350)	-	
		Total	**200,000**	**121,600**	**(173,412)**	**148,188**	**148,160**	**-**	**148,160**	**(28)**	

Cllr Sexton - Communications

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Helen Dunn	43003	New Software	40,000	-	-	40,000	1,868	-	40,000	-	Will be spent throughout the year on various software enhancements
Helen Dunn	43306	Geographical Info System	-	-	-	-	-	633	-	-	Flight took place in March 2013. Invoice has now been received
Helen Dunn	43310	Virtual Desktop (VDI)	100,000	47,000	(147,000)	-	-	-	-	-	Project will no longer take place
Helen Dunn	43311	Voice Over Internet (VOIP)	75,000	85,000	-	160,000	-	-	160,000	-	Project progressing, design document drawn up,suppliers found and quotes received
Helen Dunn	43314	Integra Upgrade	24,000	-	-	24,000	6,755	7,145	12,000	(12,000)	Phase 1 of 2 of Integra upgrade underway. Phase 2 - eSeries 2 to be done early 2014. It is anticipated that £12k will be spent in 13/14 & a carry forward of £12k will need to be submitted for 14/15
Helen Dunn	43315	GOSS (Runnymede)	-	-	-	-	3,500	19,573	-	-	All costs to be recharged to Runnymede
Helen Dunn	43507	Car Parks Link	12,000	-	-	12,000	210	-	12,000	-	Project is complete. Awaiting invoices
Helen Dunn	43601	Remote & Mobile Working, Depot	-	16,000	-	16,000	-	-	16,000	-	Awaiting evaluation report linked to 43307 - EHBC Mobile Working project. £1k to be spent on a tablet as a proof of concept
Helen Dunn	43603	Server Updates	30,000	-	-	30,000	1,270	-	30,000	-	No specific requirements as yet, but will be spent later in the year
Helen Dunn	43604	Desktop Upgrades	10,000	-	-	10,000	7,999	3,990	10,000	-	Spend to date relates to laptops purchased for new employees
Helen Dunn	43608	Other Hardware	10,000	-	-	10,000	4,300	-	10,000	-	Replacement of Digital Film Scanner (Microfiche) purchased for Reception area
Helen Dunn	43609	ICT Security	26,900	-	-	26,900	-	-	16,900	(10,000)	Project split into Intrusion Detection & Protective Markings. PC Monitoring Endpoint Security took place in 2012/13. Anticipated to spend £16,900 in 13/14 & carry forward of £10k will need to be submitted for 14/15
		Total	**327,900**	**148,000**	**(147,000)**	**328,900**	**25,902**	**31,341**	**306,900**	**(22,000)**	
Jan Hunt	41608	HR and Payroll system	-	12,500	-	12,500	(3,500)	5,379	12,500	-	Phases 1 & 2 complete. Phase 3 (self-service) & Phase 4 (automated workflows & e-recruitment) are in progress
		Total	**-**	**12,500**	**-**	**12,500**	**(3,500)**	**5,379**	**12,500**	**-**	
Lee O'Neil	43307	EHBC Mobile Working	-	15,600	-	15,600	-	-	15,600	-	Comprehensive evaluation report to MAT 29th October 2013. Subject to MAT agreement, progress options for reducing office space occupied by EH and BC services and "hot desking" arrangements
		Total	**-**	**15,600**	**-**	**15,600**	**-**	**-**	**15,600**	**-**	
Linda Norman	43505	CRM Solution	-	80,000	80,000	160,000	35,000	22,992	160,000	-	The project team are currently evaluating 3 software companies and have issued a requirement specification to each. It is anticipated that the procurement of the preferred supplier will go to Cabinet in January 2014 with the project being completed by March 2015
		Total	**-**	**80,000**	**80,000**	**160,000**	**35,000**	**22,992**	**160,000**	**-**	
Rowena Davison	43304	GOSS - Website Upgrade	-	15,000	-	15,000	9,066	-	15,000	-	The project itself was completed in 2012/13, however there is ongoing work with various fixes and bugs etc that are currently being worked on with GOSS
		Total	**-**	**15,000**	**-**	**15,000**	**9,066**	**-**	**15,000**	**-**	

Cllr Forbes-Forsyth - Community Safety & Young People

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Keith McGroary	41605	Staisafe Radio	-	13,000	-	13,000	-	-	13,000	-	A new report will be going to cabinet in November 2013, as there has been a change in the initial bid regarding the radio type
Keith McGroary	41604	Stanwell CCTV	-	60,000	18,110	78,110	78,110	-	78,110	-	Project complete, CCTV cameras installed in August 2013
Keith McGroary		S106 Funding	-	(60,000)	(18,110)	(78,110)	(78,110)	-	(78,110)	-	
		Total	**-**	**13,000**	**-**	**13,000**	**(0)**	**-**	**13,000**	**-**	

Cllr Evans - Finance & Resources

Portfolio Member / Service Head	Cost Centre	Description	Original Budget	Carry Forwards	Supplementary Estimate	Revised Budget	Actuals YTD	Commitments	Managers Projected Outturn	Managers Projection to Revised Budget	Comments
Sandy Muirhead	41302	Parking Handhelds	-	-	-	-	(3,200)	3,200	-	-	Waiting for special creditor to clear
Sandy Muirhead	41317	Car Park Improvements	-	70,600	-	70,600	-	-	70,600	-	Will go towards some form of Automatic Number Plate Reader system. Project to go out to tender in November 2013, to be installed by March 2014 at latest
		Total	**-**	**70,600**	**-**	**70,600**	**(3,200)**	**3,200**	**70,600**	**-**	
Total For Other			**827,600**	**723,619**	**45,342**	**1,596,561**	**296,097**	**206,648**	**1,560,565**	**(35,996)**	
Total Expenditure			1,642,200	846,978	129,048	2,618,226	872,246	233,732	2,582,314	(35,912)	
Total Funding			(513,000)	(123,359)	(88,423)	(724,782)	(561,574)	-	(724,782)	-	
GRAND TOTAL			**1,129,200**	**723,619**	**40,625**	**1,893,444**	**310,672**	**233,732**	**1,857,532**	**(35,912)**	

Overview and Scrutiny Committee

12 November 2013

SPELTHORNE
BOROUGH COUNCIL

Title	Revenue Monitoring Report
Purpose	Recommendation required

Report of	Chief Finance Officer	**Confidential**	No
Cabinet Member	Councillor Tim Evans	**Key Decision**	No

Report Author	Adrian Flynn
Summary and Key Issues	To provide Overview and Scrutiny committee with the net revenue spend figures to the end of September 2013. The forecast outturn at net expenditure level is £12.151m against the revised budget of £12.310m: A projected favourable variance of £159k is anticipated for the year end After taking into account the use of carry forwards, the projected net position is approximately £323k favourable variance. Interest earnings are forecast to be in line with budget
Financial Implications	As set out within the report and appendices
Corporate Priority	All Priorities
Recommendations	Overview and Scrutiny Committee is asked to note the report

1. Background

1.1 The purpose of this report is to update Members on the net revenue spend and forecast outturn position as at the end of September 2013.

1.2 To inform members of the reasons for the variances identified against the budget agreed in February 2013 and revised for carry forwards.

1.3 In the budgets agreed for Heads of Service, It is always anticipated that there will be budget variances from the original budget. This ensures that the authority meets any change in the needs of the service to adapt to any unexpected changes which happen in the period.

2. Key issues

2.1 The forecast under/over spend at net expenditure level is £159k (1.3 %) against the revised budget. Once we take into account the use of carry forwards, the under/over spend increases to approximately £323 K.

2.2 Appendices B and C1 to C8 show the major area's causing the year to date budget to be higher or lower than the actual spend to date are detailed.

2.3 **Details of Monitoring**

2.4 Budgets are profiled where there is a normal expected payment date e.g. National Non-Domestic rates (NNDR) payments are profiled to be paid in May, salaries in 12ths, grants on the month they are received previously, contracts on the payment frequency agreed, rentals on a quarterly basis etc. This still means however that the majority of the expenditure, profiled in 12ths to be spent, is reliant upon Service Heads ordering goods and services on a regular basis. In reality the major proportion of spend is generally made in the second half of the year. There will always be some timing differences which do not reflect underlying budget variances.

2.5 The major area of spend relates to Housing Benefit payments which are made 4 weekly at varying levels from £1.7m max to £20k minimum. However the grant income received comes in monthly based on estimates agreed at the start of the year. An Interim adjustment payment is paid or repaid after the midyear claim is submitted. Timing differences in excess of £1.5m in one month could occur if 2 large benefit payment runs occur within the same month.

2.6 Appendices B and C1 to C give a summarised breakdown of the revenue spend by portfolio area, firstly in overall terms and then breaking each portfolio down by cost centres.

3. Options analysis and proposal

3.1 Overview and Scrutiny committee are asked to note the current net revenue spend and forecast position.

3.2 The following highlights the more significant or material variances.

Planning and Housing

Housing Needs: £33k adverse variance - Extension of two temporary posts approved by MAT

Planning Policy: £44k favourable variance – Reduced Consultants expenditure.

Health/Wellbeing

Day centres: £52k adverse variance – Increased utility bills

£194k favourable variance – Additional funding

Meals on wheels: £9k adverse variance – Extended Weekend service.

£27k favourable variance – Additional funding

Spelride: £40k favourable variance – Additional funding

Environment

Refuse Collection: £110k favourable variance- Reduced lease and hired transport costs offset by higher fuel costs, plus increased income from bulky waste and collection service.

Economic Development and Fixed Assets

Knowle Green: £44k adverse variance – Increased weekend overtime working and increased business rates and cleaning costs.

Communications, ICT & Procurement

Corporate Publicity: £50k favourable variance – reduced hours and two members of staff have moved to other departments.

ICT: £25k favourable variance – Savings on maintenance and support

Community Safety, Young People, Leisure and Culture

Community Safety: £67k adverse variance – Increased CCTV maintenance costs plus staffing costs that are funded externally.

£46k favourable variance – External funding for staffing.

Licensing: £18k adverse variance – Two Members of staff regraded plus increased temporary staff costs.

Finance

Customer Services**:** £60k adverse variance – Increased expenditure on corporate debt work, plus costs of providing cover for shared recovery officer post.

£30k: Favourable variance -Reimbursement of shared Recovery officer costs.

HR: £19k adverse variance – Contract extended of a temporary staff member.

Corporate Management: £23k adverse variance – Increased fees for treasury advisor and external audit.

Car Parks: £10k adverse variance – Increased Equipment maintenance

£42k favourable variance – Increased level of Income

Corporate Development

Committee Services: £36k favourable variance – Vacant post

4.   Financial implications

4.1   As set out within the report and appendices.

5.   Other considerations

5.1   There are none.

6.   Risks and how they will be mitigated

6.1   A projected balanced outturn depends on Management team (MAT), heads of service and all Budget Managers, managing their budgets within the parameters which were originally agreed and achieving where necessary, corresponding growth and savings within those budgets. Careful monitoring of the budgets on a monthly basis ensures that any problems or anomalies are identified and investigated at an early stage

6.2   Any necessary corrective action on major budget variations, which cannot be remedied within the service, are reported to MAT immediately in order to ensure that as much time and opportunity is had to enable the position to be rectified quickly within the current financial year.

7.   Timetable for implementation

Bi – Monthly reports are produced for Management team

Background papers: There are none

Appendices:A,B, C1 to C8

APPENDIX A

2013/14 Net Revenue Budget Monitoring
As at end of Sept 2013

	13/14 Original £	13/14 Revised £	13/14 Forecast Outturn £	13/14 Variance to Revised £
	Budget	**Budget**		
Gross Expenditure	51,897,500	52,113,400	52,604,448	491,048
Less Benefits (offset by grant)				
Total Gross Expenditure excluding Benefits	51,897,500	52,113,400	52,604,448	491,048
Less Specific fees and charges income	(39,578,400)	(39,563,900)	(40,453,467)	(889,567)
Net Expenditure - broken down as below	12,319,100	12,549,500	12,150,981	(398,519)
Corporate Development	1,577,100	1,623,800	1,587,025	(36,775)
Planning and Housing	1,191,300	1,221,700	1,216,850	(4,850)
Health Wellbeing and Independent Living	1,381,400	1,394,100	1,219,700	(174,400)
Environment	2,835,400	2,798,000	2,604,600	(193,400)
Economic Development and Fixed Assets	2,262,400	2,395,900	2,422,630	26,730
Communications, ICT, Procurement	1,254,800	1,276,500	1,192,400	(84,100)
Community Safety ,Young People,Leisure & Culture	206,500	211,700	255,000	43,300
Finance	1,610,200	1,627,800	1,652,775	24,975
NET EXPENDITURE AT SERVICE LEVEL	**12,319,100**	**12,549,500**	**12,150,981**	**(398,519)**
Salary expenditure - vacancy monitoring	(160,000)	(160,000)	-	160,000
Salary Savings efficiencies			-	-
Restructuring Savings	(40,000)	(40,000)	-	40,000
Partnership Savings	(40,000)	(40,000)	-	40,000
Resources to address project management issues	-	-	-	-
NET EXPENDITURE	**12,079,100**	**12,309,500**	**12,150,981**	**(158,519)**
NET EXPENDITURE	**12,079,100**	**12,309,500**	**12,150,981**	**(158,519)**
Interest earnings	(345,000)	(345,000)	(345,000)	-
Extraordinary Item				
				-
Appropriation from Reserves:				
Feasibility Study for Knowle Green Hub	(70,000)	(70,000)	(70,000)	-
Spend to Save (APC's)	(56,500)	(56,500)	(56,500)	-
Interest Equalisation reserve	(70,048)	(70,048)	(70,048)	-
BUDGET REQUIREMENT	**11,537,552**	**11,767,952**	**11,609,433**	**(158,519)**
Baseline NNDR Funding	(1,685,030)	(1,685,030)	(1,685,030)	-
Revenue Support grant	(2,532,841)	(2,532,841)	(2,532,841)	-
New Homes Bonus	(910,300)	(910,300)	(910,300)	-
DCLG Transitional LCTSS grant	(16,000)	(16,000)	(16,000)	-
NET BUDGET REQUIREMENT	**6,393,381**	**6,623,781**	**6,465,262**	**(158,519)**
Collection Fund Surplus/(deficit)	28,800	28,800	28,800	-
CHARGE TO COLLECTION FUND	**6,422,181**	**6,652,581**	**6,494,062**	**(158,519)**
2012/13 Revenue carry forward			(164,290)	(164,290)
Net Position				(322,809)

Appendix B					
REVENUE MONITORING 2013/14					
EXPENDITURE AND INCOME SUMMARY 30 SEPTEMBER 2013					
Results to	**Budget**		**Actual**	**Forecast**	**Variance**
30-Sep-13	**Revised**	**YTD**	**YTD**	**Outturn**	**to Revised**
	£	**£**	**£**	**£**	**£**
Corporate Development					
Employees	1,266,800	617,500	582,664	1,227,400	(39,400)
Other Expenditure	359,200	165,070	147,546	368,320	9,120
Income	(2,200)	(1,200)	(38,395)	(8,695)	(6,495)
	1,623,800	**781,370**	**691,815**	**1,587,025**	**(36,775)**
Planning and Housing					
Employees	2,240,500	1,114,550	1,102,196	2,268,600	28,100
Other Expenditure	31,464,500	15,736,900	14,919,892	31,728,450	263,950
Income	(32,483,300)	(16,240,700)	(16,466,896)	(32,780,200)	(296,900)
	1,221,700	**610,750**	**(444,808)**	**1,216,850**	**(4,850)**
Health Wellbeing and Independent Living					
Employees	1,646,300	822,650	812,135	1,671,000	24,700
Other Expenditure	789,200	421,950	457,463	885,027	95,827
Income	(1,041,400)	(753,500)	(1,008,450)	(1,336,327)	(294,927)
	1,394,100	**491,100**	**261,148**	**1,219,700**	**(174,400)**
Environment					
Employees	2,505,700	1,266,900	1,157,607	2,342,300	(163,400)
Other Expenditure	1,583,700	753,676	834,777	1,590,820	7,120
Income	(1,291,400)	(690,240)	(689,374)	(1,328,520)	(37,120)
	2,798,000	**1,330,336**	**1,303,010**	**2,604,600**	**(193,400)**
Economic Development and Fixed Assets					
Employees	742,200	369,020	395,542	774,030	31,830
Other Expenditure	3,766,800	1,992,934	1,804,543	3,880,700	113,900
Income	(2,113,100)	(1,199,168)	(1,584,474)	(2,232,100)	(119,000)
	2,395,900	**1,162,786**	**615,610**	**2,422,630**	**26,730**
Communications,ICT,Procurement					
Employees	631,100	320,950	262,002	573,500	(57,600)
Other Expenditure	693,800	477,400	489,560	667,300	(26,500)
Income	(48,400)	(24,200)	(50,569)	(48,400)	-
	1,276,500	**774,150**	**700,993**	**1,192,400**	**(84,100)**
Community Safety and Young People					
Employees	180,200	89,500	125,659	254,400	74,200
Other Expenditure	224,600	118,300	125,644	254,000	29,400
Income	(193,100)	(88,250)	(131,942)	(253,400)	(60,300)
	211,700	**119,550**	**119,361**	**255,000**	**43,300**
Finance					
Employees	2,567,100	1,278,500	1,128,785	2,606,100	39,000
Other Expenditure	1,451,700	869,203	886,691	1,512,500	60,800
Income	(2,391,000)	(1,003,430)	(1,005,145)	(2,465,825)	(74,825)
	1,627,800	**1,144,273**	**1,010,332**	**1,652,775**	**24,975**
NET EXPENDITURE AT SERVICE LEVEL	**12,549,500**	**6,414,315**	**4,257,462**	**12,150,981**	**(398,519)**
Total Employees	**11,779,900**	**5,879,570**	**5,566,590**	**11,717,330**	**(62,570)**
Total Other Expenditure	**40,333,500**	**20,535,433**	**19,666,117**	**40,887,117**	**553,617**
Total Income	**(39,563,900)**	**(20,000,688)**	**(20,975,245)**	**(40,453,467)**	**(889,567)**
	12,549,500	**6,414,315**	**4,257,462**	**12,150,981**	**(398,519)**
Total Expenditure	**52,113,400**	**26,415,003**	**25,232,707**	**52,604,448**	**491,048**
Total Income	**(39,563,900)**	**(20,000,688)**	**(20,975,245)**	**(40,453,467)**	**(889,567)**
Net	**12,549,500**	**6,414,315**	**4,257,462**	**12,150,981**	**(398,519)**

Appendix C1						
				Corporate Development		
Results to	**Budget**		**Actual**	**Forecast**	**Variance**	**Comments**
30-Sep-13	**Revised**	**YTD**	**YTD**	**Outturn**	**to Revised**	
	£	**£**	**£**	**£**	**£**	
Employees	112,800	56,050	56,390	112,800	-	
Other Expenditure	5,800	2,900	870	5,800	-	
Income	0	0	0	0	-	
MaT Secretariat & Support	**118,600**	**58,950**	**57,260**	**118,600**	**0**	
Employees	304,900	152,350	150,494	304,900	-	
Other Expenditure	6,600	3,300	441	6,600	-	
Income	0	0	(50)	(50)	(50)	
Assistant Chief Executives	**311,500**	**155,650**	**150,885**	**311,450**	**(50)**	
Employees	204,800	102,350	91,948	204,800	-	
Other Expenditure	8,000	5,300	2,639	8,000	-	
Income	0	0	(35)	(35)	(35)	
Chief Executive	**212,800**	**107,650**	**94,552**	**212,765**	**(35)**	
Employees	273,900	134,750	131,301	273,900	-	
Other Expenditure	23,200	19,720	15,093	23,200	-	
Income	(1,200)	(1,200)	(31,638)	(1,200)	-	
Legal	**295,900**	**153,270**	**114,756**	**295,900**	**0**	
Employees	145,800	72,500	54,722	109,800	(36,000)	Internal secondment paritally offset by temporary staff costs
Other Expenditure	27,500	5,250	1,183	27,500	0	
Income	0	0	0	0	0	
Committee Services	**173,300**	**77,750**	**55,905**	**137,300**	**(36,000)**	
Employees	90,300	45,100	44,598	90,300	0	
Other Expenditure	0	0	720	720	720	
Income	0	0	(10)	(10)	(10)	
Corporate Governance	**90,300**	**45,100**	**45,308**	**91,010**	**710**	
Employees	0	0	345	0	0	
Other Expenditure	10,900	1,900	1,529	10,900	0	By election in November
Income	0	0	0	0	0	
Elections	**10,900**	**1,900**	**1,874**	**10,900**	**0**	
Employees	115,900	45,100	45,840	115,900	0	
Other Expenditure	25,600	5,400	2,731	32,000	6,400	Higher expenditure expected due to work relating to Individual Electoral Registration funded through Govt.Grant
Income	(1,000)	0	(6,662)	(7,400)	(6,400)	Govt Grant relating to 'Individual Electoral Registration'
Electoral Registration	**140,500**	**50,500**	**41,909**	**140,500**	**0**	
Employees	18,400	9,300	7,026	15,000	(3,400)	NI saving
Other Expenditure	251,600	121,300	122,340	253,600	2,000	Overspend mainly due to reimbursement to Members for home internet partially offset by underspend on conference expenses
Income	0	0	0	0	0	
Democratic Rep & Management	**270,000**	**130,600**	**129,366**	**268,600**	**(1,400)**	
Total Employees	**1,266,800**	**617,500**	**582,664**	**1,227,400**	**(39,400)**	
Total Other Expenditure	**359,200**	**165,070**	**147,546**	**368,320**	**9,120**	
Total Income	**(2,200)**	**(1,200)**	**(38,395)**	**(8,695)**	**(6,495)**	
	1,623,800	**781,370**	**691,815**	**1,587,025**	**(36,775)**	

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Appendix C2						

Planning and Housing

Results to 30-Sep-13	Budget Revised £	YTD £	Actual YTD £	Forecast Outturn £	Variance to Revised £	Comments
Employees	0	0	0	0	0	
Other Expenditure	327,300	163,800	224,928	628,300	301,000	
Income	(139,400)	(69,700)	(220,453)	(423,400)	(284,000)	
Homelessness	**187,900**	**94,100**	**4,475**	**204,900**	**17,000**	Will be overspent due to increased usage of Bed & Breakfast
Employees	538,400	267,100	264,128	538,400	0	
Other Expenditure	33,500	16,800	15,412	33,500	0	
Income	(495,300)	(247,700)	(247,668)	(495,300)	0	
Housing Benefits Admin	**76,600**	**36,200**	**31,873**	**76,600**	**0**	
Employees	0	0	0	0	0	
Other Expenditure	30,883,000	15,441,400	14,620,936	30,883,000	0	
Income	(30,988,000)	(15,494,000)	(15,512,234)	(30,988,000)	0	
Housing Benefits Payments	**(105,000)**	**(52,600)**	**(891,298)**	**(105,000)**	**0**	
Employees	563,500	280,200	268,571	597,000	33,500	Extension of 2 temporary posts approved by MAT
Other Expenditure	41,200	18,900	10,965	48,050	6,850	£6850 supplementary estimate for scanning costs approved by MAT
Income	(2,200)	0	(8)	(2,200)	0	
Housing Needs	**602,500**	**299,100**	**279,527**	**642,850**	**40,350**	
Employees	56,500	28,200	28,101	64,500	8,000	
Other Expenditure	1,600	100	(2,776)	1,600	0	
Income	(180,000)	(90,000)	(99,981)	(188,000)	(8,000)	
Land Charges	**(121,900)**	**(61,700)**	**(74,657)**	**(121,900)**	**0**	In year restructure of staffing budget offset by over recovery of income.
Employees	656,600	327,000	315,664	645,300	(11,300)	Savings due to restructure
Other Expenditure	53,700	26,800	29,727	53,700	0	
Income	(369,300)	(184,800)	(170,452)	(369,300)	0	
Planning Development Control	**341,000**	**169,000**	**174,938**	**329,700**	**(11,300)**	
Employees	167,700	83,200	90,936	160,200	(7,500)	Savings mainly due to a vacant post of Senior Planning Officer
Other Expenditure	110,800	60,000	12,852	66,900	(43,900)	Savings expected against Consultants budget as work has been delayed due to the above vacant post.
Income	(1,000)	(500)	(261)	(500)	500	
Planning Policy	**277,500**	**142,700**	**103,528**	**226,600**	**(50,900)**	
Employees	257,800	128,850	134,797	263,200	5,400	Current vacant post covered by temporary staff & some overtime payments
Other Expenditure	13,400	9,100	7,848	13,400	0	
Income	(308,100)	(154,000)	(215,838)	(313,500)	(5,400)	Income may exceed the target due to more activity but expecting Income to reduce over the winter months.
Building Control	**(36,900)**	**(16,050)**	**(73,194)**	**(36,900)**	**0**	
Total Employees	**2,240,500**	**1,114,550**	**1,102,196**	**2,268,600**	**28,100**	
Total Other Expenditure	**31,464,500**	**15,736,900**	**14,919,892**	**31,728,450**	**263,950**	
Total Income	**(32,483,300)**	**(16,240,700)**	**(16,466,896)**	**(32,780,200)**	**(296,900)**	
	1,221,700	**610,750**	**(444,808)**	**1,216,850**	**(4,850)**	

Appendix C3						
Health Wellbeing and Independent Living						
Results to	Budget		Actual	Forecast	Variance	**Comments**
30-Sep-13	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	0	0	0	0	-	
Other Expenditure	309,000	190,400	204,885	322,400	13,400	Higher grants payments than the budget
Income	0	0	(1,500)	(2,100)	(2,100)	Carried forward Stanwell Hub income to off set the costs
General Grants	**309,000**	**190,400**	**203,385**	**320,300**	**11,300**	
Employees	89,900	44,550	56,005	106,900	17,000	Additional payments to one of the temporary staff approved by MAT with no budget
Other Expenditure	10,500	4,600	4,828	10,500	0	
Income	0	0	0	0	0	
Com Care Administration	**100,400**	**49,150**	**60,833**	**117,400**	**17,000**	
Employees	572,800	285,700	269,891	557,700	(15,100)	Savings due to few vacant posts in earlier part of the year, which have now been filled
Other Expenditure	193,400	94,800	140,055	246,000	52,600	Overall higher utility costs and one electricity billl backdated to 3 years for Staines Community Centre.
Income	(432,200)	(362,100)	(511,922)	(627,000)	(194,800)	Higher due to carried forward income of £48k from previous year, £54k additional funding allocated in the current year relating to personalisation and prevention Partnership fund. Additional income of £90k expected relating to 'High Needs Group' and the remainder relates to increased activity
Day Centres	**334,000**	**18,400**	**(101,976)**	**176,700**	**(157,300)**	
Employees	67,800	33,700	31,176	72,000	4,200	Higher salary costs are expected due to increased MOW provision at weekends
Other Expenditure	86,800	37,200	37,414	92,000	5,200	Higher food costs are expected due to increased MOW provision at weekends
Income	(185,800)	(115,500)	(140,743)	(213,100)	(27,300)	Higher due to additional funding from personalisation and prevention Partnership fund to increase MOW provision for weekend and higher income for sale of food
Meals On Wheels	**(31,200)**	**(44,600)**	**(72,153)**	**(49,100)**	**(17,900)**	
Employees	87,400	43,400	45,436	90,400	3,000	Higher out of hours payments
Other Expenditure	67,800	31,400	31,634	67,800	0	
Income	(280,100)	(200,900)	(214,882)	(293,100)	(13,000)	Higher due to additional funding from personalisation and prevention Partnership fund for Telecare support to promote independence
Span	**(124,900)**	**(126,100)**	**(137,812)**	**(134,900)**	**(10,000)**	
Employees	111,500	55,800	62,528	128,000	16,500	Employment of a temp member of staff
Other Expenditure	51,400	35,100	15,961	50,000	(1,400)	
Income	(113,800)	(55,600)	(98,767)	(153,000)	(39,200)	Extra grant income received from Surrey CC
SAT	**49,100**	**35,300**	**(20,279)**	**25,000**	**(24,100)**	
Employees	716,900	359,500	347,100	716,000	(900)	
Other Expenditure	31,500	10,500	5,709	54,027	22,527	Expenditure on Warmer homes
Income	(10,500)	(10,500)	(22,527)	(22,527)	(12,027)	No income expected, budget has to be removed. Carried forward income relating to warmer homes' is expected to be utilised in the current year, if not requested to be carried forward in the next year.
Environmental Health Admin	**737,900**	**359,500**	**330,281**	**747,500**	**9,600**	
Employees	0	0	0	0	0	
Other Expenditure	12,000	4,000	2,229	12,000	0	
Income	(5,100)	(2,600)	(3,675)	(5,100)	0	
Environmental Protection Act	**6,900**	**1,400**	**(1,446)**	**6,900**	**0**	
Employees	0	0	0	0	0	
Other Expenditure	1,300	900	609	1,300	0	
Income	(3,000)	(1,500)	(1,416)	(3,000)	0	
Food Safety	**(1,700)**	**(600)**	**(807)**	**(1,700)**	**0**	
Employees	0	0	0	0	0	
Other Expenditure	5,400	3,000	4,116	8,900	3,500	
Income	(8,900)	(3,800)	(9,003)	(12,400)	(3,500)	
Public Health	**(3,500)**	**(800)**	**(4,887)**	**(3,500)**	**0**	
Employees	0	0	0	0	0	
Other Expenditure	20,100	10,050	10,024	20,100	0	
Income	(2,000)	(1,000)	(4,016)	(5,000)	(3,000)	Higher collection fees for control of stray dogs
Rodent & Pest Control	**18,100**	**9,050**	**6,008**	**15,100**	**(3,000)**	
Total Employees	1,646,300	822,650	812,135	1,671,000	24,700	
Total Other Expenditure	789,200	421,950	457,463	885,027	95,827	
Total Income	(1,041,400)	(753,500)	(1,008,450)	(1,336,327)	(294,927)	
	1,394,100	**491,100**	**261,148**	**1,219,700**	**(174,400)**	

Appendix C4

Environment

Results to 30-Sep-13	Budget		Actual	Forecast	Variance	Comments
	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	0	0	0	0	0	
Other Expenditure	500	0	0	0	(500)	
Income	0	0	0	0	0	
Abandoned Vehicles	**500**	**0**	**0**	**0**	**(500)**	
Employees	0	0	0	0	0	
Other Expenditure	57,500	45,376	46,614	63,000	5,500	Increased Electricity and business rates costs and renting of the vending machine.
Income	0	0	0	0	0	
Depot	**57,500**	**45,376**	**46,614**	**63,000**	**5,500**	
Employees	589,000	294,900	257,453	514,000	(75,000)	Staines Market manager post vacant plus two street cleaning posts also included within the budget.
Other Expenditure	61,500	25,800	24,197	59,000	(2,500)	
Income	(21,200)	(19,100)	(459)	(21,200)	0	
DS Management & Support	**629,300**	**301,600**	**281,190**	**551,800**	**(77,500)**	
Employees	1,045,700	534,900	475,513	960,000	(85,700)	Vacant posts
Other Expenditure	786,300	367,000	372,511	773,000	(13,300)	Reduced hired transport and lease costs offset by increased fuel costs
Income	(537,400)	(448,700)	(459,368)	(550,000)	(12,600)	Increased Bulky waste and school collection services income
Refuse Collection	**1,294,600**	**453,200**	**388,656**	**1,183,000**	**(111,600)**	
Employees	0	0	0	0	0	
Other Expenditure	9,500	3,300	838	9,500	0	
Income	0	0	0	0	0	
Energy Initiatives	**9,500**	**3,300**	**838**	**9,500**	**0**	
Employees	0	0	0	0	0	
Other Expenditure	15,300	11,300	15,197	39,820	24,520	Higher Level Stewardship grant expenditure
Income	0	0	(24,520)	(24,520)	(24,520)	Higher Level Stewardship grant income (Agricultural monies from Natural England)
Environmental Enhancements	**15,300**	**11,300**	**(9,323)**	**15,300**	**0**	
Employees	312,800	157,500	151,846	305,300	(7,500)	Maternity leave saving
Other Expenditure	28,000	8,600	21,786	37,500	9,500	Insurance claim
Income	(34,100)	(13,640)	(5,396)	(34,100)	0	
Enviro Services Administration	**306,700**	**152,460**	**168,236**	**308,700**	**2,000**	
Employees	558,200	279,600	272,795	563,000	4,800	Increased overtime and national insurance contributions
Other Expenditure	318,600	155,500	129,970	318,600	0	
Income	(47,700)	(43,300)	(46,349)	(47,700)	0	
Street Cleaning	**829,100**	**391,800**	**356,416**	**833,900**	**4,800**	
Employees	0	0	0	0	0	
Other Expenditure	190,800	95,400	66,427	120,000	(70,800)	
Income	(651,000)	(165,500)	(153,282)	(651,000)	0	
Waste Recycling	**(460,200)**	**(70,100)**	**(86,855)**	**(531,000)**	**(70,800)**	
Employees	0	0	0	0	0	
Other Expenditure	500	0	0	500	0	
Income	0	0	0	0	0	
Technical Projects	**500**	**0**	**0**	**500**	**0**	
Employees	0	0	0	0	0	
Other Expenditure	101,700	33,100	150,295	156,000	54,300	Overspending due to termination charges in relation to JC Decaux contract. A transfer of £50k will be funded from reserves at year end.
Income	0	0	0	0	0	
Public Conveniences	**101,700**	**33,100**	**150,295**	**156,000**	**54,300**	
Employees	0	0	0	0	0	
Other Expenditure	8,000	4,300	3,470	8,400	400	
Income	0	0	0	0	0	
Emergency Planning	**8,000**	**4,300**	**3,470**	**8,400**	**400**	
Employees	0	0	0	0	0	
Other Expenditure	0	0	774	0	0	Expenditure miscoded and will be transferred in Oct
Income	0	0	0	0	0	
Nursery	**0**	**0**	**774**	**0**	**0**	
Employees	0	0	0	0	0	
Other Expenditure	5,500	4,000	2,698	5,500	0	
Income	0	0	0	0	0	
Water Courses & Land Drainage	**5,500**	**4,000**	**2,698**	**5,500**	**0**	
Total Employees	2,505,700	1,266,900	1,157,607	2,342,300	(163,400)	
Total Other Expenditure	1,583,700	753,676	834,777	1,590,820	7,120	
Total Income	(1,291,400)	(690,240)	(689,374)	(1,328,520)	(37,120)	
	2,798,000	**1,330,336**	**1,303,010**	**2,604,600**	**(193,400)**	

