

**ROBERTO TAMBINI  
CHIEF EXECUTIVE**

*Please reply to:*

Contact: Gill Hobbs  
Service: Corporate Governance  
Direct line: 01784 444243  
E-mail: [g.hobbs@spelthorne.gov.uk](mailto:g.hobbs@spelthorne.gov.uk)  
Our ref: GH/OSCTTEE  
Date: 14 January 2014

**Notice of meeting:**

**Overview and Scrutiny Committee**

**Date: Wednesday 22 January 2014**

**Time: 7.30pm**

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

**To: Members of the Overview and Scrutiny Committee**

P.A. Broom (Chairman)  
A.E. Friday (Vice-Chairman)  
F. Ayers  
A. Ayub  
C. A. Bannister

M. Bushnell  
C.A. Davis  
R.D. Dunn  
C.M. Frazer  
D. Gohil

I.T.E. Harvey  
M.J. Madams  
M.W. Rough  
D. Saliagopoulos  
S.D. Taylor



## AGENDA

Description	Lead	Timings	Page Number
<b>1. Apologies</b>			
To receive any apologies for non-attendance.	Chairman	7.30pm	
<b>2. Disclosures of Interest</b>			
To receive any disclosure of interests from members in accordance with the Overview and Scrutiny Procedure Rules.	Chairman		
<b>3. Minutes</b>			
To confirm the minutes of the meeting held on 12 November 2013 (copy attached).	Chairman		1 - 6
If any member of the committee has any issues arising from the minutes of the meeting held on 12 November 2013 that they wish to raise at the meeting please inform Terry Collier, Assistant Chief Executive 24 hours in advance of the meeting			
<b>4. Matters arising from the minutes</b>			
To consider any matters arising from the Minutes of the meeting held on 12 November 2013.	Chairman		
<b>5. Call in of Cabinet decisions</b>			
No decisions have been called in for Review.	Chairman		
<b>6. Leader's Task Groups</b>			
To receive reports on progress with the Leader's Task Groups. (copy attached)	Cllrs Gething and Leighton	7.40pm	7 - 12
<b>7. Localism Act - Impact on Service areas</b>			
To receive a verbal report from the Member sub-Group appointed to look in more detail at the reports from Heads of Service on the impact of the Localism Act.	Cllr Friday	7.50pm	
<b>8. Customer Relationship Management Procurement update</b>			
To receive an update report from the Assistant Chief Executive. (copy attached)	Terry Collier	8.00pm	13 - 43

Description	Lead	Timings	Page Number
<b>9. Budget 2014-2015</b>			
To receive a presentation from the Chief Finance Officer on the issues, challenges and principles underpinning the 2014-15 budget. (background papers attached)	Terry Collier	8.15pm	44 - 61
<b>10. Cabinet Forward Plan</b>			
A copy of the latest forward plan is attached.	Terry Collier	9.30pm	62 - 63
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.			
<b>11. Work Programme</b>			
The Chairman to report at the meeting on the Work Programme.	Chairman		
<b>12. Any Other Business</b>			
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	9.35pm	

## Minutes of the Overview and Scrutiny Committee

12 November 2013

**Present:**

Councillor P.A. Broom (Chairman)

**Councillors:**

F. Ayers	M. Bushnell	C.M. Frazer
A. Ayub	C.A. Davis	A.E. Friday
C.A. Bannister	R.D. Dunn	I.T.E. Harvey

**Apologies:** Councillors M. J. Madams, M.W. Rough and S.D. Taylor.  
Councillor V.J. Leighton, Cabinet member for Planning and Corporate Governance and the Leader, Councillor R.L. Watts

**In attendance** - The following Cabinet members attended the meeting and took part in the discussion on those items relevant to their Portfolio:

Councillor A.J. Mitchell, Cabinet member for Environment (incl. Parks and Waste Management)

Councillor D. Patel, Cabinet member for Parking Services and ICT

### **302/13 Election of Vice-Chairman**

Following the appointment of Councillor D. Patel to the Cabinet in October 2013, a vacancy had arisen for Vice-Chairman of the Overview and Scrutiny Committee.

It was moved and seconded and

**RESOLVED** that Councillor A.E. Friday be appointed as Vice-Chairman of the Overview and Scrutiny Committee for the remainder of the Municipal Year.

### **303/13 Disclosures of Interest**

There were none.

### **304/13 Minutes**

The Minutes of the meeting held on 10 September 2013 were approved as a correct record.

### **305/13 Matters Arising**

No matters were raised.

### **306/13 Call in of a Leader, Cabinet or Cabinet Member Decision**

No decisions had been called in.

## Overview and Scrutiny Committee, 12 November 2013 - continued

**307/13 Capital Monitoring**

The Committee received an update on the capital expenditure against the budget position of the schemes within the capital programme for the period April to September 2013.

The Chief Finance Officer reported that £544k had been spent to date, which represented 29% of the revised budget. The projected outturn showed that there was an anticipated spend of £1.857m which represented 98.1% of the revised budget.

It was also noted that the Cabinet would be asked to approve:

1. A reduction in provision for the Kenyngton Manor Pavilion project for 2013/14 of £33k and an increase in provision for 2014-15 of £33k.
2. An increase in provision for the Stanwell CCTV project by £18,110 to cover the actual expenditure incurred which is offset in full by increased funding from A2D.
3. A reduction in provision for Meals on Wheels programme for 2013/14 by £50k as the budget for Meals on Wheels vans is no longer required.

**RESOLVED:**

- (1) that the report of the Chief Finance Officer outlining the capital spend position for the six month period to September 2013 be noted; and
- (2) to support the following recommendations to Cabinet:
  1. that the Capital Programme provision for Kenyngton Manor Pavilion be re-phased with the 2013/14 provision reduced by £33k and the provision for 2014-15 increased by £33k.
  2. that the budget for the Stanwell CCTV project be increased by £18,110 to cover the actual expenditure incurred which is offset in full by increased funding from A2D.
  3. to note that the budget for Meals on Wheels vans is no longer required and the 2013/14 programme be reduced by £50k.

**308/13 Revenue Monitoring**

The Committee received an update on the net revenue expenditure and forecast outturn position for the period April to September 2013.

The Chief Finance Officer reported that the forecast outturn at net expenditure level was £12.151m which resulted in a projected favourable variance of £323k, 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 six month period to September 2013 be noted.

## Overview and Scrutiny Committee, 12 November 2013 - continued

**309/13 Treasury Management Half-Yearly Report 2013/14**

The Committee received an update on treasury management activities for the first half year to 30 September 2013.

The Chief Finance Officer reported that the projected investment return was expected to fall in line with the budgeted figure of £345k. Diversifying part of the Council's portfolio into pooled investment funds had been beneficial to returns and should help maintain overall investment returns into the future.

The Chairman congratulated Terry Collier and his team and Councillor Evans for their efforts in keeping the Council's funds steady and safe whilst facing difficult economic circumstances.

**RESOLVED** that the report of the Chief Finance Officer, setting out the treasury position achieved during the first six months of 2013/14 and the financial environment in global markets, be noted.

**310/13 Remote Working project update**

The Committee discussed an update report providing the main conclusions and recommendations from the Council's remote working pilot project, with the Assistant Chief Executive (Lee O'Neil) and Environmental Health Manager.

The report gave information on the potential number of Council staff who could work remotely and the likely costs to support this project against the possible rental income.

The Committee was concerned that there was an appropriate document management system in place, that analysis was undertaken of costings and the payback period for any investment, and that officers understood the key challenge of the associated cultural change.

**RESOLVED** to note the update on Remote Working and the conclusions and recommendations listed in Appendix A to the report of the Assistant Chief Executive subject to:

1. there being a rigorous analysis of the cost implications and the payback period if this project is moved forward;
2. a robust document management system being implemented and
3. sufficient attention being paid to the impact of cultural change on the staff involved and provision of training for those affected.

**311/13 Local Council Tax Support Scheme and Council Tax Discounts and Premia 2014/15 onwards**

The Committee received a report on the Local Council Tax Support Scheme and Council Tax Discounts and Premia from 2014/15 onwards which were being reviewed due to a number of key changes leading to a future on-going funding gap.

### Overview and Scrutiny Committee, 12 November 2013 - continued

The Head of Planning and Housing Strategy explained that there was also a more fundamental issue to consider of whether or not the required council tax support savings should be entirely borne by the council tax benefits claimants or not.

She updated the Committee on the outcome of the consultation to which 700 responses had been received of the 6500 surveys distributed. The responses were evenly split on their preferred option.

The Committee discussed the two options under the Council Tax Support Scheme and the two under the Discounts and Premia which had been consulted upon.

The Committee felt it was important that residents were given some certainty about future payments and therefore agreed that the scheme adopted should be for a minimum of two years, i.e. 2014/15 and 2015/16.

**RESOLVED** unanimously to recommend Cabinet to agree:

- (a) Option 2 in respect of the Local Council Tax Support Scheme as set out in paragraph 3.5 of the report of the Assistant Chief Executive to the Overview and Scrutiny Committee on 12 November 2013 and
- (b) Option 1 in respect of the Discounts and Premia as set out in paragraph 3.2 of the report of the Assistant Chief Executive to the Overview and Scrutiny Committee on 12 November

### **312/13      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 discussed the proposals for Laleham Park with the Cabinet Member for the Environment, Councillor A.J. Mitchell.

The Committee received an update on the Economic Strategy programme from the Deputy Head of Planning and Housing Strategy. The Strategy was due to be considered for adoption by Council on 19 December 2013.

**RESOLVED** to note the work undertaken to date by the Leader's Task Groups and the progress made toward the adoption of an Economic Strategy.

### **313/13      Emergency Plan update 2013/14**

The Committee received an update report highlighting key changes made in the latest review of the Emergency Plan 2013/14.

The Committee discussed the report with the Portfolio Holder, Councillor D. Patel and noted that she had asked the Emergency Planning officer to arrange a seminar for the Committee on the Emergency Plan.

The Committee was concerned that the role of councillors in an emergency was made clear in the Plan and that councillors were properly briefed. The Committee was happy to work with the Portfolio Holder and officers on this.

The Chairman thanked the Emergency Planning officer, Nick Moon, for the huge amount of work he had done to produce this good document in the form of the Emergency Plan.

**RESOLVED** to note the update subject to:



## Overview and Scrutiny Committee, 12 November 2013 - continued

1. more information being provided in the Plan to explain the role of councillors as community leaders in an emergency situation and
2. a recommendation that it should be mandatory for all councillors to receive and read the Emergency Plan document.

**314/13 Project Management methodology update**

The Committee received an update report on progress made with current projects and thanked the Head of Customer Services, Linda Norman and her team for their work.

**RESOLVED** to note the update report on Project Management methodology, subject to:

1. strongly recommending MAT to adopt the next steps as set out in the report and
2. agreeing the importance of sharing best practice across the authority.

**315/13 Social Media**

The Committee received the report of the Chief Executive on the need for further resources to promote the use of Social Media in the Council, which they discussed with the Head of Customer Services.

The Committee recognised the importance of a coherent, professional social media operation for the Council. The Chairman suggested there was no need to request a background in, and knowledge of, local government for a new post to promote, expand and maintain the Council's Social Media strategy.

**RESOLVED** to:

- (1) note the report on Social Media and
- (2) support the allocation of extra resources for Social Media provided this is properly costed and the benefits and payback demonstrated.

**316/13 Replacement Telephony System**

The Committee received an update report from the Assistant Chief Executive on progress with the implementation of Lync as the replacement telephony system for the Council.

The report outlined the options analysis and confirmed that Advanced 365 had been given preferred supplier status. It set out the timeline for implementation of the new system.

**RESOLVED** that the report on a replacement telephony system be noted.

**317/13 Localism Act – Impact on Service Areas**

The Chairman drew to the Committee's attention the reports from all Heads of Service on what each service area was doing to address the issue of Localism.

She suggested that a small group of councillors consider the reports in more detail and report back to a future meeting.

**RESOLVED** that a sub-group comprising Councillors Friday, Ayub and R. Dunn look at the reports on Localism in more detail and whether the Council could be doing more to benefit residents and report back to a future meeting for this Committee's further consideration.

## Overview and Scrutiny Committee, 12 November 2013 - continued

**318/13 Streetscene update**

The Committee received an update on the work and performance of the Streetscene department and discussed this with the Head of Streetscene.

Members of the Committee asked questions about fly tipping, recycling rates and how the service communicates performance to residents.

The Chairman thanked the Head of Streetscene, Jackie Taylor and her team for their dedication to the residents' service.

**RESOLVED** to note the report subject to receiving an update on the Council's plans for improving recycling rates and considering how service performance is gauged and monitored.

**319/13 Cabinet Forward Plan**

The Committee received the Cabinet Forward Plan.

**RESOLVED** to note the Forward Plan.

**320/13 Work Programme**

The Chairman advised that the topics on the work programme for the January meeting included the Budget review, project Management and Customer Relations Procurement.

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

**RESOLVED** to note the arrangements for the work programme.

**321/13 Any Other Business**

No other business reported.

