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Tuesday, 9 June 2015

To: The Members of the **Performance and Finance Scrutiny Committee**
(Councillors: David Allen (Chairman), Wynne Price (Vice Chairman), Dan Adams, Bill Chapman, Edward Hawkins, Paul Ilnicki, Oliver Lewis, Jonathan Lytle, Alan McClafferty, Max Nelson, Robin Perry, Chris Pitt, Darryl Ratiram, Victoria Wheeler and John Winterton)

In accordance with the Substitute Protocol at Part 4 of the Constitution, Members who are unable to attend this meeting should give their apologies and arrange for one of the appointed substitutes, as listed below, to attend. Members should also inform their group leader of the arrangements made.

Substitutes: Councillors Rodney Bates, Rebecca Jennings-Evans, Katia Malcaus Cooper, Ian Sams and Valerie White

Dear Councillor,

A meeting of the **Performance and Finance Scrutiny Committee** will be held at Surrey Heath House on **Wednesday, 17 June 2015 at 7.00 pm**. The agenda will be set out as below.

Please note that this meeting will be recorded.

Yours sincerely

Karen Whelan

Chief Executive

AGENDA

	Pages
1 Apologies for Absence	
2 Chairman's Announcements	
3 Minutes - 25 March 2015	1 - 4
To confirm and sign the open minutes of the Scrutiny meeting of the previous Performance and Audit Scrutiny Committee held on 25 March 2015 (copy attached).	
4 Scrutiny of Portfolio Holders - Transformation	5 - 8

5	2014/15 End of Year Performance Report	9 - 36
6	Expenditure on Professional Advisors	37 - 38
7	Working Groups	
	To consider the establishment of any task and finish working groups.	
8	Committee Work Programme	39 - 44
	To consider a work programme for the Committee for the remainder of 2015/16.	

**Minutes of a Meeting of the
Performance and Audit Scrutiny
Committee - Scrutiny Meeting held at
Surrey Heath House on 25 March 2015**

+ Cllr John May (Chairman)
+ Cllr David Allen (Vice Chairman)

+ Cllr Tim Dodds	+ Cllr Joanne Potter
+ Cllr Alastair Graham	+ Cllr Wynne Price
+ Cllr Beverley Harding	+ Cllr Audrey Roxburgh
+ Cllr Edward Hawkins	+ Cllr Pat Tedder
+ Cllr Paul Ilnicki	+ Cllr Alan Whittart
+ Cllr Lexie Kemp	+ Cllr John Winterton
+ Cllr Chris Pitt	

+ Present

- Apologies for absence presented

In Attendance: Andrew Crawford, Sarah Groom, Jessica Harris-Hooton, Julia Hutley-Savage and Kelvin Menon.

50/P Minutes

The minutes of the Scrutiny meeting of the Committee, held on 28 January 2015, were agreed and signed by the Chairman.

51/P Finance Report to 31 December 2014

The Executive Head of Finance presented a report which detailed the Council's budget position after the first 9 months of 2014/15, together with information on investments, debts and capital expenditure performance.

Having examined, with Service Managers, actual expenditure to date against profiled budgets for each budget area, he reported that the outcomes, based on the 3rd Quarter figures, suggested that the Council would finish the year £98,000 or 1% under budget. However, this could change in the 4th Quarter.

The original capital expenditure, proposed by the Executive in September 2014, had been increased from £4.694 million to £4.862 million to accommodate additional items. Since the report had been written the Council had committed to spend a further £18m on property acquisitions – some of which would fall into the next financial year.

Following the recent Council decision to diversify its investments into property and corporate bond funds, the Committee welcomed the markedly improved interest rates which were being achieved through this initiative.

Resolved, that the Finance Report and the Revenue, Treasury and Capital position, as at 31 December 2014, be noted.

52/P Equality Update 2014/15

The Transformation Team Manager presented an update on work undertaken in 2014/15 to meet the requirements of the Equality Act 2010 and the Council's Equality Strategy. She reported that the Council had continued to meet the legislative requirements of the Public Sector Equality Duty (PSED) through a programme of equality impact assessments and ensuring the widest possible publicity on the actions taken in respect of equality, both internally and externally.

Members noted that since the previous consideration, a number of actions had been completed from the Equality Strategy Action Plan, including Member and Officer dementia training, the opening of the Wellbeing (Dementia) Centre/ Saturday Club, capital works and improvements to gypsy/traveller sites and internal developments to introduce minority ethnic and disability champions onto the Officer working group.

Internal equality impact assessments had been completed on the Council's Family Friendly, Flexible Working, Off-site Working and Drugs and Alcohol policies. The Council had recently been recognised as a disability positive organisation, being awarded the Jobcentre Plus 'Two Ticks' accreditation and there had been a number of developments in services for older Nepalese residents.

There had been significant progress in developing services for people living with dementia and their carers, with the Council working closely with Surrey County Council's Adult Social Care Service and the Surrey Heath Clinical Commissioning Group. Members welcomed the opening of the Wellbeing Centre at Windle Valley and the development of the dementia friendly garden on the same site in Bagshot.

The Saturday Club, for people with dementia and their carers, was growing in popularity and the Council was funding a befriending pilot in Heatherside, providing help and friendship to people who had recently been diagnosed with dementia.

Members referred to new responsibilities through the Care Act, which would come into force in September 2015 and asked if any measures were being considered to address growing concerns in the Borough over Autism. An electronic update was requested on this and how the Council was achieving against the various equalities requirements.

Resolved, that the update on work in 2014/15 to meet the provisions of the Equality Act 2010 and the Council's Equality Strategy and Action Plan be noted.

53/P Certification of Claims and Returns – Annual Report 2013/14

The Executive Head of Finance presented a report providing an update on the outcome of the certifications of claims and returns for Housing Benefit for 2013/14. He noted that the Council's external auditors, KPMG, were required to certify the accuracy of the Council's claims for Housing benefit, to ensure that benefit

payments were calculated correctly and reclaimed from the Government in line with regulations.

Members were referred to the circulated letter from KPMG, which confirmed that an unqualified report had been submitted and no changes would be recommended to the processes or procedures.

Resolved, that the report and the submission from KPMG be noted and welcomed.

54/P Committee Work Programme 2015/16

The Democratic Services Officer reported that the Governance Working Group had reviewed the Council's committees and that recommendations on the Scrutiny Function would be considered by the Council at its next meeting, on 15 April 2015. The Council would then appoint committees at the Annual Council on 20 May 2015.

Due to the current review of committees and the upcoming election/Member changes, the Officers had recommended considering a work programme for the planned meeting of the Committee to be held on 17 June 2015 and that the Committee be asked, at that meeting, to consider a work programme for the remainder of the municipal year.

RESOLVED, that issues for consideration by the Committee on 17 June 2015 be as detailed at Annex A and that the work programme for the remainder of the municipal year be considered at that meeting.

Chairman

**PERFORMANCE AND AUDIT SCRUTINY COMMITTEE
WORK PROGRAMME 2014/15**

DATE	TOPIC	REPORT AUTHOR
17 June 2015		
P&A (Scrutiny)		
1	Scrutiny of Portfolios	Kelvin Menon
2	Expenditure on Professional Advisors	Kelvin Menon
3	Committee Work Programme 2015/16	
4	Working Groups/Member Panels	Kelvin Menon

Title: Scrutiny of Portfolio Holders - Transformation

Portfolio	Transformation
Ward(s) Affected:	All

Purpose

To provide a background for the scrutiny of the Transformation Portfolio Holder as part of the scrutiny of Portfolio Holders.

Background

1. The Executive considered, at its meeting on 20th October 2009, a referral report from the Performance and Audit Scrutiny Committee in respect of a change of the Committee work programme to incorporate the scrutiny of portfolio holders.
2. Whilst accepting the Committee recommendations, the Executive also agreed that it would be useful for the Executive to review the progress made by the Scrutiny Committee in relation to achieving the objectives identified in their annual work programmes.
3. The Executive agreed (minute 073/E of 2009/10 refers) that:
 - (i) the change to the (then) Policy and Audit Scrutiny Committee work programme to incorporate the scrutiny of portfolio holders' performance in relation to capital spend elements and specific financial strategies be agreed; and
 - (ii) progress against the targets set in the work programmes of the scrutiny committees be reviewed by the Executive at a future meeting and the Chairmen of those Committees be invited to attend.
4. Councillor Colin Dougan, the Transformation Portfolio Holder has been invited to attend this meeting for the first portfolio holder scrutiny. A breakdown of the areas within the portfolio holder's purview are attached at Annex A.

Proposal

5. It is proposed that a period of 30 minutes is allocated to a question and answer session involving the Transformation Portfolio Holder, with further time allocated for Committee deliberations.

Resource Implications

6. The Committee emphasised at previous meetings that it was not intended that officers would be called to address the issues covered. As such, the only resource implications would be the commitments of the individual portfolio holders, in this case, Transformation, and any Committee Member preparation time.

Options

7. There are no options attached to this report.

Recommendation

8. The Committee is advised to allocate thirty minutes to a question and answer session with the Transformation Portfolio Holder and to allow further time thereafter for deliberations.

Background Papers: None

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Head of Service: Richard Payne

TRANSFORMATION PORTFOLIO

- Building Control
- Business and Community Development
- Corporate Property
- Corporate Support
- Data Protection
- Facilities
- FOI
- ICT
- Internal/ External Service Review
- Key Projects/Partnerships
- Regeneration

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End of Year Performance Report

Summary:

To report on the Council's Performance for 2014/15.

Portfolio: Cllr Moira Gibson (Leader)

Consulted: 28th May 2015

Wards Affected: All

Recommendation

The Committee is asked to note the Council's Performance for 2014/15 and make recommendations to the Executive, if appropriate.

1. RESOURCE IMPLICATIONS

1.1 The 2014/15 Annual Plan was approved by the Executive on 22 April 2014. It included the four corporate key priorities, service milestones and performance indicators to be met. This report summarises the performance of the Council against the 2014/15 Annual Plan. The Council's financial statements are currently being worked on but initial indications are that 2014/15 will have finished under budget. Staffing costs are £150k underspent (which represents 2% of the total salary budget) after allowing for the 3% vacancy margin. Hence as can be seen from this report, the Council has managed to achieve the vast majority of the targets within in its control at a less than budgeted cost.

2. KEY ISSUES

2.1 Performance targets for the year are set out in the Council's Annual Plan each year. This "End of Year Performance" report for 2014/15 demonstrates a continued commitment to improving the management of performance to achieve the Council's 2020 Corporate Strategy objectives. All services have contributed to the content which is collated using performance management software and compiled by the Transformation Team.

2.2 The report is attached as Annex A and illustrates the achievements of the Council against corporate key priorities, service milestones and performance indicators. 83% of corporate key priorities were met, 91% of all service milestones have been met and 85% of performance indicators reached or exceeded their targets.

2.3 The Council has undertaken a lot of work to deliver against the four corporate key priorities. Some of the successes this year have been:

- The Camberley Town Centre Area Action Plan was adopted and the Town Centre Management Strategy was approved
- The Public realm strategy for Camberley Town Centre approved
- The acquisition of assets necessary for the delivery of the Town Centre master plan is progressing
- All but one of the applications to the Local Growth Fund were successful
- Implementation of the Personalisation, Prevention and Partnership Plan for older people

- The Surrey Supporting Families Project has moved in to phase two
- Approval of a new Economic Development Strategy in November 2014
- Tender documents, including specification for a joint waste contract approved by the Executive on 17th Dec 2014.