Appendix C5

Economic Development and Fixed Assets

Results to	Budget		Actual	Forecast	Variance	Comments
30-Sep-13	Revised	YTD	YTD	Outturn	to Revised	
	£	£	£	£	£	
Employees	170,300	82,550	76,158	170,300	-	
Other Expenditure	119,800	25,150	23,726	119,800	-	
Income	0	0	0	0	-	
Asset Mgn Administration	**290,100**	**107,700**	**99,884**	**290,100**	**0**	
Employees	0	0	0	0	-	
Other Expenditure	2,200	2,200	3,694	5,600	3,400	Business rates & storage costs
Income	0	0	0	0	-	
Sea Cadets	**2,200**	**2,200**	**3,694**	**5,600**	**3,400**	
Employees	0	0	0	0	-	
Other Expenditure	107,000	53,900	17,741	107,000	0	
Income	(21,800)	(10,900)	(30,098)	(43,000)	(21,200)	Additional income expected, not in budget
General Property Expenses	**85,200**	**43,000**	**(12,357)**	**64,000**	**(21,200)**	Carry forwards of £15k for Fire Risk Assessments & £27k for Bereford House
Employees	0	0	0	0	-	
Other Expenditure	34,500	15,600	7,004	34,500	-	
Income	0	0	0	0	-	
Memorial Gardens	**34,500**	**15,600**	**7,004**	**34,500**	**0**	Carry forward of £24,500
Employees	0	0	0	0	-	
Other Expenditure	27,400	25,100	25,419	27,400	-	
Income	0	0	0	0	-	
Bus Station	**27,400**	**25,100**	**25,419**	**27,400**	**0**	
Employees	172,000	86,300	98,895	185,000	13,000	Increase in overtime, due to works to heating at weekends
Other Expenditure	448,200	316,000	300,914	478,900	30,700	Overspends in Business rates & office cleaning
Income	(144,900)	(83,900)	(92,214)	(146,200)	(1,300)	
Knowle Green	**475,300**	**318,400**	**307,595**	**517,700**	**42,400**	
Employees	0	0	0	0	-	
Other Expenditure	82,900	40,950	43,264	102,900	20,000	Photocopier Lease budget will be overspent by £20k
Income	0	0	0	0	-	
Print Unit	**82,900**	**40,950**	**43,264**	**102,900**	**20,000**	
Employees	0	0	0	0	-	
Other Expenditure	546,800	273,400	234,893	546,800	-	Planned maintenance and service agreement budgets to be used fully by year end in partnership with Runnymede BC
Income	0	0	(3,251)	0	-	
Planned Maintenance Programme	**546,800**	**273,400**	**231,642**	**546,800**	**0**	
Employees	0	0	0	0	-	
Other Expenditure	155,500	77,750	95,288	155,500	-	Responsive maintenance budget to be used fully by year end in partnership with Runnymede BC
Income	0	0	0	0	-	
Responsive Maintenance Program	**155,500**	**77,750**	**95,288**	**155,500**	**0**	
Employees	0	0	0	0	0	
Other Expenditure	6,200	3,900	7,081	12,900	6,700	Essential grounds maintenance work
Income	(43,200)	(13,130)	(11,510)	(40,400)	2,800	Non payment of allotment income at Vinery Lane due to potential for airport parking
Allotments	**(37,000)**	**(9,230)**	**(4,429)**	**(27,500)**	**9,500**	
Employees	0	0	0	0	0	
Other Expenditure	17,000	12,140	6,190	17,000	0	
Income	0	0	0	0	0	
Staines Metro Commons	**17,000**	**12,140**	**6,190**	**17,000**	**0**	
Employees	128,300	64,830	71,024	142,000	13,700	
Other Expenditure	1,682,800	843,500	732,786	1,682,800	0	
Income	(190,600)	(110,300)	(210,520)	(214,000)	(23,400)	
Grounds Maintenance	**1,620,500**	**798,030**	**593,291**	**1,610,800**	**(9,700)**	
Employees	0	0	4,623	0	0	
Other Expenditure	110,600	66,600	71,160	110,600	0	
Income	(117,700)	(66,200)	(91,607)	(117,700)	0	
Parks Strategy	**(7,100)**	**400**	**(15,824)**	**(7,100)**	**0**	
Employees	2,600	1,300	1,717	2,600	0	
Other Expenditure	19,400	16,318	14,283	29,400	10,000	Expenditure on arts activities for Vunerable adults grant
Income	(47,000)	(45,500)	(56,204)	(57,000)	(10,000)	Income from the arts activities for Vunerable adults grant
Arts Development	**(25,000)**	**(27,882)**	**(40,203)**	**(25,000)**	**0**	
Employees	5,000	1,300	712	5,000	0	
Other Expenditure	2,800	1,400	1,318	2,800	0	
Income	0	0	0	0	0	
Festivals	**7,800**	**2,700**	**2,030**	**7,800**	**0**	
Employees	207,800	105,200	108,816	211,800	4,000	Flexi payment made to one staff member earlier in the year
Other Expenditure	10,400	5,200	4,186	26,400	16,000	Leisure centre changing facility improvements grant expenditure
Income	0	0	(17,500)	(17,500)	(17,500)	Leisure centre changing facility improvements grant income
Leisure Administration	**218,200**	**110,400**	**95,503**	**220,700**	**2,500**	
Employees	10,200	4,540	10,124	10,200	0	
Other Expenditure	25,400	17,000	15,452	25,400	0	
Income	(12,500)	(6,200)	(11,912)	(12,500)	0	
Leisure Development	**23,100**	**15,340**	**13,664**	**23,100**	**0**	
Employees	0	0	0	0	0	
Other Expenditure	19,000	12,900	13,498	19,000	0	
Income	0	0	0	0	0	
Leisure Grants	**19,000**	**12,900**	**13,498**	**19,000**	**0**	
Employees	0	0	0	0	0	
Other Expenditure	4,400	3,800	3,737	4,400	0	
Income	(8,000)	(8,000)	(8,000)	(8,000)	0	
Museum	**(3,600)**	**(4,200)**	**(4,263)**	**(3,600)**	**0**	
Employees	0	0	730	730	730	Expenditure miscoded which we be transferred in Oct
Other Expenditure	7,800	5,100	3,482	7,800	0	
Income	(45,700)	(33,438)	(40,191)	(45,700)	0	
Public Halls	**(37,900)**	**(28,338)**	**(35,979)**	**(37,170)**	**730**	

Economic Development and Fixed Assets

Results to	Budget		Actual	Forecast	Variance	Comments	
30-Sep-13	Revised	YTD	YTD	Outturn	to Revised		
	£	£	£	£	£		
Employees	0	0	0	0	0		
Other Expenditure	51,000	11,000	12,835	51,000	0		
Income	(237,600)	(228,300)	(232,442)	(237,600)	0		
Spelthorne Leisure Centre	**(186,600)**	**(217,300)**	**(219,607)**	**(186,600)**	**0**		
Employees	0	0	0	0	0		
Other Expenditure	8,300	8,300	10,079	8,300	0		
Income	0	0	0	0	0		
Sunbury Leisure Centre	**8,300**	**8,300**	**10,079**	**8,300**	**0**		
Employees	0	0	0	0	0		
Other Expenditure	21,100	16,976	22,004	28,000	6,900	Increase grounds maintenance cost's. Eg tree works	
Income	(321,400)	(155,100)	(173,222)	(345,000)	(23,600)	Increased number of larger burials taking place in the 1st half of the year.	
Cemeteries	**(300,300)**	**(138,124)**	**(151,218)**	**(317,000)**	**(16,700)**		
Employees	0	0	0	0	0		
Other Expenditure	0	0	0	0	0		
Income	(42,200)	(8,200)	(8,200)	(42,200)	0		
Sunbury Golf Club	**(42,200)**	**(8,200)**	**(8,200)**	**(42,200)**	**0**		
Employees	19,400	9,600	9,211	19,400	0		
Other Expenditure	160,000	80,000	70,686	160,000	0		
Income	(580,500)	(280,000)	(424,407)	(580,500)	0		
Staines Town Centre Management	**(401,100)**	**(190,400)**	**(344,510)**	**(401,100)**	**0**		
Employees	0	0	0	0	0		
Other Expenditure	84,700	47,150	46,573	95,500	10,800	Management costs and electricity higher than budget	
Income	(300,000)	(150,000)	(163,352)	(315,000)	(15,000)	Increased Demand for Pitches	
Staines Market	**(215,300)**	**(102,850)**	**(116,779)**	**(219,500)**	**(4,200)**		
Employees	26,600	13,400	13,531	27,000	400		
Other Expenditure	11,600	11,600	17,249	21,000	9,400	Expenditure relating to Staines upon Thames Day	
Income	0	0	(9,845)	(9,800)	(9,800)	Staines upon Thames Day sponsorship	
Economic Development	**38,200**	**25,000**	**20,935**	**38,200**	**0**		
Total Employees	742,200	369,020	395,542	774,030	31,830		
Total Other Expenditure	3,766,800	1,992,934	1,804,543	3,880,700	113,900		
Total Income	(2,113,100)	(1,199,168)	(1,584,474)	(2,232,100)	(119,000)		
	2,395,900	1,162,786	615,610	2,422,630	26,730		

Appendix C6						
Communications, ICT, Procurement						
Results to	**Budget**		**Actual**	**Forecast**	**Variance**	**Comments**
30-Sep-13	**Revised**	**YTD**	**YTD**	**Outturn**	**to Revised**	
	£	**£**	**£**	**£**	**£**	
Employees	173,000	91,150	65,424	123,500	(49,500)	Two members of staff moved to other departments, one member reduced contracted hours and no expenditure expected against Tempoarry staff budget
Other Expenditure	75,400	19,800	18,521	74,500	(900)	
Income	0	0	(2)		-	
Corporate Publicity	**248,400**	**110,950**	**83,943**	**198,000**	**(50,400)**	
Employees	0	0	0	0	-	
Other Expenditure	13,000	6,400	0	13,000	-	
Income	0	0	0	0	-	
Research & Consultation	**13,000**	**6,400**	**0**	**13,000**	**0**	
Employees	458,100	229,800	196,578	450,000	(8,100)	Currently underspent due to unfilled vacancies
Other Expenditure	605,400	451,200	471,039	579,800	(25,600)	Overspent YTD because of prepayments on maintenance and support
Income	(48,400)	(24,200)	(50,567)	(48,400)	0	Currently under target as RBC not yet invoiced for website work
Information & Comms Technology	**1,015,100**	**656,800**	**617,051**	**981,400**	**(33,700)**	
Total Employees	**631,100**	**320,950**	**262,002**	**573,500**	**(57,600)**	
Total Other Expenditure	**693,800**	**477,400**	**489,560**	**667,300**	**(26,500)**	
Total Income	**(48,400)**	**(24,200)**	**(50,569)**	**(48,400)**	**0**	
	1,276,500	**774,150**	**700,993**	**1,192,400**	**(84,100)**	

Appendix C7						
Community Safety, Young People ,Leisure & Culture						
Results to	**Budget**		**Actual**	**Forecast**	**Variance**	**Comments**
30-Sep-13	**Revised**	**YTD**	**YTD**	**Outturn**	**to Revised**	
	£	**£**	**£**	**£**	**£**	
Employees	0	0	0	0	-	
Other Expenditure	2,700	1,800	3,448	4,000	1,300	
Income	(76,000)	(38,000)	(38,961)	(76,000)	-	
Taxi Licensing	**(73,300)**	**(36,200)**	**(35,513)**	**(72,000)**	**1,300**	
Employees	96,100	47,700	74,397	151,800	55,700	Salary costs are expected to be higher as two additional members of staff funded through 'Crime & Disorder Reduction Partnership fund' and one member of staff's costs are charged here although 50% budgeted on different department
Other Expenditure	173,300	95,700	101,468	185,300	12,000	CCTV maintenace & monitoring costs are expected to be higher than the budget
Income	(15,000)	(7,500)	(33,062)	(61,300)	(46,300)	Income expected to be higher as Additional funding from 'Crime & Disorder Reduction Partnership fund' to off set the above salary costs.
Community Safety	**254,400**	**135,900**	**142,803**	**275,800**	**21,400**	
Employees	84,100	41,800	50,884	102,600	18,500	Two members of staff are bieng paid on higher grade than the budget and one member's two days being covered by Temporary staff.
Other Expenditure	3,900	1,900	5,854	6,000	2,100	Increased legal costs with no budget
Income	(100,600)	(41,500)	(41,861)	(100,600)	-	
Licensing	**(12,600)**	**2,200**	**14,877**	**8,000**	**20,600**	
Employees	0	0	378	0	0	
Other Expenditure	44,700	18,900	14,874	58,700	14,000	Stanwell new start extracare housing grant expenditure
Income	(1,500)	(1,250)	(18,058)	(15,500)	(14,000)	Stanwell new start extracare housing grant income
Youth	**43,200**	**17,650**	**(2,806)**	**43,200**	**0**	
Total Employees	180,200	89,500	125,659	254,400	74,200	
Total Other Expenditure	224,600	118,300	125,644	254,000	29,400	
Total Income	(193,100)	(88,250)	(131,942)	(253,400)	(60,300)	
	211,700	119,550	119,361	255,000	43,300	

Appendix C8						
Finance						
Results to	**Budget**		**Actual**	**Forecast**	**Variance**	**Comments**
30-Sep-13	**Revised**	**YTD**	**YTD**	**Outturn**	**to Revised**	
	£	**£**	**£**	**£**	**£**	
Employees	164,300	82,000	79,972	164,300	-	
Other Expenditure	17,600	10,300	4,221	17,600	-	
Income	(42,200)	(14,100)	(15,604)	(42,200)	-	
Audit	**139,700**	**78,200**	**68,590**	**139,700**	**0**	
Employees	0	0	0	0	-	
Other Expenditure	18,500	4,700	4,600	18,500	-	
Income	0	0	0	0	-	
People & Partnerships	**18,500**	**4,700**	**4,600**	**18,500**	**0**	
Employees	213,500	106,600	116,038	232,500	19,000	One temporary member of staff's contract extended up to March 2014 with no budget
Other Expenditure	9,300	2,400	1,072	9,300	-	
Income	(42,200)	(21,200)	(21,245)	(42,200)	-	
HR	**180,600**	**87,800**	**95,865**	**199,600**	**19,000**	
Employees	50,400	25,200	24,921	50,400	-	
Other Expenditure	1,000	800	866	1,200	200	
Income	0	0	(20)	(20)	(20)	
Payroll	**51,400**	**26,000**	**25,767**	**51,580**	**180**	
Employees	0	0	0	0	-	
Other Expenditure	0	0	0	0	-	
Income	(2,000)	0	0	0	2,000	We no longer have any mortgages
Mortgages	**(2,000)**	**0**	**0**	**0**	**2,000**	
Employees	47,200	26,600	47,828	47,200	0	
Other Expenditure	162,800	81,864	91,609	185,800	23,000	Treasury advisory fees increase of £2k, Legal consultation costs overspend £10k and External audit grants certification certificate £11k.
Income	(9,100)	(1,300)	0	(9,100)	0	
Corporate Management	**200,900**	**107,164**	**139,437**	**223,900**	**23,000**	
Employees	0	0	0	0	0	
Other Expenditure	10,000	0	1,207	10,000	0	
Income	(8,500)	0	0	(8,500)	0	
Misc Expenses	**1,500**	**0**	**1,207**	**1,500**	**0**	
Employees	680,200	339,500	184,955	700,200	20,000	Previous year's added year's payment is outstanding
Other Expenditure	51,700	19,900	15,171	49,300	(2,400)	
Income	0	0	0	0	0	
Unapportionable CentralO/Heads	**731,900**	**359,400**	**200,126**	**749,500**	**17,600**	
Employees	381,600	191,650	164,252	351,600	(30,000)	Vacant post
Other Expenditure	8,900	3,500	2,256	8,900	0	
Income	0	0	(5)	(5)	(5)	
Accountancy	**390,500**	**195,150**	**166,503**	**360,495**	**(30,005)**	
Employees	0	0	0	0	0	
Other Expenditure	0	0	0	0	0	
Income	(139,700)	0	0	(139,700)	0	
Business Rates	**(139,700)**	**0**	**0**	**(139,700)**	**0**	
Employees	701,400	344,050	346,774	731,400	30,000	Salary costs are expected to be higher to run the service more efficiently and to provide cover for the shared post off set by additional reimbursement for shared post of Recovery manager
Other Expenditure	99,500	39,950	34,897	129,500	30,000	Expected to be higher mainly due to Corporate debt work (call credit Project) with no budget
Income	(130,300)	0	(11,378)	(164,200)	(33,900)	Additional reimbursement of salary costs from Elmbridge Borough Coucil for shared post of Recovery Manager
CServ Management & Support	**670,600**	**384,000**	**370,293**	**696,700**	**26,100**	
Employees	0	0	0	0	0	
Other Expenditure	222,700	3,700	0	222,700	0	
Income	0	0	(897)	(900)	(900)	
Insurance	**222,700**	**3,700**	**(897)**	**221,800**	**(900)**	
Employees	328,500	162,900	164,045	328,500	0	
Other Expenditure	849,700	702,089	730,792	859,700	10,000	Equipment maintenance overspend £10k
Income	(2,017,000)	(966,830)	(955,996)	(2,059,000)	(42,000)	Over recovery of PCN and pay and display income, partially offset by losses at Laleham (re removal of barbeques), Tothill multi storey decreases and Season tickets shortfall due to Centricia not renewing their annual permits.
Car Parks	**(838,800)**	**(101,841)**	**(61,158)**	**(870,800)**	**(32,000)**	
Total Employees	2,567,100	1,278,500	1,128,785	2,606,100	39,000	
Total Other Expenditure	1,451,700	869,203	886,691	1,512,500	60,800	
Total Income	(2,391,000)	(1,003,430)	(1,005,145)	(2,465,825)	(74,825)	
	1,627,800	1,144,273	1,010,332	1,652,775	24,975	

Overview and Scrutiny Committee

12 November 2013

SPELTHORNE
BOROUGH COUNCIL

Title	Treasury Management Half Yearly Report 2013/14		
Purpose	For Information		
Report of	Chief Finance Officer	**Confidential**	No
Cabinet Member	Councillor Tim Evans	**Key Decision**	No
Report Author	Jo Hanger		
Summary	This report is to update members on treasury management activities for the first half year to 30th September 2013		
Financial Implications	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.		
Corporate Priority	All corporate priorities are supported.		
Recommendations	Overview and Scrutiny Committee is asked to note the treasury position achieved during the first six months of 2013/14 and the financial environment in global markets.		

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 Council has adopted the Chartered Institute of Public Finance and Accountancy (CIPFA) Treasury Management Code of Practice 2009 which includes the requirement for determining a treasury strategy for financing and investing activity for the forthcoming year. Consequently the Council's policy was reviewed and approved by this Committee in January 2013 and has been consistently applied since then.

1.3 This report is an interim statement of treasury activities for the first six months of the financial year, to the end of September 2013.

2. Key Issues

Strategy for the year

2.1 The overall treasury policy objective is the prudent investment of treasury balances. It is our aim to achieve the maximum return commensurate with proper levels of security and liquidity.

2.2 The Council seeks professional advice from Arlingclose and closely adheres to the advice set out in the Department for Communities and Local Government (DCLG) guidance. Given Spelthorne's dependency on investment returns to balance the budget, the Council's investment strategy is also kept under constant review and regular quarterly review meetings are held with Arlingclose, the Council's treasury advisors. All investment and borrowing decisions are made in consultation with our advisors.

2.3 The credit quality of counter-parties (issuers and issues) and investment instruments is assessed by reference to credit ratings issued by Fitch, Moody's and Standard and Poor's. The Council's counter-party credit policy is based on creditworthiness criteria recommended by our advisors and is reviewed on an ongoing basis to ensure that risk to the Council of counter-party defaults remains low.

Compliance with Treasury Limits

2.4 During the first six months of the financial year the Council operated within the treasury limits and Prudential Indicators set out in the Council's Treasury Policy Statement, and the annual Treasury Management Strategy Statement and Annual Investment Strategy approved by Council in January 2013.

Economic Background

2.5 The UK economy showed some improvement with consumer spending boosting growth. GDP was 0.4% for the first quarter and 0.7% for the second quarter although growth is still 3% below its peak back in 2007.

2.6 Some positive signs for household spending emerged and consumer confidence improved. Household savings rates remained high, which is unsurprising given the uncertain economic outlook, but appear to be on a

downward track, suggesting that spending was being driven by both borrowing and lower household savings ratios.

2.7 UK inflation fell in line with expectations and the CPI for August was 2.7%, and is expected to remain close to this level throughout the autumn. Further out, inflation should fall back towards the 2% BoE target and there is no change in the Bank of England's monetary policy target. The new governor has implemented forward guidance and linked monetary policy to the unemployment rate but it is still expected that bank rate will remain at 0.50% until 2016.

2.8 In the US, the economy continued to improve but the lack of agreement on the federal budget caused a partial government shutdown at the beginning of October, which will have an effect on GDP growth. Political risks also remain regarding the debt ceiling.

2.9 Whilst the outlook for the global economy appears to have improved significant economic risks remain, particularly in China and the Eurozone. The Chinese banking system is facing tighter liquidity conditions as officials seek to slow down rampant credit growth and the Eurozone debt crisis has not gone away. The German elections in September passed with little incident but political uncertainties, particularly in Italy, could derail any progress towards a more balanced and stable regional economy.

3. Options Analysis and Proposals

Borrowing Activity to 30th September 2013

3.1 At 30th September 2013, the Council had no outstanding short term borrowings. Short term borrowing rates are now at around 0.50% - 0.75%pa but borrowing has been restricted to meeting daily cash flow requirements and activity here is limited. However, short term borrowing may increase during February and March when levels of Council Tax and Business Rate instalments reduce.

Investment Activity to 30th September 2013

3.2 The ability to maximise interest returns is paramount to generate sufficient funds to support the General Fund. Last year the Council in consultation with Arlingclose, invested part of its core portfolio in pooled equity and bond funds and this action should secure higher returns than cash deposits over the next few years. Although there is more risk attached to these types of investments the intention is that they are held for the longer term of 5 to 7 years.

3.3 As at 30th September 2013, the Council's investment portfolio was a total of £20.9m and a breakdown of the investments is attached as *Appendix A.* The availability of funds for investment is dependent upon the timing of precept payments, receipt of grants and progress on the capital programme. Consequently the core cash balance available for longer term investment is £12.5m and the bulk of other funds, £8.4m in the table in *Appendix A*, are only available on a temporary basis pending cash flow activities.

3.4 The core investment portfolio of £12.5m now includes £7.5m in pooled equity, bond and property funds and a list of the individual investments and their current performance is detailed in *Appendix B*.

Investment Performance Monitoring

3.5 All investment performance is monitored on a monthly basis. The original estimate for net investment income to be credited to the General Fund in 2013/14 was £345,000. This reflected the Council's investment in pooled funds but over the past few months the interest rates on all the Council's call accounts have been reduced significantly as banks obtain cheaper funding from the Bank of England's Funding for Lending Scheme.

3.6 As at 30th September 2013 the total net investment income earned to date was £171,500 of which £140,000 was from pooled funds. These investments were specifically purchased to replace the income lost when the Council's European Investment Bank (EIB) Bonds, which had been earning around 4%, matured. The figures in Appendix B illustrate that this objective has been broadly achieved.

3.7 Assuming that cash rates do not fall any further and pooled fund dividends remain at their current levels, the outturn for the full year is expected to meet the estimate of £345,000. Action will be taken wherever possible to mitigate this by taking advantage of enhanced deposit rates that may be available.

3.8 The average annualised rate of return for the first six months is 1.51%, which is 1.07% above the benchmark 3 month LIBID rate of 0.44% at 30th September. This outperformance is due to the Council's current pooled funds and bond investments and also taking advantage of enhanced market rates for deposits whenever possible.

Conclusions and Outlook for 2014/15

3.9 The investment strategy is kept under constant review so that the Council can adapt quickly to the constantly changing environment. The Council continues to be proactive in seeking ways of maintaining and improving current levels of return against a very challenging global investment environment.

3.10 Arlingclose believes that Bank Rate will remain at 0.50% until at least 2016 and cash rates for deposits are likely to remain at historically low levels for the foreseeable future.

3.11 Arlingclose provides a monthly update of the credit ratings of major financial institutions. Counterparty credit quality is assessed and monitored with reference to the rating agencies Fitch, Moody's and Standard and Poor's; credit default swaps; GDP of the country in which the institution operates; the country's net debt as a percentage of GDP; sovereign support mechanisms and potential support from a well resourced parent institution and share price. This information is used for reference and decision making purposes and will continue to be monitored closely.

3.12 The full list of approved investment instruments is attached as ***Appendix C*** and this reflects the application of the creditworthiness criteria recommended by the Council's advisors, Arlingclose.

Proposals

3.13 Diversifying part of the portfolio into pooled investment funds has been beneficial to our returns and should help maintain overall investment returns into the future. These investments will also enable the Council to diversify the assets and underlying risk in the investment portfolio and should provide the potential for enhanced returns.

3.14 The Council is also considering the potential of investing in local businesses via Funding Circle, a peer to peer lender. Any investment would be made in full consultation with our advisors and should also be viewed from the perspective of economic development within the local area by lending to established profitable businesses who are finding it difficult to obtain funding from banks.

3.15 These types of investments can generate higher returns but risk is significantly higher than with larger banks and institutions. Consequently, the level of investment would be very limited in cash terms and also to geographical area, specifically with businesses in the Surrey area.

4. Financial Implications

4.1 The financial implications are as set out in this report. The ability to maximise interest returns is paramount to generate sufficient funds to support the General Fund and even a small move in interest rates can mean a significant reduction in cash returns. Therefore, it is our aim to continue to maintain flexibility commensurate with the high level of security and liquidity and minimal risk when making investment decisions.

4.2 The Council's current bankers, the Co-Operative Bank plc has been in the news lately as it needs to raise additional funds due to bad loans taken on in its merger with the Britannia Building Society. The bank want to raise some of the funds by "bailing-in" its bondholders, which include several hedge funds. No settlement has yet been agreed.

4.3 Contingency plans are currently being put in place to support the Council's business banking if the bank is unable to acquire sufficient funding to shore up its balance sheet. Changing bankers will have significant financial and other resource implications for the Council and the situation will be closely monitored.

5. Other Considerations

5.1 The Council fully complies with best practice as set out in the Chartered Institute of Public Finance and Accountancy (CIPFA) Prudential Code for Capital Finance in Local Authorities, the Department for Communities and Local Government (DCLG) Guidance on Investments issued in March 2004 and the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management in the Public Sector 2009 and Cross Sectional Guidance Notes.

5.2 Nothing in the Council's current strategy is intended to preclude or inhibit capital investment in local projects deemed beneficial to the local community and which have been approved by the Council.

6. Risks and how they will be mitigated

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

7. Timetable for Implementation

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

Report Author: Jo Hanger

Background papers: There are none

Appendix A

Details of Investments Held as at 30th September 2013

Investment Type	Amount £m	Yield %	Start Date	Maturity Date
Pooled Investment Funds				
(see Appendix B for details)				
Charteris Elite Equity Income	1.0	5.00*	11 May 2012	N/A
Cazenove UK Corporate Bond	1.5	4.00*	11 May 2012	N/A
M&G Strategic Corporate Bond	1.5	3.00*	30 May 2012	N/A
M&G Global Dividend	1.0	3.00*	27 Jun 2012	N/A
Schroders Income Maximiser	1.0	5.00*	06 Jul 2012	N/A
CCLA Property Fund (LAMIT)	1.5	4.00*	31 Mar 2013	N/A
Fixed rate Deposits (short term)				
Nationwide Building Society	1.0	0.70	01 Aug 2013	01 Aug 2014
Nationwide Building Society	1.0	0.38	03 Sep 2013	04 Oct 2013
Barclays	1.0	1.00	03 Dec 2012	03 Dec 2013
Lloyds/Bank of Scotland	1.0	0.75	02 Aug 2013	02 Feb 2014
Lloyds/Bank of Scotland	1.0	0.75	15 Feb 2013	15 Aug 2014
Total - Core Investment Portfolio	**12.5**	**1.88**		**Average**
Cash Flow Investments				
Santander Call Account	2.8	0.80		Instant Access
Nat West Call Account	1.6	0.50		Instant Access
Lloyds/BOS Call Account	0.8	0.40		Instant Access
Goldman Sachs MMF	1.7	0.37		Instant Access
UK Debt Management Office	1.5	0.25		Various Oct 13
Investments at 30.9.12	**20.9**	**1.51**		**Overall Average**

* Yields on pooled funds are approximate

Appendix B

Pooled Funds as at 30th September 2013

Fund	Date of Purchase	Investment	Dividends Received to 30/9	Annualised Dividend Yield	Capital Gain at 30/9	Total Return at 30/9
		£	£	£	£	£
Charteris Elite Income Fund	11/05/12	1,000,000	22,316	4.46%	55,120	77,436
Cazenove UK Corporate Bond Fund	11/05/12	1,500,000	38,130	5.08%	60,422	98,552
M&G Strategic Bond Fund	30/05/12	1,500,000	14,803	1.97%	70,788	85,591
M&G Global Dividend Fund	27/06/12	1,000,000	21,823	4.36%	223,896	245,719
Schroders Income Maximizer Fund	06/07/12	1,000,000	26,627	5.33%	231,012	257,639
CCLA Property Fund (LAMIT)	28/03/13	1,500,000	16,357	2.18%	- 1,879	14,478
Value 30/9/13		**7,500,000**	**140,056**	**3.73%**	**639,359**	**779,415**

Pooled Fund Performance to 30th September 2013

The Capital appreciation of these investments as at 30/9/13 equates to 8.52%. However, capital gains and losses may fluctuate throughout the period the investments are held. Any gains would only be realised when the funds are sold.

Dividends are received at various times during the year and some are paid quarterly and other half yearly. The income yield as at 30/9/13 is 1.87% and the estimated annualised income yield on these funds is expected to be in the region of 4%.