## Meeting Next Steps



### Economic Development Task Group

Wednesday 27 November 2013

#### Present:

Cllr N. Gething (Chairman)	Cllr C. Frazer	Cllr C.A. Davis
Cllr M Rough	Cllr M.P.C. Francis	Cllr Ayub

#### In attendance:

Terry Collier	Keith McGroary	John Brooks
Sam Ridley	Sabine Lohmann	Mike Ramlakhan
Dave Phillips		

#### Apologies

Cllr R.D. Dunn	Cllr Harman	Cllr Harvey
Cty Cllr R. Evans		

## Next Steps

No.	Action	By whom	When
1.	<b>Next steps for 5 September</b> – Task Group agreed with the 'Next Steps'		
2.	<p><b>Draft Economic Strategy-</b></p> <p>John Brooks presented a, summary of the responses received (from seven organisations) to the consultation on the draft Strategy and recommended some changes to the text. John Brooks also highlighted a further change to Action A10 placing more emphasis on seeking to encourage the take-up of apprenticeships. Other minor changes to improve the text were also highlighted.</p> <p>.</p> <p>Task Group acknowledged key importance of raising education and skill levels and reference was made to recent presentations at the Spelthorne Local Committee.</p> <p>Chairman suggested desirability of putting more emphasis in Action 30 on developing Heathrow-Staines light rail proposals.</p>		

## Meeting Next Steps



	<p>John Brooks explained that Surrey County Council's Rail Strategy, which Cabinet has recently endorsed, did not include this as it lacked a business case and did not fit in with the broader approach to rail development, in particular to Heathrow, in that Strategy. Task Group requested that officers write to County to ask that they keep light rail options under review.</p> <p>Keith McGroary highlighted the importance of following up on implementation of the Action Plan.</p> <p>The Task Group agreed to ask Cabinet to recommend that Council agrees the Spelthorne Economic Strategy.</p>	<p>J Brooks</p> <p>Cllr Gething</p>	<p>17/12</p> <p>Dec Cabinet</p>
3.	<p><b>Staines-upon-Thames sub-group update</b> – Cllr Davis highlighted need for additional Members for the sub-group. Sabine Lohmann agreed to join the Group. Cllr Davis suggested County Cllr and Borough Cllr Saligopoulos join the sub-group. Chairman of Task Group to speak to Leader of Council re drafting in additional Members</p>	<p>Sabine Lohman</p> <p>Cllr Gething</p>	
4.	<p><b>Ashford sub-group update</b> – Cllr Frazer circulated an update paper which was noted.</p>	<p>Cllr Frazer</p>	
5.	<p><b>Feedback on seminar “Town Centres: is there a commercial future?”</b></p> <p>Task Group agreed it was a useful session. Cllr Davis highlighted interest from existing local retailers for vinyl photomontages across vacant retail front windows. Cabinet to be asked to seek to facilitate.</p> <p>Sabine suggested exploring opportunities for pop-up shops. Council could seek to encourage.</p>	<p>K McGroary</p> <p>K McGroary</p>	
6.	<p><b>Review of Fixed Assets</b> - Dave Philips explained context to the list the Economic Development Task Group had been asked to consider.</p> <p>List of assets, supplemented with additional information, to be distributed to the Task Group. Members of Task Group to review and feedback any suggestions. .</p>	<p>D Phillips</p>	
7.	<p><b>Any other business</b> – None</p>		
8.	<p><b>Next meeting</b> - February – date to be confirmed</p>	<p>McGroary</p>	<p>February</p>

## Meeting Next Steps

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### Title: Leader's Fixed Assets Task Group

Date: 5 December 2013

**Present:**

Councillor Leighton (Chairman)	Cllr Frazer	Cllr Friday
Cllr Spoor		

**In attendance:**

Terry Collier	Dave Phillips	Cathy Munro
Cllr Rough		

**Apologies:**

Cllr Grant, Cllr Gohil

### Next Steps

No.	Action	By whom	When
1.	<b>Next Steps from 1<sup>st</sup> Oct 2013</b> Accepted by the Task Group		
2.	<b>Tendering Valuation Service</b> Dave provided an update. Bringing specification to the Task Group in January, and going out to tender in March. Dave to circulate details of firms to be invited to tender to the Task Group for information.	Dave Phillips	22/1/14
3.	<b>Staines Preparatory School Car Parking- Additional councillor car parking</b> Circulatory system causing problems for visitors to the Council. Lawrence Cross and Dave Phillips met school's bursar and discussed proposal whereby school would use their land at back of their playing fields and access through a strip between Leisure centre and council's public open space. Dave confirmed that we can put low level surface on the open space. School would fund cost of scheme. In event of public sector hub changes, we would give school right of way to ensure their continued access. Dave to circulate proposal ahead of next meeting and to feedback at next meeting.	Dave Phillips	22/1/14

## Meeting Next Steps

	<p>Parking services putting a road traffic order which in future will enable car parking enforcement officers to issue tickets</p> <p>Dave flagged options for upto three more councillor parking spaces. Dave to discuss with Cllr Leighton</p>	<p>Sandy Muirhead</p> <p>Dave Phillips</p>	<p>24/12</p>
4.	<p><b>Assets requested for review</b></p> <p>Task Group reviewed the assets listing as re-sorted by Cllr Gohil</p> <p><b>Tariff approach:</b> Councillor Leighton reiterated the key drivers of income generation whilst seeking to support community and voluntary sector. Councillor Spoor highlighted that the smaller value rentals (e.g. under £9k) account for a relatively small proportion of the total rental income. Task Group discussed desirability of having a clear and consistent framework underpinning the basis of the rentals, to enable different community groups to see that they are being fairly treated. Task Group agreed objective is more about standardisation than generating significantly additional income from the community groups' assets</p> <p>Dave explained approach to valuation for community groups, highlighting timing impacts, and that in many cases the valuation is only applying to land as the groups have built their own buildings.</p> <p><b>Shepperton Towpath plots 12 &amp; 13.</b> Site is in greenbelt and floodplain. Surface would need to be permeable. Costings for surface, gates, fencing is estimated at £70k (ho. Approximately 30 spaces could be accommodated. 5 year payback with 4% return space charge would be approximately £46 per month (£552 per annum). Over 7 years £426 per annum (£8.20 per week). Over 10 years £326k per annum (£6.30 per week). Task Group recognised that normally Council would look for 5 year payback and with a 5 yearly review mechanism. Cllr Leighton asked for confirmation re adequacy of size of parking spaces. Task Group confirmed supportive of progressing the proposal. Dave to produce schematic for next meeting. Dave to liaise with current leaseholder.</p> <p><b>Cedars recreation ground pavilion:</b> Dave Phillips in negotiation with counterparty looking to set up children's nursery for under 5s. Scheme proposer due to come back in next couple of weeks with more detail.</p>	<p>Dave Phillips</p> <p>Dave Phillips</p>	<p>22/1/14</p> <p>22/1/14</p>

## Meeting Next Steps

	<p><b>Ashford Cemetery accommodation:</b> groundsman 3 bedroom house. Legal currently trying to negotiate occupant out. One option to use for temporary accommodation. Currently with courts. Difficult to place a timescale.</p> <p><b>Churchill Village Hall ;</b> report going to MAT. Churchill we were going to sell for £100k and then had need for temporary arrangement whilst Benwell Court closed and Mitchison Court not opened. Report going to MAT recommending freehold sale. Dave flagged alternative of using for temporary accommodation – to be discussed at MAT</p> <p><b>Riverside Arts Centre –</b> Dave explained lease coming up for renewal.and the need to rectify a historical drafting error which would restrict Council's liability.</p> <p><b>Staines Park Flat and Long Lane Pavilion –</b> report going to Cabinet on potential use for temporary accommodation. Dave flagged potential planning issues. Long Lane has 2 bedroom flat upstairs and community room and toilets and changing facilities downstairs. Cllr Rough updated the Task Group on proposals to use Long Lane for community café facility, meeting rooms and to promote health well being...</p> <p><b>Spelthorne Leisure Centre and Knowle Green hub:</b> Previously had advanced discussions with Surrey County Council and built in budget for feasibility study. Following revisiting of scope in light of public service transformation agenda project closed with new scope to be agreed. Range of options being considered, including moving leisure centre into park. Project Initiation document to be drafted by February 2014</p> <p><b>Laleham Park -</b> sits under Environment Task . Cathy to find out whether there are regular project highlight reports and to arrange for Assets Task Group to have sight.</p>	<p>Terry Collier/ Dave Phillips</p> <p>Dave Phillips</p> <p>Dave Phillips</p> <p>Cathy Munro</p>	<p>9/12/14</p> <p>Feb 14</p>
5.	<p><b>Key Assets Projects update</b></p> <p>Cathy provided update on airport parking site at <b>Vineries allotments</b>. Report went to Cabinet in November which approved progressing and commencing legal work on partnership agreement with adjoining owner and for change of</p>	<p>Cathy Munro</p>	

## Meeting Next Steps

	<p>use of land.</p> <p><b>Short Lane Stanwell</b> – Cathy had a number of expressions of interest however, all expressions received to date relate to car parking. Cathy not ruling out other options.</p>	<p>Cathy Munro</p>	
<p>6.</p>	<p><b>Date of next meetings:</b></p> <p>22 January 7pm Goddard Room</p> <p>Wednesday 19 March 7pm</p>	<p>All</p>	



# Overview and Scrutiny Committee

22 January 2014



<b>Title</b>	CRM Procurement Update		
<b>Purpose</b>	For Information		
<b>Report of</b>	Assistant Chief Executive	<b>Confidential</b>	No
<b>Cabinet Member</b>	Councillor Tim Evans	<b>Key Decision</b>	No
<b>Report Author</b>	Linda Norman		
<b>Summary and Key Issues</b>	<p>The Council needs to ensure that services are;</p> <ul style="list-style-type: none"> <li>• Accessible</li> <li>• Cost-effective</li> <li>• Reliable, consistent, coherent and efficient</li> <li>• Provides joined up service delivery</li> </ul> <p>➤ A Customer Relationship Management (CRM) system will enable Customer Services and the Council to have a holistic view of the customer, remove duplication into back office systems, maximise the Council's collection rates as it brings sundry debt, parking, council tax and housing benefits overpayments debts into one place and will integrate with the Council's website to encourage channel shift.</p> <p>➤ Whilst the initial savings are expected within Customer Services in the first two years through the loss of temporary staff and reduced administration and telephony costs, other service areas will need to consider their administration and back office requirements as services areas are integrated within the CRM system.</p> <p>➤ MAT will also consider which functions will be integrated into Customer Services as future opportunities arise through staff vacancies and emerging technology.</p>		
<b>Financial Implications</b>	<p>£160k budget as part of the 'Enhancing the Customer Experience ' programme has been broken down as follows;</p> <ul style="list-style-type: none"> <li>• £42k on Capita Strategic partnership on Engage and Connect</li> <li>• £15k on Housing Options scanning and workflow improvements</li> <li>• £100k on Customer Relationship Management (CRM) project</li> </ul> <p>Return on investment expected within three years</p>		
<b>Corporate Priority</b>	Service delivery		
<b>Recommendations</b>	For MAT to approve the CRM project plan and Councillors to continue to support the existing Customer Service Strategy to deliver the improvements identified in 'Enhancing the Customer Experience' Programme		

## **1. Background**

- 1.1 A review of Customer Services was undertaken in March 2011, following the announcement of the incumbent Head of Customer Services of his intention to retire in December 2011.
- 1.2 The result of that review was to merge Revenues (previously responsible for council tax and business rates), most of Financial Services and Customer Services into one team from May 2011 and for Management Team to consider bringing other functions into Customer Services as future opportunities arise.
- 1.3 The Customer Services Strategy was reviewed in December 2011 to provide a more corporate approach to improving customer service delivery moving forward to 2014.
- 1.4 A capital budget of £160k was approved to support the strategy which has been carried forward from 2012/13 to 2013/14.
- 1.5 As part of the revised Customer Service Strategy 2011-2014, Cabinet agreed a roadmap to improvements which included;
  - (a) Implementation of Automated Voice Recognition Payments (AVR)
  - (b) Implementation of an 'Out of Hours' telephony service
  - (c) Increase channel shift through the Council's website
  - (d) Implementation of a Customer Relationship Management (CRM) system
- 1.6 The 'Enhancing the Customer Experience' Programme was developed in June 2013 and incorporated five main work-streams (See Appendix 1).
- 1.7 £42k of the original capital budget has been used for the 'Engage' mobile app and 'Connect' self service modules on Revenues and Benefits for the website as part of the Capita Strategic Partnership. These were delivered in September 2013 and November 2013 respectively.
- 1.8 £15k has been used to expand the use of Civica Contact Management, Electronic Document Management System (EDMS) and workflow into Housing Options which has been delivered in December 13.
- 1.9 The CRM project received approval by the ICT Service Improvement Group (SIG) board in August 2013 with a budget of £100k.

## **2. Key issues**

- 2.1 As part of the Customer Services Strategy, the Council needs to ensure that services are;
  - (a) Accessible
  - (b) Cost-effective
  - (c) Reliable, consistent, coherent and efficient
  - (d) Provides joined up service delivery
- 2.2 A CRM system will enable Customer Services to have a holistic view of the customer, remove duplication into back office systems, maximise the Council's collection rates as it brings sundry debt, parking, council tax and housing benefits overpayments debts into one place and will integrate with the Council's website to encourage channel shift thereby reducing the cost of interactions with Customers.

- 2.3 The project team have undertaken a review of five software solutions and developed a high level specification requirement. Three companies were invited to quote and two companies (Eden and Firmstep) submitted a response.
- 2.4 An evaluation of the two companies quotes were undertaken and Eden was selected as the preferred supplier. (See Appendix 2).
- 2.5 Legal oversaw the procurement and the contract was awarded at the end of November 2013.
- 2.6 As the cost of the procurement was under £75k, approval of the procurement was delegated to the Assistant Chief Executive, Terry Collier.
- 2.7 Project documentation has been produced in accordance with the Council's project management methodology with a small project team and key stakeholders identified.
- 2.8 The return on investment for the whole programme (£160k) is anticipated to be within three years from 2013/14 within the normal timescales the Council looks for on such projects.
- 2.9 Six software systems have been identified to integrate with the Eden and the project will be delivered in a phased approach (Appendix 3);
- (a) Civica (Contact Manager including telephony)
  - (b) Capita (Revenues and Benefits)
  - (c) Astun (My Spelthorne web integration)
  - (d) Integra (Sundry Debt)
  - (e) Caps (Planning, Licensing, Building Control, Environmental Health)
  - (f) SPUR (Parking)
- 2.10 The success of the AVR, Engage and Connect projects have already delivered savings for 2013/14 of £31k (1.3 FTE) with the loss of two temporary posts within Customer Services for 2014/15.
- 2.11 Whilst the initial savings are expected within Customer Services in the first two years through the loss of temporary staff and reduced admin and telephony costs, other service areas will need to consider their administration and back office requirements as services areas are integrated within the CRM system.
- 2.12 MAT will also consider which functions will be integrated into Customer Services as future opportunities arise through staff vacancies and emerging technology.

