

Q4 2007/08

SERVICE PLAN FOR CORPORATE MANAGEMENT

This plan sets out the details of the actions that the Council has agreed must be taken to improve the services provided by the Chief Executive's and Finance Departments. It combines the targets that have been agreed within the –

- Strategic Plan - SP
- Best Value Improvement Plans (following service reviews) - BV
- Best Value Performance Indicators - BVPI
- Comprehensive Performance Assessment Improvement Plan - CPA
- 5 year Financial Forecast and Capital Programme - FFCP
- Published Service Standards - PSS
- Implementing Electronic Government (IEG) Statement - IEG
- Community Strategy Targets - CST
- Risk Management Plan - RMP
- Equality Strategy - ES
- Corporate Governance Requirement - CGR
- Annual Efficiency Targets (ODPM) - AET
- Statement of Internal Control - SIC

The last column of the attached tables indicates the origin of the action point.

Officer's titles have been abbreviated as follows –

Director of Finance	DF	Chief Executive Officer	CEO
Assistant Director of Finance (Accountancy)	ADFA	Policy Officer	PO
Assistant Director of Finance (Revenues)	ADFR	Head of ICT	ICT
Chief Internal Auditor	CIA	Personnel Officer	DGT
Revenues Manager	RM	Director of Admin. and Leisure	DAL
Payroll and Payments Manager	PPM	Information and Communication	
Benefits and Customer Services Manager	BCSM	Strategy Programme Manager	ICSM
Deputy Customer Services Manager	DCSM	Non-Domestic Rates Manager	NDRM
Principal Building Services Manager	PBSM	Council Tax Manager	CTM

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APPENDIX '2'

Corporate Governance

1.1 Corporate Health

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
Consult with Members at the end of 2006/07 Municipal year and bring forward any changes to the Council's constitution for consideration by Council, together with emerging Best Practice on governance issues elsewhere.	DAL	March 2007	Agreement on constitutional changes. Appropriate input from cross party Member Working Group.	Within existing resources; staff time.	Renewed constitution for 2007.	Updated Constitution adopted 17 May 2007.	CGR/CP A
Bring forward reports to secure endorsement of Public Service Agreement participation. Identify service areas/initiatives and make submission with SCC to DCLG.	CEO	March 2006	Surrey County Council and other borough/district partners signing up. Various Government departments agreeing "stretch" targets.	Within existing budgets.	Participation in a successful PSA submission and delivering agreed targets over the 3 year period.	Local Public Service Agreement signed by DCLG Ministers in Nov 2005. Council participating in four themes which are performing well. End date of 31.3.08 for Reward Grant calculation.	SP
Examine and bring forward reports detailing the opportunities, implications and benefits of greater joint working with other agencies. Pursue particular service areas, consistent with securing service improvements, service	CEO + Directors	Ongoing	Co-operation with other neighbouring Districts; maintaining the goodwill of staff. Political and accountability considerations.	Within existing budgets. Potential pooling of budgets.	Successful joint-working operation where of tangible benefit to residents. Annual report on progress.	Being pursued via Surrey District Leaders and in officer discussion on specific service based areas. Partnership protocols settle in 3 clusters across Surrey. Progress made in training, planning, waste and joint commissioning of studies. £900, 000	LPS/ Personne I BV

resilience and/or efficiency gains.						competition funding secured for range of Surrey wide of capacity building and improvement partnership initiatives N.W. Surrey Leaders met 21/8/07 to identify and push programme of joint working initiatives forward. LAA and LPSA are focussing on policy/service outcomes amongst public agencies in Surrey.	
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Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
Achieve progress on implementing the Community Strategy in collaboration with the Local Strategic Partnership, for improving the economic, social and environmental well-being.	PO	Dec 2006. Milestone with published monitoring report. Measured annually.	Collaboration of partners, Member involvement, staff time, buy-in from external partners. Otherwise mainstream budgets.	£7,500 budgetary provision for printing, consultation costs.	Demonstrable progress on specific targets. Publication of progress annually from December 2006 (with LDF monitoring statement)	Quarterly LSP meetings review progress. Theme based Task Groups are pursuing the required outcomes. On target.	SP/BVPI 1
Implement the Equality Standard for Local Government.	PO	Partial 2005/06 Full 2006 Measured annually .	Staff time; staff and political support.	Within existing budgetary provisions.	Level 1:2002/03 Level 2:2005/06 Level 3: Dec 2006.	2005/6 target slipped by 3 months to June 06. Implementation programme being pursued following reports to July and September 2007 Corporate Management Committee. The figure for the second quarter has increased dramatically as a result of a review of the guidance.	BVPI 2/ ES
Maintain a high rating of customer satisfaction of the Council's overall provision of services.	PO	Dec 2007 Measured annually.	Under performance of service departments and of individual staff across the Council. High staff turnover. Appropriate levels of delegation.	Within existing Best Value provisions.	5 th in 2003 (out of 238 district councils) Top ten position for 2007.	Three yearly resident satisfaction survey completed Dec 06/Jan 07. Awaiting final AC audit and comparative figures	BVPI 3