Appendix C

Specified Investments

All such investments will be sterling denominated, with maturities of up to a maximum of one year. These investments must also meet the minimum high rating criteria and may be used in house or, if applicable, by fund managers, and are set out in the table below:

Investment Type/Counterparty	Minimum Credit Criteria (see below*)	Maximum Term	Maximum Sum
Deposits with UK Debt Management Office (DMO)	Government backed	No limit	No limit
Deposits with other local authorities, including Police Authority etc.	High security but not usually credit rated	1 year	£3m
Deposits and Certificates of Deposit with nationalised and part nationalised UK banks and building societies	Long Term A- (see below*), and in consultation with treasury advisors	1 year	£3m
Deposits and Certificates of Deposit with UK banks and building societies.	Long Term A- (see below*), and in consultation with treasury advisors Special arrangements apply for the Council's bankers only, currently The Co-Operative Bank plc	1 year 2 weeks	£3m £3m
UK Government Gilts	Long Term AAA	No limit	No limit
Bonds issued by multilateral development banks such as the European Investment Bank, World Bank etc.	Long Term AAA	10 year	£10m
UK Treasury Bills	Long Term AAA	No limit	No limit
Deposits with Money Market Funds	AAA	1 year	£3m
Forward deals and fixed term deposits with variable interest rates and variable maturities, including callable deposits in UK banks and building societies.	Long Term A- (see below*), and in consultation with treasury advisors	1 year	£2m

*Counterparty credit quality is assessed and monitored with reference to:

- Credit Ratings (the Council's minimum long term counterparty rating of A-, or equivalent, across Fitch, Standard and Poor's and Moody's)
- Credit default swaps (CDS)
- GDP of the country in which the institution operates
- Country's net debt as a percentage of GDP
- Sovereign support mechanisms
- Potential support from a well resourced parent institution
- Share price

Non-Specified Investments

All such investments will be sterling denominated and a maximum of 100% will be held in aggregate in non-specified investments with a maturity exceeding one year. These investments must also meet the minimum high rating criteria and may be used in house or, if applicable, by fund managers, and are set out in the table below:

Investment Type/Counterparty	Minimum Credit Criteria (see below*)	Maximum Maturity Period	Maximum Sum
Deposits with other local authorities, including Police etc.	High security but not usually credit rated	3 years	£3m
Deposits and Certificates of Deposit with nationalised and part nationalised UK banks and building societies	Long Term A- (see below*), and in consultation with treasury advisors	1 year	£3m
UK Government Gilts	AAA and Government backed	No limit	No limit
Bonds issued by multilateral development banks including European Investment Bank, World Bank etc.	AAA and Government backed	10 years	£10m
Forward deals and Fixed term deposits with variable interest rates and variable maturities, including callable deposits.	Long Term A- (see below*), and in consultation with treasury advisors	1 year	£1m
Pooled Funds and Collective Investment Schemes, including property and equity funds, meeting the criteria in SI 2004 No. 534 and subsequent amendments.	Not Credit Rated As recommended by treasury advisors (see below)	10 Years	£3m
Investments with Registered Providers/Housing Associations	Long Term A- (see below*), and in consultation with treasury advisors	2 years	£2m

*Counterparty credit quality is assessed and monitored with reference to:

- Credit Ratings (the Council's minimum long term counterparty rating of A- ,or equivalent, across Fitch, Standard and Poor's and Moody's)
- Credit default swaps (CDS)
- GDP of the country in which the institution operates
- Country's net debt as a percentage of GDP
- Sovereign support mechanisms
- Potential support from a well resourced parent institution
- Share price

Overview and Scrutiny Committee

12 November 2013

Title	Remote working project update		
Purpose	For Information		
Report of	Assistant Chief Executive	Confidential	No
Cabinet Member	Councillor Daxa Patel	Key Decision	No
Report Author	Jonathan Bramley, Environmental Health Manager, 01784 446280		
Summary and Key Issues	The Council's Overview and Scrutiny Committee requested a further update on this project for its meeting on 12 November 2013. The main purpose of this report is to highlight the main conclusions and recommendations from the project. These are as follows: • It is expected that Spelthorne's finances will come under on going pressure from Central Government and it will need to continue finding ways to cut its costs. Reducing accommodation costs and exploiting new ways of working will assist in this aim. • If Spelthorne opted to remain at Knowle Green it could reduce its operating costs and therefore better protect service delivery by reducing the office space occupied by its staff. • If Spelthorne reduced its office occupancy by 40% (approximately 1353 square metres) it could potentially obtain an estimated £209,000 to £261,000 in rental income per year. • Spelthorne already has fit for purpose technology in place to enable a remote working solution and this should be continued and further utilised across its services. • The impending replacement of the Council's telephony system will further improve opportunities for remote working and also support "hot desking" practices, if introduced. • Questionnaire surveys conducted of Spelthorne staff who do work remotely, revealed some positive outcomes. • There are significant cultural and organisational changes that would need to be made if this project was to be progressed and up front financial costs to consider.		
Financial Implications	There are currently none.		
Corporate Priority	Service delivery; Communication; Efficient use of assets		
Recommendations	To note the contents of this report and conclusions and recommendations listed in **Appendix A**. A full evaluation of this project will shortly be completed.		

1. Background

1.1 An update on the pilot remote working project was given to the Overview and Scrutiny Committee at its meeting on 10 September 2013. The following issues were discussed:

    a) Outlining reasons why remote/mobile working practices should be considered by the Council (definitions of these terms are given in **Appendix B)**;

    b) Outline the main aims and objectives of the pilot project;

    c) Report on provisional findings from the pilot project within Environmental Health and Building Control services in terms of how these services have performed since the introduction of remote working and perceptions of staff;

    d) Highlight some of the main cultural, organisational and staff issues that will confront the Council if these new ways of working are implemented. The current position of other Surrey local authorities in adopting new ways of working was also outlined.

1.2 At the meeting members were informed that further information was required before a full evaluation of the project could be concluded. These were as follows:

    a) More feedback was needed from staff affected by the pilot;

    b) An assessment of the actual and potential number of Council staff who could work remotely/agilely was required;

    c) Obtain an idea of the potential reduction in Knowle Green office space that could be achieved by Spelthorne by smart office re design and increasing opportunities for remote working and "hot desking".

    d) Obtain ball park figures for likely costs involved in re designing the office space (furniture/equipment, etc.) and the potential rental income that could be achieved from letting out freed office areas.

    e) Use the information gathered above to inform the Council on future decisions on new ways of working.

1.3 The above information has now been obtained and it is in the process of being put in the full evaluation report that will shortly be completed. A further questionnaire survey of the perceptions of remote working was carried out of staff outside of Environmental Health and Building Control who remotely worked within the Council. 19 responses were received.

2. Key issues

2.1 It is expected that Spelthorne's finances will come under on going pressure from Central Government and it will need to continue finding ways to cut its costs. Reducing accommodation costs and exploiting new ways of working will assist in this aim.

2.2 If Spelthorne opted to remain at Knowle Green it could reduce its operating costs and therefore better protect service delivery by reducing the office

space occupied by its staff. As a result of achieving this aim the Council would have opportunities to let out more office space for rental income.

2.3   If Spelthorne reduced the office space currently occupied by its staff by 40% (1353 square metres), by using smart office re design techniques and a move to open plan, it could potentially obtain an estimated £209,000 to £261,000 in rental income per year. These latter figures assume all the freed up office space is let out to organisations who would be required to pay rent to Spelthorne, which cannot be guaranteed, particularly in the current economic climate. They are also based on rental rates with service charges included. Furthermore, there would be significant costs involved in re designing Knowle Green offices such as paying for any initial feasibility study costs (estimated at £100,000); associated building works relating to office re design phase; replacement of office furniture (from £38,000 up to £96,000 depending on the number of desks and staff personal storage solution required); and the potential need for additional car parking facilities to accommodate increasing demand from other organisations who may occupy office space at Knowle Green in the future. No firm plans have yet been drawn up to address this latter issue.

2.4   Spelthorne already has fit for purpose technology in place to enable a remote working solution and this should be continued and further exploited across its services. A survey of Spelthorne Heads of Service revealed that an estimated 28% of staff based at Knowle Green (69 out of 250) already work remotely either regularly (at least once a week) or occasionally (once a month or less). A further 20% of staff (49) were identified has potentially being able to work remotely who do not at the moment.

2.5   The impending implementation of the new "MS Lync" telephony system across all Council services, over the next 18 months, will further improve opportunities to remote work and also support "hot desking", if introduced. The significant practical benefit is that wherever a member of staff is logged onto Spelthorne's systems – either remotely or in the office – their work landline telephone number follows them. It is essentially telephony delivered over the internet rather than through a traditional telephone network. The Lync system also opens up opportunities for the use of instant messaging, video conferencing and it integrates with "Outlook" and supports file and desk top sharing.

2.6   Questionnaire surveys were conducted of a total of 47 Spelthorne staff across 13 services (35 who work remotely and 12 office based staff). It revealed some positive experience of remote working, i.e. the ability to complete office based tasks more effectively (80% of responders); reliable access to "back office" systems (83% of responders), satisfactory ICT support (71% of responders) and a better work/life balance (54%). Furthermore, of all the 47 staff who completed the questionnaire, 41 stated that they had not experienced difficulties contacting a member of staff working from home (87%).

2.7   There are a number challenges, apart from the financial costs, that would need to be met and overcome if Spelthorne was to go ahead with the measures outlined in 2.3 and 2.5 above. Organisational, staff and cultural issues would need to be carefully addressed. These new ways of working would be a complete departure from how Spelthorne currently operates – small office environments, one desk per member of staff, a preference to

come and see staff on a face to face basis and a continuing over reliance on paper based systems. Although some Spelthorne services use Civica (Comino) for document management, if the Council wanted to extend remote working and move to agile/mobile working and/or hot desking, then an integrated corporate wide electronic document management system would be essential. This would reduce the Council's reliance on paper based systems and overcome some of the challenges to remote working/hot desking practices and security of data.

2.8   Evidence to support the views outlined in 2.7 above came from the remote working questionnaire surveys. They revealed a general reluctance on the part of staff to the idea of permanently moving to hot desking practices or remote working out on district (60%) as opposed to 23% in favour of such a move. There was slightly less resistance to permanently WFH (48% against and 34% in favour). Staff preferred the flexibility to remote work on a part time basis, depending on need. It was also felt that remote working and hot desking may suit some services more than others.

2.9   Agile/mobile working technology will become more commonplace in all local authorities as the technology continues to improve. However, at this point in time it is not recommended that Spelthorne commits significant upfront costs to such a project. Agile/mobile working will not directly contribute to reducing the Council's operating costs or generate more income. When Spelthorne does consider introducing agile/mobile technology, it is recommended that it seeks a corporate rather than "bespoke" solution(s). Although both options are likely to require significant upfront costs, a "bespoke" solution is normally only tailored to specific service areas and therefore does not provide value for money across the organisation.

3.   Options analysis and proposal

3.1   There are no options currently being proposed, because the purpose of this report is to provide an update on the remote working project and outline some of the key issues the Council will need to address in the future. The main conclusions and recommendations of this project will be discussed at Overview and Scrutiny Committee on 12 November 2013.

4.   Financial implications

4.1   There are currently none.

5.   Other considerations

5.1   The full list of conclusions and recommendations are reproduced in **Appendix A**. However, it should be noted that the more Spelthorne can reduce its operational costs the less pressure there will be to cut services to residents.

6.   Risks and how they will be mitigated

6.1   As in paragraph 5.1 in relation to potential future risks to this project.

7.   Timetable for implementation

7.1   This report will be discussed at the Council's Overview and Scrutiny Committee on 12 November 2013.

Background papers: None

Appendices: Appendix A – Full extract of conclusions and recommendations from remote working project evaluation report

Appendix A – Full extract of conclusions and recommendations from remote working project evaluation report

1.0 Conclusions

1.1 **Potential savings -** The move to new ways of working such as flexible, remote, agile/mobile and "hot desking" are slowly becoming more commonplace across local authorities. If, as expected, local government finances continue to come under pressure from central government, Spelthorne will need to find ways of further cutting its costs. Potentially significant savings across local government have been estimated through these new ways of working from studies conducted by RSA/Vodafone and "Project Nomad".

1.2 **Links to other Spelthorne projects -** This pilot project has close links to two current "flagship projects" being undertaken by Spelthorne – the "Knowle Green hub" and the impending replacement of the organisation's telephone system. The information obtained from this remote working project should be highly relevant to these projects.

1.3 **Lessons learnt from other local authorities -** The clear message learnt from contacting other local authorities that have introduced new ways of working is that there have been one or more drivers in place to support them. Examples include moving accommodation and/or the need to make savings by reducing the organisations' operating costs. It has also required firm direction and support from leadership teams, i.e. senior management and Councillors.

1.4 **Lessons learnt from other local authorities -** Contact with other local authorities who have introduced mobile working technology, in particular, has shown that they have experienced major challenges. These have included ensuring the technology is fit for purpose and addressing connectivity problems with the organisations' back office systems. It is only in the last two years that mobile working technology has improved, but there are still on-going issues. With significant upfront investment costs involved implementing mobile working technology it is essential to have a clear business case and opt for a corporate rather than "bespoke" solution.

1.5 **Spelthorne's current technology -** Spelthorne already has the technology in place to enable a relatively simple remote working solution. Feedback from Spelthorne staff that already remote work confirms that it is fit for purpose. The introduction of the "MS Lync" telephony system, over the next 18 months, across all Spelthorne services will further improve opportunities for remote working and also support "hot desking" practices, if introduced.

1.6 **Remote working staff questionnaire surveys –** One of the key findings from these surveys was that staff that work from home (WFH) were more able to complete important and complex office based tasks working remotely compared to working in the office. They experienced fewer interruptions. Furthermore, they had reliable contact with back office systems and received satisfactory support from Spelthorne's ICT service.

Appendix A – Full extract of conclusions and recommendations from remote working project evaluation report

Responders also did not generally experience difficulties contacting colleagues when they WFH.

1.7 **Performance of services that formed the pilot project -** Implementation of remote working practices within the Environmental Health and Building Control services has not had an adverse impact on performance or service delivery. Analysis of the main performance indicators showed that some of them were being maintained, or had improved during the two financial years after the project was introduced, (2011/12 and 2012/13), compared to the preceding two years (2009/10 to 2010/11).

1.8 **Accommodation issues -** The current office space within Knowle Green Council offices is inefficiently utilised. There is greater scope, through smart office re-design, to reduce the office area currently occupied by Spelthorne's staff by 40% and therefore make savings on our accommodation costs by moving to open plan offices. This could provide opportunities to let out up to 1353 square metres more office space which could potentially produce increased rental income of £209,000 to £261,000 per year. These latter figures assume all this freed up space is rented out to organisations who would be required to pay rent to Spelthorne, which cannot be guaranteed, particularly in the current economic climate. They are also based on rental rates with service charges included. Furthermore, there would be significant financial costs involved in transforming Knowle Green in this way, because it would not be easy to convert to open plan offices. The costs would include those related to office re-design – replacement of office furniture; associated building works, provision of additional car parking facilities, as well as feasibility study costs.

1.9 **Accommodation issues -** The long term future of the Knowle Green offices is under detailed negotiation between Spelthorne and its partners/stakeholders and is not confined to the option of re designing the existing building. For example, another option being considered is to vacant the existing Council offices, rent out space from commercial offices that may be better suited to Spelthorne's long term needs and potentially re develop the Knowle Green site.

1.10 **Cultural/staff issues -** There are significant cultural, organisational and operational issues to address if the Council particularly wished to roll out remote working on a wider scale or implement mobile/agile working and "hot desking" practices. These have been outlined in the report, but evidence from the staff questionnaire surveys revealed a general reluctance from responders to the idea of permanently moving to hot desking practices or remote working out on district. There was slightly less resistance to permanently WFH. There is a clear preference for building in flexibility to remote work on a part time basis. The main concerns were about the potentially adverse effect on service delivery, particularly for front line services; the continuing reliance on paper based systems did not support these new ways of working; and the risk of staff isolation from colleagues and break down in team spirit/working.

Appendix A – Full extract of conclusions and recommendations from remote working project evaluation report

1.11 **Cultural/staff issues –** staff concerns about risks of isolation and break down in team spirit/working, if new ways of working were introduced, can be addressed by a number of methods. For example, more regular, but shorter team meetings can be arranged and the impending introduction of video conferencing facilities, via the new telephony system being implemented across Spelthorne, will enable staff to talk with and see colleagues via their new "soft phones".

1.12 **Security of Spelthorne's property -** Maintaining security of the Council's back office systems, data (electronic or paper based) or hardware (e.g. laptops, PCs, etc.) is paramount. Although there are safeguards in place to protect electronic data, there is still an over reliance on paper based systems and these are more at risk of being lost or stolen. Although a number of departments are slowly becoming less reliant on paper based systems by using Civica (Comino) for electronic document management, no such system is used across all services.

2.0 Recommendations

2.1 **Links to "Flagship projects" -** The findings in this report are highly relevant to some of Spelthorne "flagship projects" such as the Knowle Green hub and replacement of the organisation's telephone system. It is recommended that this information is fed into these flagship projects as they move forward.

2.2 **Current remote working practices -** Although the pilot project is coming to an end it is the intention that current remote working practices continue within the Environmental Health and Building Control services. Furthermore, other Spelthorne Service Heads and managers should be updated on the potential benefits of remote working practices within their teams. This should include measures that can be implemented to effectively manage a reduced office presence by staff.

2.3 **New Telephony system -** Spelthorne already has fit for purpose technology in place to enable a remote working solution. This will be enhanced when the new "MS Lync" telephony system is implemented across the Council.

2.4 **Protecting Spelthorne services -** Spelthorne has to continue looking for opportunities to make savings and/or create income, with central government's on going deficit reduction plans. Whether or not the Council remains at the Knowle Green offices it is strongly recommended, in the medium to long term, to reduce the current office space Spelthorne staff occupy. This will allow its operating costs to be reduced and better protect front line services. The impending introduction of the new telephone

Appendix A – Full extract of conclusions and recommendations from remote working project evaluation report

system along with wider implementation of remote and hot desking practices would facilitate this objective.

2.5 **Knowle Green office accommodation -** If Spelthorne opted to remain at Knowle Green the office space occupied by its staff must be more efficiently utilised. Although there are challenges to converting Knowle Green into open plan, it is possible. Based on assumptions from the "Knowle Green hub" project it is estimated that the office space occupied by Spelthorne staff could be reduced by 40% through smart re-design techniques. This would not only reduce the organisation's operating costs, but also allow it to let out additional office space for rental income.

2.6 **Cultural/staff issues -** There are a number challenges that would need to be met and overcome if Spelthorne was to adopt recommendation 8.5, as well as introducing more remote working and hot desking practices. There would be short term financial costs involved in carrying major internal refurbishments within Knowle Green. In addition, staff and cultural issues would need to be carefully addressed. These new ways of working would be a complete departure from how Spelthorne currently operates – small office environments, one desk per member of staff, a preference to come in and see staff on a face to face basis and a continuing over reliance on paper based systems. Although some Spelthorne services use Civica (Comino) for document management, if the Council wants to extend remote working and move to agile/mobile working and/or hot desking, then an integrated corporate wide electronic document management system is essential. This will reduce the Council's reliance on paper based systems and overcome some of the challenges to remote working/hot desking practices and security of data.

2.7 **Agile/mobile working technology** - will become more commonplace in all local authorities as the technology continues to improve. However, at this point in time it is not recommended that Spelthorne commits significant upfront costs to such a project. Agile/mobile working will not directly contribute to reducing the Council's operating costs or generate more income.

2.8 **Agile/mobile working technology -** When Spelthorne does consider introducing agile/mobile technology, it is recommended that it seeks a corporate rather than "bespoke" solution(s). Although both options are likely to require significant upfront costs, a "bespoke" solution is normally only tailored to specific service areas and therefore does not provide value for money across the organisation.

Appendix A – Full extract of conclusions and recommendations from remote working project evaluation report

5

Appendix B – Definitions of remote/mobile/agile working

Remote working:

Ability to access "back office systems" in real time using laptop/tablet from one or more fixed locations via a router.

Mobile (agile) working:

Ability to access "back office systems" in real time, using laptop/tablet from any location using mobile phone/3G/4G technology.

1

Overview and Scrutiny Committee

12 November 2013

SPELTHORNE
BOROUGH COUNCIL

Title	**Pre-decision Scrutiny**		
	Local Council Tax Support Scheme 2014/15 onwards		
	Council Tax Discounts and Premia 2014/15 onwards		
Purpose	Recommendation required		
Report of	Assistant Chief Executive	**Confidential**	No
Cabinet Member	Councillor Tim Evans	**Key Decision**	Yes
Report Author	Heather Morgan, Project Manager		
Summary and Key Issues	- Income from discounts and premia will not be used to cross subsidise the savings which need to be made from the Local Council Tax Support Scheme - Ongoing 10% reduction in central government grant for council tax support would be £630,000 - Consulted on two options for both council tax discounts and premiums and local council tax support scheme - Final decision by Cabinet (17 December) and Council (19 December)		
Financial Implications	- From 2014/15 onwards local decisions on discounts and premia could deliver an additional maximum £136,068 of income (Option 2) but there are risks around collection of £61,722 - The proposed Local Council Tax Support Scheme could deliver a maximum £631,000 of savings (to meet a required saving of £630,000) - There are risks around collection of up to £260,000 on the Local Council Tax Support Scheme		
Corporate Priority	Service delivery		
Recommendations	**To give 'pre-decision' views on:** **Principle of council tax claimants bearing the full cost of government savings** **View on options put forward for both schemes, particularly in terms of the issue of whether the disabled should pay something (local council tax support scheme)** **Agree that these views should go on to Cabinet to feed into the final decision making process**		

1. Background

Discounts/Premia and Local Council Tax Support Scheme

1.1 The detailed background is set out in section one of both Cabinet reports (Appendix 1 – discounts and premia and Appendix 2 - local council tax support scheme).

1.2 In short, in 2013/14 the Council made a decision to use a £142,000 transition grant from government to ease the transition to the new local council tax support scheme. This meant we could only require claimants to pay a maximum of 8.5% of their council tax.

1.3 A decision was made at the same time to use the additional income from new freedoms offered in terms of council tax discounts and premia to help offset the 10% cut in government funding for council tax support.

1.4 The 10% cut in council tax support equated to £700,000 and this was made up of £142,000 transition grant, £253,000 from council tax claimants and £306,000 from discounts and premia.

2. Key issues

Discounts/premia and Local Council Tax Support Scheme

2.1 This is covered in section two of both Cabinet reports (Appendices 1 and 2). There have been a number of key changes which means we have had to re-look at both local schemes. The £142,000 government grant was only for one year, and the reduction in the number of long term empty properties means that there will be a future on-going funding gap (between what we need to save and what we can collect from council tax claimants and empty homes).

2.2 There is also a more fundamental issue, which is whether or not the council tax support savings which have to be made should be entirely borne by the council tax benefit claimants or not.

2.3 At Cabinet on 9 September it was agreed that from 2014/15 onwards the Council will require housing benefit claimants to cover the whole cost of the 10% government savings (£630,000).

2.4 At the same meeting, Cabinet agreed to go out to consultation on two options (with one preferred) for both local council tax support and discounts/premia.

3. Options analysis and proposal

Discounts and Premia

3.1 The detail is set out in section three of the Cabinet report on discounts and premia (Appendix 1).

3.2 Option 1 **(preferred):**

- 25% discount from day one for uninhabitable properties (class A)

- 100% discount for the first month on unfurnished and empty properties which would drop to 0% from month two (class C)

Option 2

- 0% discount from day one for uninhabitable properties (class A)

- 100% discount for the first month on unfurnished and empty properties which would drop to 0% from month two onwards (class C)

3.3 It was agreed on 9 September to go out to consultation on the two options, to inform the final decision of the Council. The details of the proposal are set out in section four of the Cabinet report on discounts and premia (Appendix 1).

Local Council Tax Support

3.4 The detail is set out in section three of the Cabinet report on local council tax support (Appendix 2).

3.5 Option 1:

- Decrease the level of protection for working age claimants from 91.5% to 70% from 2014/15 onwards

- Retain 100% protection for people with a disability from 2014/15 onwards

Option 2 **(preferred):**

- Decrease the level of protection for working age claimants from 91.5% to 75% from 2014/15 onwards

- Decrease the level of protection for people with a disability from 100% to 90% from 2014/15 onwards

3.6 It was agreed on 9 September to go out to consultation on the two options, to inform the final decision of the Council. The details of the proposal are set out in section four of the report on local council tax support scheme (Appendix 2).

3.7 Public consultation on all of these options finished on 4 November (after the writing of this report). Members of Overview and Scrutiny will be updated at the meeting on the findings of the consultation exercise in order to help inform their discussion on the options.

4. **Financial implications**

Discounts and Premia

4.1 These are set out in section five of the Cabinet report on discounts and premia (Appendix 1).

4.2 Option 1 would generate around £105,000 pa and Option 2 around £136,068 pa. However, there are risks around the collection of £61,722 (option 2) which is why Option 1 was agreed as the preferred option for consultation at Cabinet on 9 September 2013.

Local Council Tax Support

4.3 These are set out in section five of the Cabinet report on local council tax support (Appendix 2).

4.4 The Council needs to find £630,000 and there is a shortfall of £240,000 if the scheme remains unchanged. The proposed savings could deliver a maximum of £631,000. There are risks around collection of £260,000.

5. **Other considerations**

5.1 Both local schemes will require an Equalities Impact Assessment to be undertaken. A detailed communications plan has also been developed and we will take the same approach on both local schemes as we did for 2013/14.

6.   Risks and how they will be mitigated

<u>Discounts and premiums</u>

6.1   There is a significant risk around collection rates for uninhabitable properties in Option 2 which is set out in section 7 of the Cabinet report on discounts and premia (Appendix 1).

6.2   To reduce the risk around collection/income figures, assumptions have been made around the percentages we could expect to achieve for all the elements of the scheme. These are set out in paragraph 7.3 of the Cabinet report.

<u>Local Council Tax Support</u>

6.3   Assumptions have been made around collection rates for each of the options which are set out in section 7 of the Cabinet report on local council tax support (Appendix 2).

6.4   There will be an increased challenge around collection due to the higher amount people will have to pay. More resources may be required but this would be the subject of a separate growth bid.

7.   Timetable for implementation

7.1   There are a number of key dates which need to be met (which are the same for the local council tax support scheme and the council tax discounts and premia):

11 November	Overview and Scrutiny committee
17 December	Cabinet agree final schemes
19 December	Council agrees final schemes
31 January	'Cut-off' date for agreeing revised schemes
1 April	Local schemes implemented

Background papers: None

Appendices:

   1. Cabinet report - Localisation of Council Tax Support (consultation)
   9 September 2013

   2. Cabinet report - Technical Reforms to Council Tax Discounts and Premia (consultation)
   9 September 2013

<u>Note</u>: the appendices to the main reports above can be found by viewing the Cabinet papers on the Council's website

Cabinet

9 September 2013

SPELTHORNE
BOROUGH COUNCIL

Title	Localisation of Council Tax Support (consultation)		
Purpose	Resolution required		
Report of	Assistant Chief Executive	**Confidential**	No
Cabinet Member	Councillor Suzy Webb	**Key Decision**	Yes
Report Author	Heather Morgan - Project Manager		
Summary	- Income from council tax discounts and premia **will not** be used to cross subsidise the savings which need to be made from the Local Council Tax Support Scheme **Current scheme** – 91.5% protection for working age claimants and 100% protection for people with a disability **Option 1** - 70% protection for working age claimants and 100% protection for people with a disability **Option 2 (preferred)** – 75% protection for working age claimants and 90% protection for people with a disability - Continued risk around collection (assumption is a 70% collection rate if claimants have to pay 30% of total council tax bill) - Consultation will be conducted in the same way as 2012/13		
Financial Implications	**Ongoing 10% reduction** in central government grant would be **£630,000** - There is a potential shortfall of around £240,000 for 2014/15 if the Local Council Tax Support Scheme and the council tax discounts and premia remain unchanged - The proposed Local Council Tax Support Scheme could deliver a **maximum £631,000 of savings** - There are **risks around collection of up to £260,000** (excluded from savings figure above) - Additional recovery staff resources may be required (£28,000 pa)		
Corporate Priority	Service and Support		
Recommendations	Cabinet is asked to: Approve the options for a revised Local Council Tax Support Scheme, including preferred Option 2 Approve a formal six week consultation period to consult on the options for a revised Local Council Tax Support Scheme Note the timetable for implementation		

1. **Background**

1.1 As part of the Local Government Finance Bill 2012 (which received Royal Assent on 31 October 2012), the government decided to replace the national council tax benefit scheme with localised council tax support.

Current position - National

- Localised council tax support came into effect on 1 April 2013

- Spelthorne adopted its own local scheme on 21 January 2013

- The ongoing 10% reduction (relative to the council tax benefits regime in place prior to 2013-14) in central government funding for 2014/15 is around £630,000 for this borough. Spelthorne's share would be £69,300 (11%). Surrey County Council's share will be £479,000 and Surrey Police £81,900

- The local scheme transferred the financial risk from central to local government. Surrey councils are, as billing authorities, facing additional collection and recovery costs

- Our adopted local support scheme has been integrated into the council tax setting process. It is being accounted for in the tax base calculation, effectively reducing the Band D equivalents

- The government kept its promise of protecting pensioners from these cuts (43% of council tax benefit claimants in our Borough). This meant the burden of the 10% cut was borne (in part) by the remaining working age benefit claimants

Current position – Spelthorne's local council tax support scheme

1.2 On 21 January 2013 the Council adopted its own local scheme after extensive public consultation.

1.3 **The scheme which was adopted is set out below:**

- **100% protection for pensioners (outside the scheme altogether)**

- **100% protection for people with a disability**

- **91.5% protection for everyone else**

- **Retain second adult rebate**

- **Capital limit £16,000**

- **Three months backdating of claims**

- **Continue 100% disregard for war widows pensions**

1.4 The Council has rigorously followed a policy of pursuing non-payment of Council Tax. Payment is a statutory requirement, and the Council has stated that there should not be any exceptions. This has meant pursuing everyone, no matter how small the payment. This policy will continue in future years.

1.5   The impact of the scheme has been as follows:

- 1,470 residents have had to pay some level of council tax, where previously they paid nothing

- 200 summons were issued early July and are being pursued through the courts

- It was estimated that the local council tax support scheme would generate £253,000 (with £90,000 at risk)

- £63,000 has been collected to date (with £110,000 at risk)

- The 'average' bill that had to be paid on a Band D property was £132 pa.

- The overall collection rate in July 2013 was 45.5% as compared to 45.8% in July 2012. The collection rate for council tax support only clients was 24.9% for July 2013.

Funding

Current position – funding the local council tax support scheme

1.6   In 2013/14 the Council had to make estimated savings of £700,000 to cover the 10% reduction in government grant for council tax support.

1.7   The local scheme which the Council adopted took advantage of a one off transitional grant from central government. This was designed to "support local authorities in developing well designed Council Tax Support Schemes and maintain positive incentives to work". As a result we received £142,000 towards the £700,000 savings we needed to make (£16,000 for Spelthorne, £19,000 for Police and £107,000 for Surrey County)

1.8   However this did mean that the Council could only require new claimants to pay a maximum of 8.5% of their council tax. This quite significantly limited how much money we could expect to collect (setting aside what percentage we might actually be able to recover). It was estimated that we would collect £253,000 from this 8.5% 'cap' which even with the £142,000 grant fell well short of the required £700,000.

1.9   At Cabinet on 21 January 2013 it was decided that the £306,000 which could be collected from the discounts and premia (which was not at risk) would be:

"used to offset part of the loss of government funding in 2013/14 and therefore reduce the level of savings required from the Local Council Tax Support Scheme".

2.   **Key issues**

2.1   There are a number of key changes for 2014/15 onwards which will have a direct bearing on the revised Local Council Tax Support Scheme the Council eventually adopts.

2.2   Firstly, the transitional grant of £142,000 referred to in paragraph 1.7 above was a 'one off' and cannot be relied on. Secondly, there has been a significant (but not unexpected) reduction in long term empty properties and the income that this would generate. For 2013/14 this has meant that we have not been able to collect £253,000 from the original estimate of £559,000 (as people have said their properties were occupied and therefore paid 100% council tax instead of 150%).

2.3   The effect of these key changes is that were the Local Council Tax Support Scheme and the discounts and premia to remain unchanged we would be looking at a potential shortfall of around £377,000 out of a required £630,000.

2.4   There is also a more fundamental issue, which is whether or not the council tax support savings which have to be made should be entirely borne by the council tax support claimants or not. The withdrawal of government funding and the increasing pressure on council tax means that the Council has had to re-evaluate its position. Consideration has been given to a 'do nothing' option or a revised scheme which allows for what is called 'transitional protection' (i.e. a phased scheme over two years).

2.5   Neither or these are deemed acceptable and from 2014/15 onwards the Council will therefore require council tax support claimants to cover the whole cost of the 10% government savings (i.e. £630,000).

2.6   The options set out below will consider whether or not people with a disability should continue to benefit from 100% protection. The current locally adopted scheme does not differentiate between levels of disability (e.g. severe disability which prevents an individual from working to those with a slight disability which does not preclude them from undertaking some types of work). Consideration needs to be given as to whether or not a reduction in protection for working age claimants should be mirrored by a lesser reduction for those people with a disability.

3.   Options analysis

3.1   The two options below are a variation of the current Local Council Tax Support Scheme. It is proposed that the following elements of the current scheme will be retained:

- 100% protection for pensioners (outside the scheme altogether)

- Retain second adult rebate

- £16,000 capital limit

- Three months backdating of claims

- Continue 100% disregard for war widows pensions

- No change to the definition of those with a disability **(Appendix 1)**

3.2   The options will therefore focus on two areas. Firstly, the level of protection that will be given to benefits claimants, by applying the principle that any revised scheme should 'wash its own face'. Secondly, whether people with a disability should continue to receive 100% protection.