2.4 Particular service milestone highlights of the year have included:

- Increase in percentage of overdue debts being actively managed
- Feasibility report in to merging or outsourcing the Home Improvement Agency to another agency is now completed and will be presented to CMT during 2015/16
- The first 'Spotlight on Public Services' event was held in Windlesham in November 2014 and the second in Bisley in March 2015. Both events were very well received with outputs to be reported and monitored through the Surrey Heath Partnership
- The 2014/15 ICT project plan has been completed
- Work is on-going to further embed the paperless Committee Management System which has been successfully trialled with the Executive programme of meetings since the autumn of 2014
- The adoption and implementation of the Community Infrastructure Levy Charging Schedule on 1st Dec 2014
- New SANGs for the west of the Borough were agreed with Bracknell Forest Council and approved by both Councils
- An empty homes review was undertaken to increase Council Tax collection
- The integration of Environmental Health and Licensing into one team
- The second Surrey Heath Business Awards event was a success.

2.5 Our performance indicators continue to illustrate improvements in service delivery with some of the highlights being:

- 100% of major planning applications were determined within target times
- 98% of customers felt that the Contact Centre Service was good or excellent
- The Council has the highest dry recycling rate in the Country
- The Council provided 134 additional (net) homes, exceeding the target of 47
- The number of families worked with within the Family Support Programme was 148 over the target set
- 100% of land searches were carried out within 3 working days.

2.6 Whilst there have been notable successes, a number of challenges have been experienced that have slowed or delayed delivery. With regards to the Council's number one corporate key priority of Camberley Town Centre, which continues to make progress, where the Council has had total control, it has delivered its targets but where the Council has been reliant on third parties, it is taking longer than planned. The feasibility study into the future options for Camberley library is also subject to third party decisions not yet made by partners.

2.7 In an environment of constant change and fiscal pressures, the authority is working hard to deliver the best services possible for local residents. To ensure our standards are not compromised a culture of continuous improvement is required.

3 OPTIONS

- 3.1 The Committee can note the report and/or make recommendations to the Executive as appropriate.

4 PROPOSALS

- 4.1 It is proposed that the Committee considers the 2014/15 End of Year Performance Report and make any comments or suggestions as appropriate.

5 CORPORATE OBJECTIVES AND KEY PRIORITIES

- 5.1 The Report in Annex A covers the delivery of every Council objective and key priority in detail.

Annexes	Annex A – 2014/15 End of Year Performance Report
Background Papers	Annual Plan 2014/15
Author/Contact Details	Sarah Groom, Transformation Team Manager 01276 707263
Service Manager	Richard Payne, Executive Head of Transformation 01276 707150

CONSULTATIONS, IMPLICATIONS AND ISSUES ADDRESSED

Resources	Required	Consulted
Revenue	N/A	
Capital	N/A	
Human Resources	N/A	
Asset Management	N/A	
IT	N/A	
Other Issues	Required	Consulted
Corporate Objectives & Key Priorities	✓	11 May 2015
Policy Framework		
Legal		
Governance		
Sustainability		
Risk Management		
Equalities Impact Assessment		
Community Safety		
Human Rights		
Consultation		
P R & Marketing		

Review Date: **Version: 2**

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Performance Monitoring Report End of Year 2014-15



Introduction

The Council is committed to measuring its performance against challenging targets. To achieve this we have developed the Annual Plan containing a set of key priorities, annual plan milestones and local performance indicators at both corporate and local service level which help to drive continued performance improvement in identified areas.

This end of year report presents information in easy to view tables, with accompanying text provided where further explanation is needed or where it adds to the overall understanding of a particular target or set of figures.

Summary

Over the period of 2014-15, the Council has continued to deliver its services to the local community in a professional and effective manner. The following sections highlight some of these achievements:

Key Priorities Milestones

The following achievements have been made on the key priorities:

- The Camberley Town Centre Area Action Plan was adopted and the Town Centre Management Strategy was approved
- The Public realm strategy for Camberley Town Centre approved
- The acquisition of assets necessary for the delivery of the Town Centre master plan is progressing
- All but one of the applications to the Local Growth Fund were successful
- Implementation of the Personalisation, Prevention and Partnership Plan for older people
- The Surrey Supporting Families Project has moved into phase two
- Approval of a new Economic Development Strategy in November 2014
- Tender documents, including specification for a joint waste contract approved by the Executive on 17th Dec 2014

Key Milestones in numbers:

Total number of targets = 29

Percentage of targets met = 82.7%

Targets on track = 8

Targets completed = 16

Targets failing = 2

Targets missed = 3

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Services Milestones

The following were achieved:

- Increase in percentage of overdue debts being actively managed
- Feasibility report into merging or outsourcing the Home Improvement Agency to another agency is now completed and will be presented to CMT during 2015/16
- The first 'Spotlight on Public Services' event was held in Windlesham in November 2014 and the second in Bisley in March 2015. Both events were very well received with outputs to be reported and monitored through the Surrey Heath Partnership
- The 2014/15 ICT project plan has been completed
- Work is on-going to further embed the paperless Committee Management System which has been successfully trialled with the Executive programme of meetings since the autumn of 2014
- The adoption and implementation of the Community Infrastructure Levy Charging Schedule on 1st Dec 2014
- New SANGs for the west of the Borough were agreed with Bracknell Forest Council and approved by both Councils
- We conducted an empty homes review to increase Council Tax
- The integration of Environmental Health and Licensing into one team
- The second Surrey Heath Business Awards event was a success.

Services Milestones in numbers:

Total number of targets = 53

Percentage of targets met = 90.5%

Number of Non Starters or Discontinued = 1

Targets completed = 42

Targets on track = 6

Targets failing = 4

Targets missed = 0

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Performance Indicators

Our performance indicators continue to illustrate improvements in service delivery with some of the highlights being:

- 100% of major planning applications were determined within target times
- 98% customers felt that the Customer Centre Services was good or excellent
- Council provided 134 additional (net) homes, when the target was only 47
- Number families worked with within family Support Programme was 148 over the target set
- 100% of land searches were carried out within 3 working days

Performance Indicators in numbers:

Total number of targets = 41

Percentage of targets met = 85%

Targets on track = 30

Targets failing = 7

Number of targets missed = 3

Missing figures = 1

Conclusion

This review of 2014/15 year illustrates the continuously improving performance of the Council against corporate key priorities, annual milestones and performance indicators. This report contributes to improving the management of the Council's performance to achieve its "2020 Strategy" corporate plan objectives.

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Council Key Priorities

Key Priority 1

To deliver an improved Camberley Town Centre for the benefit of the Borough.

Key Priority 2

Working with partners to make Camberley a destination of choice with improved transport in the Borough.

Key Priority 3

Securing the future of local public services in Surrey Heath through a variety of strategies.

Key Priority 4

Delivering with partners the Sustainable Community Strategy priority action plans to improve: community safety, transport, health, children and young people and economic well being.

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Key Priority 1 – To deliver an improved Camberley Town Centre for the benefit of the Borough.

Milestone	End Date	Status	Note
1. To adopt Camberley Town Centre Area Action Plan	30-Jun-14	✓	Adopted at Full Council July 2014
2. Deliver all town centre car park capital improvements	31-May-15		Final Lift works due for completion end of May 2015
3. Develop Agreement (D.A.) for the town centre	31-Dec-14		This is has not progressed as discussions with our partners have permitted the Council to review and work up further options, and promote those options to its partners
4. Prepare public realm strategy for Camberley Town Centre	31-Dec-14	✓	Approved by Executive on 07/04/2015
5. Planning Application	31-Dec-14		The Council has initiated a number of meetings to facilitate pre-application discussions .However no planning application has been submitted by the applicant to date.
6. Town Centre Management Pilot scheme in place	31-Dec-14	✓	
7. Town Centre Management Strategy approved	30-Sep-14	✓	
8. Complete the acquisition of assets necessary for the delivery of the Town Centre master plan	31-Mar-15		
9. Support a feasibility study into future options for Camberley Library with SCC	31-Mar-15		
10. Promote the theatre to bring in more nationally recognised acts	31-Mar-15		New centralised Corporate Marketing Team in process of being recruited. Theatre will be a key priority for this team.
11. Promote the theatre cafe to increase patronage	31-Mar-15		New targeted approach to catering introduced focussing on event based and pre-show dining offer.

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Key Priority 2 – Working with Partners to make Camberley a destination of choice with improved transport.

Milestone	End Date	Status	Note
Approval of a new Economic Development Strategy	30-Sep-14	✓	Approved by Executive Nov 2014
2. To ensure that all bids included in the Camberley Local Growth Package submitted to Enterprise M3 to fund support for economic development in the Borough are successful, and that all milestones for 2014-15 delivery are completed	31-Mar-15	✓	Business cases for all bids that were accepted have now been submitted to the Local Enterprise Partnership (LEP) and decision are awaited. All but one bid has been accepted for funding. The Business case for the remaining bid will be considered Autumn 2015 and work is underway on that project.
3. To ensure the schemes for County Council Highway improvements across the borough which were bid for through Enterprise M3 are successfully funded	31-Mar-15	✓	Business cases for all bids that were accepted have now been now submitted to LEP and decision awaited. All but one bid has been accepted for funding. The Business case for the remaining bid will be considered Autumn 2015 and work is underway on that project.
4. Submit a planning application for development of Camberley Rail Station with Network Rail	31-Dec-14		Officers contacted NR on number of occasions to try progress this matter. I has become clear that land owner issues around site are complicated and will take time to resolve. Officers will continue to liaise with NR regarding this matter.

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Key Priority 3 – Securing the future of local public services in Surrey Heath through a variety of strategies.

Milestone	End Date	Status	Note
1. Deliver the 2014-15 Transformation programme through the Service Review Team and Transformation Management Board	31-Mar-15		
2. Integrate Environmental Health and Licensing to create one team	31-Mar-15	✓	
3. To have explored the feasibility of merging or outsourcing the Home Improvement Agency to another agency in order to increase the range of services offered to residents and to reduce expenditure through lower administrative and management costs	31-Mar-15	✓	The feasibility report has been completed. This will be presented to CMT during 2015/2016.
4. New website developed and launched to facilitate self-service delivery	31-Mar-15		Plan Alpha has now started work on SHBC new website and intranet using the free (open source) web application Drupal. The web team are now working on migrating data with a view to drastically reducing pages and content to make the Council site faster and more customer focussed. At the same time the ICT team are working on integrating payment and mapping systems into the new CMS. The site should be in place by 31st July.
5. Joint Waste Tender documents developed	31-Mar-15	✓	Specification approved by the Executive on 17th December 2014. All procurement documents developed to allow procurement to commence as planned in 2015/2016.

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Milestone	End Date	Status	Note
6. Produce a service improvement plan for Development Management and start implementation	30-Sep-14	✓	
7. Agree a project plan which will enhance and extend the services delivered through the Contact Centre, including partner organisations, by 31st July 2014, and start implementation	31-Jul-14	✓	The rollout of phase one of the customer strategy has been rolled out as planned. Phase 2 is to be planned and linked with the new competency framework that is being developed for 2015/16.
8. Deliver the Surrey Heath House master-plan	31-Oct-14		No formal Master Plan in place but agreement has been reached with the DWP which also involves moving the Police. The CCG has also taken more space. The carpets have been replaced and air conditioning upgraded. Further works are planned.
9. One more partner agency to be relocated in Surrey Heath House	30-Sep-14		In principle agreement with DWP to relocate by Oct 2015.