Make effective responses to any further consultations on the CPA process.	CEO/PO	Oct 2005	Short notice given by Government.	Within existing resources.	Ensuring credible 2 nd generation regime is adopted by Audit Commission.	Audit Commission published new regime for District Councils Oct 06. Reported to Corp Mgt Committee 2 Nov 06. Council satisfied with scope and depth of proposals. Awaiting new CAA regime proposals	SP
Submit required Annual Efficiency Statement to DCLG and achieve stated targets	DF	By 31 st March 2006, 2007 + 2008	Staff time.	Within existing Best Value provisions.	Annual % targets as required by DCLG.	Approved March 2007 and submitted. Targets met.	SP
Deliver CPA Improvement Plan.	CEO/PO	Variable individual target dates. Review annually.	Resources, barriers to change, political will. Co-operation of County Council.	£15,000 budget provision for CPA.	Continuous improvement over three years as identified by agreed indicators.	On target. Reports to Member Working Group and Corporate Management Committee. Progress endorsed by AAIL from Audit Commission.	CPA

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
Deliver Best Value Service Review Programme 2005-2009.	PO	As per annual programme to 2009	Officer time and other more pressing requirements. Lack of comparative data.	Some available resources for consulting and associated inputs.	Successful maintenance of identified service areas reviews each year.	Formal need being discontinued as part of current Local Govt Bill proposals.	BV
Secure a good Annual Management Letter from the External Auditor.	CEO	Nov 2005	Staff supplying/calculating correct figures for BVPIs. Conforming to legislative requirements.	Maintaining quality of financial systems.	An unqualified judgement and other positive comments.	Annual Governance Report presented to Corporate Management Committee on 7 September 2006. Unqualified opinion on 2005/06 accounts received. Use of resources Assessment – achieved highest possible score (4). RBC only one of five district councils rated at this level (May 2006) 4 Score also achieved May 2007 – one of only 7 district councils	SP

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
Maintain cross-party Local Government Act 2000 Member Working Group.	CEO	Ongoing.	Maintaining Member support for the group.	Officer time (overtime; etc). Member availability.	More political consensus and understanding of issues of items at Corp. Man. Committee.	Done. Meets to discuss DCLG and Audit Commission consultations, annual review of constitution, CPA, partnership working and new local government white paper. Next issues for consideration will be implication of Local Government and Engagement in Health Bill and CAA and LAA.	LPS
Rollout Risk Management Plan (RMP), manage reduction of risk scores	DF	31.03.06 And annually thereafter.	Adequate staff resources.	Within existing provisions.	Reducing risk scores in each element of the RMP and complete annual review.	This is an ongoing target.	RMP/SP

<p>Letters should be answered, either in full or with an acknowledgement, within 3 working days, except in cases that are set out in the Civil Procedure Rules. Where an acknowledgement is sent, a full reply should be sent within 15 working days or if this is not possible, a brief update on progress should be sent.</p>	<p>All CO's</p>	<p>Ongoing.</p>	<p>Dependent on ease of information that is obtainable to answer queries; Staff time.</p>	<p>Within existing resources.</p>	<p>100% fulfilment of definition opposite, in the handling of all complaints.</p>	<p>On target, but being re-examined (to shorten response times) as part of a corporate review of service standards. Resource implications may however be a constraint.</p>	<p>LPS</p>
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Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
Telephones should be answered clearly and politely, announcing name and department. If busy or unavailable, suitable call forwarding arrangements or voicemail should be activated. Telephones should be answered both at the switchboard and at extensions within four rings. The target being 70%.	AP and all directors.	Constantly	Pressure on staffing means that phones cannot always be reached in guide time. Potential difficulty in ensuring that absent staff always remember to forward calls.	Within existing staff and other financial resources.	Monthly external monitoring report. 70% of all calls to be answered within four rings.	The performance for the last quarter is [69%]. A new switchboard and Front-of-House trial is currently under way with the objective of dealing with more enquiries on the front desk and maintaining answer time. Progress report to the Civic Offices Sub-Committee November 2007.	PSS