### **3. Options analysis and proposal**

- 3.1 Details are contained within the project documentation (Appendices 4 -7)

### **4. Financial implications**

- 4.1 A budget of £100k has been agreed for the implementation of the new CRM system from the £160k 'Enhancing the Customer Experience' programme.
- 4.2 £68k has been spent on the procurement of Eden software.
- 4.3 A return on investment is expected within 3 years with projected savings as follows;
- (a) £25k anticipated savings for 31.03.14.
  - (b) £75k anticipated savings for 31.03.15.
  - (c) £60k anticipated savings for 31.03.16.

It is anticipated that there will be ongoing savings of £160k from 1 April 2016.

**5. Other considerations**

- 5.1 There are potential resource constraints around ICT due to low staffing levels. This will be monitored as the project progresses.
- 5.2 Development of E-forms is not part of this project but will form a separate work stream under the Programme.
- 5.3 Social Media is not part of this project but will form a separate work stream under the Programme.
- 5.4 A robust communication strategy will be required to ensure corporate buy-in at all levels.
- 5.5 As channel shift and the number of calls dealt with at first point of contact within Customer Services increases, Heads of Service will need to consider their staffing arrangements as requirements to back office services could potentially reduce over the three year period.

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

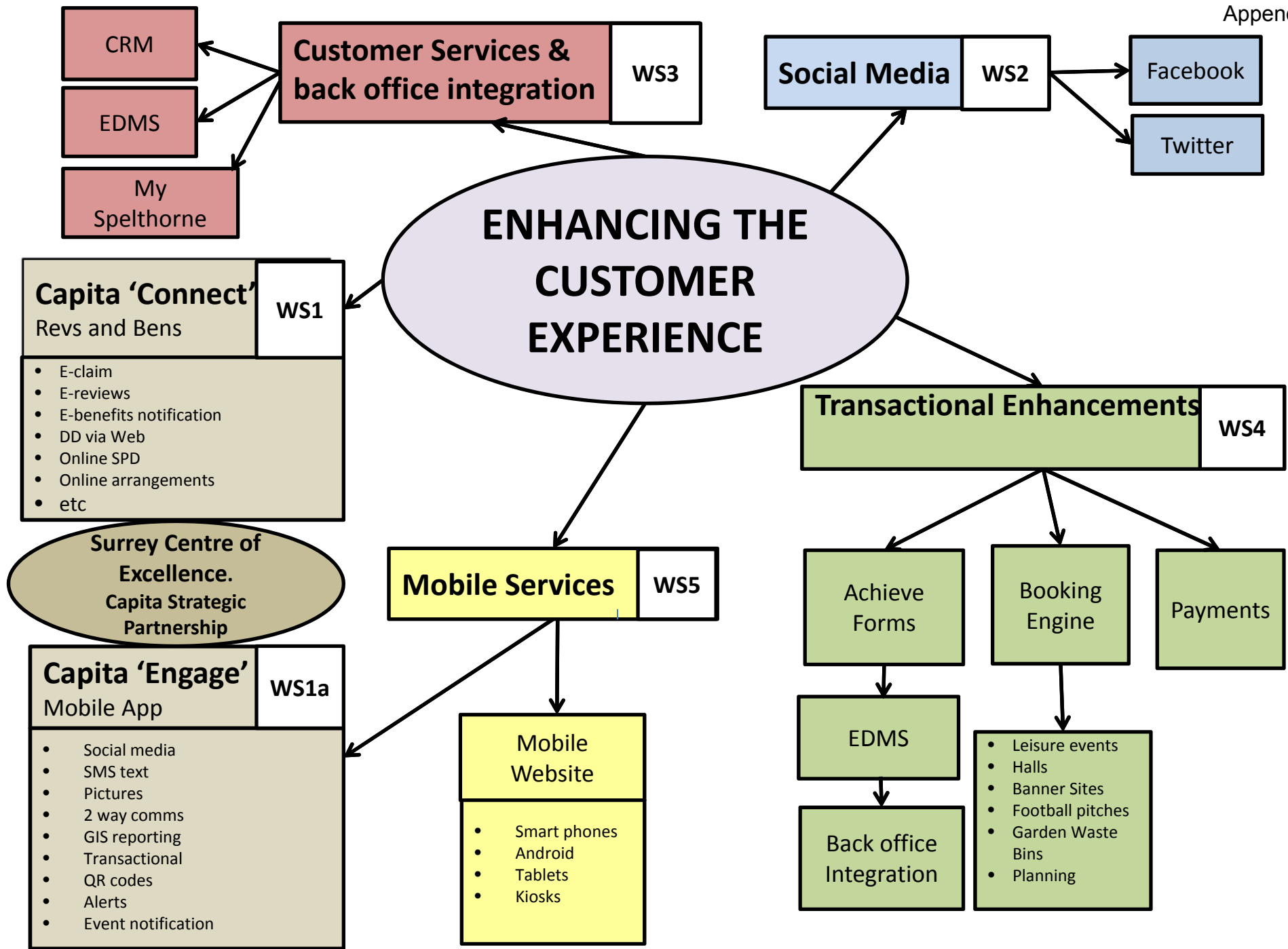
- 6.1 Details of risks and how they will be managed are contained within the project documentation (appendices 4 - 7).

**7. Timetable for implementation**

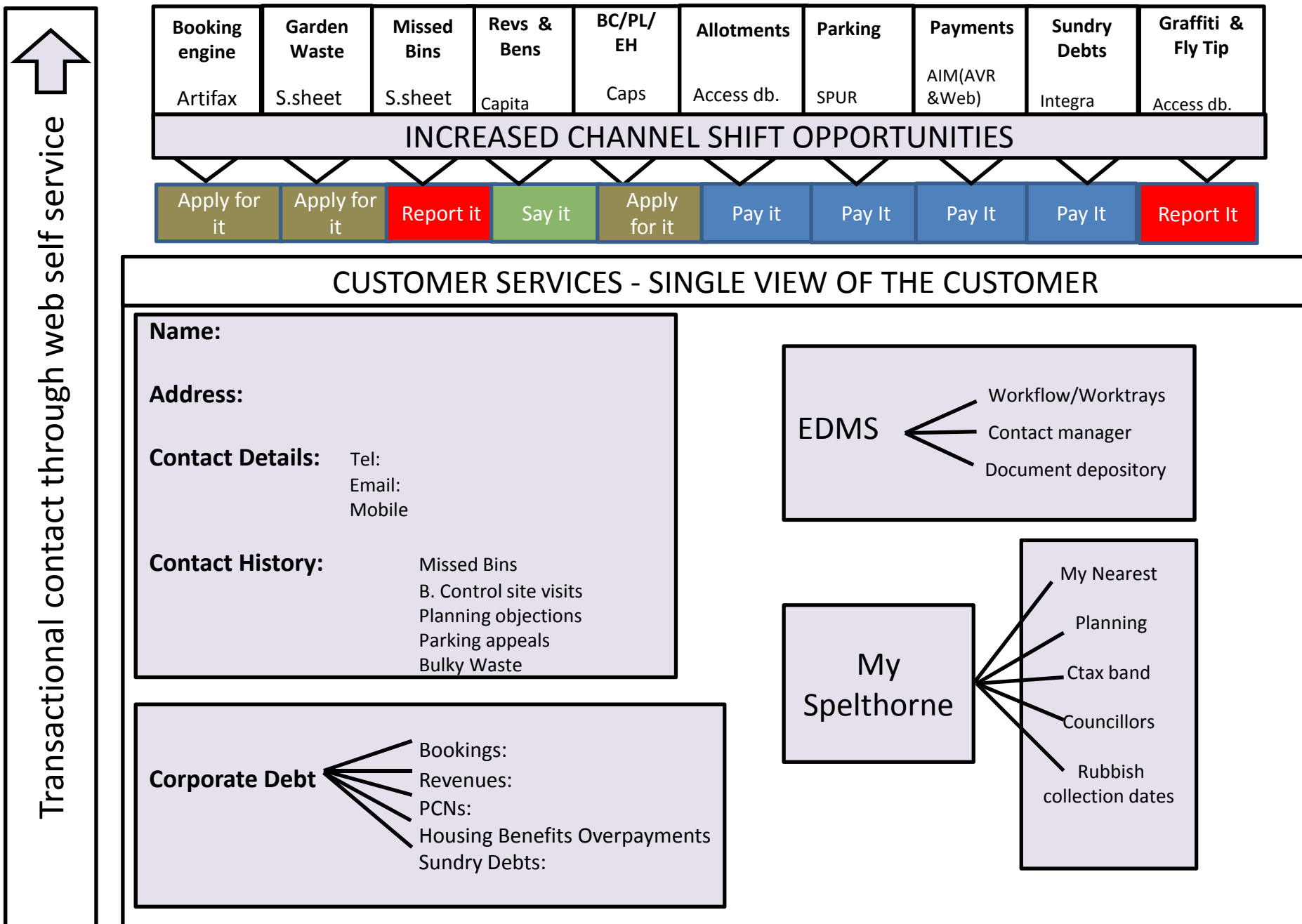
- 7.1 See high level project plan.

**Background papers:****Appendices:**

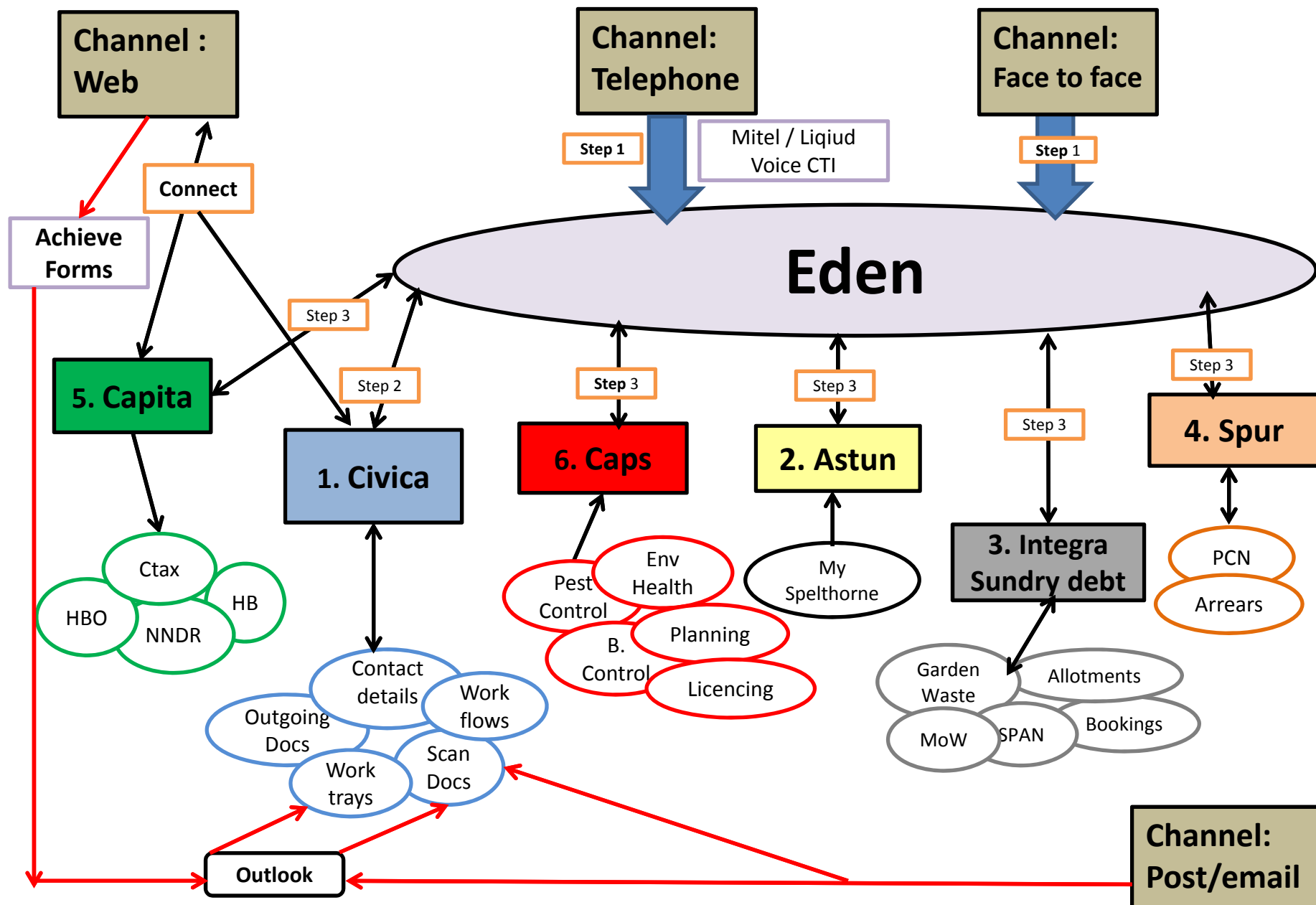
1. **Enhancing the Customer Experience Programme**
2. **Evaluation of software suppliers**
3. **Project Timeline**
4. **Project kick off document**
5. **Project consideration document**
6. **Business case**
7. **Project Initiation document**