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Key Priority 4 – Delivering with partners the Community Strategy action plans to improve community safety, transport, health, children and young people and economic well-being.

Milestone	End Date	Status	Note
1. To have delivered the Health Needs Workplace Charter pilot; reduction of smoking in work vehicles; and reduction of excess winter deaths	31-Mar-16		This project guidance has been delayed and will be carried forward to 2015/2016. This is due to a delay in the issue of central guidance. The main priority is for Surrey Heath BC and its tenants to gain the charter award by 31st March 2016. A working group has been set up for this purpose. As part of the process NHS Surrey has offered to provide free health checks for Surrey Heath staff.
2. To have implemented the Personalisation, Prevention and Partnership Plan for older people to agreed milestones	31-Mar-15	✓	All projects completed to their respective milestone. Some projects will carry over to 2015/2016 as they are planned to cover several years. The main highlight has been the completion of the Wellbeing Centre in Bagshot which provides help and support to dementia sufferers and their carers.
3. To agree the 2015-17 phase of the Surrey Supporting Families Project by 30th September 2014 and maximise payments by results claimed	31-Mar-15	✓	Project has moved into Phase 2 and taking on families under new criteria. Agreement with SCC as to target caseloads being finalised.
4. Confirm future funding for the Taxi Marshalls scheme for Camberley town centre	31-Jul-14	✓	A new system of funding has been agreed whereby marshals are only used for peak evenings such as New Years Eve.
5. Approval of a new Economic Development Strategy and action plan	30-Sep-14	✓	The Economic Development Strategy was approved by the Executive in November 2014. The associated action plans are now being implemented.

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More people, using a better service at no extra cost

Milestones	End Date	Status	Note
1. To agree future leisure and recreational provision at the London Road site	31-Mar-15	✓	A 3 year contract extension was agreed by the Executive
2. To have a procurement strategy in place for the new grounds maintenance contract	31-Mar-15	✓	A 2 year contract extension was agreed by the Executive
3. To review provision of the museum	31-Mar-15		Awaiting further SCC proposals for the Library site. Investigating options of re-location within Surrey Heath House
4. To deliver 20 sold out shows at Camberley theatre	31-Mar-15	✓	Sold out shows include Michael Portillo, Chris Packham's Wild Night Out, Talon: the best of the Eagles, Fawlty Towers: the Dinner Show, First Theatre "Summer Season", Footgolf, Outdoor Wedding Receptions, "Corporate Fundays"
5. To deliver throughout the year a series of income generating community events in the theatre and parks	31-Mar-15	✓	Examples include the Circus, Music Festivals and the Monster Truck show
6. To deliver all town centre car park capital improvements; new lifts, pay machines, barriers and refurbished stair wells			All complete except for Lifts. Work currently underway. Programme of further proposed improvements being drawn up.

Equality Impact Milestone	End Date	Status	Note
1E. Arena Leisure Centre 2016	31-Mar-15	✓	The Impact of the contract extension decision was reviewed in an Equalities Impact Assessment
2E. Camberley Town Centre Car Parks	31-Mar-15		The contract award was delayed and the first lift refurbishment overran. Work was then suspended for the Christmas period to prevent additional inconvenience for customers. An Equalities Impact Assessment will be completed once the works are finished.

Indicators	Q1/14/15	Q2/14/15	Q3/14/15	Q4/14/15	Target
Increase the income generated from pitch bookings	10,475.41	9,435.83	11,706.26	11,367.16	6,562.50
Increase the average percentage of tickets sold for productions promoted in main auditorium of Camberley Theatre	59%	55%	57%	62%	60%
Increase the income generated from theatre lettings and hire	46,380	37,700	35,000	£29,526	16,250
Increase the income generated from community events	11,967.35	15,277.00	4,562.00	1,921.50	1,250.00
Reduce the subsidy to the Theatre	Still waiting confirmation of out turn 2014/15				95,625
Increase the occupancy levels (individual visits) at the town centre car parks	247,178*				315,000
Maintain the Arena in the top 25% of leisure centres nationally	22.5%				25%
Increase the number of educational visits by the Heritage Service	42**	60**	548**	282**	300

Explanations

*First year of accurate records since June 2014 while target was only projected on closest estimation.

** Q1 - Local History Detective Workshop at Lyndhurst

Q2 - Two workshops. Service preparing for curriculum changes from Sept 2014 with new loan boxes, workshops and leaflet. Figures good for this quarter as summer holidays mid July to end of August.

Q3 - Good start to new school curriculum. Plus increase in school visits to schools with Local Democracy Week workshops (13 to 19 Oct, 197 attended) and held in partnership with Democratic Services and Mayor.

Q4 - 50% up on same quarter last year.

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Delivering services which help to maintain Surrey Heath as a safe, clean and green community

Milestones	End Date	Status	Note
1. To have expanded the Community Alarm and Meals at Home services, including across district and county boundaries where practicable; and to see a 20% increase in the number of clients over 2012/13 figure	31-Mar-15	✓	As of 31st March 2015 there were 850 community alarm customers and 206 meals at home customers. This is a total of 1056 customers from both services. The base line figure was 869. This represents an increase of 21.5%
2. To have implemented the Personalisation, Prevention and Partnership Plan to agreed milestones	31-Mar-15	✓	All projects completed to their respective milestone. Some projects will carry over to 2015/2016 as they are planned to cover several years. The main highlight has been the completion of the Wellbeing Centre in Bagshot which provides help and support to dementia sufferers and their carers.
3. To have worked with partners to develop the tender documents, including specification for a joint waste and street cleansing contract, for approval by the Executive	31-Mar-15	✓	Specification approved by the Executive on 17th December 2014.
4. To have scoped with partners the Depots available from which to operate a joint contract. The Surrey Heath Depot to be strongly marketed as one of the operating Depots	31-Mar-15	✓	All depots will be made available to the contractor and a recharging scheme between partners agreed. Three authorities now using the depot making use of its Transfer Station and parking for refuse collection vehicles

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5. To have delivered the following projects to agreed milestones: Health Needs Workplace Charter pilot; reduction of smoking in work vehicles; and reduction of excess winter deaths	31-Mar-16		This project has been delayed and will be carried forward to 2015/2016. This is due to a delay in the issue of central guidance. The main priority is for Surrey Heath BC and its tenants to gain the charter award by 31st March 2016. A working group has been set up for this purpose. As part of the process NHS Surrey has offered to provide free health checks for Surrey Heath staff.
6. To have developed the Food Safety Intervention Plan for 2015/16 for approval by the Executive	31-Mar-15	✓	The plan has been drafted and will be presented to the next Licensing Committee for approval
7. To integrate environmental health and licensing to create one team	31-Mar-15	✓	This was agreed by CMT on 11th November 2014.
8. To have explored the feasibility of merging or outsourcing the Home Improvement Agency to another agency in order to increase the range of services offered to residents and to reduce expenditure through lower administrative and management costs	31-Mar-15	✓	The feasibility report has been completed. This will be presented to CMT during 2015/2016.
9. To have worked with partners to develop the tender documents, including specification , for a street cleansing contract for approval by the Executive	31-Mar-15	✓	Specification approved by the Executive on 17th December 2014.

Indicators	Q1/14/15	Q2/14/15	Q3/14/15	Q4/14/15	Target
Increase the number of customers using the community alarm and meals at home services compared to 2012/13 numbers of 669 community alarm and 200 meals at home	18%	21%	20%	22%	20%
Exceed the 99% success rate for waste collections	99.93%	99.83%	99.01%	99.82%	99.01%
Increase percentage of household waste sent for reuse, recycling and compost	59%	59%	59%	59%*	60%
Increase satisfaction of business with local authority regulation services - (re: licensed premises)	91%	87%	94%	80%**	90%
Increase the number of food establishments in the area which are broadly compliant with food hygiene law	95%	93%	95%	95%	90%
Resolve all noise complaints within 60 days of receipt	98%	98%	100%	99%	85%

Explanations

*Data is estimated based on available data. Final figure will not be known until November 2015 when all the data has been audited.

**In Q4 131 questionnaires were sent out to businesses of which only 22 were returned giving a response rate of 17%. The low result is a reflection low response rates and of those that were returned 9% related to non-compliant food businesses.

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Enhancing the Council's image as a professional, commercial and innovative organisation

Milestones	End Date	Status	Note
1. To roll out and embed a Committee Management system	31-Mar-15	✓	Work on-going to further embed the Committee Management System which has been successfully trialled with the Executive programme of meetings since the Autumn of 2014. The Constitution has now also been made available on the CMS.
2. To produce a Member Induction Programme	31-Mar-15	✓	Member Induction programme now approved and circulated. The objective was to produce a Member Induction Programme, which has been achieved, though it's success can not be measured until post May 2015 following the new Members being elected.
3. To implement a new, dynamic and accessible website designed for the increasing mobile device usage	31-Mar-15		Plan Alpha has now started work on our new website and intranet using the free (open source) web application Drupal. The web team are now working on migrating data with a view to drastically reducing pages and content to make our site faster and more customer focussed. At the same time the ICT team are working on integrating our current payment and mapping systems into the new CMS. A look and feel of the new site is also being worked up and by mid-April we hope to be in a position to share this. The site should be in place by 31st July 15.
4. To be fully prepared/planned to deliver the May 2015 General/Borough/Parish elections in accordance with the statutory timetable	31-Mar-15	✓	Regular Project team meetings continuing and frequency increased with the Returning Officer to weekly in the lead up to May 2015. All plans in place and training of relevant staff has commenced. Success can not be measured until post 7th May 2015.
5. To deliver two Community Consultation events in the Borough	31-Mar-15	✓	The consultation events have now taken place at Windlesham and Bisley these have both been a success with some useful information collated. Methods for consulting with the public will be reviewed with the idea that in the future perhaps we go to where the public already meet/congregate to get their feedback. This was successful at Bisley Primary School prior to the evening event.

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Milestones	End Date	Status	Note
6. To successfully arrange and conduct the European Parliamentary Election in May 2014	1-Jun-14	✓	
7. To create and coordinate the annual marketing strategy to support service specific income generation through activates and campaigns to be agreed with Management Board	30-Jun-14	✓	Marketing Strategy presented and agreed at CMT in July 2014. Currently working through SLA's set up with services including direct mail campaign for MOW and delivering the Keep IT Real Conference.
8. To agree a project plan which will enhance and extend the services delivered through the Contact Centre, including partner organisations	31-Jul-14	✓	New housing services and noise services are now being delivered through the contact centre. New partner organisation has agreed in principle to move into the ground floor. New opportunities are now being explored regards other services including Licensing.
9. To implement the transition to Individual Elector Registration in accordance with the statutory timetable	31-Jul-14	✓	Live data successfully matched with DWP in July 2014. All statutory deadlines have been met.
10. To deliver a Customer Care Strategy, to include revised customer care standards and supported by bespoke training throughout the organisation	31-Jul-14	✓	The rollout of phase one of the customer strategy has been rolled out as planned. Phase 2 is to be planned and linked with the new competency framework that is being developed for 2015/16.