Option 1

3.3 This option would:

- **Decrease the level of protection for working age claimants from 91.5% to 70% from 2014/15 onwards**

- **Retain 100% protection for people with a disability from 2014/15 onwards**

Option 2 (preferred)

3.4 This option would:

- **Decrease the level of protection for working age claimants from 91.5% to 75% from 2014/15 onwards**

- **Decrease the level of protection for people with a disability from 100% to 90% from 2014/15 onwards**

Proposal

4.1 To go out to gauge views on the options above, but noting that Option 2 is the Councils preferred approach. The table below sets out the advantages and disadvantages of each of the options.

Option	Savings achieved (excluding at risk)	Advantage	Disadvantage
Option 1			
70% protection for working age claimants	£604,000	Equality of treatment in so far as everyone who does not have a disability will have to pay Will ensure that the monies collected will largely cover the savings required	Significant increase in level of payment (21.5% over and above what people currently pay) Collection rate may only be 70% Relying completely on one group of people to deliver the savings Challenge around recovery may require an additional resource
100% protection for claimants	£00,000	No change from the current scheme Everyone will be protected (whether they	Fails to recognise the fact that other claimants who may be working will face a significant increase and that the burden

with a disability		are able to work or not)	needs to be spread more fairly across all of those claiming council tax support
Option 2			
75% protection for working age claimants	£542,250	Equality of treatment as everyone will have to pay Will ensure that the vast majority of monies collected will cover the savings required	Significant increase in level of payment (16.5% over and above what people currently pay) Collection rate may only be 75%
90% protection for claimants with a disability	£89,300	Recognises the fact that other claimants will face a significant increase. This should be reflected in some payment from people with a disability (principle of fairness) Combined with the 75% protection for working families it will ensure that monies collected will cover the savings required	Claimants will have to pay a small proportion towards their council tax (577 low value bills) Challenge to get out the communications message out Collection rate may only be 75% Chasing collection on low value bills of under £150

4.2 Option 2 is the preferred option for a number of reasons. In 2013/14 the Council was in a position to protect those with a disability because of the final scheme that was chosen (where working age claimants were paying 8.5% of the council tax bill). The financial climate has now changed (as set out in paras 2.2 and 2.3) and the Council will be requiring everyone to pay considerably more.

4.3 There are around 857 people in the Borough with a disability who claim council tax support. Whilst it is fully recognised that they have different needs and requirements, there is nevertheless a question around the principle of fairness and everyone having to make some level of payment. Option 2 balances these issues and sets out what is considered a proportionate and reasonable approach. It is on this basis that a figure of 10% has been established, which as set out in paragraph 5.5 below equates to an average of £2.99 per week for a Band D property.

4.4 Consideration was given to whether it was feasible to revise the current scheme and apply a sliding scale of protection to those with differing levels of disability support (for example from 0% to 15%).This has not been pursued as

it would make the scheme very complex and resource intensive to deliver, and require staff to make decisions on the basis of medical assessments (relating to the category of disability benefit they can claim) which they are not qualified to do.

4.5 The benefits and challenges which were considered when the original scheme for local council tax support was adopted in January 2013 are set out in **Appendix 2.**

4.6 There will be no significant change in distribution of claimants across the borough from the adopted local scheme. A map showing ward impact is included at **Appendix 3**.

5. Financial implications

5.1 Funding will be based on 90% of the forecast council tax expenditure for 2014/15. The net saving required from the new local scheme will be £630,000. The risk associated with delivering the savings will be apportioned pro-rata across Spelthorne (11% £69,300), Surrey County Council (76% £478,800) and Surrey Police (13% £81,900).

5.2 Modelling has been undertaken to estimate what money could be achieved through these options. More detailed work will need to be done once we are in a position to assess against 2014/15. Detailed modelling and case studies are set out in **Appendix 4**.

5.3 The Council will need to find £630,000 savings for 2014/15 and £643,000 for 2015/16. These figures reflect the reduction in government grant for council tax support assuming the government do not increase the reduction above 10%. They also assume a 1.99% increase in council tax in 2014/15 and 1.94% for 2015/16.

5.4 **Appendix 4** makes it clear that Option 2 (75% protection for working age and 90% protection for those with a disability) will cover the shortfall in 2014/15 and in 2015/16. On the other hand, Option 1 (70% protection for working age and 100% protection for those with a disability) will not quite cover the gap. This is shown in the table below

Year	Target collection figure	Option 1	Option 1 shortfall	SBC share	Option 2	Option 2 shortfall	SBC share
2014/ 2015	**£630,000**	**£604,000**	£26,000	£2,938	**£631,000**	£00	£00
2015/ 2016	**£643,000**	**£617,000**	£33,000	£3,729	**£643,000**	£00	£00

5.5 The shortfall in Option 1 would be split across the precepting authorities with 76% being borne by Surrey County Council, 13% by Surrey Police and 11% by Spelthorne Borough Council. A balanced view needs to be taken as to what level of reduction is achievable through reducing the council tax

percentage (which may appear to reduce the shortfall against the risk that the greater the reduction the higher the risk of lower collection) and more costs incurred in chasing council taxpayers.

5.5   It will be a considerable challenge to collect the additional money from council tax support claimants. The table below sets out what the annual/weekly payments will be for each of the options for a Band D property (based on 2013/14 council tax figure of £1,555):

Percentage	Average annual payment (Band D)	Average weekly payment (Band D)	Collection rates
8.5% working age (current scheme)	£132	£2.54	90%
30% working age (Option 1)	£467	£8.98	70%
25% working age (Option 2 - preferred)	£389	£7.48	75%
10% people with a disability (Option 2 - preferred)	£156	£2.99	95%

5.6   The challenge of recovery is reflected in the percentage which we are expecting to achieve (section 7 below). The Head of Customer Services has already indicated that an additional resource may be required to help maximise recovery. The cost of this post (if it were in the form of a full time member of staff) would be £28,000 pa (including on costs). This will be the subject of a separate growth bid and a full business case would need to be submitted for consideration.

5.7   As part of the 2013/14 scheme, Surrey County Council agreed to give each authority in Surrey money towards a hardship fund. This money is not ring fenced and does not have to be spent in 2013/14. The £26,000 has not been received as yet. To date we have not had any hardship claims. The money will only be given out where the Council considers the individual concerned meets all the relevant criteria (and has been through a very robust assessment process).

6.   Other considerations

Equalities Impact Assessment

6.1   Any scheme will need to have an Equalities Impact Assessment (EIA) undertaken. A detailed EIA was done last time and the same approach will be taken this time

Communications

6.2 We are required to consult both the County Council and the Police as preceptors on the proposed scheme, before we gauge the views of the wider public.

6.3 How we communicate the message about these further changes is absolutely essential, and our reputation will depend on how well we get this very difficult message across. This will be critical if the final scheme requires those with a disability to pay 10% of their council tax bill.

6.4 Having gone through this process already we know our communication has to be done in a way that everyone understands. Targeting those directly affected by the changes as part of the consultation worked very well, as did the individual letters advising them that changes were on the way. Advice was also given once the bills 'landed on the mats'. We will apply the same principles this time, but with a particular focus on those people with a disability (depending on the final scheme).

6.5 We will need to be very clear about why we are revising the scheme further. A detailed communications timetable/plan will be developed closer to the time to ensure that we get the right message out. The Cabinet Member for Communications will be involved throughout this process.

7. **Risks and how they will be mitigated**

7.1 The main risks to the proposed changes are the additional adverse impacts on individuals brought about by the further changes. The collection rate for the current scheme (8.5% reduction) is 90% and setting a modest reduction has ensured we have maximised collection. Common sense dictates that the higher the payment, then greater the risk of non-payment or of falling behind with payments.

7.2 There will continue to be a risk around avoidance, and in recovering some money. To mitigate this, the modelling makes realistic assumptions about collection rates.

7.3 The assumptions which have been made are:

- 75% collection rate for claimants with a 25% reduction in protection

- 70% collection rate for claimants with a 30% reduction in protection

- 95% collection rate for claimants with a disability with a 10% reduction in protection

7.4 Depending on which scheme is adopted, there may be additional challenges in collecting the tax due. If Option 2 is chosen (with 10% payment from people with a disability), there would be 577 small value bills (less than £150). These will need to be collected and the cost of doing so may exceed the value of the bill.

7.5 The challenges around entitlement and collection will mean we will need to retain staff with the necessary skills. This will be an issue, particularly with the abolition of housing benefit by 2017. More resources are likely to be required

to ensure we maximise recovery if the 30% reduction option is finally adopted (and is covered in paragraph 5.5 above).

7.6   There is a risk of legal challenge if the public consultation or equalities impact assessment (EIA) is not deemed sufficient. No challenge arose as a result of the consultation undertaken in 2012 or the EIA and we propose to adopt the same approach this time.

7.7   The changes also need to be seen in the light of wider reforms to welfare benefits. These include restrictions in the amount of housing benefit that can be paid to under occupied properties in the social sector which came in on 1 April 2013, the £500 per week cap on benefits per household which came in on 15 July 2013 and the phased introduction of Universal Credit from October 2013 (although on current estimates this is unlikely to affect Spelthorne until closer to April 2014).

7.8   It is likely that these changes in conjunction with the move to a Local Council Tax Support Scheme will affect the same groups of people. All these changes combined may create a risk that a greater number of families will present as homeless and become our responsibility (with increased workloads and additional costs as a result).

8.   Timetable for implementation

8.1   There are a number of key dates which need to be met:

9 September	Cabinet decision to go out to consultation
13 September	Start targeted public consultation
25 October	End targeted public consultation
17 December	Cabinet agree final scheme
19 December	Council agrees final scheme
31 January	'Cut-off' date for agreeing revised scheme
1 April	Local Scheme for Council Tax Support implemented

Background papers:

A copy of the current Local Council Tax Support Scheme is available in the Members Room.

Appendices:

1. Definition of people with a disability (qualifying premiums)
2. Benefits and challenges of adopted Local Council Tax Support Scheme
3. Ward impact of Local Council Tax Support Scheme
4. Detailed modelling and case studies for council tax support

Cabinet

9 September 2013

SPELTHORNE
BOROUGH COUNCIL

Title	Technical Reforms to Council Tax Discounts and Premiums (consultation)
Purpose	Resolution required

Report of	Assistant Chief Executive	**Confidential**	No
Cabinet Member	Councillor Tim Evans	**Key Decision**	Yes

Report Author	Heather Morgan - Project Manager
Summary	- Income from discounts and premiums **will not** be used to cross subsidise the savings which need to be made from the Local Council Tax Support Scheme **Option 1 (preferred)** – 25% discount on uninhabitable properties and maximise income from unfurnished and empty properties (100% discount month one, 0% discount from month two) **Option 2** – 0% discount on uninhabitable properties and maximise income from unfurnished and empty properties (100% discount month one, 0% discount from month two) - Continued risk around collection on long term empties and new risk regarding uninhabitable properties
Financial Implications	- As at annual billing (February 2013) an additional **£420,000** was levied on empty homes - There are risks around collection of up to £200,000 for 2013/14 (i.e. net collectable might be as low as £220,00) on empty homes - Local decisions on discounts and premiums could deliver in 2014/5 an additional maximum **£136, 068** of income (Option 2) but there are risks around collection of £61,722 - No additional resources would be required to recover the monies
Corporate Priority	Service and Support
Recommendations	Cabinet is asked to: Approve the two options proposed for council tax discounts and premiums, including preferred Option 1 Approve a formal six week consultation period to consult on the options for council tax discounts and premiums. Note the timetable for implementation

1. **Background**

1.1   The Local Government Finance Act 2012 (passed 31 October 2012) covered a wide range of issues, including making changes to council tax rules to allow further flexibility on what councils can charge on empty properties, and other small changes aimed at modernising the system.

Current position - National

- The new scheme came into effect on 1 April 2013

- Reforms centred on providing more flexibility on second homes and certain empty properties.
- The reforms provided a strong lever to make sure that housing stock is effectively used
- Extra revenue can be used either to reduce the impact of council tax increases or to offset some of the impact of the changes to council tax support

- Councils are now able to determine discounts for uninhabitable (class A), empty and unfurnished (class C)
- Second homes discount can now be reduced to 0% and there is the potential to charge 150% premiums on long empty properties
- The single person discount (25%) cannot be altered
- The government has not reduced grant as a result of the changes

Current position – Spelthorne's approach to discounts and premiums

1.2   On 21 January 2013 the Council adopted its own local scheme after extensive public consultation.

1.3   **The scheme which was adopted is set out below:**

- **No discount for second homes**

- **50% discount for uninhabitable properties (class A)**
- **Progressive discount for empty homes (class C) - 100% month one, 50% month two, 25% month three, 0% from four months onwards**
- **50% premium for long term empties**

1.4   As at February 2013, an additional £420,000 was raised on empty homes as follows:

- £42,000 Uninhabitable properties

- £283,000 Unfurnished properties

- £95,000 Long term empty properties subject to a premium

1.5   A further £139,000 has been raised through the removal of the 10% discount from second homes.

1.6   Based on 31 July 2013 figures, the impact of the scheme has been as follows:

- Reduction in number of empty homes from 932 (July 2012) to 684 out of a total dwellings base of 42,000

- Long term empty properties have reduced from 131 down to 59 which is a drop of 72

- As at 1 April 2013, the discounts and premiums scheme generated an additional £559,000

- As at 31 July 2013, this has fallen to £306,000 due to changes in occupation (£253,000 of the £559,000 could not be collected as properties were no longer long term empty or being used as a second home)

- Loss of income from the long term empties premium is offset by monies from New Homes Bonus (NHB) which will be around £89,500 pa for the remaining three years of the six year scheme (assuming the 72 properties now back in use are Band D properties and the NHB is 80% of the council tax). However, it should be noted that from 2015/16, 35% of every Councils NHB is proposed to be 'top sliced' for Local Enterprise Partnerships to deliver strategic housing.

- Each of these previously long term empty properties will also have paid 100% council tax. Working on the basis of a Band D property this would equate to £111,960 pa.

- No issues from second home owners and very few appeals from others

Current position – funding the local council tax support scheme

1.7   In 2013/14 the Council had to make estimated savings of £700,000 to cover the 10% reduction in government grant for council tax support.

1.8   The local council tax support scheme which the Council adopted took advantage of a one off transitional grant from central government. This was designed to "support local authorities in developing well designed Council Tax Support Schemes and maintain positive incentives to work". As a result we received £142,000 towards the estimated £700,000 savings we needed to make (£16,000 for Spelthorne, £19,000 for Police and £107,000 for Surrey County)

1.9   However this did mean that the Council could only require new claimants to pay a maximum of 8.5% of their council tax. This quite significantly limited how much money we could expect to collect (setting aside what percentage we might actually be able to recover). It was estimated that we would collect £253,000 from this 8.5% 'cap' which even with the £142,000 grant fell well short of the required £700,000.

1.10   At Cabinet on 21 January 2013 it was therefore decided that the £306,000 which could be collected from the discounts and premiums (which was not at risk) would be:

 "used to offset part of the loss of government funding in 2013/14 and therefore reduce the level of savings required from the local council tax support scheme".

2. __Key issues__

2.1 There are a number of key changes for 2014/15 onwards which have a bearing on the revised discounts and premiums which the Council eventually adopt.

2.2 Firstly, the transitional grant of £142,000 for council tax support referred to in paragraph 1.6 above was a 'one off'. Secondly, there has been a significant (but not unexpected) reduction in long term empty properties and the income that this would generate. For 2013/14 this has meant that we have not been able to collect £253,000 from the original estimate of £559,000 (as people have said their properties were occupied and therefore paid 100% council tax instead of 150%).

2.3 The effect of these key changes is that were the Local Council Tax Support Scheme and the discounts and premiums to remain unchanged the Council would be looking at a potential shortfall in 2014/15 of around £306,000 (ie £559,000 less £253,000 now no longer collectible) out of a required £630,000 which needs to be found (council tax support). In addition we will no longer be receiving the £142,000 from the grant.

2.4 There is also a more fundamental issue, which is whether or not the council tax support savings which have to be made should be entirely borne by the housing benefit claimants or not. The withdrawal of government funding and the increasing pressure on council tax means that the Council has had to re-evaluate its position. Consideration has been given to a 'do nothing' option or a revised scheme which allows for what is called 'transitional protection' (i.e. a phased scheme over two years).

2.5 Neither or these are deemed acceptable and from 2014/15 onwards the Council will therefore require housing benefit claimants to cover the whole cost of the 10% government savings (i.e. £630,000).

2.6 This will free up the income from discounts and premiums to be used for other purposes, including helping offset the impact of council tax increases. The options in section 3 therefore look at ways for maximising this income for those purposes.

2.7 It should be recognised that whilst the Council can choose not to use its proportion (11%) of the additional income generated from the council tax discounts/premiums adjustments, it does not control how the County Council and the Police choose to use their share of the income generated. In practice they may choose to use to offset the impact of council tax support. However, if Spelthorne Borough Council chooses to close the council tax support funding gap without use of the council tax discounts/premiums then there would be no council tax support funding gap either for the two major precepting bodies.

3. __Options analysis__

3.1 The options below are variations on the current scheme, and it is proposed that the following existing elements are retained:

- No discount for second homes
- 50% premium for long term empties

3.2 The options will therefore focus on two areas. Firstly, the level of discount on uninhabitable properties and secondly, the discount given to unfurnished and empty properties.

Option 1 (preferred)

3.3 This option would give:

- **25% discount from day one for uninhabitable properties (class A)**

- **100% discount for the first month on unfurnished and empty properties which would drop to 0% from month two (class C)**

Option 2

3.4 This option would give:

- **0% discount from day one for uninhabitable properties (class A)**

- **100% discount for the first month on unfurnished and empty properties which would drop to 0% from month two onwards (class C)**

4. **Proposal**

4.1 To go out to gauge views on the options above, noting that the Option 1 is the preferred approach of the Council. The table below sets out the advantages and disadvantages of each of the options. The figures are based on 2012/13 but have been modified to reflect the current in year position as far as possible.

Option	Additional income	Advantage	Disadvantage
100% discount in month 1 and 0% discount in month 2 (class C) **Both Options**	£74,346	Adopts the same approach as other Surrey authorities Gives one month discount to allow for changeover of lettings Easier to explain and administer	Collection rate would be 95% Need to get a clear communications message out about the change
25% discount from day one (class A) **Option 1**	£30,861	Adopts a more stringent but proportionate approach Opportunity to recover at least a proportion of the	It will not necessarily maximise the potential in terms of income

(preferred)		monies	
0% discount from day one (<u>class A)</u> **Option 2**	£61,722	Adopts the same approach as other Surrey authorities Easy to explain	Very high risk that virtually no income would be collected (people will not tell us it is uninhabitable)

4.2 Option 1 is the preferred option as it is considered to be a realistic approach based on the experience of other authorities. Where there has been no discount, other Councils have found that people have not said that their property is uninhabitable. As a result, no additional income has been forthcoming.

4.3 There is a very stringent definition around what constitutes an uninhabitable property **(Appendix 1)** and the Council would have to invest a significant amount of time and resources to individually assessing each property in order to chase down non- payment. It is also worthwhile noting that there are only 70 uninhabitable properties in the borough, and the resource effort required is unlikely to be justified.

4.5 The benefits and challenges which were considered when the original scheme for discounts and premiums were adopted in January 2013 are set out in **Appendix 2.**

5. <u>Financial implications</u>

5.1 Modelling has been undertaken on 2012/13 data (which has been modified to reflect the current in year position as far as possible) to estimate what the income generated by these options might be. Details of the income likely to be achieved are set out in **Appendix 3**.

5.3 It is not anticipated that any additional staff resources will be required to collect these monies.

6. <u>Other considerations</u>

Equalities Impact Assessment

6.1 Any scheme will need to have an Equalities Impact Assessment (EIA) undertaken. A detailed EIA was done last time and the same approach will be taken this time.

Communications

6.2 There is no statutory requirement for the Council to consult on changes to its discounts and premiums. However, we chose to do so in 2012/13 and it has proved to be highly effective in rejecting claims. It has also been successfully used in those few cases which have proceeded to appeal.

6.3 We will need to be very clear why we are revising the scheme further. Those directly affected will need to be consulted for their views, alongside a wider

cross section of the tax paying public. Once the final scheme is adopted a detailed communications timetable/plan will be developed to ensure that we get the right message out at the right time. The Cabinet Member for Communications will be involved throughout this process.

7. Risks and how they will be mitigated

7.1 The main risks to the proposed changes are the additional adverse impacts brought about by further changes**.** It is considered that there is a very significant risk around Option 2 in relation to uninhabitable properties (paragraph 3.4). Evidence from other Councils has shown that people will instead opt for one month for an unfurnished and empty property (class C) and not tell the Council that the property is uninhabitable. This could mean that with Option 2 virtually none of the anticipated income is collected, whereas with Option 1 there is a realistic chance that the estimated income could be collected.

7.2 As we have seen from the current scheme, there will continue to be a general risk around avoidance (although the risk regarding houses which have been empty for more than two years is now somewhat reduced). There will continue to be difficulties in recovering some money. To mitigate this, the modelling makes realistic assumptions about collection rates.

7.3 The assumptions which have been made are:

- 95% collection for second homes (0% discount) which has been borne out by 2013/14 scheme

- 50% collection for long term empty properties (150% premium) which has been borne out by 2013/14 scheme

- 70% collection for uninhabitable class A (25% discount - Option 1 paragraph 3.3)

- 70% collection for uninhabitable class A (0% discount - Option 2 paragraph 3.4)

- 95% collection for unfurnished and empty properties class C (100% discount month one and 0% discount from month two onwards – Options 1 and 2)

7.4 There is a risk of legal challenge if the Equalities Impact Assessment (EIA) is not deemed sufficient. No challenge arose in 2012 and we propose to adopt the same approach this time.

8. Timetable for implementation

8.1 There are a number of key dates which need to be met:

9 September	Cabinet decision to go out to consultation
13 September	Start targeted public consultation
25 October	End targeted public consultation
17 December	Cabinet agree final schemes

19 December	Council agrees final schemes
31 January	'Cut-off' date for agreeing revised schemes
1 April	Local scheme for Empty Homes implemented

Background papers:

None.

Appendices:

1. Definition of Uninhabitable
2. Benefits and challenges of adopted discounts and premiums scheme
3. Details of likely income achieved from Options 1 and 2

Meeting Next Steps

SPELTHORNE
BOROUGH COUNCIL

Title: Economic Development Task Group

Date: 5 September 2013

Present:

Cllr N. Gething (Chairman)	Cllr C. Frazer	Cllr C.A. Davis
Cllr D Patel	Cllr M.P.C. Francis	Cllr I. Harvey
Sodrul Bashir (Chairman Sunbury Business Group)	Andy Willmott (Business Development Manager Surrey Chamber of Commerce)	

In attendance:

Terry Collier	Keith McGroary	John Brooks

Apologies

Cllr R.D. Dunn	Cllr M.W. Rough	Dean Akinjobi (Lower Sunbury Business Forum)

Next Steps

No.	Action	By whom	When
1.	**Introductions** New members of the group were introduced	Cllr Gething	
2.	**Apologies** These are recorded above. The Chairman agreed to raise with the Leader the issue of non-attendance by opposition Councillors.	Cllr Gething	
3.	**Role of Group** The Chairman outlined the role of the group.	Cllr Gething	
4.	**Minutes/Next steps for 18 July** To be amended to reflect Cllr Patel's attendance but otherwise agreed.	Committee Services	6/9/13
5.	**Presentation on key issues** John Brooks gave a PowerPoint presentation providing background to the Local Economic Assessment and the	J Brooks	

Meeting Next Steps

	approach to preparing the draft Economic Strategy.			
6.	**Feedback from Enterprise M3 meeting-** Keith McGroary outlined the key issues from the meeting on 7 August 2013 with Kathy Slack (EM3 Chief Executive) and referred to the PowerPoint slides already circulated. Keith McGroary also reported on a skills, education and training meeting he had earlier in the day and that he was optimistic that we would have a good chance of obtaining funding to help address the borough's educational issues. Keith McGroary to update the Group on an on-going basis on new funding opportunities and will send members of the Task Group a link to the EM3 web site.	K McGroary K McGroary	
7.	**Staines-upon-Thames Sub-group –** Cllr Davis gave feedback on the meeting held on 15 August 2013. The meeting notes had been previously circulated. Cllr Davis requested that the Leader and Task Group Chairman consider the need for additional sub-group members including from the SBF..	Cllr Gething	
8.	**Ashford Sub-Group** Cllr Frazer drew out key points from his report. Sodrul Bashir and Cllr Harvey were invited to join the sub-group and agreed. Agreed the remit of the Sub-Group to be expanded to include Sunbury. Dean Akinjobi (Co-Chairman of the Lower Sunbury Business Group) and representatives of the Ashford Chamber of Commerce and Ashford Pride be invited to join the group. The sub-group to now be known as the Ashford and Sunbury Sub-Group.	Cllr Frazer Keith McGroary Committee Services	
9.	**Local Economic Assessment** John Brooks reported that the Local Plan Working Party had the previous evening agreed that the Local Economic Assessment provided a sound evidence basis for the purpose of preparing future planning policy. Task Group agreed to recommend to Cabinet the Local Economic Assessment.	J. Brooks Cllr Gething	24/9/13
10.	**Draft Economic Strategy** There was a discussion on how best to progress Action 9 which sought to raise teaching and educational standards in the Borough. It was noted this was an item on the agenda of the Local Committee on 30 September and that the best way of gathering further information on the issue might in the first instance be most appropriately through a seminar organised		

Meeting Next Steps

	under the auspices of the Local Committee.		
	It was noted that Cabinet would be considering a report on Heathrow airport and any decisions that might be made could be incorporated in the final draft version of the Strategy.	J Brooks	
	It was noted that under Action A1 a bid had now been made to the Local Government Association and a response was expected toward the end of the month.	T Collier	
	It was noted that the Local Plan Working Party had recommended a minor change in wording to Action 9 so it read: "The Council will ~~work with~~ encourage Surrey County Council ~~in raising~~ to raise teaching . . . " (new words underlined).	J Brooks	
	The Task Group agreed to recommend the draft Economic Strategy to Cabinet for agreement and public consultation with the following additional changes: • Action 1 b. amend to read " Progress ~~implementation~~ preparation of a Borough wide action plan". • Action 1 d. amend to read "Develop a work programme to ~~promote Ashford and the Ashford Pride initiatives~~ produce an Ashford Town Centre Strategy" • Action 1 e. delete the word 'measures' and insert the word 'strategy'. The programme to progress the Strategy to adoption was noted.	J Brooks	
11.	**Terms of Reference –** officers to update the terms of reference for the Chairman and Leader to consider and to then be reported to the next meeting of the Task Group.	J Brooks, K McGroary, T Collier	
12.	**Any other business –** Task Group requested a future report on issues facing high streets. Task Group agreed to invite local business community representatives to future meetings to provide feedback on local business issues. To note that the Chair of the Asset Task Group has asked the Economic Development Task Group at a future meeting to give advice on how certain assets might best be used to further economic development and revenue generation. This to be considered at the next meeting Agreed that Surrey County Council be invited to join the Task Group.	K McGroary J Brooks Committee Services T Collier K McGroary	
13.	**Next meeting - Wednesday 27 November 7pm**		

Report for Overview and Scrutiny Committee – 12 November 2013

Update on Economic Strategy Programme

1. This report responds to the Committee's request at its March meeting for an update on progress in preparing the Economic Strategy.

2. As previously reported a work programme was devised by the Local Plan Working Party at its meetings on 9 and 29 January this year to enable the Council to be in a position to adopt an Economic Strategy by the end of the year. The programme was agreed by Cabinet on 12 February.

3. The first part of the work was the preparation of a Local Economic Assessment (LEA). This was completed by officers by the end of March and, following consideration by the Local Plan Working Party on 9 April was agreed by Cabinet on 30 April for public consultation. This took place between 13 May and 17 June and included extensive consultation with businesses, business groups and other organisations and interested parties. Its purpose was to identify anything missing from the Council's analysis, develop consensus on the key issues and in parallel undertake a business survey of current business experiences.

4. Work then commenced on the draft Economic Strategy. The then newly formed Economic Development Task Group (EDTG) met for the first time on 18 July and considered the findings from the business survey, response to the draft LEA, noted the key issues that had emerged and the intended scope and style of the draft Economic Strategy.

5. The Local Plan Working Party (4 September) and EDTG (5 September) considered the recommended final version of the LEA and a draft Economic Strategy and agreed to recommend both to Cabinet. Cabinet agreed these on 24 September including a 6 week consultation on the draft Strategy (26 September – 6 November). Again this consultation has included an extensive range of groups and businesses. I advised all Members about the consultation, including providing links to the documents. Copies are also available in the Members Room.

6. There is a very tight programme to analyse the comments received, make any adjustments to the Strategy and report back to the Council's Management Team and then the EDTG on 27 November, Cabinet Briefing on 2 December, Cabinet on 17 December and adoption by Council on 19 December. The necessary resources are in place to achieve this.

Recommendation – that the progress toward the adoption of an Economic Strategy is noted.

Report author: John Brooks, Deputy Head of Planning and Housing Strategy

Meeting Next Steps

Title: Leader's Task Group on Environment and Waste

Date: 29 September 2013

Present:

Cllr. Mitchell	Cllr Taylor	Cllr Frazer (invited)
Cllr. Sider	Cllr Smith-Ainsley	Cllr Dunn (invited)
Sandy Muirhead	Jackie Taylor	

Apologies:

Cllr. Madams		
Liz Borthwick		

Next Steps

No.	Action	By whom	When
1.	**. Recycling:** (a). Update was provided on various activities (summary attached) b) DCLG bid - progressing well with 500 properties now moved t the new scheme. The vehicle to be dedicated to the service has now arrived and is being labelled to explain its use. Also noted that the Northlands site is part of the DCLG project and work is ongoing with A2 to ensure bins sited appropriately c) For the green waste collection scheme the waiting list has been reduced to zero. There is still demand for the service and we will be evaluating options to see if it is viable to introduce a third round	Sandy Muirhead Jackie Taylor Sandy Muirhead/Jackie Taylor	
2.	Sustainable Development Strategy Initial work being started in October with delivery by March 2014 (not Sept 2013 as in previous minutes)	Lucy Hicks	
3.	Laleham Park Actions from meeting in July 2013:- (a). Sandy Muirhead to liaise with consultants, Chris Blandford Associates, to ask them to prepare a brief on a phased approach to revitalising the park with a new	Sandy	Sept 13

Meeting Next Steps

	pavilion, new toilets, cafeteria, children's water feature, etc. *Options appraisal circulated for discussion at this meeting*	Muirhead	
	(b). Sandy Muirhead to approach Bretts in relation to pitch provision in the park for Laleham recreation football club. *Met with Matthew Boon and they were already in discussions with the club about possible options so they are taking this forward*		Aug 13
	(c). undertake stakeholder consultation with residents using volunteers, e.g. on a Saturday to canvass opinions, sending letters and putting questionnaires in libraries. Sandy Muirhead to take resulting ideas back to the consultants *Survey of park users undertaken and questionnaires sent to residents to be retuned by 1st week in October 2013. Will be a public consultation (probably January 2013)*	Sandy Muirhead	Aug/Sept 13
	The main item on the task group agenda was a discussion of the document circulated and recently produced by Chris Blandford Associates on possible master plan options for Laleham Park	Sandy Muirhead	
	The preferred option was identified as 2B in the document and moving forward the consultants need to provide a detailed estimated cost of each item suggested and to define a outline timetable for teach item and the entire project.		
	To ensure project moves forward and facilities are delivered to request Cabinet allocate £1M per year over 5 years	Cabinet/TC	November 2013
	Recognised that capital budgets may be an issue		
	Specific points picked up were:-		
	Cost of moving the campsite to the lake side versus truing it round on existing site to free up river frontage. Who would pay for total relocation and also as one option does not show presence of campsite would it be legally possible to remove them	Sandy Muirhead	Oct 13
	To allow some flexibility in 2B especially if cannot move campsite		

Meeting Next Steps

	2019 Walled Garden may still not be available if required for future grounds maintenance contactor		
	Ensure that as part of the business case water supply, sewerage and electrical connections taken onto account		
	To ensure in final analysis full costings provided including for community sports facilities		

Meeting Next Steps

Title: Leader's Fixed Assets Task Group

Date: 1 October 2013

Present:

Councillor Leighton (Chairman)	Cllr Frazer	Cllr Friday
Cllr Gohil	Cllr Spoor	

In attendance:

Terry Collier	Dave Phillips	Cathy Munro

Apologies:
Cllr Grant

Next Steps

No.	Action	By whom	When
1.	**Next Steps from 29th July 2013** Chairman summarised the terms of reference of the Task Group		
2.	**Assets requested for review** Dave Phillips explained the assets being detailed in the documentation. Cllr Gohil asked for the summary list to be sorted by town Dave explained the approach to valuation. Dave confirmed that the Council will be going out to tender for valuation services Task Group discussed the need to set tight deadlines for negotiating rent reviews with community groups. Task Group asked for consideration of a "tariff" approach to standardise more the rental levels. Dave to address as part of the market testing exercise. We would seek to simplify and make more equitable and to make transparent decisions when on occasion decisions made to part subsidise. Dave will bring	DP DP	2/10 31/3/14

Meeting Next Steps

	back proposals to Task Group ahead of going out to market.	DP	31/1/14
	Terry to circulate the list of rental values to the members of the Task Group	TC	2/10
	Chairman would like following sites to be focused on including:		
	Units 12 & 13 Shepperton Towpath, adjacent to Revelstoke to be converted into parking. Chairman and Dave to set up meeting to progress. Aim to let by end of financial year	DP & Cllr Leighton	Oct 31/3/14
	Pavilion Long Lane Recreation Ground- to find community use (email from Cllr Rough separately circulated) Committee to be formed with constitution, costings to be produced and funding provided with whom lease can then be agreed	CM	
	Chairman asked for members of the Task Group to give consideration to which sites the Group would like to review.	All	13/11
3.	**Key Assets Projects update** Cathy provided update on airport parking site at **Vineries allotments**. Allotment holders currently happy to move. Report going to November Cabinet with options analysis but with reference to the impact of the Davies Commission shortlisting recommendation	CM	24/11
	Short Lane Stanwell – Cathy obtaining costs for levelling and de-contamination . Will then seek expressions of interest. One option funding from Football Foundation for football facilities. Report with options to go to January Cabinet	CM	28/1/14
4.	**Date of next meetings:** 13 November 7.30pm Goddard Room 22 January 7.30pm Goddard Room	All	

Overview and Scrutiny Committee

12 November 2013

SPELTHORNE
BOROUGH COUNCIL

Title	Emergency Plan Update 2013/14
Purpose	For Information

Report of	Assistant Chief Executive	**Confidential**	No
Cabinet Member	Councillor Patel	**Key Decision**	No

Report Author	Nick Moon, Risk and Resilience Manager
Summary and Key Issues	The Overview and Scrutiny Committee have requested an update on the Emergency Plan review as well as clarity on Elected Members role before, during and after an emergency and what training is available. This report highlight the key changes made in the latest review of the Emergency Plan, gives further information on Elected Members roles and gives some possible training options.
Financial Implications	Potential training costs
Corporate Priority	Service delivery Communication Efficient use of assets Supporting independent living
Recommendations	**The report is for discussion and note by the Committee**

1. Background

1.1 When reviewing the debrief report into the flooding of November and Christmas 2012, the Overview and Scrutiny Committee requested an update on the status of the emergency plan, information on elected members roles and responsibilities during an emergency and information on potential training for members.