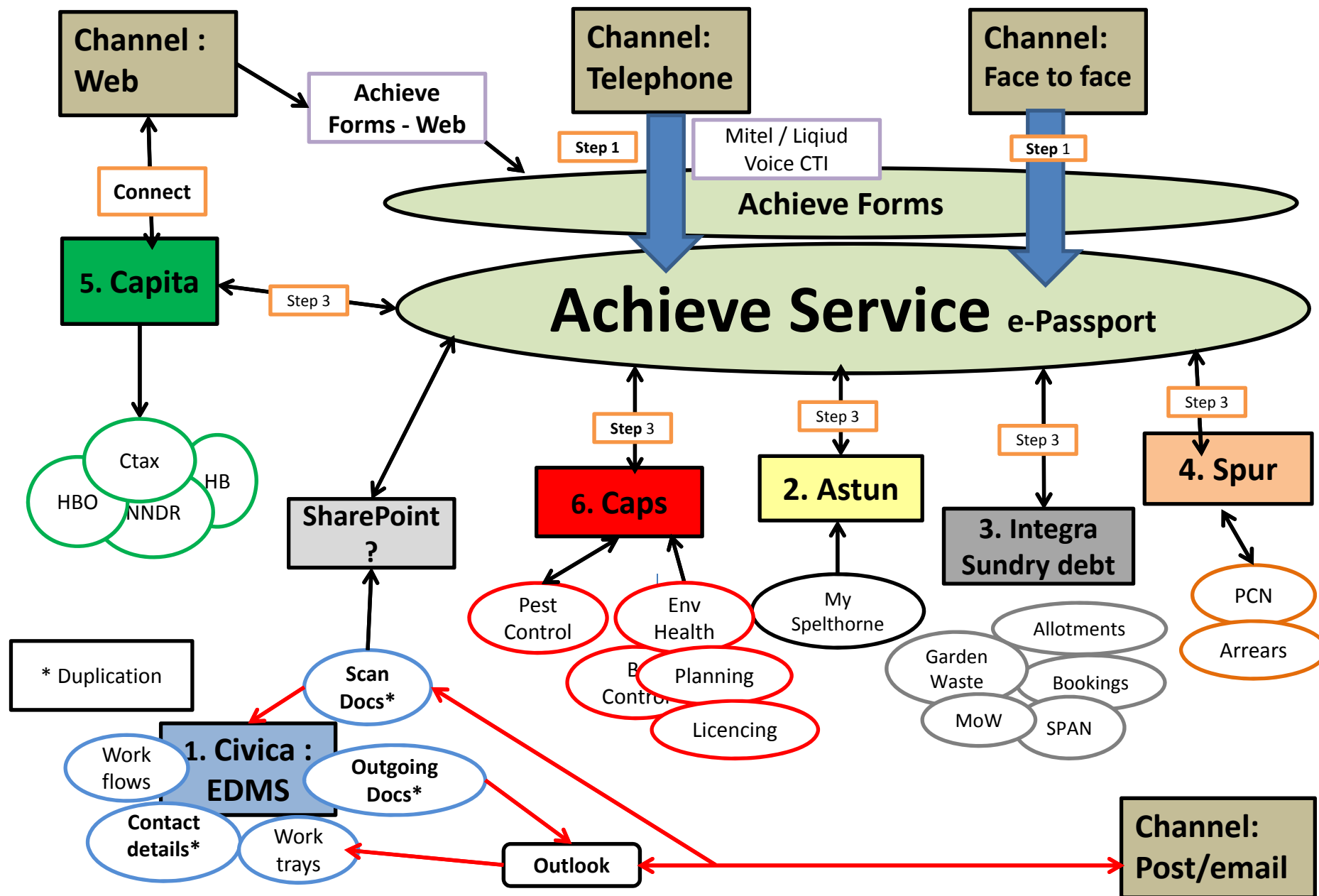
# ENHANCING THE CUSTOMER EXPERIENCE - THE VISION



**(WS3) Systems Integration capabilities by Contact Channel : Option 1 Eden**



**(WS3) Systems Integration capabilities by Contact Channel : Option 2 – Achieve Service**





# Eden Pros and Cons

- **Pros**
  - Bespoke integration software – tailor to our specific requirements
  - Point to point integration
  - Can be applied to future solutions
- **Cons**
  - Technical integration product. Requires IT resource, expertise
  - Training required for IT
  - May need additional development days from Eden.

# Firmstep Pros and Cons

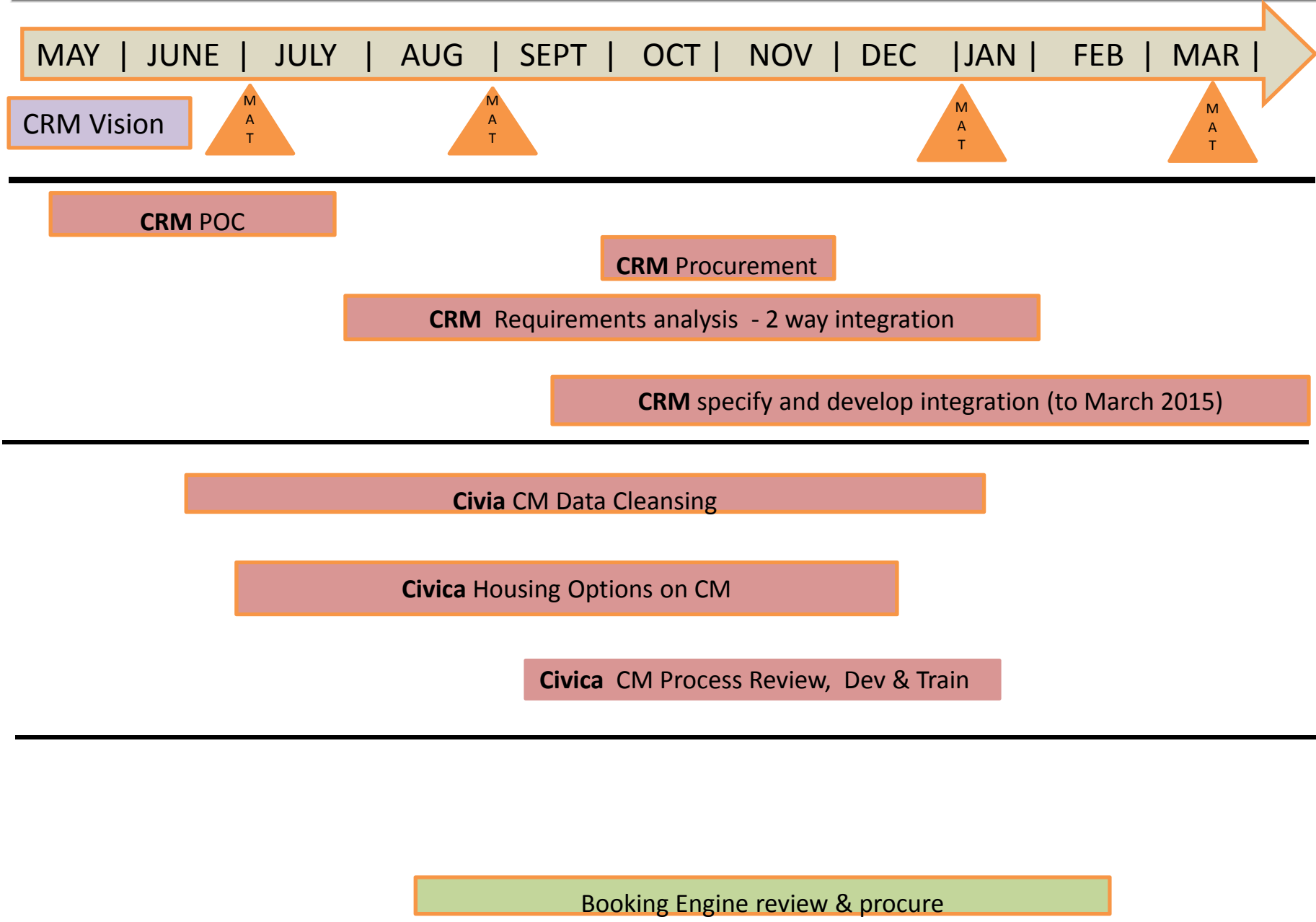
- Pros

- Off the shelf package – little bespoke work required.
- Some good features eg FAQ's .
- Already have some of the components (achieve forms) and some expertise.

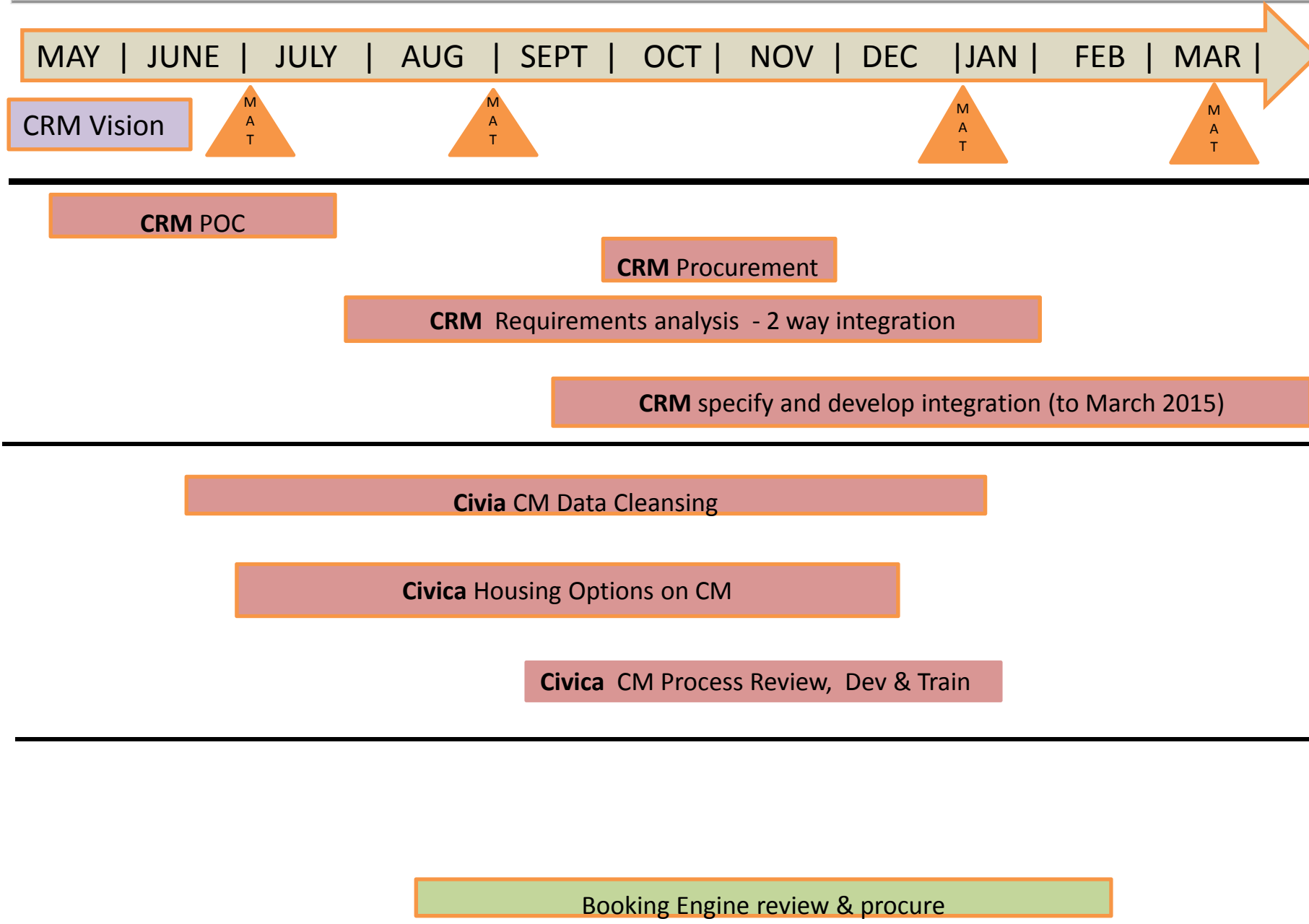
- Cons

- Would replace parts of Contact Manager or require duplicate entry onto citizen e-passport.
- Does not deal with EDMS and outgoing documents

# Draft Projects Timeline



# Draft Projects Timeline





## Project Kick off – Initial request

This kick off document will be used to initiate the start up of a project. It will form the basis of the authorising bodies' decision to go ahead.

<b>Project Initiator</b>	Cabinet
<b>Project Title</b>	CRM Project
<b>Programme Name</b>	Enhancing the Customer Experience
<b>Project Classification</b>	Flagship
<b>Project Review Group</b>	ICTSIG
<b>Project Board</b>	ICTSIG
<b>Project Sponsor</b>	Linda Norman
<b>Project Manager</b>	Jayne Brownlow
<b>Councillor Endorsement</b>	Councillor Evans
<b>Brief Project Description</b>	<p>To provide our customers with the information they require at the first point of contact, which meets their needs and with which they are satisfied, but which is affordable to the Council.</p> <p>To deliver a cost effective, modern service which meets customer and corporate needs through the development and use of appropriate technologies whilst maintaining customer care and statutory responsibilities.</p> <p>The provision of the CRM system will seamlessly integrate with the back office systems and will enable Customer Services to provide an improved service to Spelthorne's residents. Customer Service Officers (CSO's) will be able to respond to a higher volume of telephone calls and face to face enquiries in a more effective, efficient and timely manner as well as integrating with the Council's website to encourage channel shift.</p>

# Project Consideration document

## 1. Background

Spelthorne Borough Council's aim is to provide our customers with the information they require at the first point of contact, which meets their needs and with which they are satisfied, but which is affordable to the Council.

This will be achieved through the development and use of appropriate technologies whilst maintaining customer care and statutory responsibilities.

The key principles in delivering this vision are clear; it means putting the customer at the forefront of our business planning, providing high levels of customer care, increasing % of enquiries dealt with at the initial point of contact from 51% to 80%, ensuring customers receive reliable, consistent, coherent and efficient service. It will also increase capacity for professional staff, providing economy of scale in terms of reduction in costs and increase in capacity.

## 2. Project Objectives

- Improved customer service and satisfaction
- Improved response time in answering calls
- Reduces avoidable contact
- Reduced burden on back office staff
- Data integrity maintained
- Negates all double keying by the CSO's
- Minimal training requirements for new starters
- Rapid, cost effective implementation
- Substantial annual savings
- Integration with websites to improve self service
- Improved monitoring of calls – Integration with CRM enables the tracking and monitoring of all enquiries enabling management to identify problems and improve business processes.
- Modular solution

### 2.1 Background documents

- Enhancing the Customer Experience Vision
- CRM Supplier Analysis Matrix
- Eden Proposal
- Civica Proposal
- Capita Proposal
- Astun Proposal

### 2.2 Scope

- To deliver a CRM system that integrates seamlessly with the Council's website and back office systems.
- To provide improved functionality within Customer Services and remove duplication of data entry.