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Indicators	Q1/14/15	Q2/14/15	Q3/14/15	Q4/14/15	Target
Increase the percentage of customer enquiries resolved at the first point of contact	83%	84%	85%	84%*	86.00%
Increase the amount of income generated through advertising	-32.00%	16.00%	5.0%	6.0%	5.00%
Increase the percentage of customer contact undertaken via a self-service channel	18%	20%	25%	21%**	37.00%
Increase the percentage of paperless Committee/Management meetings	100%				10.00%
Increase the percentage of customers that felt the Contact Centre service was good or excellent	95%	98%	98%	98	90%
Increase the percentage of stage 2 and stage 3 complaints responded to within 10 days or less, that could be responded to within that time	100%	100%	100%	71%***	90%

Explanations

*The Contact Centre is still reviewing its services and attempting to bring new services in to the Contact Centre which will allow it to resolve more enquiries at first point of contact.

**There has been a slight drop in online transactions this quarter which might be due to the increase in customers using Direct Debit.

***7 Stage Two complaints received in Q4. 5 Responded to within timescale. 2 Complaints were not responded to within timescale but have since been resolved.

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Supporting the Council's development and growth by expertly managing the Council's finances

Milestones	End Date	Status	Note
1. To have an unqualified Benefits and Council Tax return for DCLG	31-Dec-14	✓	Unqualified return received from auditors
2. To work with services to deliver an increase in the Council Tax Base	31-Dec-14	✓	
3. To have worked with services to deliver an increase in the number of rateable properties	31-Dec-14	✓	
4. To have agreed the budget and Council Tax	28-Feb-15	✓	Budget and Council Tax agreed at Full Council in February 2015
5. To increase percentage of overdue debts being actively managed	31-Mar-15	✓	Sundry debts have reduced by £200k this quarter and are now at £337k. All the debts are being chased but the most difficult area relates to historical B&B debts which currently total £46k. Benefit debts have risen this quarter to £609k. Although almost £50k has been paid in the last quarter new debts amounting to £80k have been raised. Of the total only 3% are not on a repayment plan or being actioned in some way
6. To increase the return on the Council's investments	31-Mar-15	✓	
7. To place the draft financial statements on the website	30-Jun-14	✓	Draft accounts placed on website on the 30th June
8. To achieve an unqualified audit opinion on the financial statements	30-Jun-14	✓	
9. To conduct an empty homes review to increase Council Tax	31-Mar-15	✓	Empty Homes review completed and reflected in increased Council tax base for 2014/15

Indicators	Q1/14/15	Q2/14/15	Q3/14/15	Q4/14/15	Target
Increase the percentage return above LIBOR on treasury investments	0.50%	0.80%	1.1%	2.3%	1.00%
Increase the number of aged Housing Benefit debts under active management	67.4%	70.00%	71%	72.3%	71.00%
Increase the percentage of Council Tax collected	29.37%	57.82%	85.94%	98.5%	98.50%
Increase the percentage of Business Rates collected	25.99%	53.83%	79.73%	99.3*	100%
Minimise the variation in expenditure budget	2.50%	0.5%	-1%	-4%	0.00%
Improve time taken to process Housing Benefit new claims and change events (days)	11	10	11	5	15
Time taken to process Housing Benefit new claims and change events (days) – annual	9				15
Improve time taken to process Council Tax Support new claims and change events (days)	11	11	9	5	15
Improve time taken to process Council Tax Support new claims and change events (days) – annual figure	8				15
Implement internal audit recommendations made since April 2014	100%	100%	95%	100%	90%

Explanations

*This figure includes all of the revaluation refunds given relating to earlier years.

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Working together for better homes, lives, communities and places

Milestones	End Date	Status	Note
1. To undertake a preferred options consultation on draft Site Allocations Development Planning Document	31-Dec-14		Background work continuing but need for this document now being reviewed.
2. To agree the 2015-2017 phase of the Surrey Supporting Families Project	30-Dec-14	✓	Project has moved into Phase 2 and taking on families under new criteria. Agreement with SCC as to target caseloads being finalised.
3. Deliver new SANGS capacity for the west and east of the Borough	31-Dec-14	✓	New SANGs for west of Borough agreed with Bracknell Forest and approved by both Councils. New SANGs in east of Borough, funding from LEP received and contracts for site acquisition exchanged.
4. To have consulted on a draft public realm strategy for Camberley Town Centre	31-Dec-14	✓	Final document to be considered for adoption by Executive in April
5. To adopt and implement a Community Infrastructure Levy Charging Schedule	30-Jan-15	✓	Implemented on 1st December 2014
6. To adopt a private sector renewal strategy	31-Mar-15		Halted pending review of Environmental Health Service and transfer of work for Disabled Facilities Grant to Home Improvements Agency
7. To adopt the Camberley Town Centre Area Action Plan	18-Jul-14	✓	Adopted by Full Council July 2014, project now complete.
8. To produce a service improvement plan for Development Management	31-Dec-14	✓	

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Indicators	Q1/14/15	Q2/14/15	Q3/14/15	Q4/14/15	Target
Improve the percentage of major planning applications determined within target times	86%	100%	75%	100%	60%
Improve the percentage of non-major planning applications determined within target times	84%	84%	75%	70	70%
Reduce number of households living in temporary accommodation	50%	53%	54%	44%	30%
Increase the net additional homes provided	10	7	6	134	47
Achieve the targets set for the number of families worked within the family support programme	75	74	84	169	21
Reduce the percentage of appeals allowed against the authority's decision to refuse applications	71%	100%	50%	100%	25%
Reduce the average length of stay in bed and breakfast accommodation (weeks)	7	4	4	5*	0
All standard land searches carried out in 3 working days	99%	99%	100%	100%	100%

Explanations

*Overall numbers being placed in B&B has significantly decreased in the last year following the appointment of a Lettings Officer to work with landlords. On average there are 2 families weekly in B&B but there are often none.

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Transformation

Executive Head - Richard Payne

The Council Team planning ahead to generate our future

Milestones	End Date	Status	Note
1. To implement a new Performance Management System	31-Dec-14	✓	A performance management timetable has been produced which more closely aligns the annual financial planning, appraisal process and timely reporting of performance information. The annual plan was approved in March 2015 and aligns itself closely with the Medium Term Strategy. New appraisal forms have been introduced and a competency framework is being trialled in 2015/16.
2. To manage the four community grant schemes for the capital, revenue, community safety and Armed Forces community covenant funds	31-Mar-15	✓	All grant schemes have been promoted and were delivered on time through 2014/15
3. To deliver two community consultation events in the Borough	31-Mar-15	✓	The first 'Spotlight on Public Services' event was held in Windlesham in November 2014 and the second in Bisley in March 2015. Both events were very well received with outputs to be reported and monitored through the Surrey Heath Partnership.
4. To ensure no more than 30% of Building Control capacity is used for non-fee earning activity to reduce cost of providing non-fee related work	31-Mar-15		
5. To deliver the ICT Project Plan	31-Mar-15	✓	The 2014/15 ICT project plan has been completed as agreed at the outset of 2014.
6. To undertake a review of the ICT Helpdesk	31-Mar-15	Not Started	
7. To commence negotiations with tenants for the renewal of all expired leisure leases	31-Mar-15		
8. To confirm funding for the Camberley taxi marshals scheme		✓	A new system of funding has been agreed whereby marshals are only used for peak evenings such as New Years Eve.
9. To gain approval of a new Economic Development Strategy		✓	The Economic Development Strategy was approved by the Executive in November 2014. The associated action plans are now being implemented.

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Indicators	Q1/14/15	Q2/14/15	Q3/14/15	Q4/14/15	Target
Generate additional income from effective management of the Council's assets	10,000	10,000	8,000	11,000	6,250
Maintain the market share of Building Control	81%	80%	76%	76%*	80%
Maintain the level of Business Rate income from the top 30 business rate payers, excluding Government increases	100%	100%	100%	100%	100%
Reply to all FOI requests within the legally defined timescale	88.5%	96.0%	88.5%	99.0%	95.0%
Maintain the cost of ICT Licences at no more than inflationary increases	-7.70%	26.70%**	0%	0%	2.80%

Explanations

*Caused by increased competition and recruitment difficulties


**1. We have been invoiced for the support for Civica Financials but are still paying for Oracle Financials this year so have been hit twice - £17000

2. We have 3 new modules for the IWorld revs and bens system - Creditors, Debtors and E-Billing - £3,600

3. We have also had some suppliers increase by more than 2.8%. We have challenged the increase and negotiated on some renewals.

Legend for status colours and abbreviation used in this report:

 - On Track

 - Completed

 - At Risk

 - Target Not Met

SCC – Surrey County Council

CMT – Corporate Management Team

CCG – Clinical Commissioning Group

SANG - Suitable Alternative Natural Green Spaces

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EXPENDITURE ON PROFESSIONAL ADVISORS

Portfolio	Finance
Ward(s) Affected:	All

Purpose

To inform the committee of expenditure on professional advisors for the year to 31st March 2015

Background

1. The committee had requested information on the expenditure incurred on professional advisors by the Council.

Current Position

2. The report analyses out all expenditure incurred on professional advisors greater than £500 for period to 31st March 2015. It has been broken down in to the type of advice given together with the advisors name and an explanation.
3. The vast majority of the money spent has been used to “buy in” specialist services for areas such as planning, property management etc. In common with many smaller district councils, Surrey Heath has to buy in professional expertise “as needed” when it does not have these skills in house and it is uneconomic to have them.
4. The total expenditure for the year was £339k of which £220k relates to work for the town centre redevelopment. This compares to £351k for the same period last year of which £187k related to the town centre. Hence non-town centre professional advisors costs have fallen from £164k in 2013/14 to £119k in 2014/15.

Recommendation

5. The Committee is asked to receive the report and comment as appropriate.

Background Papers: None

Contact: Kelvin Menon 01276 707257
Email: kelvin.menon@surreyheath.gov.uk

ANNEXE A

PROFESSIONAL ADVISERS >£500 APRIL 2014 TO MARCH 2015		
TYPE AND NAME	DESCRIPTION	£
PLANNING AND BUILDING CONTROL		
COUNSELS FEES	Planning advice	1,250
CAPITA	Draft SFRA strategy	12,451
GURNEY CONSULTING	Building Control plan checking	7,333
IAN MCCOLL AND ASSOC	Checking Building Control Applications	10,120
MDT DESIGN	Building Control drawings advice	650
SURREY WILDLIFE TRUST	Ecological Planning Advice	5,196
WESSEX ECONOMICS	Functional Economic Area Analysis	2,500
WAVERLEY BOROUGH COUNCIL	Historic Buildings advice	9,284
		48,784
PROFESSIONAL ADVISORS		
JLT PUBLIC SECTOR RISKS	Insurance Broker fee	3,000
ARLING CLOSE	Treasury Advisors	8,625
CIVICA	Computer consultancy	1,085
R DAVIES	Quality Audits advice	975
FOOTPRINT ECOLOGY	Sangs advice	3,840
IDOX	Computer consultancy	1,900
KADA RESEARCH	Economic development strategy	15,000
S TWILLEY	Bagshot Village Marketing Video	1,500
SWORD CHATTERIS	Computer consultancy	1,700
VIZARDS	Procurement and Contract advice	3,657
COUNSELS FEES	Planning advice	10,635
COUNSELS FEES	Employment	5,738
COUNSELS FEES	Licensing	8,275
COUNSELS FEES	Housing Benefits	4,537
		70,467
TOWN CENTRE		
ALLIES AND MORRISON	Architects	102,954
CARTER JONAS	Ashwoon House Survey	7,637
DAVID JONE BOULD	Ashwood House Legal advice	1,902
MONTAGU EVANS	Camberley Town Centre project advisor	107,550
		220,043
GRAND TOTAL		339,294

Committee Work Programme 2015/16

Portfolio	Corporate
Ward(s) Affected:	n/a

Purpose

To consider the Committee work programme for the municipal year 2015/16.