1.2 This report highlights the main changes to the corporate Emergency Plan. It also draws member's attention to the relevant sections covering roles and responsibilities as well as provide some additional background.

1.3 The Corporate Emergency Plan sets out the authority's overall response to dealing with a major emergency or incident and sets it within the overall Surrey context. It describes what defines an emergency and major incident, the legal background, the main risks faced in Spelthorne and roles and responsibilities of responding agencies including Spelthorne Borough Council. It also lays out how major incident procedures are initiated within the authority and provides responding officers with operational guides for key areas of response, such as Incident Liaison Officers, the Borough Emergency Centre and Emergency Assistance Centres.

1.4 The plan is reviewed at least every 18 months, after lessons identified from incidents in Spelthorne or elsewhere or after exercising. This is a planned review to ensure details are up to date.

2. Updates

2.1 Roles and responsibilities have been updated for this new plan. For example, Spelthorne Borough Council's roles and responsibilities have been added to or clarified due to experience from incidents. Changes to the NHS, including the abolition of the Primary Care Trust has meant that health roles and responsibilities have also been updated.

2.2 The other key change is where previously contact numbers for internal Spelthorne personnel as well as other responding agencies were contained in one RESTRICTED plan, the contacts section has been entirely removed and the plan protective marking reduced to PROTECT.

2.3 This allows for easier and wider distribution, a clearer contacts section that can be updated more frequently without the need to re-issue the entire plan, as well as making it easier for key responding personnel to use both.

3. Roles and responsibilities of elected members

3.1 Section 3.2.33 of Emergency Response and Recovery -Non statutory guidance accompanying the Civil Contingencies Act 2004 states the following:

Local authorities should consider and plan for the roles of both officers and elected members in emergency response and recovery. Experience has shown that where their respective roles have not been established prior to an emergency, or where agreed roles are exceeded or disregarded, then the coherence of the local authority's position is undermined. Local authorities should ensure that they have plans and procedures to inform their elected

members of risks and emergencies, ensure the safety of elected members, avoid issuing contradictory or unconfirmed information to the media and public, avoiding duplication of effort and prevent unnecessary additional workload for officers responding to the incident.

3.2 Page 20 of Spelthorne's emergency plan lays out the command and control arrangements for managing a major incident impacting the Borough. These are inline with the UK Central Government Response Concept of Operations for Responding to Emergencies.

3.3 As stated, a key responsibility for Spelthorne's Incident Management Team *will be the key conduit for information for elected members and will keep them regularly and comprehensively briefed on developments as well as supporting them in their roles.*

3.4 Spelthorne is fortunate not to have had a major incident, and so a full and formal set up of command and control structures has not been required. However Spelthorne has experienced a number of emergencies or potential emergencies, such as the Ludd Lodge fire, unexploded mortar shells and flooding. On every occasion, a member of Spelthorne's Management Team has kept Ward Members, all Members or the Leader of the Council fully apprised on the situation. This will always remain the case.

3.5 Similarly where there is a risk of an impending emergency or possible emergency a member of Management Team or the Risk and Resilience Manager will provide a briefing to relevant Members. Often where these briefings include sensitive information, they will be restricted to the Leader and Cabinet Member for Emergency Planning.

3.6 Page 31 of the Emergency Plan outlines the duties of Elected Members. They are listed below along with guidance on how this might be achieved:

(a) **Focus community concerns** – Through their normal day to day contact, constituents may raise concerns with their Members. These may be prior to, during or after an emergency. Members who come across information that could be important to the emergency response can feed this into the Incident Management Team or the Borough Emergency Centre.

(b) **Where appropriate assist with Emergency Assistance Centres** – The emergency plan outlines the different types of centres that may operate (page 33). Members may have a role to play in supporting people who find themselves in a centre. This may take the form of talking to people and acting as a sympathetic ear or noting down issues that may need to be addressed once the emergency is over and recovery begins. However, all Emergency Assistance Centres are multi agency environments and Spelthorne Borough Council is party to agreements based on national guidelines on how they are operated. In many circumstances it may not be appropriate for Members to attend the centres, particularly where people have been through a traumatic experience or where evacuees must be interviewed as witnesses and should be isolated for example. In these instances, attendance at the centres must be left to professionally trained officers (for example, Police Liaison officers). The Borough Emergency Centre, liaising with partners will be aware of these issues and will brief the Incident

Management Team, who will discuss with members what role at centres Members could play.

(c) **Encourage and support recovery teams working within their community** – As an emergency unfolds issues that will require medium or long term recovery will start to become clear. Members have a key role in linking with their communities in establishing what issues of recovery are developing and participating in recovery working groups.

(d) **Enhance local community liaison –** communication with the public, before, during and after an emergency is crucial. Members can play a significant role in helping get out messages to their communities and relaying crucial information or concerns, at the appropriate time, back to the Incident Management Team. However, as stated in the national guidance confusing or contradictory information must be avoided and so it is crucial that information given is in line with agreed messages. The Incident Management Team will liaise with relevant Members (most likely the Leader of the Council) as appropriate on public messages, however in most cases the Police will be the lead agency (see Appendix N, Page 61 – Media Policy).

(e) **Visiting people effected –** It is often important that the public understand the authorities are working to support them in an emergency. With a major incident, such as flooding, resources will be stretched extremely thin. Members may wish to visit people affected to show the council is there to support them and to feed back recovery issues that will need considering. It is crucial for the safety of Members that when arranging visits, the Incident Management Team are consulted with and messages of what is available to support and in what time frames are clear and deliverable.

(f) **Assisting with the media in getting messages to the community (following lead agency guidelines)** – see (d) Enhance local community liaison.

(g) **Assist with VIP visits and other elected representatives –** Often after a serious incident, there is a desire from VIPs to visit affected people and communities. Local members can play a key role in helping this process, from possible suitable locations to timings and events.

(h) **Assisting (and possibly chairing) debrief sessions with the community** – Where the emergency has medium or long term recovery implications, local members may wish to hold forums to better understand issues and priorities of local residents and businesses. They may also sit on appropriate recovery groups and act as a liaison. Where resources are required, close liaison with the Incident Management Team will be needed to ensure they make the most efficient use of resources and at the appropriate time (for example, resources may still be dealing with the emergency).

4. Risks

4.1 As stated in the national guidance, it is crucial that when involved in an emergency response Elected Member's *agreed roles are not exceeded or disregarded, potentially leading to the local authority's position being*

undermined. Members must also avoid *issuing contradictory or unconfirmed information to the media and public, avoid duplication of effort and prevent unnecessary additional workload for officers responding to the incident.*

4.2   It is also very important to note that all officers of all agencies responding to an emergency, or potential emergency, constantly maintain an appropriate log of events. This is done to ensure that if called to justify a response, officers have the relevant information on what actions they took and the reasons behind it. Officers trained in emergency response are aware that they may have to rely on these logs as part of a debrief, inquiry or in a court of law. It should be noted that any communication with officers by Members will be recorded by the relevant Officer in an official log book. It is advised that where members are involved in an emergency response, they too log key communications and decisions. Log books that officers use can be made available on request. More information on logging can be found on page 65 of the Emergency Plan.

5.   Training

5.1   After having read the Emergency Plan and this report, should members feel that further training is required, the Emergency Planning College, run by the Cabinet Office, offers a 1 day training course specifically for Elected Members at a venue of our choice for £2,700 ex vat. The course aims to ensure members can

- Describe the elements of Integrated Emergency Management
- Identify the implications of IEM for local authorities
- Analyse an elected member's role and responsibilities in civil protection.

5.2   The Emergency Planning College is the training venue used by most authorities (including emergency services and health partners) when training officers in their specific roles.

5.3   It is possible that the college will offer a shorter course should a full day not be required, subject to negotiations, if it is felt this would provide value.

5.4   Alternatively, if none of these options are sufficient it would be possible to produce a short note/guide for all members, outlining their roles in an emergency in a similar way described in this report and the emergency plan.

5.5   It is also suggested that the Emergency Plan is issued to all members.

Background papers: Spelthorne Borough Council Emergency Plan October 2013

(circulated to Members only as the Emergency Plan contains sensitive operational details that could be used maliciously to undermine the authority's and partners' emergency response and is protectively marked. This means it must not be distributed more widely or externally and must only be electronically transmitted through Spelthorne's computer network.)

Appendices: None

Overview & Scrutiny committee – Tuesday 12 November 2013

Briefing Paper from the Head of Customer Services

Update on Spelthorne's Project Management Methodology

1.   Background

1.1   Following on from the July 2013 briefing note, internal project boards have been mapped to the new Councillor's working parties (Appendix 1).

1.2   The 6 priority projects have been designated by Cabinet.

1.3   All senior staff, councillors and project managers have undergone training in the new methodology.

2.   Current position

2.1   'Projects made Simple' area on Spelnet has been expanded to include;

(a)   Quarterly Project Dashboard updates

(b)   Corporate Project Risk Register

(c)   Overview of flagship projects governed by internal boards

(d)   Project Closure report

2.2   Several flagship projects have now been successfully completed;

(a)   Wellbeing Centre at Shepperton

(b)   Combined Heat and Power installation

(c)   CCTV at Stanwell

(d)   I-Trent-payroll system (Phases 1 &2)

(e)   Mobile Website

(f)   Engage App

(g)   Self-service on Revenues and Benefits via the Council's website (Connect)

2.3   There are still 43 Projects (Appendix 2) that the Council is currently committed to which have been split into the following areas;

(a)   Priority (12)

(b)   Statutory (8)

(c)   Income Generation (6)

(d)   Service Delivery (17)

2.4   This remains a large number to manage within the current staffing resources at Spelthorne and is causing some project managers difficulty in keeping abreast with the paperwork.

2.5   There are significant risks which need to be considered around the delivery of 50% of the Priority flagship projects as they are partnership projects and not wholly within the Council's direct control.

2.6   These projects include the Staines Upon Thames Redevelopment programme, being in partnership with Clerical Medical, BAA and Surrey CC, the Stanwell programme being managed by A2D, and the Knowle Green hub in partnership with Surrey CC .These projects need to be closely tracked for benefits realisation and progress against milestones.

2.7   The Head of Planning and Housing Strategy has made good progress on the Staines Upon Thames Redevelopment Programme with a focus on the following areas;

(a)   Bridge Street car park

(b)   Riverside car park

(c)   Elmsleigh surface car park.

2.8   There is still a risk around the large number of Housing Projects. Although in general the overall Housing programme is still at amber, the direction of travel is firmly towards green.

2.9   Issues still exist with unclear timeframes, the knock on effect on the Housing service and the extent of the changes. The programme is being managed through the Housing and Community board and high level tracking is in place to pick up issues and knock on effects.

2.10   Following on from a high level meeting with Surrey CC in September 2013, the scope of the public sector village has been widened and as such, the original project will be closed and a new project opened.

2.11   Whilst most project managers are now producing highlight reports, the frequency and content are not sufficient to enable the project office to collate dashboards with adequate information. As a consequence of this, MAT and Cabinet are not fully appraised of the project status and supplementary information is then often required direct from the Project Manager.

2.12   The Project Office spends a large amount of time chasing Project Managers for highlight reports, project plans and closure reports. Some Project Managers are providing verbal updates to boards rather than highlight reports, saying they do not have time to prepare the report prior to the meeting.

2.13   This is not consistent with the new methodology and the chairs of each board should insist on highlight reports being prepared in a timely manner to enable consideration at the appropriate board.

2.14   In addition, there is an absence of Project Plans for many of the flagship projects and as such, the Project Office has been unable to collate the resource requirements around specialist staff in support services.

2.15   Some projects are by-passing the Project Office and internal boards, with staff using MAT reports for the basis of their project start-up document.

2.16   Other reports are going to MAT with only the Project Kick Off and Consideration documents prepared. Again this not consistent with the new methodology and MAT need to insist that staff follow the correct procedures to ensure that the Council can support the new projects within the existing resources.

2.17   One of the main reasons for project managers not adhering to the new methodology appears to be a resource issue and that they often do not have time to prepare the relevant paperwork but need to meet a particular date in the forward plan to ensure the project is not unduly delayed.

2.18   This issue around resources will remain whilst Spelthorne continues with the 43 flagship projects the Council is currently committed to.

2.19   Senior officers are currently reporting to both internal boards and Councillor Task groups. Cabinet should consider whether this is an effective use of senior officers' time, particularly as the ACX for each board is also in attendance.

3.   Next Steps

3.1   MAT need to reinforce the project management methodology and refuse to approve projects without the relevant paperwork.

3.2   The Project Office to develop a MAT Project Template to make it clear to MAT that they are being asked to approve a project and remove duplication of reports. This needs to include a reminder to Project Managers to consult with support services so they are aware of any new projects being considered.

3.3   The Project Office to develop a checklist for Project Sponsor's to ensure Project Managers have considered thoroughly the impact of the project on all the resources required to deliver the project and key milestones identified at an early stage so that support services can consider the impact of new projects on their areas.

3.4   The Project Office to develop a flowchart for Sponsors to visually demonstrate how the Project Office is tracking projects including trigger points for escalation.

3.5   The Project Office to provide additional support to Project Managers to ensure Highlight Reports are succinct and complete.

3.6   The Project Office to discuss with ICT how Sharepoint could be used to assist Project Managers in documenting their projects and keeping stakeholders informed of the progress.

3.7   MAT to issue a directive to Project Managers to provide updated Project Plans on the 43 Flagship projects by 1 December 2013 to enable the Project Office to collate resource requirements for 2014 and update support services.

3.8   The Project Office to meet with ACX's on a quarterly basis to discuss individual projects to ensure ACX's are fully appraised of the status of projects within their areas.

3.9   Chairs of internal boards should refuse to accept only verbal updates to projects and insist on timely and informative Highlight reports and where these are not forthcoming, this should be escalated to MAT.

3.10   A slot at Manager's briefing on how two Project Managers' (Head of Planning and Head of Streetscene) are delivering their priority projects under the new methodology should be considered to endorse the new methodology and increase best practice.

Linda Norman - Head of Customer Service 017844 446375

Appendix 1 Councillors Working Party pictorial

Appendix 2 Spelthorne's Flagship Project Map

Project Management Reporting Map

12 Priorities
- Laleham Park
- Knowle Green Hub
- Staines Upon Thames Programme (5)
- Ashford Multi Storey
- DCLG Waste Collection
- Stanwell New Start (3)

8 Statutory
- Universal Credit
- Single Fraud Inspectorate
- Individual Electoral Registration
- Council Tax Support 2014/15 scheme
- Community Infrastructure Levy
- Supporting Families
- Housing Allocations Policy
- Private Sector Affordable Housing

18 Service Delivery
- Lync Telephony
- Agile Working
- Locata Housing Management
- Housing Options EDMS
- Automated Number Plate Recognition
- Customer Enhancement Programme (6)
- Paradigm Housing
- Combined Heating and Power
- Older Persons Review (3)
- Corporate Debt Collection
- I-Trent Payroll System

6 Income Generation
- Airport Parking
- Manor Park
- Fire station relocation
- Bridge Street Car park
- Staines Market
- Short Lane

Priority Projects

Laleham Park Regeneration (Priority 1)

Knowle Green Hub & Accommodation (Priority 2)

Staines Town Redevelopment (Priority 3) — **Elmsleigh Phase IV Priority 3(1)** — **Bridge Street Car Park Priority 3(2)** — **Riverside Car Park Priority 3(3)** — **Master Plan Priority 3(4)** — **Elmsleigh Surface Car Priority 3(5)**

Ashford Multi Storey Car Park (Priority 4)

DCLG Waste Collection (Priority 5)

Stanwell New Start (Priority 6) — **Housing** — **Open Spaces** — **Community Halls**

Statutory Projects

- Welfare Reform Universal Credit
- Welfare Reform Single Fraud Service
- Individual Electoral Registration
- Housing Allocation Policy
- Private Sector Affordable Housing
- Supporting Families
- Community Infrastructure Levy
- Council Tax Support 2014/15 Scheme
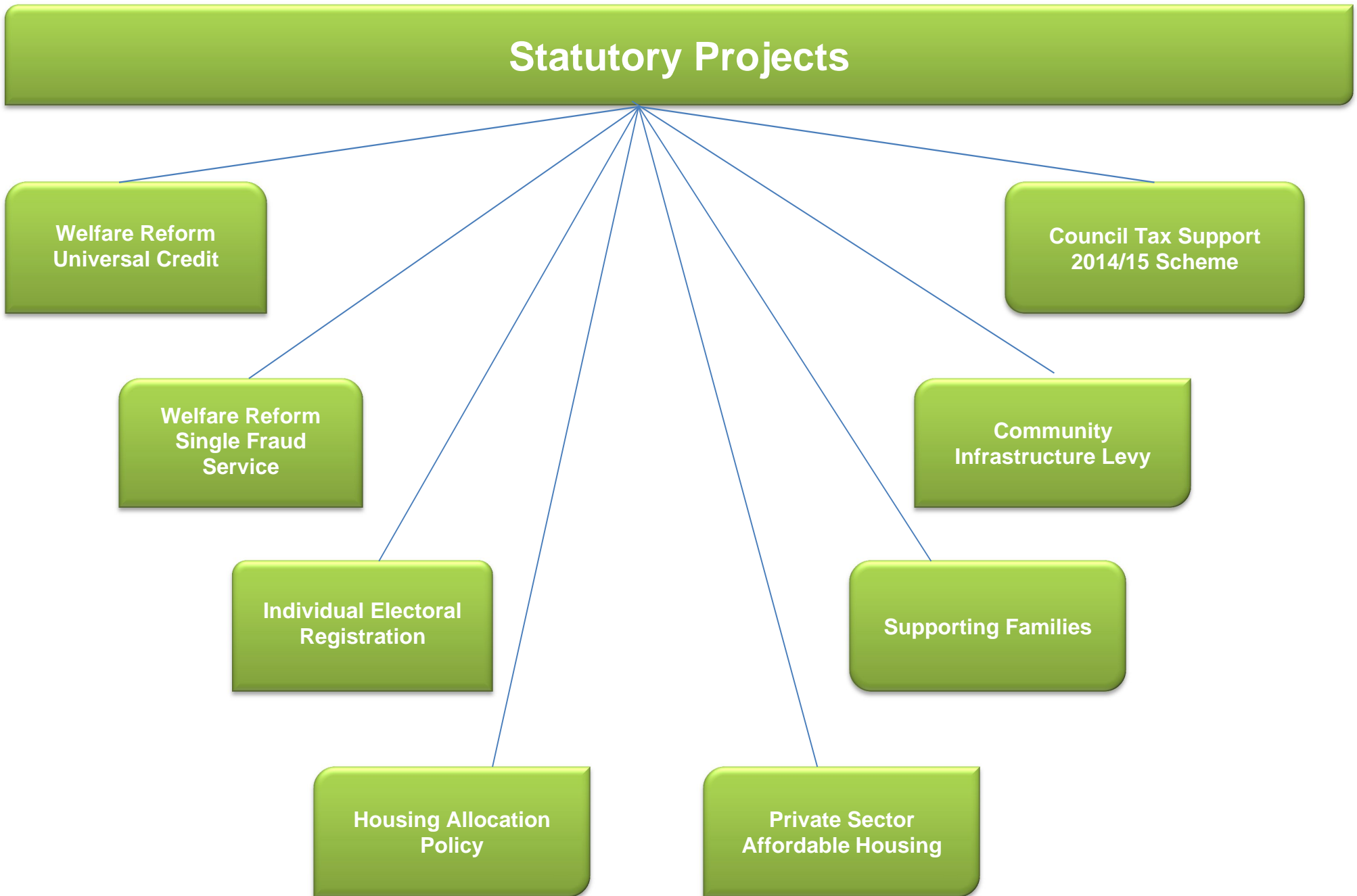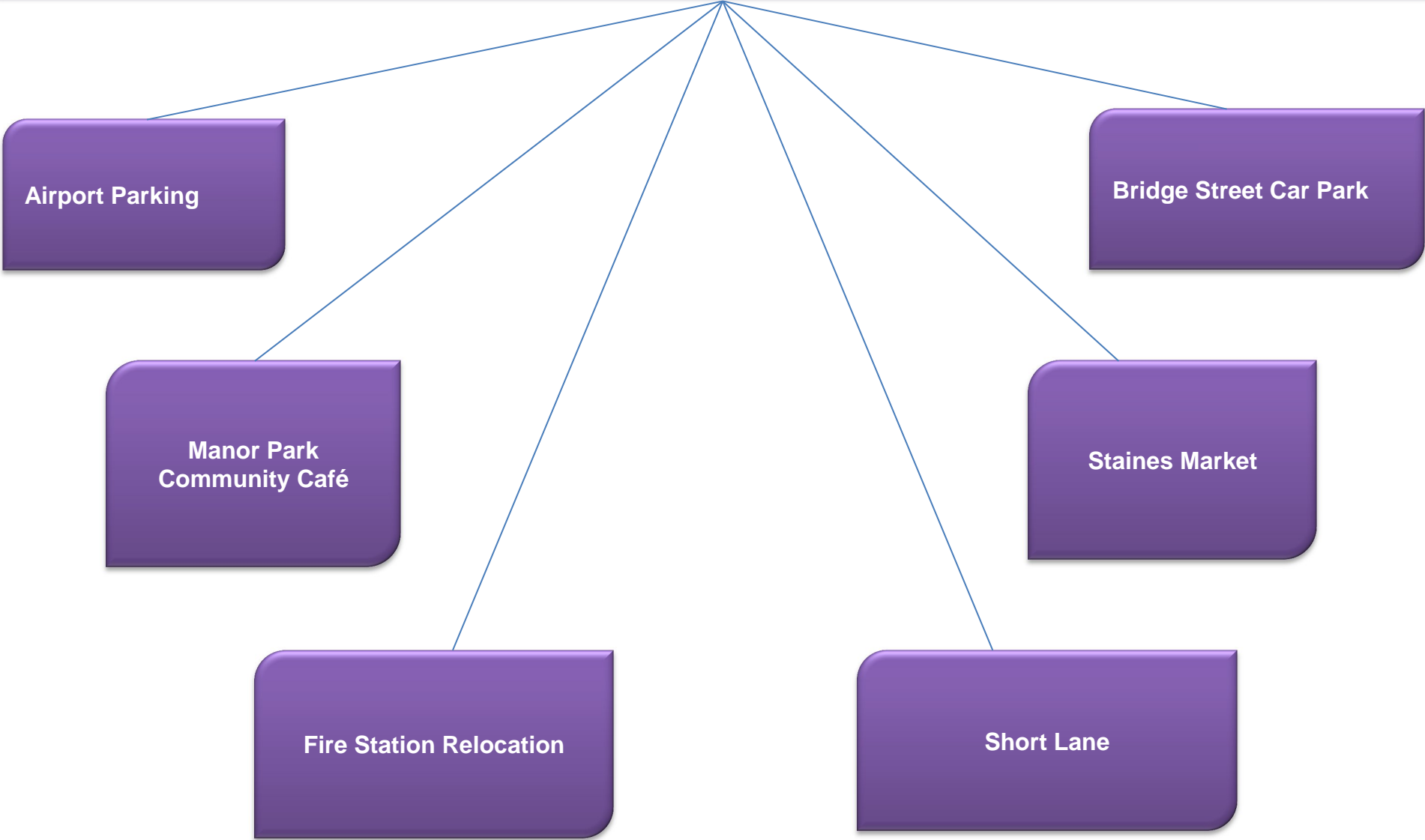
Service Delivery Projects

- Lync Telephony
- Agile Working
- I-Trent Payroll System
- Housing Options EDMS Document Management
- Automatic Number Plate Recognition

Customer Enhancement Programme (6)

Capital Engage App Capita Connect CRM System	Social Media/Mobile Website Achieve forms and on-line booking system Out of Hours Telephone

- Combined Heating & Power
- Paradigm Housing
- Corporate Debt Collection
- Locata Housing Management

Older Persons Review Programme (3)

Wellbeing Centre	Meals on Wheels	High Needs Group Provision

Overview and Scrutiny Committee

12 November 2013

SPELTHORNE
BOROUGH COUNCIL

Title	Social Media		
Purpose	For Information		
Report of	Chief Executive	**Confidential**	No
Cabinet Member	Councillor Joanne Sexton	**Key Decision**	No
Report Author	Linda Norman		
Summary and Key Issues	Perception of social media has evolved over the years and is now considered by many citizens as non-negotiable. Spelthorne has embraced the use of social media as an important and valuable part of its customer services, communications and marketing activities but could do more with the right resources. Spelthorne need to consider investment in this area to; • benefit the Council; • develop channel shift • reduce telephone calls to Council • promote the Council and it's priorities positively • speed up and Improve relationship with partners and our community • increase knowledge of, and attendance at, community events providing more value for expenditure • promote economic development • encourage two-way dialogue between the Council, community and various stakeholders • provide a cost effective means of gaining public views on issues and projects, particularly useful as the Council no longer has a dedicated resource		
Financial Implications	There is currently no budget to provide additional resources to support the Council's social media capabilities and this would have to be considered alongside other growth bids as part of the budget setting process		
Corporate Priority	Service delivery Communication		
Recommendations	If the Committee is supportive of this report, MAT be asked to consider the growth bid as part of the 2014/15 budget.		

Background

1.1 Recent years have seen a huge shift in how individuals both get and expect to get their information. With the evolution of the Internet and the growth in mobile connectivity, people can access websites from almost anywhere and new communication channels such as social media are a growing part of citizens' lives everywhere.

1.2 More and more organisations are turning to social media channels such as Twitter, Facebook, YouTube, blogs and Flickr to communicate with citizens.

1.3 Citizens are demanding more and quicker services and responses to problems/answers to queries. This has led to an increase in demand for information. Expectations are increasing whilst budgets are decreasing and effective on-line communication will lead to better engagement, increasing website usage and demand for other lower cost digital channels.

1.4 Perception of social media has evolved over the years and is now considered by many citizens as an essential part of their everyday lives.

1.5 For councils to use social media effectively, they need to be more transparent, responsive and able to manage multiple channels of communication. The challenge is to manage this change and provide a seamless, proactive and cost effective communication service.

1.6 Social media isn't 'free'. Those organisations that use Social Media effectively have invested in dedicated staff to promote and maintain the Council's social media strategy. As well as actively promoting Council events and services they also observe other social media sites and collate intelligence from other sources to protect the organisation's reputation and standing within the community.

1.7 Spelthorne's use of social media should be proactive, open to adaptation, flexible and responsive, able to adopt new social media presences or cease involvement in underused social media sites.

1.8 A small project team comprising of the Head of Communications, the Head of Customer Services, The Head of ICT, the Risk and Resilience Manager and the Parks and Countryside officer was set up in April 2013 to review Spelthorne's use of Social Media.

2. Key issues

2.1 Spelthorne Council has recently embraced the use of social media as an important and valuable part of its customer services, communications and marketing activity. It allows us to share our news, events, activities and important information with our immediate audiences and with the wider world, but crucially it also allows us to listen, respond and build relationships with our community.

2.2 Social media lets us know what the public are saying about the Council, good and bad. Word of mouth is a key decision maker for people. Through the use of social media, we can find out how we are perceived. This can help Spelthorne in its other marketing and communications activities, targeting our work more effectively and making sure that important policies, projects and emergencies etc are immediately known. This will also help limit certain calls to Customer Services as answers to common questions are shared for everyone to see.

2.3 Since July 2013, weekly meetings between Communications and Customer Services have been held to discuss the top five calls of the week which Communications then post these, with the relevant answers and other associated information on to Twitter and Facebook. This has resulted in a decline in calls on those areas the following week.

2.4 Communications have produced procedures, guidance and usage on the use of Social Media (Appendix 1) which was presented to MAT and O&S in September 2013. This needs to be formally accepted as Spelthorne's policy on Social Media and rolled out corporately through the Council's staff induction process

2.5 A Social Media workflow has also been implemented whereby Customer Services act as the incoming gatekeeper and Communications acts as the external gatekeeper for Social Media.

2.6 Campaigns have been promoted through Facebook and Twitter which have been received favourably eg Dog Fouling campaign, and this could be expanded. The Communications Team have promoted the 2nd anniversary of food waste through Facebook and sent invitations to the 'Ready Steady Cook' event to approximately 1500 followers.

2.7 Communications currently monitor what people are saying about Spelthorne through Hootsuite and this is also used to schedule Tweets and messages in advance. This is particularly useful for campaigns to remind citizens of the deadlines etc.

2.8 Whilst Spelthorne is managing to deal with the increasing demands that Social Media is bringing, within its current resources, it does not currently have the capacity to increase its use and promote it effectively throughout the authority.

2.9 We are not re-tweeting important messages from our partners such as Surrey Police, Surrey County etc. or promoting good news stories and pre-empting what residents want to know e.g. SCC details of Staines bridge closure, Sunbury Cross subway works etc.

2.10 We are not promoting two way conversations to engage with our residents to find out what they want and need, reaching more of our residents directly at a time and place to suit them.

2.11 We do not have regular blogs from our Management Team nor senior politicians which other Councils are doing on a regular basis. This is another cost effective way to get key messages to staff and other stakeholders.

2.12 Currently Spelthorne does not push any videos through Social Media and this is an area that could be expanded. Videos of council meetings, Staines upon Thames day, Shepperton Big Tree night etc., should be considered to promote the Borough in a positive light.

2.13 We do not use Social Media for the Council's consultations and questionnaires nor do we do any kind of market testing , which is a significant opportunity missed.

2.14 Social Media could be used for seasonal campaigns particularly as the recent dog fouling campaign was positively received through this format. It could greatly reduce the cost of producing, for examples, printed publicity in several forms.

2.15 Spelthorne could do webinars on controversial local issues such as the Heathrow expansion or even on basic things such as 'How to submit a planning application'. Tutorials showing how to use our new Engage App or Connect software could also be promoted through Facebook and Twitter.

2.16 Customer Services take on average 13,000 calls a month but since the introduction of the Engage App in September, there has been a slight decrease in telephone calls to 11,500. The decrease has been around general enquiries as citizens are using the App to obtain the information they require, when they require it and this should be promoted at every opportunity.

2.17 Spelthorne does not currently use Flickr as we do not have the resources to maintain this. Flickr is a photo sharing website and this could be used to promote the Borough and our events in a positive light through photography and encourage residents to post their photos of the events they attend. This may even attract businesses to the area who wish to use the borough for film or television locations.

2.18 Social Media could be used to promote events in the town centre or shop opening events to encourage our residents into our shopping centres to boost our economy.