- To provide a holistic view of the customer and increase number of enquiries dealt with at first point of contact.
- Development of E-forms is not part of this project but will form a separate work stream under the Programme.
- Development of a Mobile app is not part of this project but will form a separate work stream under the Programme.
- Social Media is not part of this project but will form a separate work stream under the Programme.

### 2.3 Constraints

- There are potential resource management constraints around ICT and Comms team due to low staffing levels. This will be monitored as the project progresses.
- Procurement of system could be a key decision depending on the procurement level and as such, is dependent on committee timetable. Target approval is currently scheduled for the 9 September but this is dependant on the options analysis and a clear recommendation for supplier being agreed.
- Eden have indicated that their quotation is valid until 30 August 2013. After this time an additional quotation will be required and the cost of the software and services is not guaranteed. Eden are also working on the assumption that Runnymede will also procure the system as part of their Customer Service Review with Spelthorne paving the way.
- Subsequent discussions with Eden have extended the quotation deadline to 30 November 2013 and whilst Runnymede are no longer part of the joint procurement, a discount has been negotiated on the basis that Spelthorne will provide reference requests as required.

### 2.4 Funding

Funding has been identified and approved as part of 'Enhancing the Customer Experience' Programme and £100 000 has been set aside to deliver this project.

### 2.5 Key project objectives, benefits and deliverables

- Enhanced Functionality
- Improved service delivery
- Improved access to services
- Channel shift
- Reduce avoidable contact
- Efficiency savings through removal of duplicate data entry
- Increased Customer and staff satisfaction
- Cashable savings through reduced staffing

### 2.6 MAT/ Cabinet/Key Decision

ACX approval of procurement 27 November 2013.

## Project Consideration Document

## Appendix 5

O&amp;S review of procurement 22 January 2014.

**3. Key Project Personnel**

Project Sponsor and Project Manager

Service Area	Involve (Y/N)
Finance	Y
HR	N
Communications	Y
Asset Management	N
IT	Y
Committee Services	N
Legal/ Procurement	Y
Customer Services	Y
Focus Groups	Y

**4. Link to Council Priorities**

Key corporate priorities	Link to Project
<ul style="list-style-type: none"> <li>Creating opportunity &amp; prosperity for our borough</li> </ul>	No
<ul style="list-style-type: none"> <li>Delivering quality of life services</li> </ul>	No
<ul style="list-style-type: none"> <li>Value for money Council</li> </ul>	Yes

**5. Project Classification/Definition**

Flagship

Sign-off

Is the project viable? : Y

Comments:

Signature

Print Name

Date

Sponsor

Linda Norman

260713

Project Manager:

Jayne Brownlow

260713





# BUSINESS CASE

**Project title:** CRM Project

**Report date:** 13.12.13      **Project Classification:** Flagship

## 1. Executive Summary

To provide our customers with the information they require at the first point of contact, which meets their needs and with which they are satisfied, but which is affordable to the Council.

To deliver a cost effective, modern service which meets customer and corporate needs through the development and use of appropriate technologies whilst maintaining customer care and statutory responsibilities.

The provision of the CRM system will seamlessly integrate with the back office systems and will enable Customer Services to provide an improved service to Spelthorne's residents. Customer Service Officers (CSO's) will be able to respond to a higher volume of telephone calls and face to face enquiries in a more effective, efficient and timely manner as well as integrating with the Council's website to encourage channel shift.

### 1.1 Purpose of Document

Approval is sought from the ICTSIG Board for the procurement of a CRM system as outlined in this report. This project is classified as a flagship project and part of 'Enhancing the Customer Experience Programme'.

### 1.2 Related Documentation

1. The Project Kick Off and Consideration document
2. Enhancing the Customer Experience Vision
3. CRM Supplier Analysis Matrix
4. Eden Proposal
5. Civica Proposal
6. Capita Proposal
7. Astun Proposal
8. Firmstep proposal

### 1.3 Version control

This document is controlled and as such should not be distributed to any parties other than the project team without the express permission of the author. Uncontrolled modification of content is prohibited; revision procedures should be followed at all times.

### 1.4 Revisions

Release Date	Rev	Author	Notes
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07.08.13	1.0	L Norman	First Draft
13.12.13	2.0	L Norman	Final

## 2 Business case

### 2.1 Business case stage and decisions required

This business case was prepared following considerable research and evaluation of the software solutions currently available from various suppliers including reference site visits and discussions with other Local Authorities;

- Dartford (Capita)
- Norwich (Civica)
- Richmond (Eden)
- Astun (Spelthorne ICT)
- South Ribble (Firmstep)

This document seeks the approval of the procurement of the recommended CRM software solution from ICTSIG and to proceed with the implementation of the project as described in this document.

### 2.2 Project overview and vision

Customers' expectations of the organisations they deal with are rising all the time. Services should be built around the needs of our customers giving them a choice; they should be more accessible, convenient, responsive and more inclusive through a greater range of access channels. The cost of providing these channels can vary greatly depending upon the complexity of the enquiry.

We recognise that everyone is different and that these differences are to be equally respected and reflected in what we do and how we do it.

Effective customer services should encourage a proportion of customers to use alternative more cost-effective methods of contact.

The project will;

- Provide a consistent level of service that is delivered to common standards, recognising customer diversity and individual requirements;
- Promote a "customer first" culture where customers are valued and offered a quality service;
- Make it increasingly possible for customers to self serve, and find what they want easily and quickly from the Council's website;
- Improve the ability of staff to solve problems, and empower staff to put things right at the first point of contact with the customer;
- Listen and understand our customers' expectation of our services and respond by implementing improvements and managing our services accordingly.
- Cost-effectiveness and value for money
- Quality and consistency – providing reliable, accurate, timely and easily understandable information and efficient services
- Joined-up service delivery – treating the customer as a customer of the authority and not on a service-by-service basis

- Enabling staff – ensuring our workforce has the appropriate skills and tools to provide quality services.

### 2.3 Link to corporate strategic priorities

Key corporate priorities	Link to Project
<ul style="list-style-type: none"> <li>• Creating opportunity &amp; prosperity for our borough</li> </ul>	No
<ul style="list-style-type: none"> <li>• Delivering quality of life services</li> </ul>	No
<ul style="list-style-type: none"> <li>• Value for money Council</li> </ul>	Yes

### 2.4 Project background

Spelthorne Borough Council's aim is to provide our customers with the information they require at the first point of contact, which meets their needs and with which they are satisfied, but which is affordable to the Council.

This will be achieved through the development and use of appropriate technologies whilst maintaining customer care and statutory responsibilities.

The key principles in delivering this vision are clear; it means putting the customer at the forefront of our business planning, providing high levels of customer care, increasing % of enquiries dealt with at the initial point of contact from 51% to 80%, ensuring customers receive reliable, consistent, coherent and efficient service. It will also increase capacity for professional staff, providing economy of scale in terms of reduction in costs and increase in capacity.

### 2.5 Key project objectives, benefits and deliverables

- Improved customer service and satisfaction
- Improved response time in answering calls
- Reduces avoidable contact
- Reduced burden on back office staff
- Data integrity maintained
- Negates all double keying by the CSO's
- Minimal training requirements for new starters
- Rapid, cost effective implementation
- Substantial annual savings
- Integration with websites to improve self service
- Improved monitoring of calls – Integration with CRM enables the tracking and monitoring of all enquiries enabling management to identify problems and improve business processes.
- Modular solution

### 3 Options considered

#### 3.1 Potential Options

The options that have been considered are;

Solution	Cost	Decision	Comments
Civica SPOC	£65k	Rejected	Did not fully meet required specification
Capita CRM	£128k	Rejected	Did not fully meet required specification
Eden	£60 - £70k	Preferred Option	Able to deliver bespoke software and phased approach to roll out
Astun	£22k ?	Not considered	Did not respond to quote
Firmstep	£60-£70k	Rejected	Did not fully meet required specification and would have meat duplicating contact details in two systems

#### 3.2 Key criteria for evaluation of options

## ENHANCING THE CUSTOMER EXPERIENCE - THE OPTIONS

		Academy	Caps	Spread sheet	SPUR	AVR Pay.net	Access	FAQs Website T:Drive	Document Mgmt. SPOC
Comino £65K	Workflow	Y	Y	Y	Y	Y	Y	Y	Y
	Back End Integration	N	N	Limited	N	N	N	N	N
	SPOC	Y	Y	Y	Y	Y	Y	Y	Y
Capita £125K	Workflow	N	N	N	N	N	N	N	N
	Back End Integration	Y	Y	?	?	Y	?	?	?
	SPOC	Y	Y	Y	Y	Y	Y	?	N
Netcall (Eden) £60K	Workflow	Y	Y	Y	Y	Y	Y	Y	N
	Back End Integration	Y	Y	Y	Y	Y	Y	Y	N
	SPOC	Y	Y	y	Y	Y	Y	Y	N
Astun £22K	Workflow	N	N	N	N	N	N	N	N
	Back End Integration	Y	Y	Y	Y	N	Y	Y	N
	SPOC	?	?	?	?	?	?	?	?

1. Ability to meet the business requirements and corporate strategies of the council.

Yes, as Eden is bespoke software, it is capable of delivering future requirements of the Customer Service Strategy and integrates with various current and future back office software.

2. Price, - does it represent value for money compared to other products?

Price has been negotiated to ensure value for money and is comparable to other quotes

3. Ability to fulfil the technical requirements of the council

Yes, a proof of concept demo was delivered on 12 June 2013 where the software was able to pull information from the Academy and write back to the system.

4. Does the solution fit in with the corporate strategic IT plans

Yes.

5. Nature and pricing of any recommended development/ implementation work

Cost of software includes the purchase of 30 consultancy days to assist with the development and delivery of the Spelthorne CRM solution.

6. Quality of implementation and support proposals

See Eden Post-meeting Summary report.

## 4 Project delivery

### 4.1 Outline risk assessment

ID	Risk	Impact	Mitigating action / contingency
001	ICT resources to deliver and maintain CRM solution	High	Eden will oversee implementation and initial development stage and ICT to shadow consultants with a view to skill transfer. ICT to maintain in future but as contingency, development days could be purchased from Eden as required.
002	Delay in procurement decision	High	If procurement delayed to November Cabinet, project will not be delivered within current financial year. Will have to renegotiate costs with software supplier. Mitigation will be to get ICTSIG/MAT approval of preferred supplier and issue project update to suppliers.
003	Temporary staffing within CS	High	Two temporary staff are due to leave CS on 31.03.13 following implementation of project. If project is delayed, contracts can be extended for 6 months at an additional cost of approximately £20k
004	Eden will not deliver full solution within current budget	Medium	Proof of concept delivered on 12.06.13 to prove two way capability of software
005	Staff training/buy in ICT	Medium	Full training programme to be developed
006	Staff training/buy in CS	Medium	Full training programme to be developed
007	ICT skill set	Medium	ICT to identify member of staff (possibly new DBA) to take ownership of maintenance and development of product
008	Service area buy in	High	Communication strategy to outline project deliverables, time scales and efficiency savings
009	Back Office integration does not remove duplication	Low	Proof of concept delivered on 12.06.13 to prove two way capability of software within Revs & Bens
010	Back Office system database integrity	Medium	System connectors can be purchased from software suppliers at an additional cost. CAPS is expected to be in the region of £6k
011	Deliver anticipated savings	High	Strong support from MAT to ensure that all vacancies are scrutinised and request Service Heads to consider whether and what functions can be transferred to CS and what training would be required for CS staff to take on new areas.

### 4.2 Outline project costs (Budget)

Cost type	Contact Name/Organisation	£
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CRM costs	Eden	£70,000
Contingency	Spelthorne	£7,000
Connectors	CAPS/Academy/Liquid voice	£6,000
Contact Management improvements	Civica	£6,500
Telephony integration	Liquid voice	£10,000

### 4.3 Communication and consultation plan

IDENTIFY STAKEHOLDERS	ANALYSIS STAKEHOLDER INFLUENCE  HIGH/MEDIUM/LOW	DEFINE STAKEHOLDER ENGAGEMENT	PLAN ENGAGEMENTS
CABINET	HIGH	BRIEFING NOTES	MILESTONES
MAT	HIGH	BRIEFING NOTES	MILESTONES
COMMUNICATIONS	HIGH	PROJECT TEAM	WEEKLY
ICT	HIGH	PROJECT TEAM	WEEKLY
CUSTOMER SERVICES	HIGH	PROJECT TEAM	MILESTONES
SERVICE AREAS	HIGH	MANAGERS BRIEFINGS	MILESTONES
RESIDENTS	MEDIUM	WEBSITE	MILESTONES
WARD COUNCILLORS	LOW	SPELNET	MILESTONES
SOFTWARE SUPPLIERS	HIGH	PROJECT TEAM	MILESTONES

### 4.4 Project organisation

Role	Name	Organisation
Project Sponsor	Linda Norman	Spelthorne
Project Manager	Jayne Brownlow	Spelthorne
Supplier	Ian Kindred	Eden
Key Stakeholders	Helen Dunn Heather Morgan Jackie Taylor	ICT Planning Street scene

	Sandy Muirhead Tracey Wilmot-French	Environmental Services Environmental health
Project Team	Linda Norman Jayne Brownlow Ian Kindred Nick Kennedy Darren Claxton Karl Dyer Dawn Morrison Tracey Wilmott-French Mandy Marsh Bonnie Clarke Lucy Hicks Jackie Taylor	Spelthorne Spelthorne Eden Eden (Project Manager) Eden (Consultant) Spelthorne Spelthorne Spelthorne Spelthorne Spelthorne Spelthorne

## 5 Board Decision

Appropriate board to decide whether project viable and approval to proceed

Date	Project Approved	Chair of board	Comments
07.08.13	Yes	Helen Dunn	Further evaluation of software and high level specification to be sent to Eden, Astun and Firmstep

Date	Project Rejected	Chair of board	Comments

## 6 Resubmit date





# Project Initiation Document

**Project Title:** CRM Project

**Report date:** 07.01.13

**Project Classification:** Flagship

## 1. Project Details

The Project Initiation Document (PID) will be used to obtain approval to start the project.