Background

1. The Performance and Finance Scrutiny Committee was appointed by the Council at its Annual Meeting on 20 May 2015.
2. The Constitution, at Part 4, Section C paragraph 6 requires that each Scrutiny Committee shall develop a work programme. This will normally be set at the last meeting of a municipal year, for the subsequent municipal year.
3. In election years, it is normal for a committee to set its work programme at its first meeting. As this is the first meeting of a new Committee, Members are asked to consider a work programme for the remaining meetings of 2015/16.
4. The work programme will develop through the year, to meet new demands and changing circumstances and the Committee will be expected to review its work programme from time to time and make minor amendments as required.
5. One of the tasks given to the Committee is to carry out pieces of work requested by the Council and/or the Executive.
6. The Terms of Reference of the Committee are attached at Annex A.
7. The following further meeting have been scheduled for the municipal year 2015/16:
 - 29 July 2015
 - 30 September 2015
 - 2 December 2015
 - 23 March 2016

Officer Comments

8. The Senior Accountant has indicated that she would have a Reserves and Provisions report available for the 29 July 2015 meeting.

9. A copy of the Scrutiny element of the previous Performance and Audit Scrutiny Committee is attached at Annex B for Members' information. The Committee has lost audit responsibilities, which will be met by the Audit and Standards Committee, but has gained the responsibilities previously allocated to the Community Services Scrutiny Committee.

Proposal

10. It is proposed that Members consider a work programme for the municipal year 2015/16.

Resource Implications

11. Subject to any decisions relating the work programme, there are no resource implications which have not already been factored in, with those mainly involving officer time.

Recommendation

12. The Scrutiny Committee is advised to consider a work programme for 2015/16.

Background Papers: None

Report Author Andrew Crawford 01276 707139
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Service Head: Richard Payne 01276 707150
e-mail: richard.payne@surreyheath.gov.uk

PERFORMANCE AND FINANCE SCRUTINY COMMITTEE

- 1.1 To appoint such task and finish groups as it considers appropriate to fulfil the statutory overview and scrutiny functions;
- 1.2 To prepare and maintain an annual work programme;
- 1.3 To undertake investigations into such matters relating to the Council's function and powers as:
 - (i) may be referred by the Council or the Leader/Executive;
 - (ii) the Committee may consider appropriate;
 - (iii) have been referred to the Committee pursuant to the "call-in" procedure set out in the Scrutiny Committee Procedure Rules; and
 - (iv) have been referred to the Committee pursuant to the Councillor Call for Action Protocol at Part 4, Section C of this Constitution;
- 1.4 To advise in relation to the Council's existing policies and strategies and assist in the development of policies and strategies;
- 1.5 To consider whether decisions taken by the Leader/Executive which were not treated as key decisions, should have been so treated, as set out in the Access to Information Procedure Rules at Part 4, Section 7 of this Constitution;
- 1.6 To monitor, to review and to report to the Leader/ Executive in relation to the following:
 - (i) performance of the Council's services, including against targets in the Annual Plan;
 - (ii) financial performance;
 - (iii) treasury management;
 - (iv) reserves and provisions;
 - (v) equalities;
 - (vi) complaints;
 - (vii) corporate risk;
 - (viii) emergency planning and business continuity.
- 1.7 To scrutinise performance of Portfolio Holders.
- 1.8 To receive an annual report from the Monitoring Officer in respect of authorisations granted during the municipal year pursuant to the Regulation of Investigatory Powers Act 2000.

**PERFORMANCE AND AUDIT SCRUTINY COMMITTEE (SCRUTINY)
WORK PROGRAMME 2014/15**

DATE	TOPIC	REPORT AUTHOR
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23 July 2014

1	Scrutiny of Portfolio Holders	Kelvin Menon
2	Complaints and Complaints to the Local Government Ombudsman	Nicola Vooght
3	Review of Reserves and Provisions	Kelvin Menon
4	Performance – End of Year Update	Sarah Groom
5	Committee Work Programme	Kelvin Menon

24 September 2014

P&A (Scrutiny)

1	Scrutiny of Portfolio Holders	Kelvin Menon
2	Financial Accounts Sign Off and External Auditor's ISO 260 Report	Kelvin Menon
3	Annual Report on the Treasury Management Service and Actual Prudential Indicators	Kelvin Menon
4	Committee Work Programme	Kelvin Menon

DATE	TOPIC	REPORT AUTHOR
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5 November 2014

P&A (Scrutiny)

1	Scrutiny of Portfolio Holders	Kelvin Menon
2	Treasury Management Mid-Year Report	Kelvin Menon
3	Finance Report	Kelvin Menon
4	Professional Advisors	Kelvin Menon
5	Committee Work Programme	Kelvin Menon

DATE	TOPIC	REPORT AUTHOR
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28 January 2015

P&A (Scrutiny)

1	Scrutiny of Portfolio Holders	Kelvin Menon
2	Corporate Risk Register	Kelvin Menon
3	Certification of Claims and Returns	Kelvin Menon
4	Committee Work Programme	Kelvin Menon

25 March 2015

P&A (Scrutiny)

1	Scrutiny of Portfolio Holders	Kelvin Menon
2	Third Quarter Finance Report	Kelvin Menon
3	Equalities – End of Year Update	Belinda Tam
4	Committee Work Programme 2014/15	Kelvin Menon

To be allocated:

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**Community Scrutiny Committee Work Programme
2014/15**

Date		Subject	Author
12 June 2014	1.	Youth Council <u>Purpose</u> To provide a progress report on Youth Issues and the Youth Council	Jayne Boitoult
	2.	Heritage – War Memorials <u>Purpose</u> To provide a report on the documenting of war memorials in the borough.	Gill Barnes - Riding/Cllr Dodds
	3.	Car Parking Action Plan <u>Purpose</u> To provide an action plan regarding out of town car parks	Eugene Leal
	4.	Dog Fouling, Litter and Street Cleansing <u>Purpose</u> To provide a progress report on the campaign against dog fouling and the work of the Litter and Street Cleansing team	Tim Pashen
	5.	Review of Year's Work Programme and Lessons Learned <u>Purpose</u> To provide a report on the issues considered at this committee during the municipal year 2013/14 and note any lessons learned	Tim Pashen
	6.	Work Programme/Members' Panels <u>Purpose</u> To consider the work programme for the year 2014/15	Lee Brewin
9 October 2014	1.	Analysis Report on the Action Plan for Out of Town Car Parks <u>Purpose</u> To provide a report on the analysis of the information obtained from the action plan provided in June	Eugene Leal
	2.	Management of Green Space in Surrey Heath <u>Purpose</u> To provide a report on the progress on Grounds Maintenance	Paul Foster

	3.	Emergency Planning <u>Purpose</u> To provide a report on emergency planning	Tim Pashen
	4.	Work Programme/Members' Panels <u>Purpose</u> To consider the work programme for the year 2013/14	Lee Brewin
4 December 2014	1.	Housing Services <u>Purpose</u> To provide an annual report on the work of the Housing Services Team	Clive Jinman
	2.	Community Gardening <u>Purpose</u> To provide a report on Community Gardening in the borough to include the dementia garden and plans for Hampton Court 2015	Paul Foster
5 February 2015	1.	Review of Car Parking Strategy <u>Purpose</u> To provide a progress report on improvements to the two town centre car parks.	Paul Foster
	2.	Independent Living <u>Purpose</u> To provide a progress report on independent living in the borough, taking into account suggestions made by Members at the February 2014 meeting.	Steve Eker
2 April 2015	1.	Work Programme/Members' Panels <u>Purpose</u> To consider the work programme for the year 2014/15	Lee Brewin

Unallocated Topics

- 1) Dance Scene in the Borough – report/ presentation from Dance Schools
- 2) Community arts groups/ amateur groups- to consider grants available to these groups, a review of the community arts programme, and consider the successes and problems experienced by these groups

- 3) Housing Services – annual reports in December
- 4) Community Services –
 - i) dementia advice- Wellbeing Centre at Windle Valley Centre
- 5) Sport
- 6) Youth Council (visit due in June 2014)
- 7) Air Quality
- 8) Care Co-ordinator pilot in Lightwater for the elderly and vulnerable in the borough

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Surrey Heath Annual Plan 2014-15



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• Transformation	14

Our Organisational Framework

The 2020 Strategy's objectives and key priorities are delivered through this organisational framework. The framework also reflects the staffing structure of the Council.



At the core is Council **Strategy**, defined by the Council's Executive and delivered by the Management Board. Outside of that lie the key themes that sit under **Transformation**. The Council is committed to transformation and change as a constant and on-going theme of a modern local authority. In a time of economic uncertainty and continuous pressure to do more for less the need to review **Resources**, check **Performance**, adapt **Policy** and **Communicate** the Council's message is vital to ensure vibrant and cost effective service delivery.

Beyond Transformation sits the four quadrants of **Business**, **Corporate**, **Regulatory** and **Community**. These define the Council's areas of work both internally and externally. Surrounding all of the elements of the framework is the **Corporate Management Team**, which comprises the Chief Executive, Executive Heads and Heads of Service. Our Finance, Human Resources and Legal Services are provided as support services across the Authority.

Management Board is responsible for monitoring the performance of the organisation against this Annual Plan on an ongoing basis. They require services to account for any variances and expect a plan to be put in place to address any shortfalls in achievement. Management Board will also oversee the delivery of the Key Priorities laid out overleaf, which cut across all parts of the Council.

Our Objectives and Key Priorities

This Annual Plan sets out how the Council will deliver its objectives for 2014/15, as defined in its 2020 Strategy. Each objective breaks down into key priorities and service specific milestones, with all activity measured by the Council's performance management systems.

The Council's objectives and key priorities for 2014/15 are:

Objective 1: We want to make Surrey Heath an even better place where people are happy to live.

Key Priority 1 - To deliver an improved Camberley Town Centre for the benefit of the Borough including:

Regeneration of the A30 Frontage

Regeneration of the Town Centre

- To adopt Camberley Town Centre Area Action Plan by 30 June 2014
- Deliver all town centre car park capital improvements by 31 October 2014
- Development Agreement for the town centre signed by 31 December 2014
- Prepare public realm strategy for Camberley Town Centre by 31 December 2014
- Planning Application by 31 December 2014
- Town Centre Management Strategy approved by 31 September 2014
- Town Centre Management Pilot scheme in place by 31 December 2014
- Complete the acquisition of assets necessary for the delivery of the Town Centre masterplan by 31 March 2015

Provision of civic, leisure and theatre facilities at Knoll Road

- Support a feasibility study into future options for Camberley Library with SCC
- Promote the theatre to bring in more nationally recognised acts
- Promote the theatre café to increase patronage

Objective 2: We will sustain and promote our local economy so that our people can work and do business across Surrey Heath

Key Priority 2 - Working with partners, to make Camberley a destination of choice with improved transport in the Borough.