2.19 Social Media allows us to share information almost instantly and audiences now assume and expect that information will appear straight away. This is becoming increasingly difficult within our existing resources and working patterns. Printing for example, takes time and money to produce and distribute. However, with an additional resource working flexible hours, this could be achieved and assist our citizens to deal with us electronically if we were able to respond to tweets, Facebook comments or promote evening and weekend events as they happen.

2.20 There are several Councils in Surrey that have a dedicated Social Media officer and their Facebook and Twitter followers exceed Spelthorne's by a significant number and consideration needs to be given on an invest to save basis as done properly, Social Media can;

- increase channel shift

- reduce telephone calls to Council

- promote the Council and it's priorities positively

- Speed up and improve relationship with partners and our community

- promote economic development

- Increase knowledge of and attendance at community events

- encourage two-way dialogue between the Council, community and various stakeholders

- provide a cost effective means of gaining public views on issues and projects, particularly as the Council no longer has a dedicated resource

3. Options analysis and proposal

3.1 Within the current resources, Spelthorne is only just managing Social Media but it is not and cannot, develop it in a way that will result in better and more

cost effective communication. The procedures and guidelines that have been developed will assist staff and councillors in the use of Social Media.

3.2   Our current target for responding to Social Media is 48 hours which has on occasion, allowed a thread of negative dialogue to gather momentum prior to the Council being able to respond. This in turn requires more time to respond to the negative perception.

3.3   MAT will need to consider whether our current procedures and policies are sufficient and that our existing use of Social Media meets the Council's requirements particularly in these pressing economic times.

3.4   However, MAT could consider the introduction of an additional staffing resource to proactively promote, expand and maintain our Social Media strategy. This could be on a two year fixed term contract and considered as an 'invest to save' initiative.

3.5   The ideal candidate should have some key qualifications based on ability to promote social media as a key communications method, act quickly and take responsibility, interpret and understand sometimes complex information. These skills are specific and are often found in journalists or those connected to media. A background in and knowledge of, local government would also be useful. Flexibility to be able to respond to queries etc., attend meetings and events out of hours would be a key part of that role.

3.6   The additional resource could provide resilience to the Communications team particularly around the mobile website, the Engage App, helping with marketing campaigns and monitoring various websites and chat streams to ensure Spelthorne's reputation is not compromised.

3.7   Any additional resource would be responsible for delivering all the improvements suggested under key issues and would report to the Head of Communications.

4.   Financial implications

4.1   There is currently no budget for any additional resource to support social media capabilities so it would have to be considered as a separate growth bid in conjunction with other growth bids for the 2014/15 budget process.

4.2   Ultimately the aim would be that any additional resource would be self-funding either through a reduction in staff from service areas or other savings such as reduced production of printed publicity, e.g. Borough Bulletin, Council Tax leaflet etc.

5.   Other considerations

5.1   There are currently no additional resources within Customer Services or Communications to expand on what Spelthorne is currently doing on Social Media.

5.2   The next generation of Spelthorne residents will never have known a world without the internet or smart phones and Spelthorne needs to embrace the use of Social Media as it will become more important for sustaining an effective communications method.

5.3   Social Media used effectively could deliver savings across the Council as citizens change to channel shift or receive the information they require as it happens.

5.4   It could also promote the economy and improve the reputation of the Council and how we are perceived by our residents.

5.5   Consideration needs to be given as to how the public/staff will react to investment in Social Media in the current climate although this is reducing quickly as, for reasons set out above, this is becoming the norm rather than the exception.

6.   Risks and how they will be mitigated

6.1   By introducing t any additional staffing resources on a 2 year fixed term basis, with a well thought through job description and person specification, this will ensure the right candidate is selected and also enable the Council to evaluate the success of the post during the period.

6.2   Senior management and councillor buy-in is critical to the success of Social Media and how the Council is perceived by our residents and businesses. Without top level support and a clear strategy, Social Media could be seen as an expensive gimmick that will only benefit 'IT geeks' rather than an innovative way of engaging with our residents and providing low cost solutions to meet their needs.

6.3   Slots at councillors', staff and managers' briefings should be held to demonstrate the use of Social Media and promote Spelthorne's guidelines and policies. This will also increase the understanding of the issues generally and the importance Spelthorne attaches to it.

7.   Timetable for implementation

7.1   To be considered as part of the budget setting process for 2014/15.

Background papers: None

Appendices:
Social Media Guidelines
Social Media step by step guide

Social Media in Spelthorne Borough Council:
Guidelines and usage – draft, Vicky Ellis

Introduction

This document provides information on Spelthorne Council's social media guidance and usage; how, why and when to use social media; etiquette and best practice.

The purpose of the Guidelines is to:

- Ensure effective use of social media;
- Protect the Council and its community;
- Create consistency and coherence across Spelthorne Council's social media activities.

Key points

- Social media offers great opportunities for Spelthorne Council and individuals to listen and have conversations with the people they wish to influence.
- There is a need to highlight the guidance on offer to staff and train them in what is and isn't acceptable behaviour online.
- The next generation of Spelthorne Council staff will never have known a world without the internet or mobile phones. How Spelthorne Council embraces their use of social media is vitally important and crucial for sustaining an effective communication platform with its public.

Guidelines

Defining social media

Broadly, social media refers to any form of media that encourages online social interaction between users and content creators. Current leading examples of social media include Facebook, Twitter, LinkedIn, Flickr and YouTube, and tools such as wikis and blogs. However, the social media landscape can and does change rapidly: what is popular today may drop significantly in popularity the following year, and new tools may arise just as quickly.

With this in mind, Spelthorne Council's use of social media should be responsive, open to adaptation and prepared for the potential need to adopt new social media presences or cease involvement in underused social media sites.

How Spelthorne Council uses Social Media

Spelthorne Council has embraced the use of social media as an important and valuable part of its customer services, communications and marketing activities. Not only does social media allow us to share our news, events, activities and important information with our immediate audiences and with the wider world, but it also allows us to listen, respond and build relationships with our community.

In addition, social media helps us to understand what the public are saying about us, good and bad. Word of mouth is a key decision maker for people, through social media, we can find out how we are perceived. This can help Spelthorne Council in its other marketing and communications activities. This will also help limit certain calls to Customer Services as answers to common questions will be displayed for everyone to see.

Existing sites/groups

Currently Spelthorne has a presence on two social media sites and one monitoring site:

www.facebook.com

www.twitter.com

https://hootsuite.com
The Communications Team use Hootsuite to monitor our posts/tweets and also monitor what others are saying about us. Hootsuite searches both Facebook and Twitter for users mentioning 'Spelthorne'.

Anything added into our 'Latest News' area on our website (www.spelthorne.gov.uk) is automatically (via RSS feeds) added onto our Facebook and Twitter pages. This includes all press and news releases.

Encouraged practice
Spelthorne Council encourages the following uses of social media.

- **Collaboration** – Customer Services are tasked with answering all the day-to-day questions asked by the users (eg how do I get onto the Housing Register?). The Communication Team are tasked with interacting with the users (eg did you enjoy any of our parks over the weekend?) and alerting users with changes to our services (eg unfortunately no bins will be collected today due to the snow). Other departments are encouraged to add messages about their up-and-coming events/consultations/projects.
- **Promotion -** positive promotion of our activities/services can help Spelthorne Council communicate effectively with our community.
- **Engagement -** Effective and well-managed use of social media can help promote Spelthorne Council and has the potential to boost engagement levels and activities with Spelthorne residents (free market research).

Using social media – advice for staff

Know social media
First, get to know how social media works. Familiarise yourself with, for example, how Twitter works and how organisations promote themselves on Facebook, before considering how and why you should start using it. Other council's are a great source of inspiration, but looking at commercial organisations is also valuable. Setup your own private account to test with before using Spelthorne Council's.

Your goals
Do you want to improve internal communications, promote your area, or increase attendance at your events? Define what your main goal(s) are and how social media will help you achieve this (as part of your wider communications plan).

What is success?
Define how you will measure the success of your channel(s) – better communication? Increased web traffic? Increased event attendance? Decide how and when to evaluate your activity to ensure that your time is being spent effectively.

Be respectful
Anything you post on the site/group reflects directly on both Spelthorne Council and on your particular area. Be professional and respectful at all times and do not engage in arguments or extensive debates with anyone who is critical of Spelthorne Council. While it can be

appropriate to put right any incorrect assertions made by commenters, or provide extra detail to counteract any criticism, try to do so in a way that will be construed as friendly, rather than combative or oversensitive.

Timeliness is everything
Because social media allows us to share information almost instantly, audiences often expect information to appear straight away. While that's not always going to be feasible, you should be prepared to provide relevant information in response to new developments, announcements or emergencies, and to do so in a timely manner (48hrs maximum). A short amount of accurate information delivered at the time of need can often be more valuable than a lengthy report the day after.

However, if you think answering a question might take a while, making the commenter aware that you have seen and are dealing with their question is better than silence.

Tone of voice
Developing a tone of voice that is friendly and polite manner is essential – you are engaging in a social forum, so behaving in a social manner is going to be far more effective than talking in a dry, verbose or overly formal way. Write in the first person (I or we). Do not correct the users spelling or grammar.

However, using slang, 'text speak', or using sentence fragments is not appropriate. Poor spelling, punctuation and grammar reflect poorly on you and Spelthorne Council, so take time to write and check your posts – for both clarity of message and for errors – before publishing them.

Your content will live forever – think before you post
Remember that anything you share on social media is not private. It can and will be shared, stored and spread globally. Don't post anything online that could reflect negatively on Spelthorne Council or that you wouldn't feel comfortable seeing on the front page of a newspaper or the BBC website. Items can be deleted, but by the time you do, it could be too late.

Don't let social media absorb all of your time
A lot of time can be spent on social media without any gain. You may find it effective to schedule points during the day to post on and monitor your accounts.

Getting your audience's attention
Your posts are potentially competing for attention alongside hundreds of other posts, so you need to put some thought into what you post if you want to get the reader's attention.

Consider the **words** you use and the order you use them. For example, if you just repeat a headline from a news story you want to link to, you will most likely find that few of your followers will bother to click through to the actual story. Instead, pull out an interesting detail from the story to entice them to click on your link, front-load your post with the most important/interesting information, or draw out whatever is likely to be of most interest to your audience.

Posing a question is often an effective way of piquing a reader's interest. Humour is also acceptable, but avoid saying anything that might be construed as sarcastic or risks offence. Get a colleague or two to check a post if you're unsure.

Photos and video are a very effective means of capturing attention and generating conversation, as well as encouraging people to share your content. This type of content should either be relevant to your audience's interests, visually interesting or conveys something important about your area. Please note, however, that particular care should be taken when posting photographs and videos to ensure that consent has been attained. If you are posting photos which come from a source other than the Council's photography team, you

should also ensure that you have the appropriate rights to do so, and credit people appropriately where necessary (however, you won't need to credit SBC photographers). If you are in any doubt about whether you have the correct permissions, please contact the Communications Team.

In addition, it is not appropriate to make exaggerated claims or excessively use **capital letters** or **exclamation marks** to draw the reader's attention. The latter two can be overbearing and irritating if used too often.

Keep it relevant: linking to videos of cute kittens or funny stories is most likely not going to be appropriate.

Don't spam your followers
Keep an eye on the frequency of your posts. Too few and your site/group won't be effective, but post too many and you risk annoying your followers. As a broad rule of thumb, you should make fewer posts on Facebook (we suggest two to three a day, maximum) than on Twitter (which can handle tens of posts a day – if the content is interesting enough). Also, ensure that all content you post or share is likely to be relevant to a large section of your audience.

Evaluate
As well as setting aside time for full evaluation of your site/group, on-going evaluation should be part of your daily social media activity. Consider what content is most valuable to your audience and what gains the biggest response and adjust your approach accordingly. Also consider whether there is any existing account that you could instead promote your service/project through. Please follow this link to see our recommended evaluation tools and those available for you to use.

Further information and points to consider

- Hashtags # - Hashtags are used mostly on Twitter as a form of search and to keep Tweets together. Eg your tweet could be 'National PlayDay will take place in Ashford, 9 July, 12-4pm #spelthorne #nationalplayday' then anyone searching the term #spelthorne or #nationalplayday will come across your tweet. Please note there are no spaces between the # and the word/s that follow (#nationalplayday not # National Play Day). Our advice is to use a maximum or three Hashtags per tweet.
- @ tag – in Twitter you can use the @ symbol to tag others in your tweet and the tag person/organisation will be notified via their 'interactions tab'. Eg if a user contacts us about traffic lights we should reply 'thank you but this is a matter for @surreycouncil' and then Surrey County Council will be notified and the user doesn't have to do anything. Please note there are no spaces between the @ and the words that follow.
- Tiny URL – Twitter restricts your characters to 140. So your tweets must be brief, if you need to add in a URL which is long and taking up most of your characters you can shorten it by using Tiny URL: http://tinyurl.com/
- Know and follow Spelthorne's Staff Code of Conduct and IT Policy.
- Respect copyright laws.
- Further information regarding conduct and Internet usage can be found on the ICT policy page. Failure to comply with this protocol may result in disciplinary action.

Contact us

Web and communications:

Vicky Ellis: v.ellis@spelthorne.gov.uk

Mandy Binley: m.binley@spelthorne.gov.uk

Social Media in Spelthorne Borough Council:
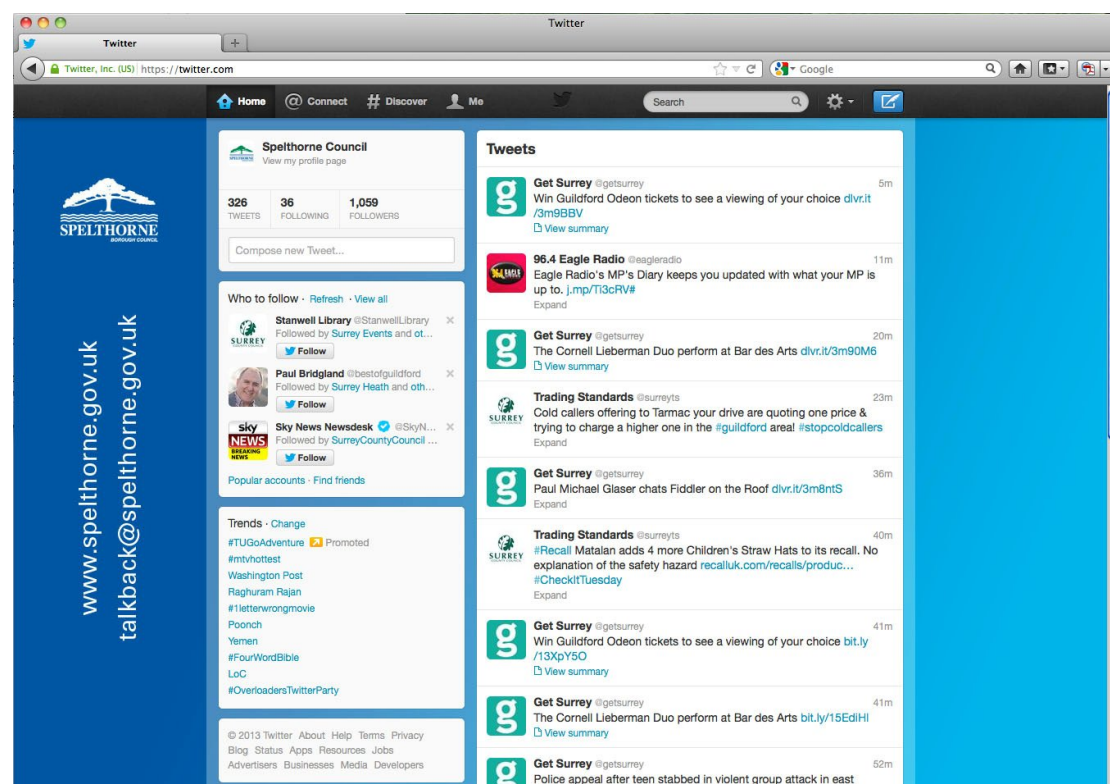**Step by step guide – draft, Vicky Ellis**

Twitter

1.1 Type www.twitter.com into the address bar at the top of the internet page.

1.2 There is a box on the homepage of Twitter which says 'User name' and 'password'. (Ask the Communications Team for details)

1.3 You are now within the Spelthorne Council Twitter site

1.4 Below is the first screen you are presented with:

1.5 The news feed on the right will show the most recent tweets from the people you choose to follow. You can search for people you are interested in following or Twitter will suggest some people for you to follow.

1.6 The total number of tweets sent, the number of people you are following and the number of followers you have will show on the left.

1.7 Click on 'Spelthorne Council' in the top left hand side, this will take you to your own profile.

1.8 The most important box is the empty, white one at the top of the page displaying 'compose new Tweet' (see below, shown with red arrow):
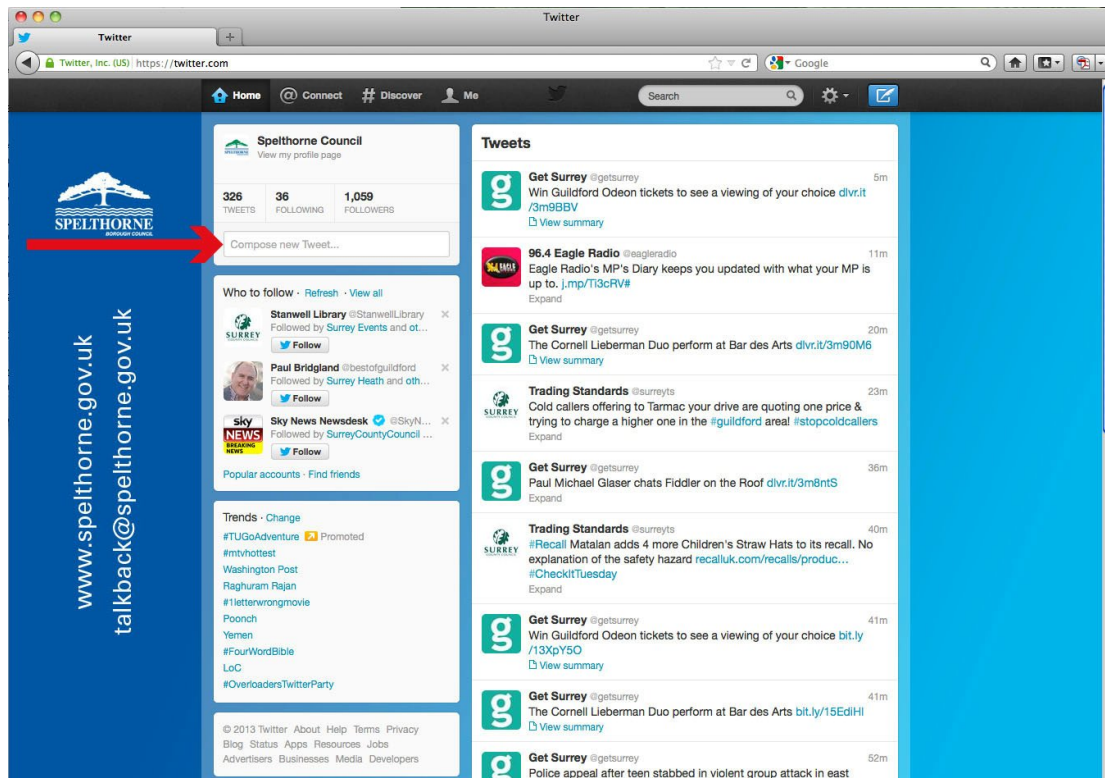
2.0 This is where you write the next tweet.

Things to remember:

- You only have 140 characters, keep the message short and avoid long words. It is ok to miss out 'a' 'the' and use numbers instead of writing it in full (eg 1 instead of one) as long as the message still makes sense. Twitter will count down the characters for you and will not let you Tweet something that is too long (see screen shot below):

- AVOID text speak eg msg instead of message; b4 instead of before; gr8 instead of great; nxt instead of next.

- Use hash tags to keep your messages together. The common one the council uses regularly is: #spelthorne

If you are tweeting about a specific event it is worth creating and using the same hash tag to keep the messages together. For example #sbcplayday. There should be no spaces in the hash tag.

It is sometimes worth using someone else's hash tag if it is already getting a lot of coverage. For example during the snow in December 2010 BBC Surrey invented #surreysnow which was then used by all local authorities, press and residents to talk about the snow situation. By adding this to our tweets our messages were included in the conversations.

You can use more than one hash tag in a message (we would recommend a maximum of three per Tweet).

2.1 When you are happy with your message click 'Tweet' and it will be sent to all those people following you

2.2 By hovering over a tweet a set of instructions will appear in the bottom right hand corner (screen shot shown below). This includes reply, so you can reply to the message, retweet so you can forward on that message to all your followers, favourite so you can show your support for the tweet, …more lets you share the Tweet via your own email.

2.3 If the message you are hovering over is your own a delete option will also come up. Be aware that deleting your Tweet may remove it from your own feed but it will still be available on the internet. Twitter is an open, public social network.

3 Adding pictures to your Tweets is very simple and can make users want to engage with you further. When writing your Tweet simply press the camera button at the bottom right of your Tweet (see screen shot below) and follow the instructions to add an image (jpegs are preferable). Respect copyright laws.

4 @tag others in your Tweets and replies. If you are Tweeting about a joint venture you should @tag your co-worker in your tweet and they will be notified. If you are replying to a user it can also be appropriate to @tag other organisations/users eg if a user asks SBC a question relating to traffic lights SBC should reply: This is a matter for @SurreyCouncil (no spaces). Once you begin to type @surr a drop down menu will appear for you to pick the appropriate Twitter account (see screen grab below). The

Twitter account you @tag will then be notified.

This is a matter for @surr

Get Surrey @getsurrey
SurreyCountyCouncil @SurreyCou…
Surrey Chambers @SurreyChambers
Trading Standards @surreyts
Surrey Heath @Surreyheath
Surrey Herald @SurreyHerald
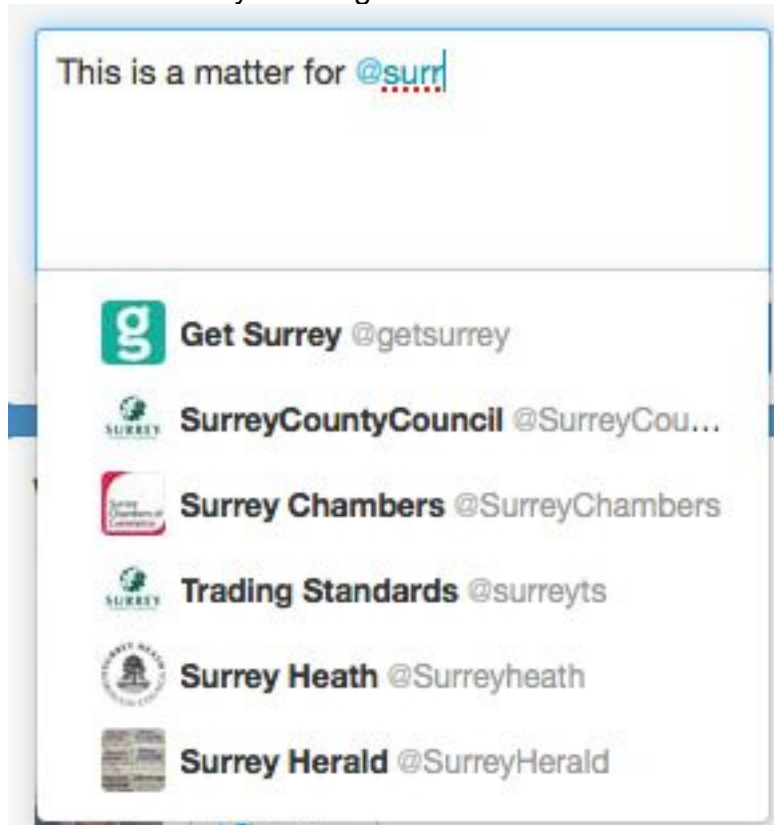
5   Interactions should be monitored by going to the 'connect' tab at the top of the screen. Here you will see everyone who has @tagged us in their

Tweet and everyone who has asked us questions
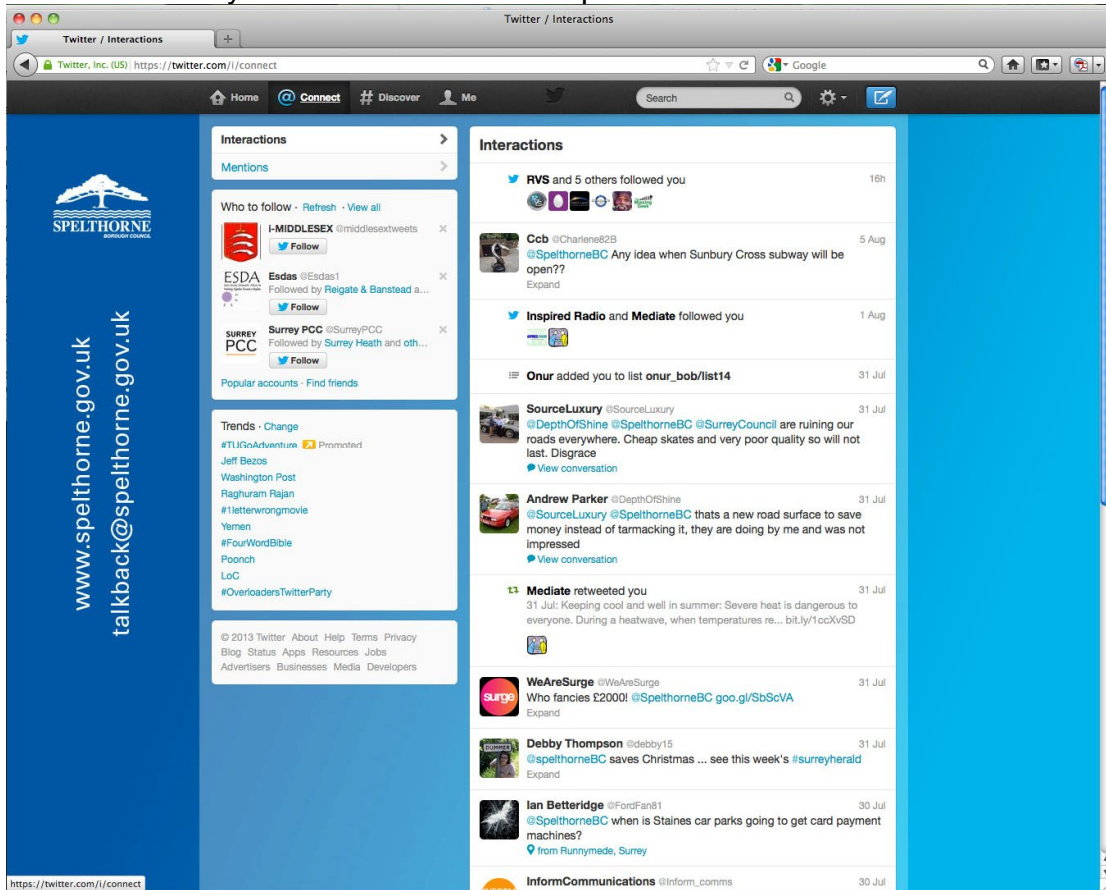
6   Tiny URL – Twitter restricts your characters to 140. So your tweets must be brief, if you need to add in a URL which is long and taking up most of your characters you can shorten it by using Tiny URL: http://tinyurl.com/

Facebook

1.1 Type www.facebook.com into the address bar at the top of the internet page.

1.2 There is a login at the top right hand side of the screen. Ask the Communications Team for username/password.

1.3 Below is the first screen you are presented with. From here you need to go into our 'Spelthorne Borough Council page' (shown by the red arrow).
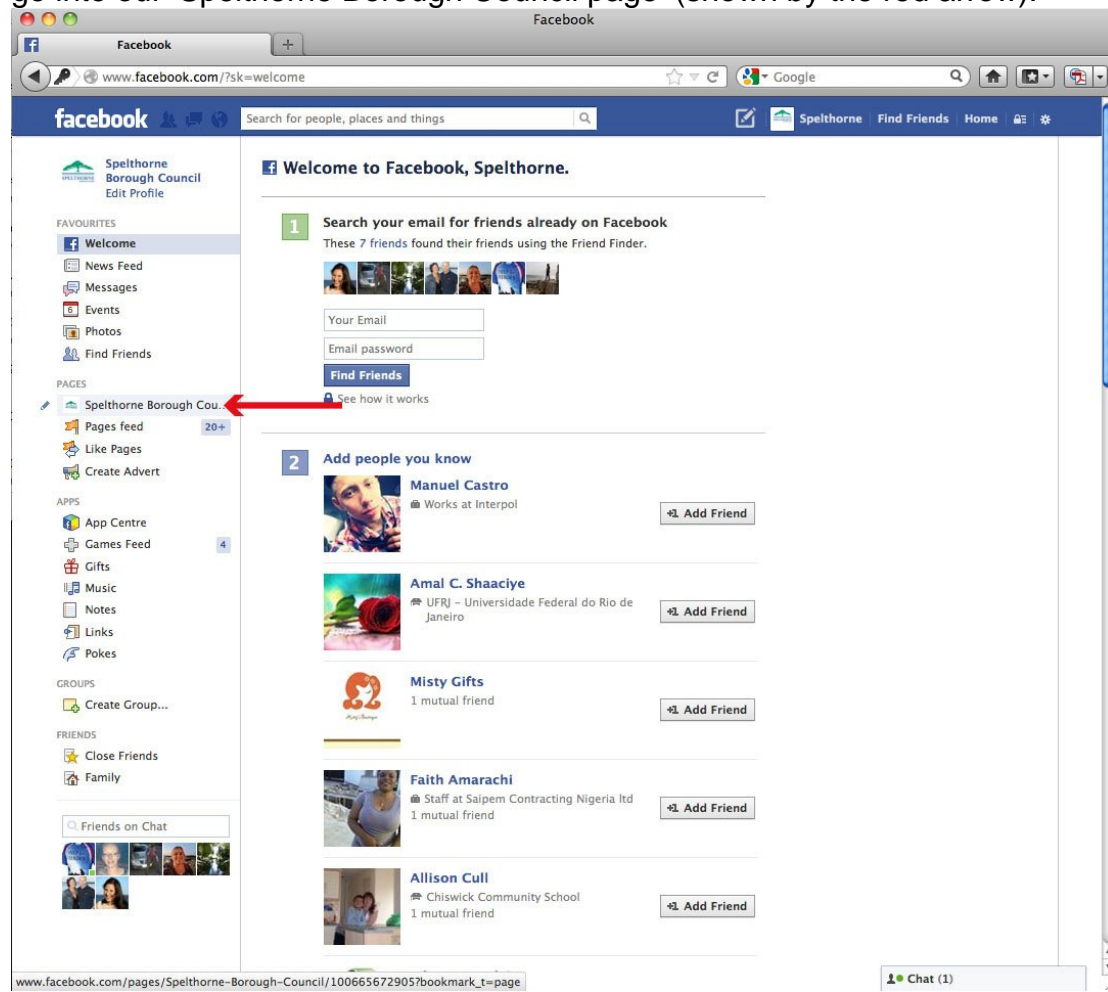
1.4 You are now presented with our 'page' screen. (shown below)

1- shows the admin panel, how many people have viewed posts etc

2- shows any recent private messages SBC has received

3- shows the SBC cover photo

4- is the SBC profile picture that will show up alongside all posts

5- information about SBC

6- photos uploaded by SBC (respect copyright laws)

7- How many people 'like' our page and therefore will see SBC posts

8- our location

9- our events

10- the 'post' box where you can update SBC's status

1.5 Things to Remember:

- You have more space here than in Twitter
- Make use of the ability to add images and videos
- You can add links to updates. Write the website address and Facebook will recognise this as a link and bring up some images from the homepage of that site for you to choose to accompany your update.
- Invite comments – don't be afraid, encourage engagement.