<b>Project Initiator</b>	Cabinet
<b>Project Title</b>	CRM Project
<b>Programme Name</b>	Enhancing the Customer Experience
<b>Project Classification</b>	Flagship
<b>Project Review Group</b>	ICTSIG
<b>Project Board</b>	ICTSIG
<b>Project Sponsor</b>	Linda Norman
<b>Project Manager</b>	Jayne Brownlow
<b>Councillor Endorsement</b>	Councillor Evans

## 2. Project Brief

- Improved customer service and satisfaction
- Improved response time in answering calls
- Reduces avoidable contact
- Reduced burden on back office staff
- Data integrity maintained
- Negates all double keying by the CSO's
- Minimal training requirements for new starters
- Rapid, cost effective implementation
- Substantial annual savings
- Integration with websites to improve self service

- Improved monitoring of calls – Integration with CRM enables the tracking and monitoring of all enquiries enabling management to identify problems and improve business processes.
- Modular solution

### 3. Business Case

To provide our customers with the information they require at the first point of contact, which meets their needs and with which they are satisfied, but which is affordable to the Council.

To deliver a cost effective, modern service which meets customer and corporate needs through the development and use of appropriate technologies whilst maintaining customer care and statutory responsibilities.

The provision of the CRM system will seamlessly integrate with the back office systems and will enable Customer Services to provide an improved service to Spelthorne's residents. Customer Service Officers (CSO's) will be able to respond to a higher volume of telephone calls and face to face enquiries in a more effective, efficient and timely manner as well as integrating with the Council's website to encourage channel shift.

### 4. Stakeholder Engagement Strategy

Identify stakeholders	Analysis stakeholder influence High/Medium/Low	Define stakeholder engagement	Plan engagements	Engage with stakeholders	How to measure effectiveness
<i>Who</i>	<i>What</i>	<i>How</i>	<i>When</i>	<i>Do</i>	<i>Results</i>
Cabinet	High	Briefing notes	Milestones	Project Sponsor	ICTSIG Dashboard
MAT	High	Briefing notes	Milestones	Project Sponsor	Highlight reports
Communications	High	Project Team	Weekly	Project Manager	Highlight reports Project meetings
ICT	High	Project Team	Weekly	Project Manager	Highlight reports Project meetings
Customer Services	High	Project team	Milestones	Project Manager	Highlight reports Team meetings

Service Areas	High	Managers Briefings	Milestones	Project Manager	ICTSIG Dashboard
Residents	Medium	Website	Milestones	Project Manager	Feedback
Ward Councillors	Low	Spelnet	Milestones	Project Manager	ICTSIG Dashboard
Software Suppliers	High	Project team	Milestones	Project Manager	Highlight reports Project meetings

## 5. Risk Management Strategy

Identify (Cause/Effect)	Owner	Assess (Probability/Impact Proximity)	Analyse Options (Avoid/Reduce/ Transfer/Share)	Decision (Implement/ Communicate)  Action/Owner
ICT resources to deliver and maintain CRM solution	Project Manager	High	Eden will oversee implementation and initial development stage and ICT to shadow consultants with a view to skill transfer. ICT to maintain in future but as contingency, development days could be purchased from Eden as required.	Jayne Brownlow Helen Dunn
Delay in procurement decision	Project Manager	High	If procurement delayed to November Cabinet, project will not be delivered within current financial year. Will have to renegotiate costs with software supplier. Mitigation will be to get ICTSIG/MAT approval of preferred supplier and issue project update to suppliers.	Jayne Brownlow
Temporary staffing within CS	Project Sponsor	High	Two temporary staff are due to leave CS on 31.03.14 following implementation of project.	Linda Norman

			If project is delayed, contracts can be extended for 6 months at an additional cost of approximately £20k	
Eden will not deliver full solution within current budget	Project Manager	Medium	Proof of concept delivered on 12.06.13 to prove two way capability of software	Jayne Brownlow
Staff training/buy in ICT	Project Manager	Medium	Full training programme to be developed	Jayne Brownlow Helen Dunn
Staff training/buy in CS	Project Manager	Medium	Full training programme to be developed	Jayne Brownlow Linda Norman
ICT skill set	Project Manager	Medium	ICT to identify member of staff (possibly new DBA) to take ownership of maintenance and development of product	Helen Dunn
Service area buy in	Project Manager	Medium	Communication strategy to outline project deliverables, time scales and efficiency savings	Jayne Brownlow
Back Office integration does not remove duplication	Project Manager	Low	Proof of concept delivered on 12.06.13 to prove two way capability of software within Revs & Bens	
Back Office system database integrity	Project Manager	Medium	System connectors can be purchased from software suppliers at an additional cost. CAPS is expected to be in the region of £6k	Jayne Brownlow
Deliver anticipated savings	Project Sponsor	High	Strong support from MAT to ensure that all vacancies are scrutinised and request Service Heads to consider whether and what functions can be transferred to CS and what training would be required for CS staff.	Linda Norman Terry Collier

## 6. Resource Requirement

Type	Resource	Requirement	Anticipated Date required (Project Plan)
Specialist staff Customer Services  ICT	Y	Bonnie Clarke Mandy Marsh Sharon Zammit  Karl Dyer Steve Place	Part of Project Team Fortnightly from January 14 to March 15
Assets	N	N/A	N/A
Finance	Y	Shelley Jonson	Monthly budget monitoring
Legal/Procurement	Y	Victoria Statham	November 13 procurement of contract January 14 to oversee privacy impact assessment
HR	N	N/A	N/A
Communications	Y	Dawn Morrison	Part of Project Team Fortnightly
Other Planning  Streetscene  Environment Environmental Health	Y  Y  Y Y	Heather Morgan  Jackie Taylor  Lucy Hicks Tracey Wilmot-French	As required as part of the project team to oversee particular service areas

## 7. Budget Requirement

Baseline	Amount
Agreed original Project Budget	£90k
Agreed changes to Budget (see below)	<i>(plus or minus)</i>
Total Available Budget	£90k
Planned Spend to date	£70k
Actual Spend to Date	£68k

## 8. Project controls

	<b>Milestones identified</b>	<b>Escalation procedures established?</b>
Benefits	<p>Remove duplication between existing CRM and back office systems to deliver savings of £25k by 31.03.14</p> <p>Increase first point of contact resolution to 80% by 31.03.16</p> <p>Deliver savings of £75k corporately by 31.03.15</p> <p>Deliver savings of £60k corporately by 31.03.16</p> <p>Reduce administration costs across organisation through reduced postage and printing and further increase back office integration into other service areas by 31.03.17</p>	Y
Risks & Issues	Risk & Issue Management Strategy	Y
Budgets	£100k	
Stakeholder engagement	<p>Briefing notes</p> <p>Highlight Reports</p> <p>Spelnet/Website updates</p> <p>Team meetings</p> <p>Focus groups</p>	Y
Resources	<p>Identified project team members and time required to implement project.</p> <p>15 month time frame identified to deliver CRM system app, including contingency built in to cover holidays and absences</p>	Y
Project Plan	<p>Kick Off Meeting</p> <p>Software development</p> <p>Test site delivered</p> <p>Design overview</p> <p>Focus group feedback</p> <p>User Acceptance Testing (UAT)</p>	Y

	<p>Staff training</p> <p>Procedures approved</p> <p>FAQ's developed</p> <p>Live system deployed</p> <p>System roll out to staff</p>	
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## 9. Lessons Learned

Project Name	Lesson identified	Mitigating actions.
CTS	Stakeholder engagement strategy to include all stakeholders	Stakeholder engagement strategy developed
AVR	Develop FAQ's from feedback from focus groups and user testing to reduce queries once system live	Incorporated into Project Plan
Shepperton Skate park	Clear comms to be delivered regarding launch of site	Communications plan developed to include key dates of phased approach of service integration
CS review	Early engagement with staff across organisation to ensure understanding of project deliverables and reduced staffing costs	Stakeholder engagement strategy developed

## 10. Supporting Documentation

- **Project Kick off request**
- **Project Consideration Document**
- **Business Case**
- **Visual of CRM system integration capabilities**
- **Visual of 'Enhancing Customer Experience Vision'**

## 11. Project Approval

Date	Project Approved	MAT Member	Comments
07.01.14	Yes	R Tambini	





# **Overview and Scrutiny Budget Briefing 22-1-14 The Council's Financial Position: The Context- Background information**