Support economic development in Camberley

- Approval of a new Economic Development Strategy by September 2014
- To ensure that all bids included in the Camberley Local Growth Package submitted to Enterprise M3 to fund support for economic development in the Borough are successful, and that all milestones for 2014-15 delivery are completed by 31 March 2015
- To ensure the schemes for County Council Highway improvements across the borough which were bid for through Enterprise M3 are successfully funded by 31 July 2014

Continue to work closely with train and bus providers to improve marketing Camberley as a destination of choice

- Submit a planning application for development of Camberley Rail Station with Network Rail by 31 December 2014

Objective 3: We will deliver our services better, faster and cheaper

Key Priority 3 - Securing the future of local public services in Surrey Heath through a variety of strategies including:

Service rationalisation

- Deliver the 2014-15 Transformation programme through the Service Review Team and Transformation Management Board
- Produce a service improvement plan for Development Management and start implementation by 30 June 2014
- Integrate environmental health and licensing to create one team by 31 March 2015
- To have explored the feasibility of merging or outsourcing the Home Improvement Agency to another agency in order to increase the range of services offered to residents and to reduce expenditure through lower administrative and management costs by 31 March 2015
- New website developed and launched to facilitate self-service delivery by 31 March 2015

Headquartering Surrey Heath's local public services in Camberley

- Agree a project plan which will enhance and extend the services delivered through the Contact Centre, including partner organisations, by July 2014, and start implementation by 1 January 2015.
- Deliver the Surrey Heath House master-plan by October 2014
- One more partner agency to be relocated in to Surrey Heath House by September 2014

Joint working

- Joint Waste tender documents developed by 31 March 2015

Objective 4: We will build & encourage communities where people can live happily & healthily

Key Priority 4 - Delivering with partners the Sustainable Community Strategy priority action plans to improve: community safety, transport, health, children and young people and economic wellbeing.

Working with partners to promote health and wellbeing

- To have delivered the Health needs workplace charter pilot; reduction of smoking in work vehicles; and reduction of excess winter deaths by 31 March 2015
- To have implemented the Personalisation, Prevention and partnership Plan for older people to agreed milestones by 31 March 2015

Supporting Families Project

- To agree the 2015-17 phase of the Surrey Supporting Families Project by 30 September 2014 and maximize the payments by results claimed by 31st March 2015.

Community Safety

- Confirm future funding for the Taxi Marshalls scheme for Camberley town centre by 31 July 2014

Maintain links with businesses

- Approval of a new Economic Development Strategy and action plan by 30 September 2014

Business Services

Services Provided

- Green Spaces and Grounds Maintenance
- Sports Development, Leisure Centres and Community Centres
- Camberley Theatre and Surrey Heath Museum
- Car Parking

Service Objectives

- To provide a complete cultural service for the benefit of all the residents of and visitors to Surrey Heath
- To deliver all Services as efficiently as possible, both from a financial point of view and ensuring best value for money
- To work across Services in order that cultural provision and the benefits thereof are seen and understood as integral to the life of the Borough
- To provide an efficient and cost-effective car parking service, putting the customer first

Annual Milestones

- To agree future leisure and recreational provision at the London Road site by 30 June 2014
- To have a procurement strategy in place for the new grounds maintenance contract by 31 July 2014
- To deliver all town centre car park capital improvements; new lifts, pay machines, barriers and refurbished stairwells by 31 October 2014
- To review provision of the museum by 31 December 2014
- To deliver 20 sold out shows at Camberley theatre by 31 March 2015
- To deliver throughout the year a series of income generating community events in the theatre and parks

Equality Impact Assessments

- Arena Leisure Centre
- Camberley Town Centre Car Parks

Performance Indicators

Increased Income

- Increase the income generated from pitch bookings
- Increase the average percentage of tickets sold for productions promoted in main auditorium of Camberley Theatre
- Increase the income generated from theatre lettings and hires
- Increase the income generated from community events

Reduce Costs

- Reduce the subsidy to the Theatre
- Increase the occupancy levels (individual visits) at the town centre car parks

Customer Service

- Maintain the Arena in the top 25% of leisure centres nationally
- Increase the number of educational visits by the Heritage Service

Community

Services Provided

- Environmental Health Service incorporating: Health and Safety, Food Safety, Licensing and Health and Safety
- Pest and Dog Control
- Recycling and Refuse Collection
- Street Cleaning
- Windle Valley Day Centre
- Meals on Wheels
- Community Alarms
- Community Transport
- Licensing
- Managing Traveller Sites
- Corporate Health and Safety
- Emergency Planning and Business Continuity

Service Objectives

- To provide an Environmental Health service for residents, consumers and employees in the Borough with the aim of reducing the risk of ill health and injury
- To investigate and control statutory nuisance (including noise)
- To collect waste from every household in the Borough once per week with the aim of increasing the amount of waste re-used, recycled or composted
- To keep the streets clean and free from litter, graffiti, fly tipping, fly posting and abandoned cars
- To effectively manage the two traveller sites in the Borough and increase the number of pitches where possible
- To operate a Home Improvement Agency, meals on wheels and community alarm service to help elderly and disabled residents maintain independence in their home
- To provide a community transport service for elderly and disabled residents of the Borough
- To operate a 5-day a week service at the Windle Valley Day Centre
- To ensure that the Council complies with its responsibilities in respect of licence activities for taxis, gambling and liquor premises

Annual Milestones

- To have expanded the community alarm and meals at home services, including across district and county boundaries where practicable; and to see a 20% increase in the 2012/2013 numbers of clients by 31 March 2015
- To have implemented the Personalisation, Prevention and Partnership Plan to agreed milestones by 31 March 2015
- To have worked with partners to develop the tender documents, including specification, for a joint waste contract, for approval by the Executive by 31 March 2015
- To have scoped with partners the Depots available from which to operate a joint contract by 31 March 2015. The Surrey Heath Depot to be strongly marketed as one of the operating Depots
- To have worked with partners to develop the tender documents, including specification, for a street cleansing contract for approval by the Executive by 31 March 2015

- To have delivered the following projects to agreed milestones by 31 March 2015: Health needs workplace charter pilot; reduction of smoking in work vehicles; and reduction of excess winter deaths
- To have developed the Food Safety Intervention Plan for 2015/2016 for approval by the Executive by 31 March 2015
- To integrate environmental health and licensing to create one team by 31 March 2015
- To have explored the feasibility of merging or outsourcing the Home Improvement Agency to another agency in order to increase the range of services offered to residents and to reduce expenditure through lower administrative and management costs by 31 March 2015

Performance Indicators

Increased Income

- Increase the number of customers using the community alarm and meals at home services compared to 2012/2013 numbers of 869 customers (669 helpline and 200 meals at home)

Customer Service

- Exceed the 99% success rate for waste collections
- Increase percentage of household waste sent for reuse, recycling and composting
- Increase satisfaction of business with local authority regulation services
- Increase the number of food establishments in the area which are broadly compliant with food hygiene law
- Resolve all noise complaints within 60-days of receipt

Corporate

Services Provided

- Contact Centre
- Post and Payments Office
- Democratic Services
- Electoral Registration and Elections
- Mayoralty
- Complaints Monitoring
- Media & Marketing
- Web Administration and development
- Consultation

Service Objectives

- To provide high quality, easily accessible services, support and information to all our internal and external customers, Members, partners and stakeholders in a timely and professional way
- To encourage the migration of customers to the most appropriate access channel whilst maintaining choice for all services and promoting the range of options available
- To develop an enhanced customer care culture throughout the organisation
- To facilitate and support the democratic decision making process and the scrutiny function of the Council
- To compile and maintain a register of electors and to conduct elections and referenda
- To report on complaints monitoring and the lessons learned from complaints received
- To raise customer awareness and manage the Council's image via strategic internal and external communications
- To deliver an effective programme of marketing activity to support the Council's increasingly commercial approach and support service specific income generation
- To support and develop the council's web site and intranet
- To coordinate and support the council's annual consultation programme

Annual Milestones

- To successfully arrange and conduct the European Parliamentary Election in May 2014
- To create and coordinate the annual marketing strategy to support service specific income generation through activities and campaigns to be agreed with Management Board by 30 June 2014
- To agree a project plan which will enhance and extend the services delivered through the Contact Centre, including partner organisations by 31 July 2014
- To deliver a Customer Care Strategy, to include revised customer care standards and supported by bespoke training throughout the organisation by 31 July 2014
- To roll out and embed a Committee Management system by 30 September 2014
- To produce a Member Induction Programme by January 2015
- To implement the transition to Individual Elector Registration in accordance with the statutory timetable

- To implement a new, dynamic and accessible website designed for the increasing mobile device usage by 31 March 2015
- To deliver two Community Consultation events in the Borough by 31 March 2015
- To be fully prepared/planned to deliver the May 2015 General/Borough/ Parish elections in accordance with the statutory timetable

Performance Indicators

Increased Income

- Increase the amount of income generated through advertising

Increased Efficiency

- Increase the percentage of customer enquiries resolved at the first point of contact
- Increase the percentage of customer contact undertaken via a self-service channel
- Increase the percentage of paperless Committee/Management

Customer Service

- Increase the percentage of customers that felt the Contact Centre service was good or excellent
- Increase the percentage of stage 2 and stage 3 complaints responded to within 10 days or less, that could be responded to within that time

Finance

Services Provided

- Finance and Accountancy
- Revenues and Benefits
- Audit and Investigations

Service Objectives

- To ensure that the council complies with its statutory responsibilities in respect of finance
- To provide professional advice to members and staff to enable the council to meet its financial objectives
- To ensure that the council's financial records are accurate and up to date and that payments are made and debts collected in a timely fashion
- To ensure the timely and accurate billing of Council Tax and Business Rates and the recovery of amounts due
- To ensure an efficient and accurate housing benefit and council tax support payment service
- To ensure the council complies with its statutory responsibilities in respect of audit and fraud

Annual Milestones

- To place the draft financial statements on the website by 30 June 2014
- To achieve an unqualified audit opinion on the financial statements by 30 September 2014
- To have an unqualified benefits and council tax return for DCLG by 31 Dec 2014
- To work with services to deliver an increase in the Council Tax Base by 31 December 2014
- To have worked with services to deliver an increase in the number of rateable properties by 31 December 2014
- To have agreed the budget and Council Tax by 28 February 2015
- To increase percentage of overdue debts being actively managed by 31 Mar 2015
- To increase the return on the Council's investments by 31 March 2015
- To conduct an empty homes review to increase Council Tax by 31 March 2015

Performance Indicators

Increased Income

- Increase the percentage return above LIBOR on treasury investments
- Increase the number of aged debts under active management
- Increase the percentage of Council Tax collected
- Increase the percentage of Business Rates collected

Increased Efficiency

- Minimise the variation in expenditure budget
- Improve time taken to process Housing Benefit/Council Tax Benefit new claims & change events
- Implement internal audit recommendations

Regulatory

Services Provided

- Planning Policy and Conservation
- Development Management
- Drainage
- Local Land Charges
- Housing
- Private Sector Housing Enforcement