Contact us

Web and communications:

Vicky Ellis: v.ellis@spelthorne.gov.uk

Mandy Binley: m.binley@spelthorne.gov.uk

What Spelthorne Council currently use social media for:

- To help channel shift. Every week communications meets with Customer Services to learn their top five calls of the week. Communications then tweets/FB about the five topics. Subsequently customer services have seen a decline in calls in relation to the five topics.
- To push our press releases out – all SBC press releases are automatically posted onto Facebook (FB) and Twitter.
- Notify residents about events – Leisure Services add all their events to the sites
- To answer ad hoc questions – Customer Services monitor FB and Twitter and answer any ad hoc questions that might be asked. Once they are answered they say on the site for everyone to see and read
- To engage with residents – communications ask residents questions through FB and Twitter, we have had some great responses regarding our parks, restaurants in the borough and the dog fouling campaign
- Actively monitor what people are saying about Spelthorne and manage SBC's reputation – channels are set up through Hootsuite so communications can monitor when 'Spelthorne' is being mentioned and we can act accordingly if necessary
- Use Hootsuite to schedule tweets and messages. So when we have a consultation we can schedule messages in advance and time them to go live.
- SBC advertise their FB and Twitter pages on the website homepage and in every Bulletin

What Spelthorne Council 'could' be doing with social media:

- To help further encourage channel shift – SBC should be retweeting important messages (eg traffic accident reports from Surrey Police), be more proactive when new projects are launched, push 'good news' stories and pre-empting what the residents want to know (SCC details in advance of Staines Bridge closure)
- Promote more two way conversations – engage with more residents, find out what they want and react
- Reach more audiences, SBC should engage with residents in ways that best suit their lives. "Britons spend an estimated 62 million hours each day on Facebook and Twitter" The Independent, April 2013.
- Currently SBC doesn't push any video through FB or Twitter. We could be adding many videos eg council meetings, Staines-upon-Thames day etc
- Questionnaires – we currently do not use social media for this. This is a missed opportunity
- Market research - we currently do not use social media for this. This is a missed opportunity
- Competitions - we currently do not use social media for this. This is a missed opportunity

- Seasonal campaigns - we currently do not use social media for this. The only campaign that has been mentioned is dog fouling and we have had a positive response regarding the posters
- Consultations - Redbridge's Big Conversation used social media to provide a platform for local people to set priorities for spending and engage in policy discussion during a major borough-wide consultation, providing a place for local people to discuss issues.
- Webinar – invites though FB/Twitter – SBC could be doing webinars on controversial local issues such as the Heathrow expansion, or even on basic things such as 'how to submit a planning application'
- Promote tutorials – SBC could promore tutorials through FB and Twitter showing how to use our new Engage App
- To manage SBC's reputation to provide a more 'human' face, instead of bureaucracy
- SBC could create different areas/channels such as a section for planning or for businesses, or parents – better user experience, residents could focus on their areas of interest
- Use the sites to promote our lovely borough as an ideal film and television location

Why aren't we doing all of the above?

We do not have enough staff time currently allocated to social media. Staff are currently using it ontop of their current busy work loads.

Surrey CC, Waverley BC and Surrey Heath DC all have dedicated Social Media Officers.

Overview and Scrutiny Committee

12 November 2013

SPELTHORNE
BOROUGH COUNCIL

Title	Replacement Telephony System		
Purpose	For Information		
Report of	Assistant Chief Executive	**Confidential**	No
Cabinet Member	Councillor Daxa Patel	**Key Decision**	No
Report Author	Helen Dunn		
Summary and Key Issues	To report on the progress of the deployment of Lync as the replacement telephony system.		
Financial Implications	There will be 5 tranches for financial consideration : - Lync server license (Microsoft (MS)) - Implementation (external supplier) - Infrastructure Hardware (various) - Headsets and handsets (various) Introduction of SIP trunks (new lines in) (Unicorn)		
Corporate Priority	Service delivery - Telephony is still a key channel by which our customers contact us and expect to be contacted. Communication - Telephony is still a key communication tool. Efficient use of assets - We are utilising our current MS volume licence agreement effectively. Supporting independent living - Telephony is still a key channel that we communicate with older people.		
Recommendations	**Report is for information only**		

1. **Background**

2. Our current telephone system (BOSCH) is nearly 15 years old and is considered to be 'end of life' by the supplier (ANT Telecom) and is now only supported and maintained on a time and materials basis only. This puts us in a very vulnerable position because we still rely very heavily on phones. The actual switch itself is also in a very vulnerable position, behind the reception desk at the front of the building. It has no physical protection and it is in an area where there is constant physical movement. It could be accidentally damaged at any time.

3. **Key issues**

3.1 Traditional replacement voice over internet protocol (VOIP) systems will cost in the region of £250 - £400k. Because of this prohibitive pricing, we have been investigating the use of Lync, a Microsoft (MS) product that works alongside other MS applications such as Outlook and Office with in-built integration. Waverley BC have had a full and very successful migration to Lync.

3.2 As we have a Microsoft Volume License Agreement we are already licensed to have a basic deployment of Lync on our desktops (PCs, laptops, tablets). For full telephony further licensing is required for the servers and end users and this will cost in the region of £30K (one-off cost). However, we would need a supplier of services to help with the implementation.

3.3 Although Lync supports soft phones (i.e. the PC is used to dial and a headset is used for the voice), proper handsets are available, but they can be expensive so we would look to have a limited range of options.

3.4 The use of Lync also opens up opportunities for the use of IM (instant messaging) and video conferencing and it integrates with Outlook and supports file sharing and desktop sharing.

3.5 We will also evaluate the replacement of the current 2 x ISDN 30 lines that we currently have coming into the building with SIP trunks.

4. **Options analysis and proposal**

4.1 Four suppliers have submitted proposals. Exactive, Advanced 365, Always On and Intercall.

4.2 Always On and Intercall were discounted as neither of their proposals were financially viable nor did they offer robust project management.

4.3 Exactive and Advanced 365 were very similar proposals although Exactive were £10k more expensive. However, Exactive are the incumbent supplier for Waverley BC (where we did a site visit) who gave them very positive accolades.

4.4 Advanced 365 did our initial scoping exercise and the basis on which we invited other suppliers to quote so they are now very familiar with us. They have also included in their proposal very realistic fixed costs and sound project management proposals.

4.5   On the basis that we got very sound references from various suppliers, including a large housing trust on their Lync implementation by Advanced 365, subsequent to MAT approval, we have given them preferred supplier status.

5.   Financial implications

Capital :

Lync server license and enterprise CALs (client access license) – this will be in the region of £30K. Exact figures are not possible as it is dependent on the number of users we set up with conference call facilities, as the licences are additive

Exchange CALS (client access licenses) – these will be approximately £15K and are required for voicemail. They will bring added benefits to Outlook functionality too

Hardware – This will be in the region of £30K. Again this price is variable dependent on the level of Disaster Recovery (DR) resilience we build into the system

Implementation – this is the cost of the implementation using the expertise of the chosen supplier. The proposal price is £15,950, but is likely to be nearer £25K once the project is complete and has training and support factored in.

Headsets and handsets – we are choosing a mixture of different products. Polycom are the handset suppliers and Jabra/Plantronics will supply headsets. Buy in to this project by staff is important so the right equipment is essential. This will cost about £50K.

Introduction of SIP trunks (new lines into the building) and internet feeds which give us greater resilience and control, will cost circa £6K.

Total : £156,000 (compared to approved Capital Programme provision of £160,000)

Revenue :

There are no revenue implications other than the cost of the SIP trunk rental which will be off-set by savings in the current 2 x ISDN 30 circuits and the 2 x LES 10 circuits connecting Knowle Green and the Depot. There will also be revenue savings on the call charges.

6.   Other considerations

6.1   We will be replacing the current telephone system with a VOIP system that utilises the gigabit network to its full potential. We will no longer need to use the traditional telephony cabling.

6.2   The introduction of soft phones and headsets will replace the traditional head-set which can be very expensive.

6.3   MS licensing makes this a project that will deliver capital and revenue savings.

6.4   More efficient ways of working will be enabled as Lync allows your phone to follow you so where ever a user logs on they automatically have their phone as well. This will be invaluable for remote and home working as the user will automatically have their desk phone number as soon as they log on and will not have to rely on diverting numbers. Moves and changes thus become a thing of the past. Hot desking is instantly enabled as you sign onto the phone from the PC. Users can be signed on to as many places as you like. There

will also be no call charges on internal calls or to federated clients (other Lync users in other councils or other third parties) which will result in revenue savings. This will therefore potentially help facilitate the more flexible working which will be necessary to realise the potential Knowle Green "hub".

6.5 The introduction of SIP trunks will give us more resilience as each line in the trunk (we could have up to 200 lines per channel, with each channel running up to 30 concurrent calls) can be diverted to another line in their own right and we will be able to do this ourselves without relying on a 3rd party.

7. Risks and how they will be mitigated

7.1 The replacement of a telephony system for an organisation the size of ours is a very big project that could have far reaching implications. It is for this reason we have decided we need a phased approach for the delivery and as such we will need a 'gateway' product that means we can use the existing switch to route calls and to the BOSCH system and to Lync at the same time.

8. Progress

8.1 Please see attached Visio time-line.

8.2 The supplier has been selected after a selection process – Advanced 365 have been chosen.

A contract has been drafted and sent to Advanced 365.

Presentation to Managers and Team Leaders and at All Staff meetings.(first two weeks October)

Quotes for SIP trunks are being obtained.

Headsets are being trialled from Plantronics

A headset trial from Jabra will commence shortly.

Polycom handsets are being supplied for a trial.

Licensing quotes have been requested.

Networking quotes have been sought and are being assessed against other options (connection between KG and Depot).

VMWare (virtual server environment) upgrades have been done in preparation for the server build.

Discussions between Advanced 365 and Liquid Voice have begun regarding the customer services integration and DR resilience at the depot.

Heads of Service are volunteering Project Team members.

Background papers: MAT report 17 September 2013

Appendices: Visio Timeline

01/08/13 - 02/09/13
Select preferred supplier
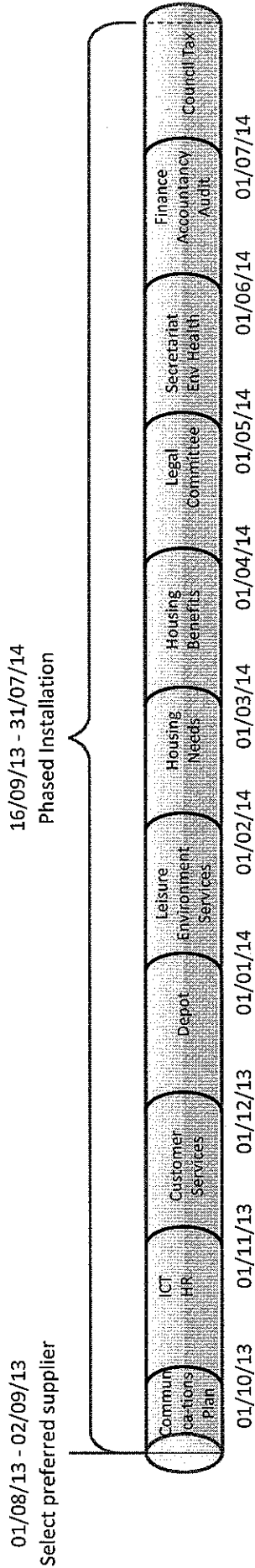
16/09/13
Appoint
supplier

16/09/13 - 31/07/14
Phased Installation

31/07/14

| Commun ica tions Plan | ICT HR | Customer Services | Depot | Leisure Environment Services | Housing Needs | Housing Benefits | Legal Committee | Secretariat Env Health | Finance Accountancy Audit | Council Tax |

01/10/13   01/11/13   01/12/13   01/01/14   01/02/14   01/03/14   01/04/14   01/05/14   01/06/14   01/07/14

Please note the order of installation is subject
to change

Overview and Scruttee Committee

12 November 2013

Localism Act – Impact on Service areas

For Information – Please read prior to the meeting

Service Area	Head of Service	Response
Accountancy	Terry Collier	As part of the budget process we discuss each year whether the Council wishes to freeze council tax, set an increase below the referenda limit or go out to referendum on council tax. As with other support services we will help facilitate services response to localism providing advice on financial implications of different options.
Housing	Deborah Ashman/ Karen Sinclair	There are four main issues relevant under the Localism Act, all relate to Housing; 1. Under the Localism Act 2011, Councils were given the opportunity to change their housing allocation policy to reflect local need and ensure that applicants who have a strong local connection are given priority. Spelthorne is the lead authority in the Search Moves partnership and has facilitated a new common allocation policy which shows how the Council will prioritise applications for social housing. Extensive consultation was part of the process. Cabinet has now approved the policy and authorised the portfolio holder to approve any minor amendments in the context of any legislative changes and changing needs of the community. The Joint Heads of Service have ensured a final equality impact assessment has been undertaken. The policy comes into force 1 April 2014. 2. The Act introduced reforms in relation to homelessness. Local authorities now have the power to discharge their duties to households accepted as homeless by securing suitable property for them within the private rented sector. Previously the authority's duty would only end if permanent social housing was allocated or if the household accepted the private rented sector as an option. The Housing Options team have written a policy and associated procedures in relation to discharging responsibility into the private rented sector. This balances suitability of the property in relation to a household's needs against the difficulty in

		securing good quality local accommodation locally. This policy approach was presented to the Strategic Housing Board during summer 2013. 3. The Act places a duty on local authorities to publish a tenancy strategy. Spelthorne has complied with this duty. Spelthorne is in a different position to some local authorities as it does not have its own supply of social housing. The strategy therefore takes the form of the general approach it would like to see housing providers in the borough take with regard to their strategies with particular regard to security of tenure. 4. The Localism Act gave powers to social housing providers to introduce new forms of flexibility, in particular to the way they provide new tenancies. This is so that, rather than tenants be given properties for life irrespective of their particular circumstances, after a certain period of time, the tenancy can be reviewed and if necessary terminated. Factors such as household income can be taken into account. The Council worked closely with the social housing providers operating in the borough when they were drafting their strategies, to ensure a balance between flexibility and maintaining a degree of security with a view to ensuring fair processes for review. The arrangements will be closely monitored.
ICT	Helen Dunn	I have discussed this with Terry Collier and as an internal support service, the best I can offer is to support my colleagues in front line services in making sure the IT infrastructure and applications are fit for purpose. There is no other way I can see we can adopt localism – it simply isn't relevant to what we do. Terry and I are seeing our new portfolio holder next week so we can run it past her then as well.
Corporate Governance	Michael Graham	Report attached.
Audit Services	Deanna Harris	I have evaluated the implications of the Localism Act and have not identified any direct impacts on the Internal Audit Service. Although we might provide some assurance on how well any significant risks arising from specific developments are being managed, the actual management of risks will not be an audit responsibility.
Human Resources	Jan Hunt	**Pay transparency** - Pay Policy Statements were a new requirement under the Localism Act, the first one was produced and agreed by Council by the end of March

		2012 and are now annual. We may be required to increase the number of issues / information to be covered in the statements over time, and will need to keep an eye on additional guidance issued by the DCLG/secretary of state. There may also be a need to publish other organisational / employment / pay data through other mechanisms (including workforce monitoring as required under the Equality Act). There may be resource implications for any new requirements. **New Standards regime** - The Members Code of Conduct Committee updated the Members Code of Conduct last year. Earlier this year the Members Code of Conduct Committee reviewed and updated the Employee Code of Conduct which was agreed by Council in July 2013. Also agreed was an updated policy on gifts, hospitality and sponsorships and a conflicts of interest policy, both of which apply to all councillors, co-opted members and staff. The new staff code of conduct and the guidance is being circulated to all staff who must make new declarations under the new code which will be updated annually. Both councillors and staff are obliged to follow the Nolan Committee's seven principles of public life. The HR service will deal with employment issues as a result of any organisational changes arising from the general power of competence / further delegation to LAs / new services / community budgets / any other changes. Too early to say what these could be but could encompass recruitment, funded posts, working with other organisations, TUPE transfers in/out.
Community Development	Joanne Jones	Report attached.
Community Safety	Keith McGroary	**Key Service area: Anti-social behaviour** Localism is promoted via engagement / consultation events with the local community i.e. 'Street Meets', annual 'Face the People', joining other originations public meetings i.e. Policing Panels and one-off consultations brought about by a particular local issue i.e. Street drinkers at Sunbury Cross. The community are also consulted when the community safety strategy is being refreshed each year in order to consider the perceptions and experience of the community. This then informs the key priorities for the following year. **Key Service area: CCTV** Consultation with the local community occurs when new

		cameras are to be installed i.e. Stanwell where 4 cameras were placed earlier this year; consultation can also take place when cameras are to be considered for removal i.e. The Walled Garden
Planning and Housing Strategy	Heather Morgan	Report attached.
Communications	Dawn Morrison	Communications will work with other services who are implementing aspects of the Localism Act to produce the relevant communication to the public and partners at the appropriate time.
Environment Services and Leisure	Sandy Muirhead	Report attached.
Asset Management	Cathy Munro and Dave Phillips	Report attached.
Customer Services	Linda Norman	I am not proposing to do anything on local discounts for NNDR for O&S. As Michael points out in his report, (Localism Act briefing note to O&S March 2013) we need to see the impact of the changes to the business rate retention scheme prior to investigating potential discounts and the impact this would have on the council tax payer. This is potentially a huge piece of work and the earliest we could consider looking at it would be during 2014/15 with a possible implementation of local discounts for 2015/16. We have not had any requests from the business community for either hardship relief or the introduction of specific discounts and as small businesses already receive Small Business rate relief up to 1 April 2014, there is not currently a demand for an additional discount.
Streetscene	Jackie Taylor	Report attached.
Environmental Health	Tracey Willmott-French	Report attached.

Corporate Governance

Summary of response to the Localism Act – October 2013

No.	Power	Action taken	Action in progress	Future action
1.	General power of competence for local authorities.	Advice given on the wide powers available to introduce innovative new services.	Legal Services will continue to advise on new projects and initiatives as they arise to remind the Council of the availability of much wider powers than existed previously.	
2.	Councils can return to the Committee system if they wish to do so.	Advice has been given that this power is available should councillors wish to move away from the "Strong Leader" model of governance.	None.	None planned.
3.	Revised rules on pre-determination to allow councillors to speak on matters of local interest without being held as "pre-determined"	Standards Committee had in any event already revised the planning code some years ago to get round this issue.	None – the matter has already been addressed in our constitution.	None planned.
4.	Abolish the Standards regime and replace it with a simpler more efficient local version based on the Nolan principals.	New Committee, Code and Arrangements introduced. Policies on gifts hospitality and sponsorship introduced. Conflicts of interest policy introduced. Staff code reviewed. Rules on gifts and conflicts etc. applied to both staff and councillors. Arrangements for dealing with complaints reviewed.	Training for all councillors on the Code of Conduct. Review of the Independent Person arrangements with Mole Valley, Guildford and Waverley councils.	Continued oversight by the Member Code of Conduct to uphold high standards and to ensure that the system remains, efficient, effective, and economical whilst providing the transparency and reassurance that residents have come to expect.
5.	Repeal of the duty to provide a petition scheme and have electronic petitions.	Matter previously reported to Overview and Scrutiny. Action taken to publicise the electronic petition facility on our	Nothing at present.	Consider again how we can either promote electronic petitions or change the scheme to engage people more in

No.	Power	Action taken	Action in progress	Future action
		website to residents in the Bulletin.		the work of the Council.
6.	To undertake a referendum for council tax increases above the government ceiling.	Matter has been considered every time a council tax is proposed.	Matter will be considered at each budget cycle. Note that the cost of a referendum (estimate £80k) is a significant issue compared with the size of possible council tax increases in Spelthorne.	
7.	Right for council services to be run by staff mutuals or by voluntary organisations if the council thinks that better or more cost effective services can be provided.	None to date. No services have been identified which could be suitable for outsourcing on this basis. But it is still possible if a suitable case is identified.	Legal Services will continue to advise on circumstances where this might be appropriate, but note that use of this power does also require a voluntary organisation or a social enterprise to come forward to take over a council service.	
8.	(a) Right of residents' groups to nominate Assets of Community Value to a list held by the Council (b) Community right to buy Assets of Community Value from the list if they come up for sale	Report taken to Cabinet with delegations given to Head of Corporate Governance.	Processes being put in place in case a bid is received. Communications strategy being put in place to advertise the power to residents and local groups.	Roll out of the process and dealing with any bids that come forward.

M Graham
24 October 2013.

Localism in Community Development

Vision: To make Spelthorne a better place and improve the quality of life of the community, through strategic partnership and community engagement.

- **Partnership:** Support Local Strategic Partnership; maintain and develop various partnership arrangements including with Surrey County Council and other Councils, health sector, voluntary sector, private sector.

Actions: Organise and facilitate workshop-style Partnership meetings in interactive format including presentations from contiguous services. Enables more informed decisions and created links beyond the partnership, to encourage more local, joined-up working.
Annual Assembly is major networking event enabling service providers, third sector and other partners to meet, establish links and take forward local working on sounder base.

Using targeted support funding to "pump-prime" local groups' initiatives eg Stanwell Dig-It project; Over-50s Job Club; community radio; street parties funding; intergenerational projects. Designed to empower the community in its own projects.
……………………………………………………….

- Manage development of Council's relationship with voluntary sector and administer annual grants and Service Level Agreements.

Actions: Closer working and monitoring of third sector organisations – especially the major fund recipients. Participating in VAIS committee and other meetings establishes closer working and better understanding of local dimensions of groups' activities (eg CAB and Age UK). Keeping dialogue open regarding Council's priorities and third sector assistance in delivery.

Advise and administer members' grants – specifically for neighbourhood projects arising from residents.

……………………………………………………

- **Community engagement:** Organise, promote, attend and evaluate appropriate Community Engagement and Residents' Associations/Members' meetings

Actions: Stanwell CCTV consultation, CTB consultation, information events - facilitating dialogue and information dissemination at grassroots level. Making connections to promote and assist initiatives eg brokering BBC filming opportunity at Greeno Centre, which has had spin-off benefits of continuing commitment to intergenerational work.
Meet the Partners event – bringing third sector and members together in informal showcase – promoting face-to-face interaction and establishing connections.

Plans to revitalise Faiths Group – evidence from Census and recent developments including more vigorous Surrey-wide faiths network indicate a revitalised Faiths Group could form a vital adjunct to our existing networking / partnerships.

- To encourage and support the formation of new Residents' Associations where representation is absent or patchy;

Actions: Guidance and monitoring of Ashford North RA, the pilot for establishing other RAs (should they request support). Assisting in applications for various community development grants from SBC, SCC and other bodies. Two-way flow of information and consultation.
Maintain RA database and disseminate info and notices, consultations where appropriate.

Aspect of Localism Bill	What is happening in planning (June 2013)
Planning – duty to co-operate (development plan documents, other local plan documents, other activities supporting the planning of development)	We have an adopted Core Strategy and Allocations DPD in place. The duty to co-operate came in long after these were adopted (2009). Nevertheless we are having on-going discussions with adjoining boroughs on planning policy issues as part of their efforts to get their Local Plans adopted. (This includes Runnymede and Windsor and Maidenhead). We consult adjoining boroughs as appropriate on any Supplementary Documents which might affect them.
Local Development Schemes (LDS) (duty to prepare and maintain a local development scheme)	We have an adopted LDS which was accepted by an Inspector prior to the adoption of the Core Strategy and Policies DPD. There is no requirement to update this unless we embark on a full review of the Local Plan in the future
Annual monitoring reports (must be published at least annually on implementation of schemes and policies)	Monitoring reports are published on an annual basis on the Councils website and the greater freedom that we now have means we have been able to widen the issues covered in the AMR. As well as policy information the report covers planning application and appeal performance, number of enforcement cases and number resolved, important economic and housing information. The aim is to broaden the document so that it is not just planning based but covers a broader spectrum of issues that affect and influence the borough
Community Infrastructure Levy (development to help fund infrastructure)	Work is underway on CIL. Dixon Searle have undertaken a viability assessment and given the Council options on which sectors can withstand a CIL charge and a range of what those charges might be. The Council has put together a draft preliminary schedule which will need to be agreed by the Local Plan Working Party and Cabinet. It is intended that the Council will consult on this July/August and then prepare a draft schedule

which will go out for consultation in September/October. (Note: the two stages of consultation are a statutory requirement and have to be for 6 weeks)

An examination will follow in December/February) with final adoption in April 2014

Neighbourhood Development Orders (Automatically grants planning permission for certain types of development in a certain area. It has to be requested by a neighbourhood forum and voted on by referendum)	This is led by the community and cannot be initiated by the Council. It has been referred to in presentations by the Head of Planning and Housing Strategy at several quarterly residents association liaison meetings. (These are regularly attended by 20 – 25 representatives from the local community). There has been discussion at these meetings, but no groups have subsequently come forward looking to move this forwards
Community Right to Build Orders (Community organisations have the ability to take forward development without planning permission subject to certain qualifications. Community has to identify land and sources of finance)	This is led by the community and cannot be initiated by the Council. It has been referred to in presentations by the Head of Planning and Housing Strategy at several quarterly residents association liaison meetings. (These are regularly attended by 20 – 25 representatives from the local community). There has been discussion at these meetings, but no groups have subsequently come forward looking to build facilities of any kind
Neighbourhood Development Plans (A plan which guides development in a certain neighbourhood. It has to be developed by a neighbourhood forum and the LPA would help facilitate the process. It is subject to a referendum before adoption but will them form part of the development plan)	This is led by the community and cannot be initiated by the Council. It has been referred to in presentations by the Head of Planning and Housing Strategy at several quarterly residents association liaison meetings. (These are regularly attended by 20 – 25 representatives from the local community). There has been discussion at these meetings, but no groups have subsequently come forward looking to move this forwards An information page has been developed on the planning page of the website. This gives key information on NPP's, a leaflet with more explanation on the process and links to key organisations and community groups. This has been promoted by letter to all the residents associations
Pre-application consultation (legislation applies to over 200 houses or 10,000 m^2)	The vast majority of schemes in the borough fall under this threshold. The Planning Service work very hard to impress on developers the absolute critical importance on engaging with the local community and doing so in a meaningful way before an application is submitted and during its consideration.

Examples of where this has worked very successfully are:

BP site, Ashford/Sunbury Common
Jewsons Yard site, Staines
Church Street, Staines
Police College site, Sunbury
Environment Agency site, Sunbury
London Irish sites (The Avenue and Hazelwood), Sunbury

We have an annual meeting with the gravel operators in the borough and will need to continue to focus our efforts here

Power to decline retrospective applications (This aims to reduce delays where an enforcement notice has been served)	Spelthorne Borough Council are doing this. There is nothing proactive we have to do to meet this.

Sustainability and Leisure – Localism Act

Sustainability and Leisure provides a large number of services to residents & visitors of the borough, some of the services are mandatory, others discretionary. Notwithstanding the Localism Act, as part of our role we already liaise with and talk to communities to ensure polices and future direction in the services meet with the local needs. We look to deliver what the community needs in terms of local facilities, what and how they are delivered and we will encourage communities to have a say in how and what we deliver. We also encourage local communities to take up our services or to volunteer to assist in enhancing the work we do by working in partnership. Listed below are a few of the key areas in which we already consult, work with and seek the views of communities to ensure that we are delivering value for money and sustainable services meeting local needs.

Head of Service and Service Areas	Key Service Area	Key Topic	Key Dates	How is Localism promoted	Head of Service Comments
Sandy Muirhead Sustainability and Leisure	Parking Services Transport	Parking	Ongoing	Attendance at relevant meetings with local groups and management of operations at significant Borough events e.g. Shepperton Fair Explanation to public of role and taking on board local requirements for key areas to be patrolled	The service helps to ensure traffic flows and areas for safety reasons are kept clear. To explain these issues the team meet with the public formally or informally and take on board requests for residents permit zones or signs and lines, which are fed back to Surrey County Council for implementation.
	Parks and Open spaces	Play areas	2006-2012 and ongoing	We consulted widely with groups associated with parks and let them choose designs of new play areas	Originally as part of the Liveabilty project consulted with local residents and park users on what they would like to see in the parks
	Parks and Open Spaces	Parks	Ongoing	In developing future plans for parks consult with users and local residents e.g. Laleham 2013 and Hengrove 2006 and ongoing	In developing management plans that meet local needs and are sustainable we involve local groups and residents. Some groups such as Friends of Sunbury Park are well established. Have tried to encourage others. Also look to self management for some sites such as Kenynington for ladies football

	Parks and Open Spaces	Common Land	Ongoing	For management have well established Staines Commons Steering Group involving a mix of landowners, residents and relevant local associations. Work with local Natural History Society and Civic Pride	Quarterly inputs to what is needed and involvement in developing management plans, Encourage groups such as Spelthorne Natural History Society to look after areas e.g. Ash Link and participate where possible in enhancing biodiversity value of other areas.
	Waste and Recycling	Communication	Ongoing	Work to promote to Community benefits of recycling and reducing waste	Staff hold regular road shows at schools and other venues to promote and talk to local residents to encourage participation and to understand their requirements so we can enhance the service (within budgetary constraints). Feedback from residents about the prices in supermarkets of food waste bags and the lack of strength in these bags led to development of service supplied via libraries and our own centres of cheaper and stronger food waste bags. Also will be working with flats (13/14) and trying to find champions in blocks to help sustain better recycling at such properties.
	Energy		Ongoing	Encouraging residents to improve the energy efficiency of their homes thus minimising energy bills	Actively encourage residents to stay warm and reduce their heating bills, particularly working with the more vulnerable groups in the community.
	Allotments		Ongoing	To encourage community growing	Actively work with site reps and encourage self management and liaison with Spelthorne Allotment Association to take on board needs of residents using the plots
Leisure	Public Health	Walking for Health and Cycling for Health	Ongoing	The development of these schemes has been in close partnership with user needs and development of volunteers leading the walks	The Healthy Walks scheme has been a very successful scheme involving partnership between the Councils and volunteers - parallel scheme now being rolled out to cycling.

Leisure	Arts	Projects to assist community wellbeing	Ongoing	Projects involve items such as Singing in the Community which brings together groups of people or interaction with residents in drama ideas – helping people's well being	Earlier in year actors acted out history in the area of Spelthorne in Memorial Gardens – despite the weather being wet 100 residents including many children attended to learn more about local history.
Leisure	Youth	Involving young people	Ongoing	Youth Council brings together a working group of young people from across the borough and encourages development of projects and youth activities. Children's activities	Youth Council allows consultation with young people on what they would like to see in the Borough. The annual play day, for example, brings together local residents in a park and through the children's activities encourages participation in different activities. Also consult on facilities for children.
Leisure	Sports	Involving the Community	Ongoing	Work with a range of sports clubs for those with or without disabilities to encourage participation and team working on a local or cross Spelthorne basis	Surrey Youth Games brings together young people in the Borough to participate as a team in the annual games.

Overview and Scrutiny Committee

12 November 2013

SPELTHORNE
BOROUGH COUNCIL

Title	Localism Act – Asset Management		
Purpose	For Information		
Report of	Assistant Chief Executive	**Confidential**	No
Cabinet Member	Councillor Nick Gething	**Key Decision**	No
Report Author	Catherine Munro, Joint Head of Asset Management		
Summary and Key Issues	Localism is a key part of the coalition government's ambitions to give local communities a greater say in the running of their own affairs. This report outlines how Asset Management is meeting the requirements of the Act.		
Financial Implications	There are no financial implications arising from this report and any income obtained will be shown in the budget for this and subsequent years.		
Corporate Priority	This item is not in the list of Corporate Priorities		
Recommendations	Committee is asked to note the report.		

1. Background

1.1 This paper provides details set out in the Localism Act, and how Asset Management is trying to meet these measures. Where there is possible action for the Council to consider steps to involve residents then this has been highlighted.

1.2 Whilst the service has always been involved in the community as well as obtaining best value for the Council for its fixed assets, the main part of the Act that Asset Management will effect are:

(a) Community empowerment

1.3 The service has been working on this particular area for some time and the rest of the Act is not applicable to Asset Management but to other services within the Council.

2. Community empowerment

2.1 One of the key policy goals of the Act is to give communities more power to become involved in the way local services are delivered.

2.2 Key elements of the government's policy set out in the Act include:

(a) Council tax referendums

(b) Right to challenge

(c) Right to buy

2.3 Asset Management is not involved in (a) and (b) of the above but is the service responsible for negotiating and letting of leases or sales for fixed asset belonging to the Council to residents and communities.

3. Right to buy

3.1 The Act will give communities a right to buy local assets. Councils will have to maintain a list of public and private assets of community value and consider whether any asset should be added to the list upon receiving a nomination of an asset. When the listed assets are up for disposal, communities will be given the chance to develop a bid and raise capital to buy the asset. Inclusion on the list will be a local land charge.

3.2 Whilst the Council has had no interest from residents or community groups in purchasing or transferring any fixed assets, this is an area that could be explored in the future.

3.3 The Council will have to ensure that all procurement rules are adhered to through a vigorous tendering exercise in order to demonstrate that the highest community value has been obtained.

4. Current Projects

4.1 There are several current projects that Asset Management have been involved in with the local community and groups based in Spelthorne. These are listed below.

4.2 Fordbridge Park Community Cafe – this currently unused building is being refurbished by local residents to turn this into a Community Cafe for park visitors and the surrounding community. The building was the former site for the Council's ground maintenance contractor.

4.3   Long Lane Cafe – this under used building will house a cafe for the local residents and be a base for Surrey Police in Stanwell which will aid the reduction of anti social behaviour in the park and vandalism to the building.

4.4   Cedars Recreation Ground – local residents have approached the Council with the interest of opening up the building in the park as a children's soft play area

4.5   Ashford Recreation Ground – this property within the park has been let to a local group called Dramatize who provide theatrical workshops for young people with learning difficulties

4.6   Bishop Duppas Park – the hall and flat have been let to residents who have set up a nursery for the local area.

Background papers:
There are none.

Appendices:
There are none.