Terry Collier, Chief Finance Officer

# Figures in Context

- **Revenue Budget**

■ Housing Benefits handled	£31m
■ Spend on running the Council	£21m
■ Total	£52m

- **Capital original** £1.1m

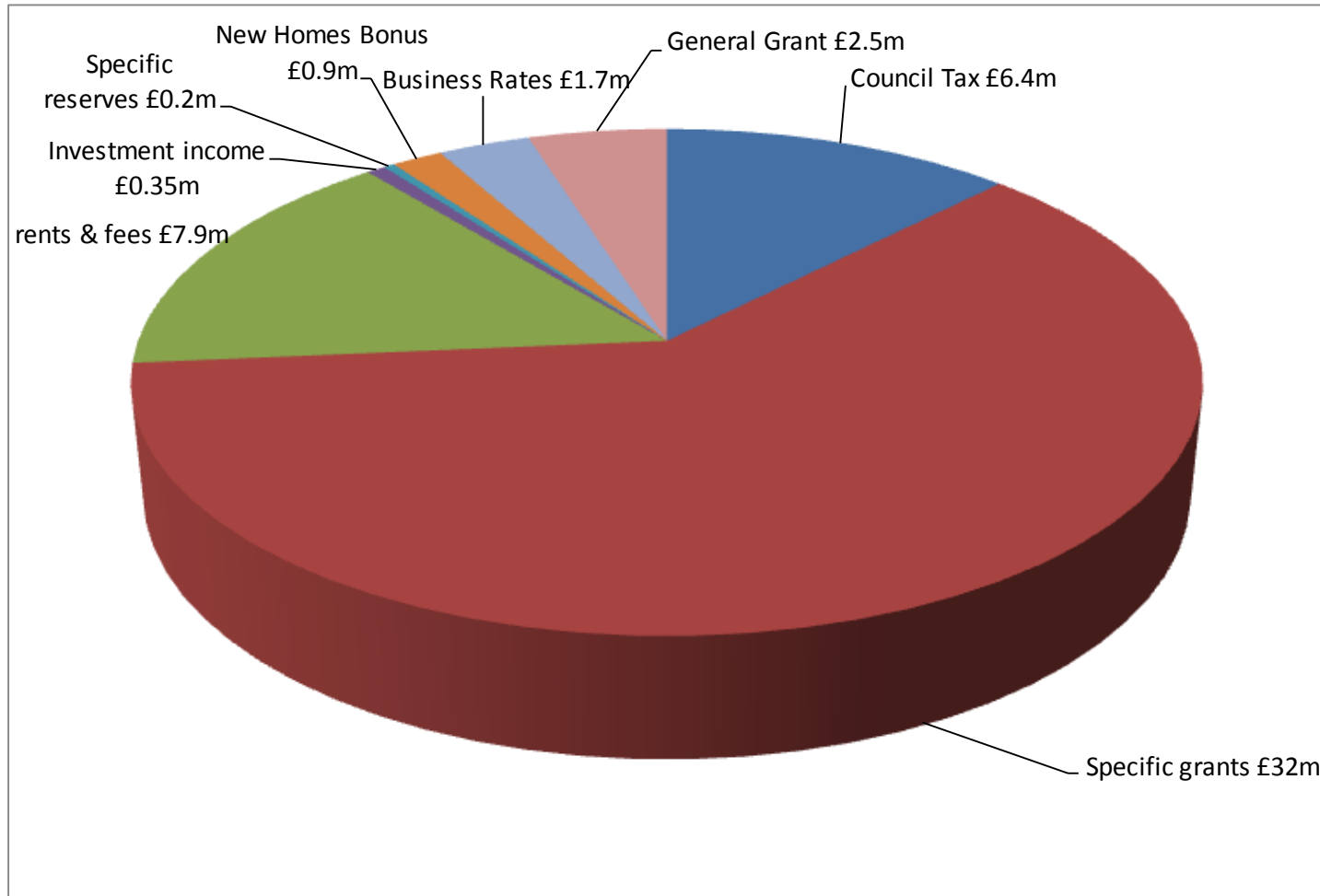
Collect

Keep

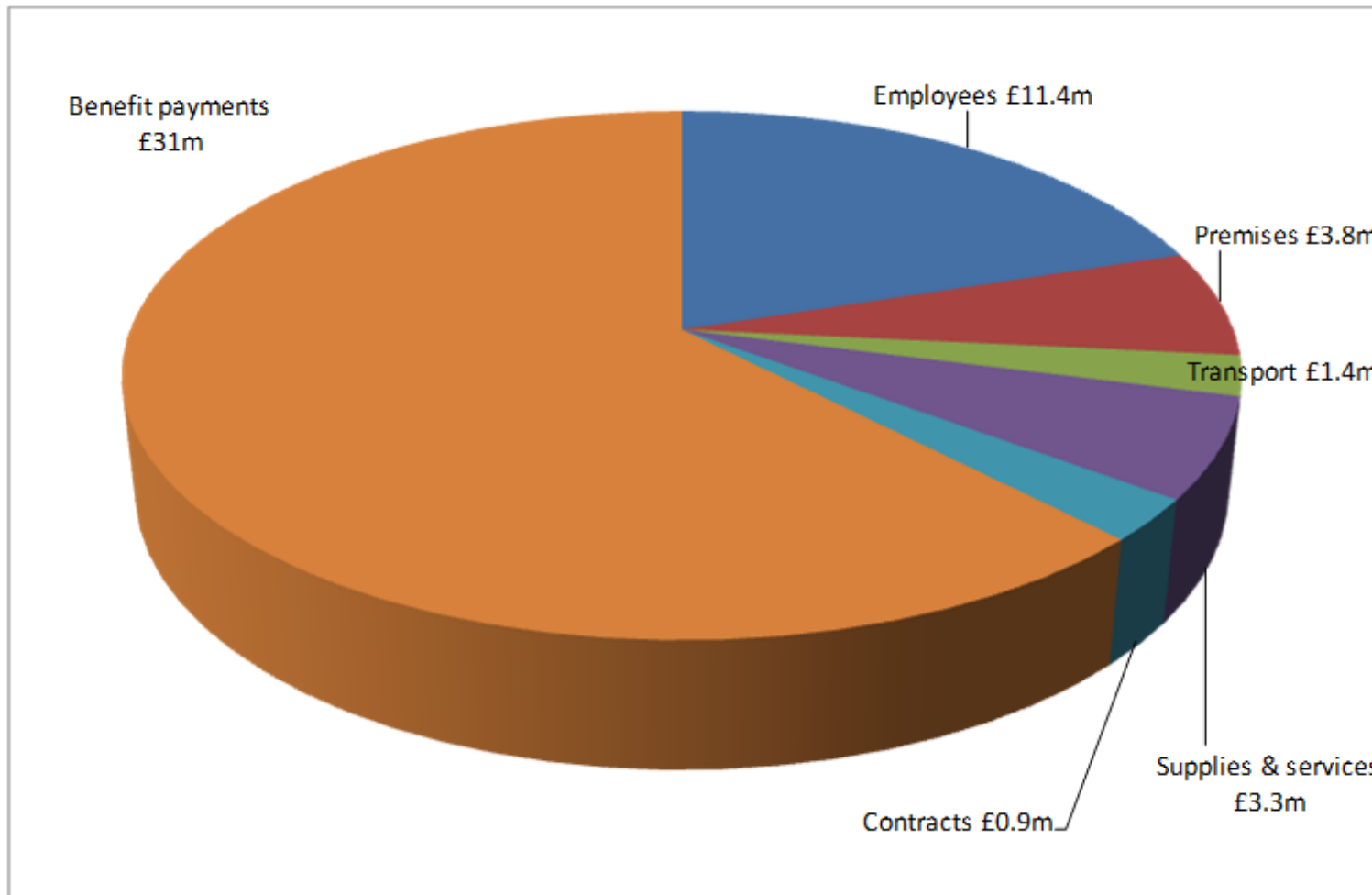
- **Income**

■ Council Tax	£57m	£6.4m
■ Business Rates	£42m	£1.7m (government's assumption)

# Funding 2013-14 (£52m)

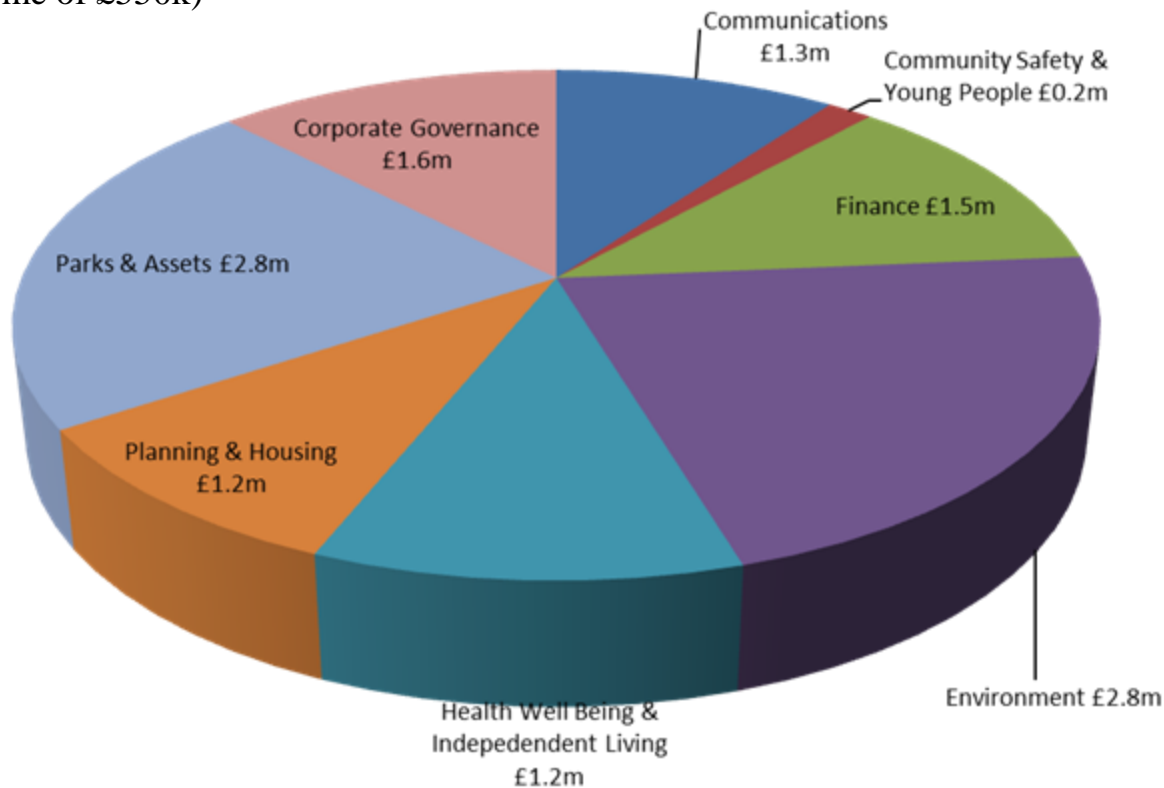


# How we spend £52million by type of expenditure



# How we spend by service area (cabinet portfolio original 13-14 budget definitions)

Excludes Economic Development  
(net income of £550k)



Above net of specific grants and fees  
and charges

# Budget Savings made to date

	£m	%
2013-14	0.9	7.7
2012-13	1.1	8.4
2011-12	1.7	12.6
2010-11	1.7	11.8
2009-10	1.1	7.5

Over last 10 years approx. £12m savings made, which have offset real terms funding cuts, additional responsibilities and service developments

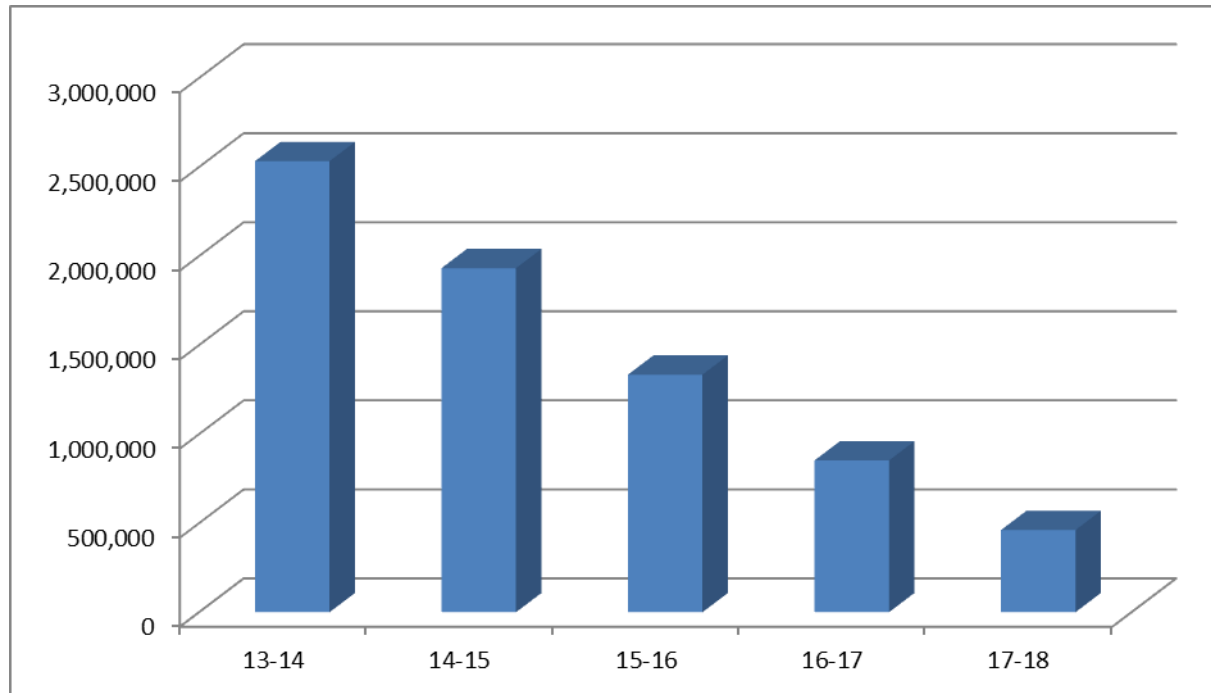
- Net budget over last 5 years has reduced by 20%
- Low hanging fruit already picked

# Capital Programme

Even if we keep capital programme for next 5 years down to only **£4m in total** we will run out of capital funds- options: tight prioritisation; revenue reserves; borrowing; generating additional receipts; capital grants; revenue contributions to capital (for example using year end revenue underspends)

	(revised)						
	13-14	14-15	16-17	17-18	18-19	Total	
	£000	£000	£000	£000	£000	£000	£000
Total capital programme	1,573	612	600	600	600		3,985
Capital resources (incl in year receipts)	2,544	1,141	699	269	170		
Net position	971	529	99	-331	-430		

# Revenue Support Grant (RSG)





# Business Rates Retention (new national scheme from 1/4/13)

- Government sets the rate in the pound (47.1p standard 46.2p small business rate relief)
- 13-14 Spelthorne projected to collect £42m
- Pay 50% over to the Government (£21m)
- Pay 10% to Surrey CC (£4.2m)
- Spelthorne pays a tariff of £13.6m to Government
- We project we will retain £3.4m
- This is £1.7 m more than the £1.685m government says we need, so pay a levy of 50% (£0.85m)
- If we manage to collect in over the year we will retain £2.5m (6% of total)
  - This is less than the £3.7m we received back in 12-13 under previous regime

# Business Rates Risks and Opportunities

## Risks:

Properties taken off Valuation list whilst redeveloped (for example Ash House RV £438k; Ashby House RV £1.3m)

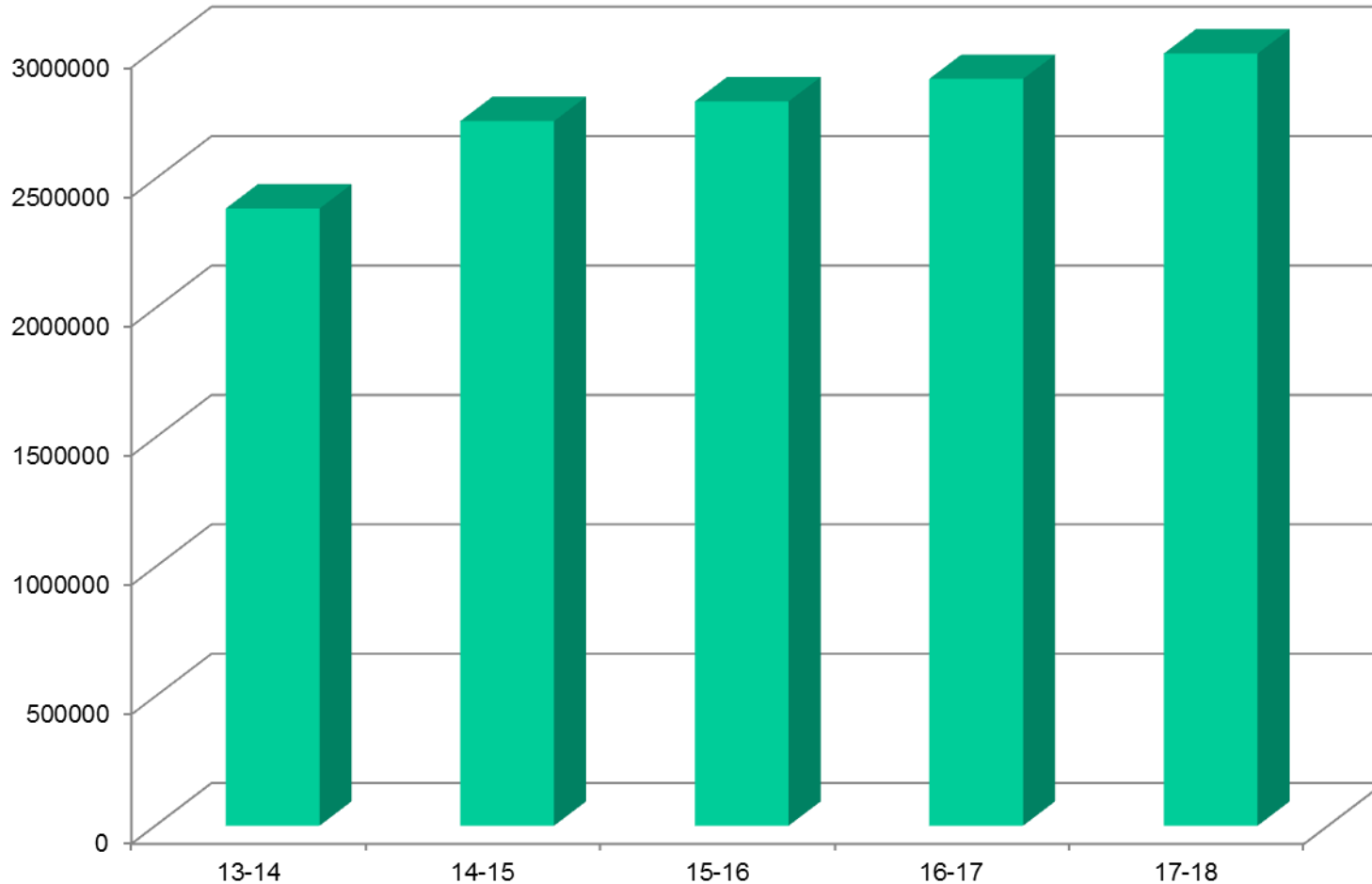
Valuation appeals

Economic climate and firms going into administration  
recent examples Jessops, New Republic