Service Objectives

- To seek continued regeneration of Camberley town centre to meet longer term needs
- To manage the development process through adoption and implementation of planning policies that address longer term housing and economic needs, whilst protecting the wide range of environmental and biodiversity assets of the area
- To deliver and promote a range of housing and housing support choices that meet the needs of our residents
- To reduce the risk of flooding to properties through continued maintenance and improvements to the drainage network
- To resolve problems within the private sector housing stock through intervention and financial assistance
- To provide an efficient and quick property search function to assist recovering the housing market
- To inspire, motivate and enable families to enjoy family life and make a positive contribution to their local community

Annual Milestones

- To undertake a preferred options consultation on draft Site Allocations Development Planning Document by 30 June 2014
- To adopt the Camberley Town Centre Area Action Plan by 30 June 2014
- To produce a service improvement plan for Development Management by 30 June 2014
- To agree the 2015-2017 phase of the Surrey Supporting Families Project by 30 September 2014
- Deliver new SANGS capacity for west and east of Borough by 31 December 2014
- To consult on a draft Affordable Housing Supplementary Planning Document by 31 December 2014
- To have commenced work on feasibility of a housing enabling project by 31 December 2014
- To have consulted on a draft public realm strategy for Camberley Town Centre by 31 December 2014
- To adopt a Community Infrastructure Levy Charging Schedule by 30 September 2014 and implement it by 31 January 2015
- To adopt a private sector renewal strategy by 31 March 2015

Performance Indicators

Increased Efficiency

- Improve percentage of planning applications determined within target times
- Reduce number of households living in temporary accommodation
- Increase the net additional homes provided
- Achieve the targets set for the number of families worked with

Reduce Costs

- Reduce the percentage of appeals allowed against the authority's decision to refuse applications

Customer Service

- Reduce the average length of stay in bed and breakfast accommodation
- All standard land searches carried out in 3 working days

Transformation

Services Provided

- Community Partnerships, Performance Management, Project Management, Procurement and Economic Development
- Information and Communication Technology, Corporate Support and Reprographics
- Property Portfolio and Building Control Service

Service Objectives

- To facilitate delivery of the Council's major transformation & regeneration projects
- To deliver the Council's performance management system and report on performance against targets, advise on procurement and support the delivery of key projects
- To work in partnership with the Local Strategic Partnership, Community Safety Partnership and Community Covenant Group to deliver improvement projects and manage the relevant grant schemes
- To support economic development in the Borough
- To support the line of business ICT systems, the Geographic Information System, Information Governance, Telephony and Corporate Infrastructure
- To ensure the safety of new and altered buildings, meet current standards for sustainable construction and to ensure that Surrey Heath House is operated safely and efficiently
- To ensure that the Council maximises its returns from its property and investments
- To support the organisation by providing room bookings, issuing security badges, ordering stationery and reprographics

Annual Milestones

- To confirm funding for the Camberley taxi marshals scheme by 31 July 2014
- To gain approval of a new Economic Development Strategy by 30 September 2014
- To implement a new Performance Management System by 31 December 2014
- To manage the four community grant schemes for the capital, revenue, community safety and Armed Forces community covenant funds
- To deliver two community consultation events in the Borough by 31 March 2015
- To ensure no more than 30% of Building Control capacity is used for non-fee earning activity to reduce the cost of providing non-fee related work by 31 March 2015
- To deliver the ICT Project Plan by 31 March 2015
- To undertake a review of the ICT Helpdesk by 31 March 2015
- To commence negotiations with tenants for the renewal of all expired leisure leases by the 31 March 2015
- To deliver the Surrey Heath House Master plan by 31 March 2015

Performance Indicators:

Increased Income

- Generate additional income from effective management of the Council's assets
- Maintain the market share of Building Control
- Maintain the level of Business Rate income from the top 30 business rate payers, excluding Government increases

Increased Efficiency

- Reply to all FOI requests within the legally defined timescale

Reduce Costs

- Maintain the cost of ICT Licences at no more than inflationary increases

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Surrey Heath Borough Council

Annual Plan 2015-16

Great Place • Great Community • Great Future

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Foreword

Welcome to the Surrey Heath Borough Council Annual Plan for April 2015 to March 2016.

2014/15 was an excellent year with special events which included the Tour of Britain cycle race, the Freedom of the Borough Parade for RMA Sandhurst, the Camberley Car Show and the special Remembrance day events. We also continued to deliver high quality services to ensure we remain one of the cleanest, greenest and safest Boroughs in the Country staying at the top of the league tables for recycling rates, major planning decisions and building control services.

In 2015/16 we will work hard to ensure Surrey Heath remains a great place to live, work, shop and play. Our main corporate priority is to deliver the transformational town centre improvements laid out in the Camberley Town Centre statement. We believe this priority will help develop a prosperous local economy for all of the Borough. We will review our 2020 Corporate Strategy to define our future plans, implement a state of the art web site and work hard to reduce our costs.

We also aim to keep our customer satisfaction levels high and ensure our overall financial performance is strong. We will prioritise carefully and ensure projects are effectively resourced so that we can deliver our goals in a timely way and still retain high quality service levels.

Chief Executive
Karen Whelan



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Introduction

This Annual Plan demonstrates how the Council will deliver its objectives for 2015/16, as defined in its 2020 Strategy. The Council's objectives are:

Objective 1: We want to make Surrey Heath an even better place where people are happy to live.

Objective 2: We will sustain and promote our local economy so that our people can work and do business across Surrey Heath.

Objective 3: We will deliver our services better, faster and cheaper.

Objective 4: We will build & encourage communities where people can live happily & healthily.

Each objective will be achieved by breaking it down into specific actions. Each objective has a set of key corporate priorities to ensure the objective is achieved. After an introduction to the service area, each member of corporate management team sets out their specific milestones and performance indicators to help deliver the objectives.

Monitoring of the Annual Plan by the Executive and Performance and Audit Scrutiny Committee, allows the Council to illustrate its on-going strength and improving performance against the pre-set corporate key priorities, service area milestones and performance indicators. This Plan sets these targets out in detail.

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Key Priorities

Key Priority One

To deliver an improved Camberley Town Centre for the benefit of the Borough, including the redevelopment of the A30 frontage, regeneration of the town centre and provision of leisure facilities in Knoll Road

- To agree the redevelopment scheme for the London Road Block with key strategic partners
- To develop with key partners a proactive strategy for future management and marketing of the town centre
- To work proactively to determine planning applications for key schemes in a timely and effective manner and in accordance with agreed milestones as the project progresses

Key Priority Three

Securing the future of local public services in Surrey Heath through a variety of strategies including service rationalisation, headquartering Surrey Heath's local public services in Camberley and joint working

- Secure a greater return from assets
- Explore new sustainable service delivery models and change management
- Deliver a successful election process for May 2015
- Complete the Joint Waste procurement process
- Planning development review to be completed and implemented

Key Priority Two

Working with partners to make Camberley a destination of choice with improved transport in the borough

- To work with SCC and the LEP to develop various infrastructure and sustainable transport projects for the Borough to support Camberley as a Step Up town
- To deliver the key parking strategy actions to improve the quality, quantity, type and accessibility of car parking within and around Camberley Town centre
- Continue to work with network rail to bring about station improvements for Camberley Town Centre
- Actively participate in all public transport consultation to harness opportunities for accessibility to Surrey Heath

Key Priority Four

Delivering with partners the Sustainable Community Strategy priority action plans to improve community safety, transport, health, children and young people and economic wellbeing

- Through the Surrey Heath Partnership work together to deliver the Partnership Action Plan
- Deliver the Surrey Heath Health and Wellbeing Board action plan in partnership with the SHCCG and SCC, including the workplace health charter
- Deliver the Economic Development Strategy actions including the skills and training project for ex-military personnel

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Business

More people, using a better service, at no extra cost

Services Provided

- Green Spaces and Grounds Maintenance
- Sports Development, Leisure Centres and Community Centres
- Camberley Theatre and Surrey Heath Museum
- Car Parking

Service Objectives

- To provide a complete cultural service for the benefit of all the residents of and visitors to Surrey Heath
- To deliver all Services as efficiently as possible, both from a financial point of view and ensuring best value for money
- To work across Services in order that cultural provision and the benefits thereof are seen and understood as integral to the life of the Borough
- To provide an efficient and cost-effective car parking service, putting customers first



Business

More people, using a better service, at no extra cost

Milestones:

Parking Services

- Increase car parks occupancy levels in line with Town Centre growth
- Enhance user experience through physical improvements and customer service
- Establish an effective and sustainable on-street parking enforcement regime

Camberley Theatre and Museum

- Regionally recognised and sustainable theatre complex
- Review provision for Heritage Centre/ Museum including new location

Greenspace

- Produce a report and SMART Action Plan for CMT regarding the future role of Frimley Lodge Park as the hub for a regional park
- Deliver three new income generating initiatives across Greenspace within the year
- Review service delivery options for the Service

Recreation

- Achieving progressive improvements year on year to meet higher standards under the recreation industry national benchmark accreditation by Quest
- Provide support for sports clubs to successfully secure external funding to independently enhance facilities and services

Performance Indicators:

Increase Income

- Increase the income generated from sports pitch bookings from £25,000 in 2013/14 by 5% per year
- Average percentage of tickets sold for productions promoted in main auditorium of Camberley Theatre to be 60% (46% in 2013/14)
- £5,000 year on year increase in income generated from theatre lettings and hires (£60,000 in 2013/14)
- Increase the income generated from community events in greenspaces to £5,000
- Theatre café to generate net profit of £55,000

Reduce Costs

- Reduce the subsidy to the Theatre to £375,000
- Parking Enforcement to be at nil cost to the council
- Review three key facility contracts with soft market testing to ensure best value
- Reduce car parks annual cost by maximising energy efficiency and maintenance regimes

Customer Service

- 5% increase in "Surrey Youth Games" teams participation
- Theatre to sell-out 8 shows and 5 nationally recognised acts (with national TV appearances)

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Community

Delivering services which help to maintain Surrey Heath as a safe, clean and green community

Services Provided

- Environmental Health Service incorporating:
- Health and Safety, Food Safety, Licensing and Health and Safety, Pest and Dog Control
- Recycling, Refuse Collection & Street Cleaning
- Windle Valley Day Centre
- Meals on Wheels, Community Alarms, Community Transport
- Licensing
- Managing Traveller Sites
- Corporate Health and Safety
- Emergency Planning and Business Continuity

Service Objectives

- To provide an Environmental Health service for residents, consumers and employees in the Borough with the aim of reducing the risk of ill health and injury
- To investigate and control statutory nuisance (including noise)
- To collect waste from every household in the Borough once per week with the aim of increasing the amount of waste re-used, recycled or composted
- To keep the streets clean and free from litter, graffiti, fly tipping, fly posting and abandoned cars
- To effectively manage the two traveller sites in the Borough and increase the number of pitches where possible
- To operate a Home Improvement Agency, meals on wheels and community alarm service to help elderly and disabled residents maintain independence in their home
- To provide a community transport service for elderly and disabled residents of the Borough
- To operate a 5-day a week service at the Windle Valley Day Centre
- To ensure that the Council complies with its responsibilities in respect of licence activities for taxis, gambling and liquor premises

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Community

Delivering services which help to maintain Surrey Heath as a safe, clean and green community

Milestones:

Community Services

- Implement the Personalisation, Prevention and Partnership Plan to agreed milestones
- To deliver the dementia befriending pilot in Heatherside and present the outcomes to the Surrey Heath Health and Wellbeing Group