Localism within Streetscene 24 October 2013

Streetscene provides a large number of front line services to residents & visitors of the borough, some of the services are discretionary, others mandatory. Notwithstanding the new localism act we believe that we already do and will continue to encourage communities taking up or using our services to have a say in what happens in their local area – whether it be about what happens to local amenities, how local services are delivered, or how we work in partnership with them. Listed below are a few of the keys areas in which we already consult and seek the views of communities to ensure that we are delivering value for money and sustainable services.

Head of Service & Service area	Key service area	Key topic	Key dates	How is localism promoted	Head of Service comments
Jackie Taylor Streetscene	Spelride	Transport	On-going	Attendance at older peoples & disabled forums. Consultation with users	A transport review is currently being undertaken to assess the needs of transport users to ensure that the provision meets the needs of the users where possible bearing in mind budgetary constraints
	Refuse collection	Weekly collection of waste-DCLG project	2012-2015	Group meetings with management companies, residents & interested parties to promote the service and provide facilities within developments that meet all needs	The DCLG project officer will be meeting with residents to understand their requirements in connection with the facilities we will be providing for them to enable them to participate in a doorstep rubbish, recycling & food waste collection service
	Street cleansing	Mechanical sweeping, litter bin empting & litter/leaf removal/fly tipping/dog waste	On-going	Attendance at residents meetings	Residents views re hot spots for litter & dog waste are taken into consideration and they are actively encouraged to help us deter/prevent anti-social behaviour
	Cemeteries	24 hour burials	On-going	Meetings with different faith groups	Following a number of meetings with different faith groups a 24hour burial site has been established within Sunbury cemetery, allowing residents to buried within their own borough without having to pay triple fees and

Localism within Streetscene 24 October 2013

					also allows burials to take place within specific cultural needs.
	Staines up Thames market	The provision of the market in Staines upon Thames 3 days per week	2013-2016	Meetings with 2 rivers/elmsleigh and high street shop keepers Users survey to be carried out during 2013/14	Before establishing a market on the 3rd day shopkeepers were asked for their views and the vast majority encouraged additional market days. A new contract has been awarded and during the 1st 6 months a user's/residents survey will be conducted to ensure the market is meeting user needs.
	Spelthorne in Bloom	Provision of floral displays in the form of baskets, troughs, window boxes, containers & beds, sponsored by residents and businesses	Annual event	Volunteer SIB group who lead the way forward for the coming year	Residents & businesses are encouraged to sponsor floral displays in their chosen locations. The volunteer committee which includes council officers also work together to enter areas into a wider South East competition. Part of the entry includes organising work days and various other community based tasks so that the competition entry is presented in the way that residents & volunteers want it to be.
	Parks & open spaces	Management of 750 acres of parks and open spaces	On-going contract term 2009-2019	Consultation groups established to gain residents views	Before the existing grounds maintenance contract was re-tendered users groups were set up to find out what park visitors wanted from our public open spaces.

Environmental Health provides a large number of front line services to residents & visitors of the borough. While most of the services provided by Environmental Health do not directly relate to the provisions of the Localism Act, however, the Service seeks to remove the environmental inequalities which may be defined as the unequal impacts of environmental influences on health and wellbeing. These environmental influences include a healthy life, safe housing conditions, a safe environment, poor air quality, and fuel poverty.

Service area responsibility	Key service area	Key topic	Key dates	How is localism promoted
Environmental Health Tracey Willmott-French	Housing Statutory duty for the Council.	Investigating housing complaints from the private and social housing sectors; inspection and licensing of houses in multiple occupation and caravan sites; provision of disabled facility grants and a range of other discretionary housing grants. Commissioning of Home Improvement Agency service.	On-going	Customers surveyed to gain view about service
	Public Health Statutory duty for the Council.	Investigation of a range of nuisances and public health issues, including drainage, accumulations, odour, smoke, light pollution; pest control/stray dogs; filthy/verminous premises.	On-going	Customers surveyed to gain view about service
	Food safety & hygiene Statutory duty for the Council.	Inspection and regulation of food premises; investigation of food complaints; food sampling; advice to businesses; provision of food hygiene training for businesses to help them delivery safe food and achieve compliance with food safety legislation.	On-going	Customers surveyed to gain view about service
	Health and safety within the work place Statutory duty for the Council.	Inspection and regulation of premises in relation to health and safety (H&S) at work (for employees and other persons that maybe affected by the business activity); accident investigation. Corporate health and safety advice and guidance to the Council.	On-going	Customers surveyed to gain view about service
	Infectious disease control Statutory duty for	Investigation of a range of notifiable diseases, including food poisoning; working in conjunction with the Health Protection Agency to prevent the spread of such diseases, including by the provision of information, advice and training where	On-going	

the Council.	necessary.		
Licensing Statutory duty for the Council.	Licensing of premises which sell alcohol; gambling premises; taxi/private hire vehicle, driver and operator licensing; street trading licences (this service is self-funding through licence fees). Animal welfare licensing (stables, dog breeding, pet shops). Licensing of special treatments (e.g. tattooing, body piercing).	On-going	
Pollution control & monitoring Statutory duty for the Council.	Regulation of a range of polluting processes; pollution complaints; monitoring, improving and reporting on air quality; investigation of contaminated land.	On-going	The public will be consulted about the new air quality action plan once drafted. The continued provision of air quality data and information to the public so they can take part in the decision making process. Attendance at residence meetings. Customers surveyed to gain view about service
Noise control & monitoring Statutory duty for the Council.	Investigation of noise complaints; monitoring noise from commercial activities; monitoring noise at work.	On-going	Customers surveyed to gain view about service
Planning and licensing application referrals Discretionary service	Commenting on the environmental health aspects of planning applications.	On-going	

Overview and Scrutiny Committee

12 November 2013

Streetscene update

This report serves as an update to members on the work and performance of the Streetscene department. The information is provided as requested by the chair of the Overview & Scrutiny Committee.

Background

Streetscene currently provides many of the Council's front line services including:-

- **Street cleansing**
- **Abandoned vehicles**
- **Waste & recycling collections including DCLG project**
- **Management of the grounds maintenance contract**
- **Highway verge maintenance**
- **Spelride**
- **Staines upon Thames market**
- **Moorings & lifebelts**
- **Cemeteries**
- **Spelthorne in Bloom**
- **Caretaking**
- **Enforcement**

Street Cleansing
Litter clearance, bin emptying, mechanical & hand sweeping, fly tip & graffiti clearance in accordance with Environmental Protection Act 1990.
Abandoned vehicles
Investigate reports of and remove where appropriate vehicles designated as abandoned in line with the Clean Neigbourhoods & Environment Act 2005.
Waste management
Alternate weekly rubbish, recycling and green waste collection services and weekly food waste collections which are accessible to over 38,000 residential properties within in the borough.
DCLG project
Deliver the flagship DCLG project aiming to move 3000 properties from a weekly rubbish only collection to weekly collection of rubbish, recyclables & food waste.
Grounds maintenance
Manage the contract for the provision of grounds maintenance within the boroughs parks & open spaces including grass cutting, litter clearance, shrub & tree maintenance, janitorial & sports field management.
Highway verge maintenance
Provide grass cutting; weed spraying, limited hedge cutting and roundabout maintenance on behalf of Surrey County Council on all highway verges.

Spelride

Transport for elderly & disabled residents in partnership with Elmbridge Borough Council.

Market provision

Management of the market within Staines upon Thames high street

Moorings & Lifebelts

Monitor, maintain & replace lifebelts along the river frontage. Monitor and enforce (when staff resources are available) three of the 24/48 hour mooring rights along the river.

Cemeteries

Complete management within the grounds maintenance contract of 5 closed burial grounds and 4 working cemeteries.

Spelthorne in Bloom

Provision of sponsored floral displays on the highway and managed Council functions such as elections & ceremonies.

Caretaking, cleaning

Cleaning & caretaking of the boroughs 2 day centres & 1 village hall.

Enforcement

Issue Fixed Penalty Notices as and when appropriate in line with the Clean Neigbourhoods & Environment Act 2005 and the Dog Control Orders which came into effect on 27 July 2012. Enforcement of Council policies and parks by laws

1. Management structure

Attached at Appendix 1

2. Resources 2013/14

Service Area	Revenue Expenditure Budget	Capital Budget	Projected Income	Staff (Full time equivalents)
Spelride	164,100	0	93,800	5-5
Recycling	460,200	0	460,200	0
Cemeteries	21,100	0	321,400	1
Abandoned vehicles	500		0	
Refuse/Recycling/Food /Green Waste Collections	1,802,800	0	508,200	46
White House Garage	57,500	0	0	0
Market	84,700	0	300,000	1
Streetscene Management	598,200	0	21,200	15
Street Cleansing	876,800	0	47,700	23
Grounds maintenance incl. Spelthorne in Bloom & floral displays	1,631,000	0	53,000	contract
Highway verges	206,300	0	137,600	6
Moorings & life belts	3000	0	0	0
Caretakers	30,000	0	0	3
DCLG project	102,000	227,000	**0**	1
Total	**6,038,200**	**227,000**	**1,943,100**	**101-5**

Staff morale at the depot in both the officer and operational levels is generally good, in the last year we have had a turnover of 12 starters and 14 leavers, and this is higher than average but included within this figure are a number of dismissals.

3. Garden waste

- Paid for collection service at £47 per year
- Collected on alternate weeks
- 2 rounds
- 8069 customers with no waiting list as of end September 2013
- Hire of wheelie bins generates £376,000 of income per year
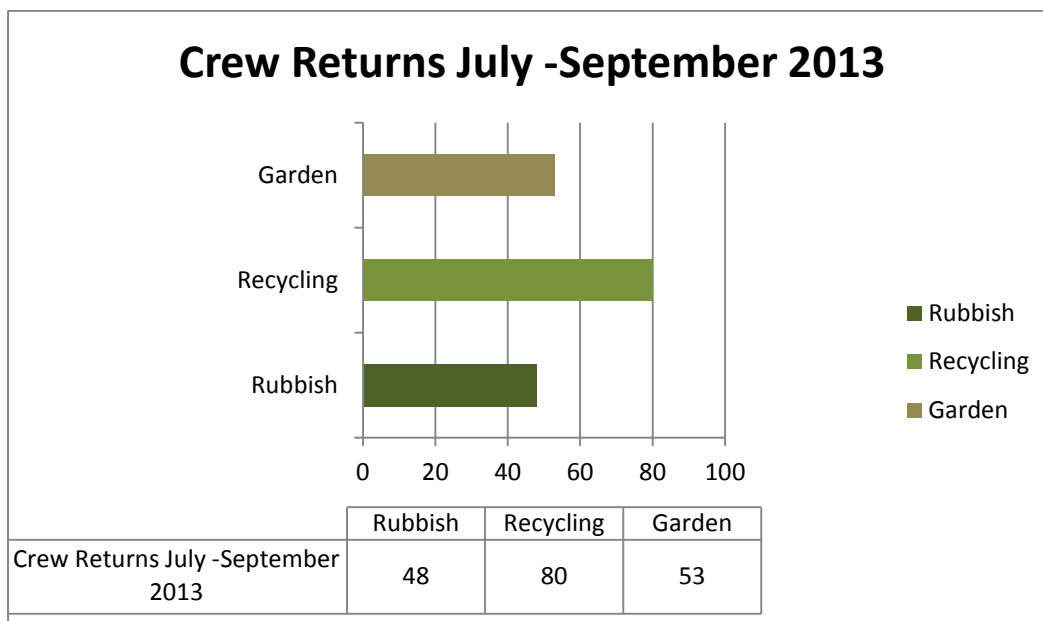
4. DCLG project

In 2012 we were awarded £493,000 to provide weekly, rubbish, recycling & food waste service to in excess of 3000 properties not able to be part of the AWC (alternate weekly collection) scheme. This is a flagship project and to date we have moved 669 properties from a weekly rubbish only collection to a weekly collection of rubbish & recyclables. The average amount of rubbish being diverted from landfill from these 669 properties is 1 tonne per week.

5. Rubbish & recycling collections

We currently use a monitoring system based on information sent back by crews on the number of bins not collected for whatever reason. The figures for this year are as in the table below. This system enables us to further interrogate the system to help to understand where these problems might be occurring so that targeted campaigns can be developed. We have established through customer contact that the item contaminating most recycling bins is carrier bags and/or bin liners, to address this issue Streetscene and Sustainability have begun a targeted campaign to inform residents that such items should be placed in rubbish bins and not recycling bins. We will continue to target specific items throughout the year such as tetra packs, clothing & WEEE to ensure that residents are made fully aware of the fact that they are not recyclable in their home bin and also help them understand where they can be disposed of in an appropriate way.

Exception	Jan-13	Feb-13	Mar-13	Apr-13	May-13	Jun-13	Jul-13	Aug-13
Bin Lid Open	22	8	8	13	3	3	7	6
Bin Not Present	9790	8106	8422	10782	10328	7681	8505	10,786
Contamination	1335	1401	1398	1574	1778	1513	2428	1,746
Excess Waste	224	110	49	149	115	88	147	78
No Access	208	110	289	157	191	150	251	178
Too Heavy	15	2	13	4	1	19	5	0
Wrong Bin	586	428	382	417	450	229	326	465

In addition to bin exceptions reported by crews we also take calls from residents reporting missed or non collections, during the last 3 months we returned to collect approximately 38 bins per week over 10 rounds which equates to less than 1 per crew on a typical daily round.

Missed Bins July - September 2013

	Rubbish	Recycling	Garden	
Missed Bins July - September2013	125	90	94	

Crew Returns July -September 2013

	Rubbish	Recycling	Garden
Crew Returns July -September 2013	48	80	53
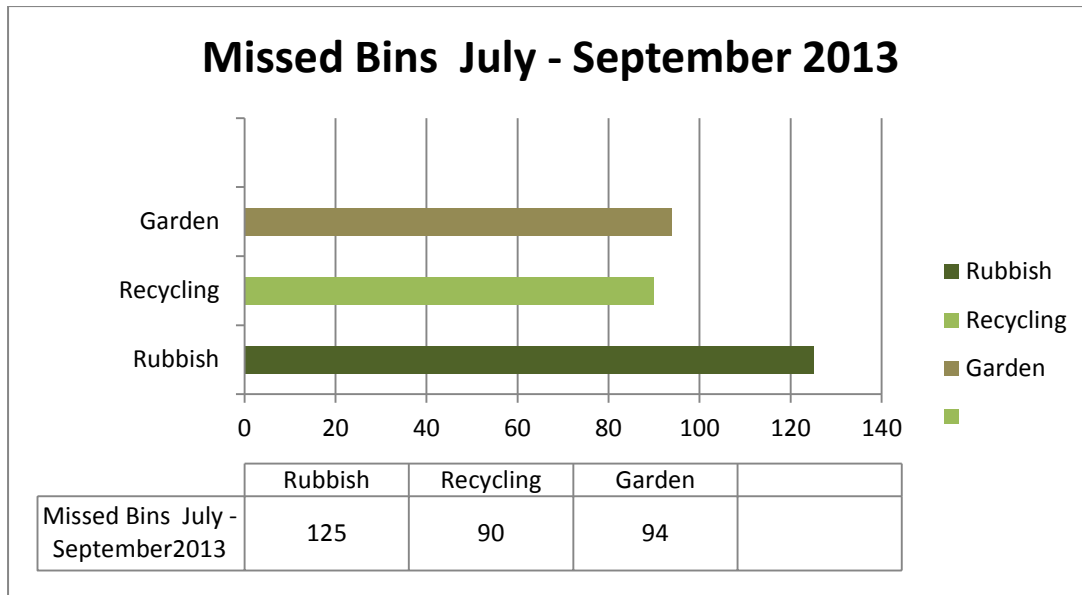
6. Food waste

The collection of all bins apart from food waste bins is recorded, this is because unlike rubbish & recycling bins residents have a greater choice with food waste disposal, and methods include home composting, establishing a wormery or just not wasting food which is obviously the best option. We would estimate that less than

50% of residents place food bins out for collection and there would be no benefit to recording those who choose not to.

For whatever reason we miss approximately 10 food bins during a normal working week, this problem can be exacerbated when agency staff cover for employees absences. The Councils policy is not to return for missed food collections as there would be no benefit to taking very large vehicles down roads to collect small amounts of waste, in addition to this we do have a weekly collection and residents are mostly happy to wait until the following weeks collection, although it is fair to say that some residents are not and do not agree with the no return policy, especially during the warmer summer months.

7. Recycling rates

With the introduction of new and improved waste collection services and campaigns to raise awareness we have seen our recycling rate increase steadily, (table below). However following the recent waste composition analysis which established that residents are still disposing of many items that can be reused and/or recycled in their rubbish bin, such as garden waste, and clothing Streetscene and Sustainability will be organising some targeted campaigns during 2014.

2009/10	2010/11	2011/12	2012/13
33.46%	**36.55%**	**40.41%**	**42.64%**

8. Weeds on the highway

We carry out weed spraying on the highway on behalf of County for which we are paid approx. £34,000 per year. One weed spray of just the footways costs approximately £12,000. Weed spraying where possible is carried out 3 times a year but is dependent on weather conditions. To date this year we have sprayed in May and again in August and would hope subject to weed growth & weather conditions that we can spray again in March 2014. In line with regulations we use Roundup which is a clean label Glyphosate, so it has no risk or hazard symbols on the product label. Use of this type of non residual systemic weed killer ensures that we comply with the legislative and Best Practice requirements to use low risk products. As this is a completely bio-degradable product it is not as effective as residual weed killers that have been used in the past. It works when contact is made with a growing weed, breaking down the leafs waxy surface and systemically feeding the weed which in most cases kills the root system, however as it is non residual any smaller weeds that are under larger ones or not yet visible will not be affected. This necessary change in herbicide has resulted in less weed kill and more weed growth but is unavoidable. The funding does not and never has provided resources to carry out manual weed removal.

9. Abandoned vehicles

Since the increase in the value of scrap metals the number of reported abandoned vehicles have dramatically reduced, we receive on average about 20 reports per month the majority of which are not abandoned. We have removed only 5 vehicles in the last 12 months.

10. Fixed penalty notices

These are issued for instances of fly tipping, littering, fly posting and now dog fouling, needless to say we have to be able to catch the person committing the offence. In the last 12 months we have issued 7 fixed penalty notices (FPN's) mainly for fly tipping. The cost of an FPN is £80.

In addition to these FPN's we have commenced proceedings against 3 people for fly tipping offences.

11. Street cleansing

Over and above the scheduled street cleansing programme we issue on average about 80 extra work orders to resolve issues such as dog fouling, litter accumulations, leaves & fruit, extra sweeping, graffiti removal & dead animals.

12. Fly tipping

As can be seen from the charts below fly tipping varies from month to month and usually consists of builders, garden or asbestos waste. We only remove fly tipping from footways, grass verges or our own land, anything reported on the carriageway is the responsibility of Surrey County Council to remove.
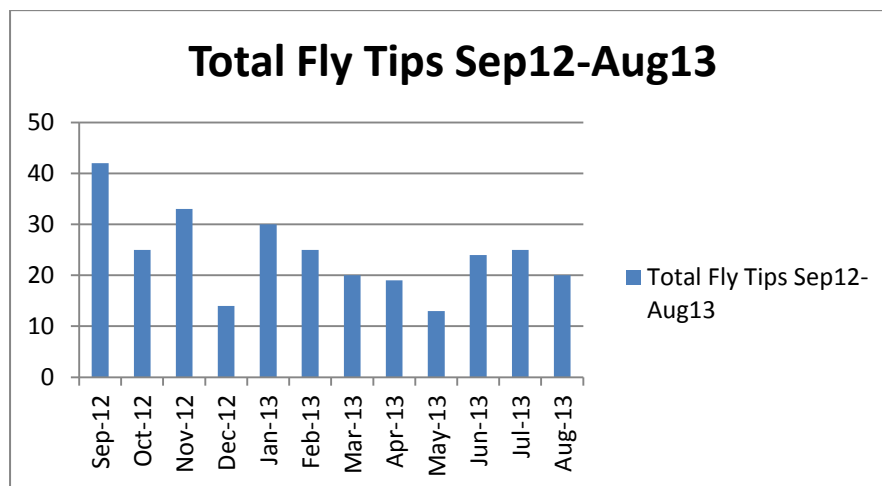
In comparison to other Surrey boroughs the fly tipping in Spelthorne is relatively low as can be seen in the following chart.

Fly Tips all Surrey Districts 2012/13

A bar chart titled "Fly Tips all Surrey Districts 2012/13" showing values for districts: Spelthorne 324, B 587, C 746, D 277, E 580, F 790, G 200, H 494, I 1100, J 649. The vertical axis ranges from 0 to 1200 in increments of 200.
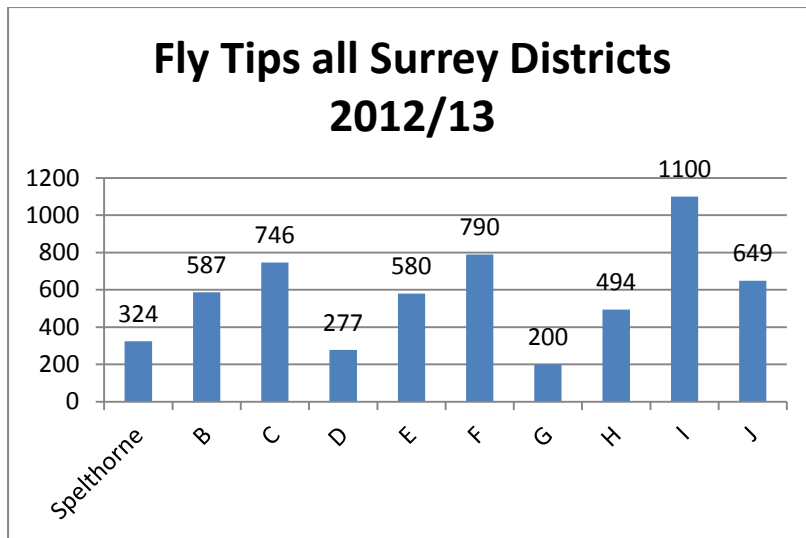
13. Dog fouling

Spelthorne now has a new dog control order, to advertise this a campaign has been started to raise public awareness of the problems related with irresponsible dog owners. The campaign will see new posters, new parks signage, banners & publicity during the coming months.

14. Moorings

When staff resources are available 1 Streetscene officer monitors 3 of the boroughs 24 hour mooring sites, Lammas Park Staines upon Thames, Kings Lawn Sunbury on Thames & Lady Lindsay's lawn Shepperton. In addition to these sites we also monitor the life belt stations along the river. Monitoring of moorings is a very time consuming process which requires constant site visits, photographs & monitoring of river conditions before any action can be taken against over stayers. Any action that can be taken is very slow process as statements need to be recorded and applications need to be made to the court for hearings, which can be listed months in advance. We are currently prosecuting 2 boat owners for over staying. There remain a large number of unmonitored mooring sites around the borough that are not sign-posted, monitored or enforced by any Spelthorne officers. This subject is one which is being addressed by Cabinet with a report due later this year.

15. Parks, cemeteries & open spaces

Before the grounds maintenance contract was let in 2009 the Council chose to stop cutting large areas of parkland that were underused to reduce costs but also to encourage wildlife. This reduction in grass cutting saves the Council in excess of £40,000 each year of the contract which runs for 10 years until 2019. Initially there were objections to these uncut areas from residents, the Cabinet member at the time did reassure residents that we would monitor them and we now receive very few complaints and if we do they relate to irresponsible dog owners not picking up after their dogs.

This year our parks & cemeteries received nationally recognised awards as follows:-

Walled garden   --Green flag 2013 and Gold & overall winner in South & South east in bloom

Staines cemetery-- Silver gilt in South & south east in bloom

Sunbury cemetery—Silver gilt & overall winner in South & south east in bloom

For additional information Streetscene provide both an annual service plan and performance review.

Jackie Taylor

Head of Streetscene 30 September 2013

Other documents - Appendix 1 Streetscene structure

Streetscene

Head of Streetscene

Jackie Taylor

H of S2

Operations Manager

Alan Potter M1/M2

Cemeteries Manager

Linda Higham 5/6

Senior Admin Officer

Lisa Dunton 5/6

Neighbourhoods Manager

Steve Connor

M2/M3

DCLG Project Officer

Jo Hall 6/M1

Admin Assistant

Lesley McGovern P/T

24 hrs 3/4

Neighbourhood Supervisors

Natalie Jones 5/6
Maureen Findell 5/6
Stephen Ward 5/6

Market Supervisor

Vacant

5/6

Spelride Drivers

X 6

(1 x Vacant) ½ post

Administrator

Katy Braggins P/T

Tracey Cheshire P/T

18 hrs 3/4

Administrator

Mackenzie Kehoe P/T

20 hrs 3/4

Caretakers

Alan Davie   12 hrs 1
Karen Taylor 31 hrs 1
Bill Taylor   11 hrs 1

Administrator

Suzanne Stent

3/4

147

Streetscene

Head of Streetscene

Jackie Taylor

H of S2

Neighbourhood Manager

Steve Connor

M2/M3

Senior Driver/Supervisors

Daniel East Wood / Justin Williams

3/4

Working Foreman
Paul McGovern
3/4

Grounds Maintenance

1 x Team Leader
1 x Snr. Operative (Vacant)
4 x Operatives

Street Cleansing

13 x Street Sweepers
1 x Street Sweeper (Vacant)
1 x Driver
1 x Drivers (Vacant)
4 x Street Cleansing/Spec. Drivers
1 x Cleansing Operative
2 x Cleansing/Depot Operative (Vacant)

Refuse Drivers/Operatives

13 x Refuse Driver
15 x Refuse Operatives
4 x Refuse Operatives (Vacant)
8 x Food Waste Loaders

Green Waste

2 x Refuse Driver
2 x Refuse Operative
2 x Refuse Operative (Vacant)

Spelthorne Borough Council - Forward Plan - 31/10/2013

	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
	A	B	C	D	E	F	G	H	I	J	K	L
2	Welfare Reform	Dashman				29-Oct	11-Nov	26-Nov				
3	Parking Fees and Charges	SMuirhead	TE	Key		29-Oct	11-Nov	26-Nov				
4	Outline Budget	AFlynn	TM			29-Oct	11-Nov	26-Nov				
5	Moorings	SMuirhead	TM			29-Oct	11-Nov	26-Nov				
6	Waste and recycling	SMuirhead	TM			29-Oct	11-Nov	26-Nov				
7	Lower Thames Strategy update	SMuirhead	TM			29-Oct	11-Nov	26-Nov				
8	Project Management Dashboard	JBrownlow	RW			29-Oct	11-Nov			12-Nov		
9	Leisure and Culture Strategy 2013-16 (final)	LStonehouse	PFF	Key		29-Oct	11-Nov	26-Nov				19-Dec
10	Surrey Local Flood Risk Management Strategy	SMuirhead	TM			29-Oct	11-Nov	26-Nov				
11	Update on appointment of new Market Contractor	JTaylor	NG			29-Oct	11-Nov	26-Nov				
12	Future arrangements for pay awards	JHunt	RW			29-Oct	11-Nov	26-Nov				19-Dec
13	6-month Capital Monitoring	AFlynn	TE			29-Oct	11-Nov	26-Nov				
14	Staines-upon-Thames Programme	HMorgan	NG			29-Oct	11-Nov	26-Nov				
15	Revenue monitoring & projected outturn	AFlynn	TE			29-Oct	11-Nov	26-Nov				
16	Catering at Staines Community Centre	Jlowin	JP			29-Oct	11-Nov	26-Nov				
17	Members' allowances and the appointment of an Independent Review Panel	GHalliwell	RW			05-Nov	11-Nov	26-Nov				
18	Sale of land to Surrey CC at Kingston Road, Ashford	DPhillips	NG	Key	Yes	05-Nov	11-Nov	26-Nov				
19	Health and Wellbeing Strategy (Bfg - presentation: not for MAT)	LBorthwick	JP				11-Nov					
20	Treasury Management Strategy	JHanger	TE				11-Nov	26-Nov				
21	Workforce monitoring	DOSullivan	VL			12-Nov						
22	Private Sector Rented Housing Provision	TWillmott-French	SW			19-Nov	02-Dec	17-Dec				
23	Economic Strategy	JBrooks	NG	Key		19-Nov	02-Dec	17-Dec				19-dec?
24	Capital Programme 2014-2015 (1st draft)	AFlynn	TE			19-Nov	02-Dec	17-Dec				
25	Licensing policy 2014-2019 (final)	DMorrison	PFF	Key		19-Nov	02-Dec	17-Dec	04-Dec			19-Dec
26	Scrap Metal Dealer Licensing	DMorrison	PFF			19-Nov	02-Dec	17-Dec	04-Dec			19-Dec
27	Parks' accommodation	DPhillips	NG			19-Nov	02-Dec	17-Dec				
28	Youth Strategy	LStonehouse	PFF	Key		19-Nov	02-Dec	17-Dec				
29	Technical reforms to Council Tax discounts and premiums (adoption)	HMorgan	SW	Key		19-Nov	02-Dec	17-Dec				19-Dec
30	Localisation of Council Tax support (adoption)	HMorgan	SW	Key		19-Nov	02-Dec	17-Dec				19-Dec
31	Low cost loan for empty properties	TWillmott-French	SW			19-Nov	02-Dec	17-Dec				
32	Outline Budget	AFlynn	TE	Key		19-Nov	02-Dec	17-Dec				27-Feb
33	Ashford multi-storey car park	CMunro	NG	Key	Yes	26-Nov	02-Dec	17-Dec				
34	Anti-fraud, Bribery and Corruption report	DHarris	TE			26-Nov					12-Dec	
35	Corporate Risk Management report	PTalwar	TE			26-Nov					12-Dec	
36	Audit Services half-yearly report	DHarris	TE			26-Nov					12-Dec	
37	Confidential Reporting Code	DHarris	TE			26-Nov					12-Dec	

Spelthorne Borough Council - Forward Plan - 31/10/2013

	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
	A	B	C	D	E	F	G	H	I	J	K	L
38	Churchill Hall	LBorthwick				03-Dec						
39	Review of the successes and achievements of O&S	MAT				03-Dec						
40	Annual review of recruitment and retention allowances	JHunt	VL			17-Dec						
41	Customer Relations Management Procurement for O&S	LNorman	TE			17-Dec	13-Jan	28-Jan		22-Jan		
42	Recommendation from Audit Cttee on Corporate Risk Management		TE				13-Jan	28-Jan				
43	Project Management Dashboard	JBrownlow	RW			17-Dec	13-Jan			22-Jan		
44	Calendar of meetings 2014-2015	GHalliwell	VL			17-Dec	13-Jan	28-Jan				27-Feb
45	Annual Grants	Lborthwick	JP			17-Dec	13-Jan	28-Jan				
46	Revenue Budget 2014-2015 (1st draft)	AFlynn	TE			17-Dec	13-Jan	28-Jan				
47	Capital programme 2014-2015 (2nd draft)	AFlynn	TE			17-Dec	13-Jan	28-Jan				
48	Fees and charges	AFlynn	TE	Key		17-Dec	13-Jan	28-Jan				27-Feb
49	Procurement for management of the Council's temporary accommodation	KSinclair	JP	Key		17-Dec	13-Jan	28-Jan				
50	Treasury Management Strategy for 2014-2015	AFlynn	TE	Key		17-Dec	13-Jan	28-Jan				27-Feb
51	Pay Policy Statement	JHunt	VL	Key		17-Dec	13-Jan	28-Jan				27-Feb
52	Short Lane	CMunro	NG	Key	Yes	07-Jan	13-Jan	28-Jan				
53	Transformation Programme	LBorthwick	RW			28-Jan	10-Feb	25-Feb				
54	Revenue Budget (Final)	AFlynn	TE	Key		28-Jan	10-Feb	25-Feb				27-Feb
55	Capital Programme (Final)	AFlynn	TE	Key		28-Jan	10-Feb	25-Feb				27-Feb
56	Capital monitoring	AFlynn	TE			28-Jan	10-Feb	25-Feb				
57	Revenue Monitoring	AFlynn	TE			28-Jan	10-Feb	25-Feb				
58	Corporate Enforcement Policy	JBramley/LON	RW			28-Jan	10-Feb	25-Feb				
59	Incident Register - review	LNorman/SMann				28-Jan						
60	Review of the outcomes of the Leader's Task Groups	MAT				28-Jan						
61	Project Management Dashboard	JBrownlow	RW			18-Feb	10-Mar			11-Mar		
62	Capital monitoring	AFlynn	TE			18-Feb	10-Mar	25-Mar				
63	Revenue Monitoring	AFlynn	TE			18-Feb	10-Mar	25-Mar				
64	Homelessness Strategy	JHesbrook	JP			25-Feb	10-Mar	25-Mar				
65	Appraisal timetable for 2014	JHunt	VL			25-Feb						
66	Consultation on draft schedule for Community Infrastructure Levy	GDawes	SW	Key		18-Mar	31-Mar	15-Apr				24-Apr
67	Housing Strategy Review	JHesbrook	VL	Key		18-Mar	31-Mar	15-Apr				24-Apr
68	Treasury Management Strategy	JHanger	TE					June				