## Opportunities

New developments – dnata worth approx £1.4m per annum our share £280k

# Projected Retained Business Rates



# Business Rates projected outturn 13-14 and approach for 14-15

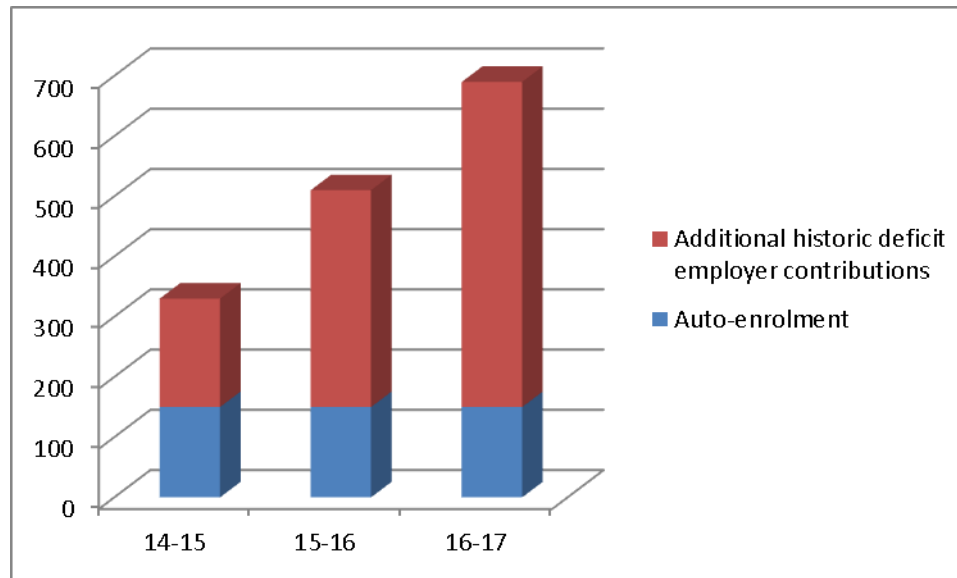
- Government assumes that the level of business rates we will collect in 13-14 will result in us retaining £1.7m
- We estimated at start of the year end a level of collection which would net us an additional level of retained business rates of £900k
- Currently projecting additional £600k for 13-14 but with some full year growth (ie dnata) in 14-15
- We will set aside a large chunk of any extra retained in 13-14 into business rates equalisation reserve
- This will enable us to build in an assumed higher level of business rates in 14-15
- Maintaining buoyant business rates valuation list and collection rate crucial to the Council's revenue funding

# Underlying funding reduction for 2015-16

- 2015-16 see £600k (30%) reduction in Revenue Support Grant
- Therefore **underlying funding reduction of £0.6m** in 15-16

# Pensions

- Auto – enrolment additional £150k per annum employer contributions from 14-15 (full year)
- 2013 triennial re-valuation – historic deficit employer contributions rising by £180k per annum for next 3 years



# Treasury Management Approach

- From beginning of 2012 mitigated impacted of maturing European investment bonds (earning approx 4%) by diversifying portfolio
- Latest core (medium term investments) £7.5m:

	Purchase Price	Current Annualise Return	Current Capital Gain
	£000	%	£000
Cazenove UK Corporate Bond Fund	1500	3.96	110
Charteris Income Fund	1000	4.94	88
Schroders Income Maximiser Fund	1000	6.2	260
M&G Global Dividend Fund	1000	3.76	237
M&G Strategic Corporate Bond Fund	1500	3.01	52
CCLA LAMIT Property Fund	1500	2.93	9
	7500	3.996	756

- Core will be increased towards £10m
- In January we will be revising policy further to enable us to invest in slightly wider range of options

# Reserves (as at 31/3/13)

- Total of £15m
- Taking account £10m
- medium term funds approx
- £5m available for shorter
- term application

<b>USABLE RESERVES</b>	
General Fund	(806,869.81)
Capital Receipts Reserve	(1,669,406.22)
Capital Grants Unapplied	(874,785.17)
Revenue Grants Unapplied	(487,867.35)
<b>Earmarked Reserves:</b>	
Lotteries fund	(1,862.58)
Risk Management Fund	0.00
Capital Fund	(442,592.88)
Social Housing and Initiatives	(7,611,169.21)
NSF Revenue	(1,604,576.30)
Bronzefield Maintenance Reserve	(287,100.00)
Interest Equalisation Reserve	(493,454.00)
Insurance Fund Reserve	(50,041.00)
Bridge Street car park reserve	(79,290.10)
Business Improvement Reserve	(285,167.94)
PDG Reserve	(50,000.00)
Carry Forward Reserve	(239,500.00)
	(11,144,754.01)
<b>Total</b>	<b>(14,983,682.56)</b>



# Surrey Council Tax Comparisons 2013/2014

Where your Council Tax Goes

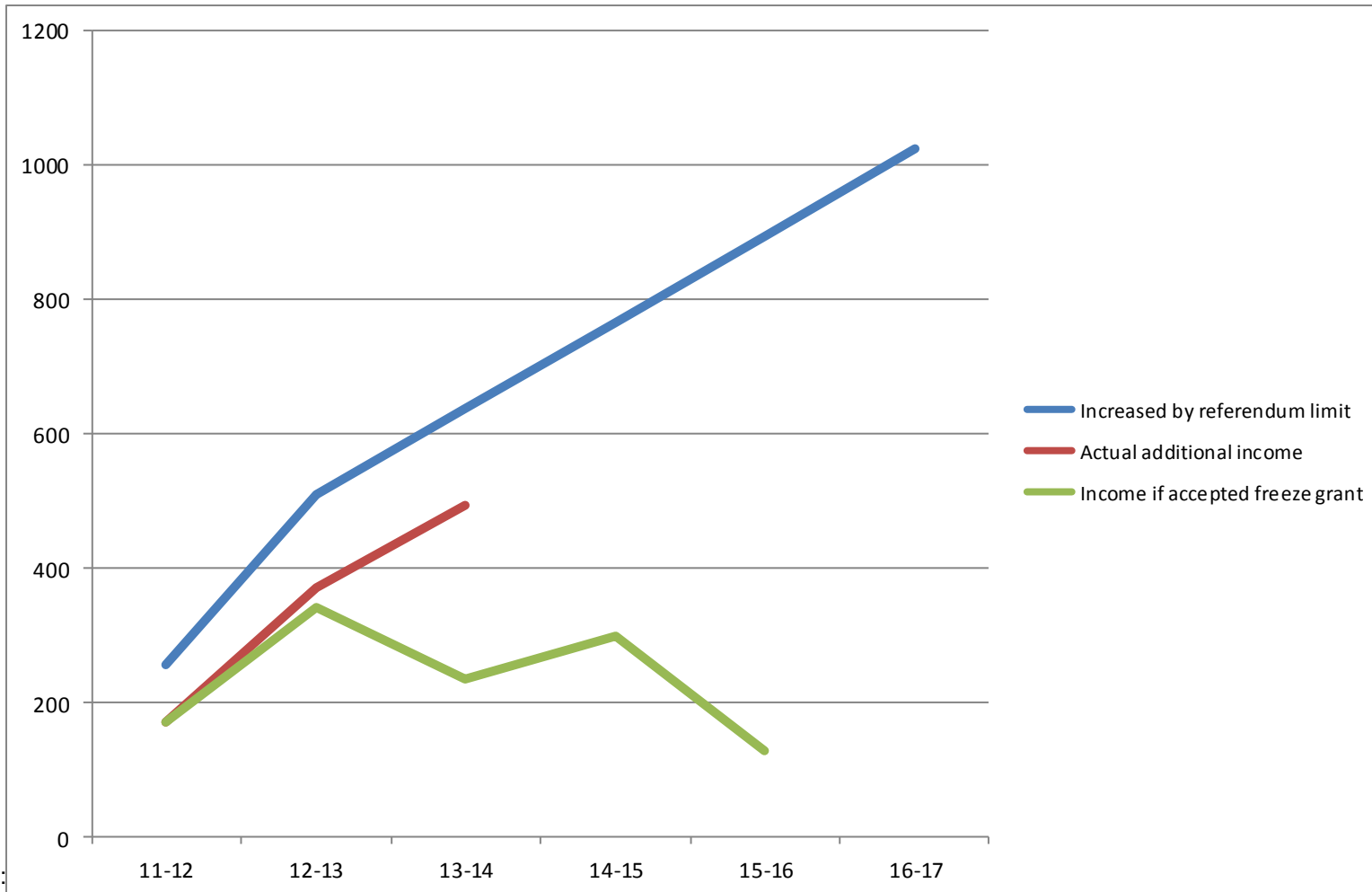
Surrey County Council  
**75.3%**

Surrey Police  
**13.4%**

Spelthorne Borough Council  
**11.3%**

	Resident Population No.	Council Tax Band 'D'	Borough/District Council Tax Band 'D'
		£	£'000
Elmbridge	130,875	1,597.05	216.98
Tandridge	82,998	1,591.44	211.37
Woking	99,198	1,588.78	208.71
Waverley	121,572	1,588.71	208.64
Surrey Heath	86,144	1,587.19	207.12
Reigate & Banstead	128,369	1,583.25	203.18
<b>Spelthorne</b>	<b>93,598</b>	<b>1,555.63</b>	<b>175.56</b>
Epsom & Ewell	75,102	1,550.52	170.56
Guildford	137,183	1,549.79	168.72
Mole Valley	81,535	1,538.92	158.85
Runnymede	80,510	1,521.91	140.84

# Increase in income: freeze grant compared to actual and referenda limits



## Spelthorne Borough Council - Forward Plan - 14/01/2014

	A	B	C	D	E	F	G	H	I	J	K	L
1												
2	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
3	Recommendation from Audit Cttee on Corporate Risk Management	SNicholls	TE				13-Jan	28-Jan				
4	Catering Contract at Staines Community Centre	JLowin	JP		Yes	17-Dec	13-Jan	28-Jan				
5	Procurement of support services for temporary accommodation	KSinclair	JP		Yes	17-Dec	13-Jan	28-Jan				
6	Treasury Management Strategy Statement and Annual Investment Strategy 2014/15	AFlynn	TE	Key		17-Dec	13-Jan	28-Jan				27-Feb
7	Pay Policy Statement	JHunt	RW	Key		17-Dec	13-Jan	28-Jan				27-Feb
8	Calendar of meetings 2014-2015	GHalliwel	VL			07-Jan	13-Jan	28-Jan				27-Feb
9	Customer Relations Management Procurement for O&S	LNorman	TE			07-Jan				22-Jan		
10	Community engagement Strategic Partnership	LBorthwickJones	JS			14-Jan						
11	Workforce monitoring	DOSullivan	RW			21-Jan						
12	Project Management Dashboard	JBrownlow	RW			28-Jan	10-Feb	25-Feb		22-Jan		
13	Disposal of Churchill Hall	LBorthwick	TM			28-Jan	10-Feb	25-Feb				
14	Annual Grants	LBorthwick	JP			28-Jan	10-Feb	25-Feb				
15	Low cost loan for empty properties	TWillmott-French	JP			28-Jan	10-Feb	25-Feb				
16	Transformation Programme	LBorthwick	RW			28-Jan	10-Feb	25-Feb				
17	Revenue Budget (Final)	AFlynn	TE	Key		28-Jan	10-Feb	25-Feb				27-Feb
18	Capital Programme (Final)	AFlynn	TE	Key		28-Jan	10-Feb	25-Feb				27-Feb
19	Fees and charges 2014-15 (Final)	AFlynn	TE	Key		28-Jan	10-Feb	25-Feb				
20	Capital monitoring	AFlynn	TE			28-Jan	10-Feb	25-Feb				
21	Revenue Monitoring	AFlynn	TE			28-Jan	10-Feb	25-Feb				
22	Adoption of Food and Health and Safety Service Plans for 2014/2015	JBramley/LON	RW			28-Jan	10-Feb	25-Feb				
23	Ashford multi-storey car park	CMunro	NG	Key	Yes	04-Feb	10-Feb	25-Feb				
24	Incident Register - review	LNorman/SMann				28-Jan						
25	Review of the outcomes of the Leader's Task Groups	MAT				28-Jan						
26	Short Lane	CMunro	NG	Key	Yes	04-Mar	10-Mar	25-Mar				
27	Project Management Dashboard	JBrownlow	RW			18-Feb	10-Mar			11-Mar		
28	Corporate Enforcement Policy	JBramley/LON	RW			18-Feb	10-Mar	25-Mar				
29	Capital monitoring	AFlynn	TE			18-Feb	10-Mar	25-Mar				
30	Revenue Monitoring	AFlynn	TE			18-Feb	10-Mar	25-Mar				
31	Council Tax Write-offs	LNorman	TE		E	18-Feb	10-Mar	25-Mar				
32	Business Rates Write-offs	Lnorman	TE		E	18-Feb	10-Mar	25-Mar				
33	Homelessness Strategy	JHesbrook	JP			25-Feb	10-Mar	25-Mar				
34	Appraisal timetable for 2014	JHunt	RW			25-Feb						
35	Consultation on draft schedule for Community Infrastructure Levy	GDawes	VL	Key		18-Mar	31-Mar	15-Apr				24-Apr
36	Housing Strategy Review	JHesbrook	JP	Key		18-Mar	31-Mar	15-Apr				24-Apr
37	Balliff contract review	LNorman	TE					June				

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	Report title or issue	Officer	C/Member	Key	Exempt	MAT	Briefing	Cabinet	Licensing	O&S	Audit	Council
2												
38	Treasury Management Strategy	JHanger	TE					June				
39	Annual turnover, recruitment and establishment changes monitoring to 31 March 2014	JHunt	RW			13-May						
40	Annual sickness monitoring to 31 March 2014	JHunt	RW			27-May						
41	Draft training plan for 2014/15	JHunt	RW			24-Jun						
42	Summary from Appraisal Feedback	JHunt	RW			08-Jul						
43	Christmas opening for 2014	JHunt	RW			29-Jul						
44	Annual review of recruitment & retention allowances	JHunt	RW			09-Dec						
45	Pay Policy Statement for 2015/16.	JHunt	RW			06-Jan-15	12-Jan	27-Jan				26-Feb