Neighbourhood Services

- Complete Joint Waste Tender process to the timetable agreed by the Surrey Waste Partnership
- Implement the revised Waste Action Plan

Environmental Health and Licensing

- Deliver the Health and Wellbeing Actions including the workplace health charter
- To carry out a feasibility study of sharing the delivery of Environmental Health Teams and present a report to CMT on its outcomes
- To complete the BRDO licensing project into the way licensing functions are delivered by Surrey County Council and other Districts and Boroughs with a view to reduce regulatory burden on businesses

Performance Indicators:

Customer Service

- Achieve a 99% success rate for waste collections
- 90% of businesses satisfied with local authority regulation services
- 90% of food establishments compliant with food hygiene law
- 85% of noise complaints resolved within 60 days of receipt

Reduce Costs

- Reduced the Council's subsidy to older adult services by £20,000 per annum
- Increase the percentage of household waste sent for reuse, recycling and composting – to 60%

Increase Income

- Increase number of customers using the community alarm and meals at home services by 20% compared to 2012/2013 i.e. 869 customers (669 helpline and 200 meals at home)
- Increase in the numbers of dial-a-ride passenger journeys by 5% from 2013/14

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Corporate

Enhancing the Council's image as a professional, commercial and innovative organisation

Services Provided

- Contact Centre
- Post and Payments Office
- Democratic Services
- Electoral Registration and Elections
- Mayoralty
- Complaints Monitoring
- Media & Marketing, Consultation & Web Administration and Development

Service Objectives

- To provide high quality, easily accessible services, support and information to all our internal and external customers, Members, partners and stakeholders in a timely and professional way
- To encourage the migration of customers to the most appropriate access channel whilst maintaining choice for all services and promoting the range of options available
- To develop an enhanced customer care culture throughout the organisation
- To facilitate and support the democratic decision making process and the scrutiny function of the Council
- To compile and maintain a register of electors and to conduct elections and referenda
- To report on complaints monitoring and the lessons learned from complaints received
- To raise customer awareness and manage the Council's image via strategic internal and external communications
- To deliver an effective programme of marketing activity to support the Council's increasingly commercial approach and support service specific income generation
- To support and develop the council's web site and intranet
- To coordinate and support the council's annual consultation programme

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Corporate

Enhancing the Council's image as a professional, commercial and innovative organisation

Milestones:

Media and Marketing

- Pilot working with media partner(s) to engage / consult with a diverse range of identifiable demographic groups
- Produce & deliver a marketing and communications strategy that maintains & develops Camberley's profile locally & regionally
- Implement a new website CMS that delivers savings & supports income generation & channel shift
- Produce a marketing plan that promotes the services provided by key customer facing services which results in an increase in their demand

Human Resources

- Facilitating the Investors In People Gold Award February 2016
- Develop a People Performance Management strategy reflecting the 2020 Strategy and Annual Plans
- Design a Workforce Plan to support the 2020 Strategy and Annual Plans
- Design and implement a competency based framework

Contact Centre

- Redefine and implement the contact centre and post room direction including a review of the associated technology
- Ongoing identification and development of appropriate Council services for alternative and or multi-channel operation
- Develop a prompt and robust complaints process that facilitates corporate learning and demonstrable improvements to customer service

Democratic Services

- To arrange and conduct the Combined Parliamentary and Local Elections and any referendum in May 2015
- To embed the workflow module of the Modern Gov. Committee Management System
- To sign up and induct new Members from May 2015
- To produce and implement a Member Induction Programme for June/July 2015

Performance Indicators:

Customer Service

- The Contact Centre will continue to act as first point of contact for a growing number of services and increase the level of complex enquiry type that it administers. Whilst maintaining a Customer Satisfaction rating of good or excellent at 90% or above
- Achieve pre-set response cycles of 90% at stage 2 and stage 3 complaints within 10 days
- Increase the number of eligible electors

Increase Efficiency

- Make it easier for our customers to do business with us by developing and maintaining a programme of ongoing service reviews and staff training, facilitating the ability to resolve 85% of customer enquiries at first point of contact
- Annual target for the percentage of customer contact undertaken via a self-service channel 44%
- Reduce the number of paper copies of agendas and minutes produced and posted by 25%

Increased Income

- Increase the amount of income generated through advertising to £20,550

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Finance

Supporting the Council's development and growth by expertly managing the Council's finances

Services Provided

- Finance and Accountancy
- Revenues and Benefits
- Audit and Investigations

Service Objectives

- To ensure that the council complies with its statutory responsibilities in respect of finance
- To provide professional advice to members and staff to enable the council to meet its financial objectives
- To ensure that the council's financial records are accurate and up to date and that payments are made and debts collected in a timely fashion
- To ensure the timely and accurate billing of Council Tax and Business Rates and the recovery of amounts due
- To ensure an efficient and accurate housing benefit and council tax support payment service
- To ensure the council complies with its statutory responsibilities in respect of audit and fraud

Finance

Supporting the Council's development and growth by expertly managing the Council's finances

Milestones:

Finance

- Work with the council's treasury advisors to increase returns on the Council's investments
- Directly invest in property where this can deliver a financial return
- Reduce the level of debts by moving to more payments in advance or by direct debit
- Work with services to ensure that over 50% of sundry debtors invoices are raised on the Civica system

Revenues & Benefits

- Work to ensure that the transition of benefits to universal credit goes smoothly
- Work to reduce the cost of the service over the year through new ways of working and demand management
- Increase council tax and business rates by working with planning to deliver new development and reduce empty properties

Fraud and Investigations

- To work with other Councils on the implementation of the counter fraud fund bid to provide a resilient central point for co-ordinating detection, investigative and prevention resources within B&Ds and SCC
- Implement the transfer to the Single Fraud Investigation Service

Performance Indicators:

Increase Income

- Percentage return above London Interbank Offered Rate (LIBOR) on treasury investments to be 1%
- Increase in no. of aged debts under active management to be 5%
- The percentage of Council Tax collected to be over 98.5%
- The percentage of Business Rates collected to exceed 98.5%

Increase Efficiency

- 0% Variation in expenditure budget
- Time taken to process Housing Benefit/Council Tax support scheme new claims & change events to be less than 15 calendar days
- Percentage of internal audit recommendations made since April 2014 that are due and implemented, to be over 90%

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Regulatory

Working together for better homes, lives, communities and places

Services Provided

- Planning Policy and Conservation
- Development Management
- Drainage
- Local Land Charges
- Housing
- Private Sector Housing Enforcement
- Family Support

Service Objectives

- To seek continued regeneration of Camberley town centre to meet longer term needs
- To manage the development process through adoption and implementation of planning policies that address longer term housing and economic needs, whilst protecting the wide range of environmental and biodiversity assets of the area
- To deliver and promote a range of housing and housing support choices that meet the needs of our residents
- To reduce the risk of flooding to properties through continued maintenance and improvements to the drainage network
- To resolve problems within the private sector housing stock through intervention and financial assistance
- To provide an efficient and quick property search function to assist recovering the housing market
- To inspire, motivate and enable families to enjoy family life and make a positive contribution to their local community

Regulatory

Working together for better homes, lives, communities and places

Milestones:

Planning Policy and Technical Support

- Update the Local Development Strategy
- Commence a review for a Surrey Heath Local Plan for Executive approval in January 2016
- Facilitate the delivery by SCC of improvements to the Meadows Gyrotory using LEP money.
- Complete the guidance for the Public Realm
- Review CIL regime implementation

Development Management and Drainage

- Produce a 5 year drainage strategy for the Borough
- Introduce the SUDs regime
- Review enforcement procedures and report to CMT by September 2015
- Review the need for and setting up of a Design Advice Panel
- Work with developers, key partners and residents to ensure effective community engagement in future planning applications for PRB Deepcut
- Work with developers, key partners and residents to ensure effective working in future planning applications for Camberley Town Centre

Family Support

- Implement 2015 -2020 Family Support Programme for Runnymede/ Surrey Heath with review to SLA
- Agree annual targets, new criteria and governance with SCC

Housing

- Continue delivery of projects and actions in Homelessness Strategy and Private Sector Renewal Strategy
- Review Tenancy Strategy
- To adopt a Healthy Homes Strategy
- To work with Community Services to review the Disabled Facility Grant function and service delivery

Performance Indicators:

Customer Service

- Average length of stay in bed and breakfast accommodation to be less than 1 week
- 100% of standard land searches to be carried out in 3 working days

Increase Efficiency

- To determine 60% of major planning applications and 70% of others within target times
- To have less than 30 households living in temporary accommodation
- To approve at least 187 new homes per annum
- To achieve positive change in 75% of families worked with

Reduce Costs

- 100% of planning applications to be 'paperless'

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Transformation

The Council Team planning ahead to generate our future

Services Provided

- Community Partnerships, Performance Management, Project Management, Procurement and Economic Development
- Information and Communication Technology, Corporate Support and Reprographics
- Property Portfolio and Building Control Service

Service Objectives

- To facilitate delivery of the Council's major transformation and regeneration projects
- To deliver the Council's performance management system and report on performance against targets, advise on procurement and support the delivery of key projects
- To work in partnership with the Local Strategic Partnership, Community Safety Partnership and Community Covenant Group to deliver improvement projects and manage the relevant grant schemes
- To support economic development in the Borough

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Transformation

The Council Team planning ahead to generate our future

Milestones:

Transformation

- Review the 2020 Corporate Strategy
- To facilitate the delivery of the change management programme and support key corporate projects
- Deliver the Economic Development Strategy actions for the year and Open for Business support
- Work with SCC and the LEP to deliver the sustainable transport revenue schemes for local businesses

Information Technology

- To deliver the Information & Communication Technology Project Plan
- Support the Business Improvement Team to scope and implement efficiency improvements to reduce resource dependent tasks
- Support services who identify partnership/joint working possibilities by investigating software/hardware solutions to support the project
- Implement a cloud based telephony solution to improve disaster recovery and enable shared service possibilities

Corporate Property

- Scope out and agree a joint working agreement with a neighbouring borough
- Pursue opportunities for strategic property acquisition and investments
- To continue to negotiate leases of community facilities
- To set up a company for delivery of appropriate development within the Borough.

Performance Indicators:

Increase Income

- Generate £25,000 additional income from effective management of the Council's assets
- Maintain 80% of the market share of Building Control

Increase Efficiency

- 15% of Freedom of Information/ EIR requests to be answered by information already in the public domain

Reduce Costs

- Maintain the cost of Information & Communication Technology Licences at no more than inflationary increases

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Legend of abbreviation used in this document:

SCC – Surrey County Council

MB - Management Board

BFDC – Bracknell Forest Council

SMB – Senior Management Board

CMS – Corporate Management Strategy

CMT – Corporate Management Team

CCG – Clinical Commissioning Group

SANG - Suitable Alternative Natural Green Spaces

TEEP – Technically, Environmentally and Economically Practicable

CIL – Community Infrastructure Levy

PRB – Princess Royal Barracks

EIR– Environmental Information Regulations

BRDO – Better Regulation Delivery Office

SPD – Supplementary Planning Document

LEKR – Land East of Knoll Rd

DWP – Department for Work and Pensions

M&M – Media & Marketing

MOW – Meals on Wheels

LEP – Local Enterprise Partnership

FOI – Freedom of Information

SLA – Service Level agreement

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