1.2 Information and Communication Technology

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
Maximise external funding opportunities, consistent with core policies and priorities.	All Directors.	Ongoing.	Lack of suitable funding opportunities. Criteria focused on deprivation.	Within existing budgets.	Successful funding bids.	See para. 5.13 of Financial Forecast (5.10.06 CM Committee report). See budget papers to Corp Mgt Cttee 2/07 and Financial Forecast 1/11/07 and Outturn report 26.05.08	FFCP
Identify service improvements and financial savings resulting from roll-out of Document Management System (DMS), Content Management System (CMS) and Customer Relationship Management (CRM)	ICSM/ ICT	Ongoing.	Effective support from Vignette and departments. Delay in decision as to way of working in the new building. Lack of staff resource to migrate material into CMS and train staff in its use.	Within existing budget provisions for DMS/ IEG/ Web Team.	Successful completion of DMS across the Council as a whole. All staff able to keep their part of the website up to date themselves.	Final decision on CRM supplier awaiting evaluation of Front of House pilot.	IEG/AET/ Civic Offices Reprovisioning
The number of interactions that are enabled for electronic delivery as a percentage of the types of interactions that are legally permissible for electronic delivery.	ICT	March 2006 Measured annually.	Financial restrictions; Data Protection Act; Freedom of Information Act. Delay in Government rollout of Government Gateway.	Within existing budgets.	Increase in the % of interactions.	31.01.07 figure 95%.. Further progress awaiting results of Front of House trial and introduction of CRM.	

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
Increase the proportion of information and the number of interactions through the Council's website.	ICT	Annually	Lack of staff resource to design interactive forms Delay in Government rollout of Government Gateway.	Within existing resources.	Continuous increases in number of interactive forms accessed.	Awaiting authentication facilities through Government Gateway. Awaiting completion of CMS rollout so that resources can be switched to form design.	IEG

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
The percentage of top 5% of earners that are women.	CEO/DGT	Ongoing. Measured annually.	The small number of staff that constitute the top 5% of earners; ability of appropriate candidates, low staff turnover.	Within existing provisions.	Meet the 2007/08 target of 10%.	Target exceeded by 5.19%.	BVPI 11a
The percentage of top 5% of earners that are from black and minority ethnic communities.	CEO/DGT	Ongoing. Measured Annually	The small number of staff that constitute the top 5% of earners; ability of appropriate candidates, low staff turnover.	Within existing provisions.	Meet the 2007/08 target of 5%	Current shortfall of 4.10%. No imminent improvement anticipated.	BVPI 11b
The percentage of top 5% of earners that are disabled.	CEO/DGT	Ongoing. Measured Annually	The small number of staff that constitute the top 5% of earners; ability of appropriate candidates, low staff turnover	Within existing provisions.	Meet the 2007/08 target of 2%	Target exceeded by 2.76%	BVPI 11c
The average number of working days/shifts lost due to sickness	CEO/DGT	Ongoing. Measured	Staff sickness; stress levels.	Within existing resources.	Meet the 2007/08 target of 8.93 days.	If current performance (4.56 days) continues throughout the year, the	BVPI 12

absence.		Annually				target will be slightly overshot. Further work being undertaken by Personnel Services Member Working Group	
The percentage of employees retiring early.	CEO/DGT	Ongoing. Measured annually	Staff retirement; age structure of the Council's employees.	Within existing resources.	Meet the 2007/08 target of 0%	Current shortfall of 0.25% due to closure of sheltered housing unit	BVPI 14
The percentage of employees retiring on grounds of ill health.	CEO/DGT	Ongoing. Measured annually	Staff retirement; age structure of the Council's employees.	Within existing resources.	Meet the 2007/08 target of 0%	Current shortfall of 0.50% due to two retirements on ill health grounds following prolonged illness	BVPI 15

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Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
The % of local authority employees declaring that they meet the Disability Discrimination Act 1995 disability definition.	CEO/DGT	Ongoing. Measured annually	Number of suitable candidates.	Within existing provisions.	Meet the 2007/08 target of 3%	Current shortfall of 0.03%. Improvement anticipated during the course of the year	BVPI 16
The % of local authority employees from ethnic minority communities	CEO/DGT	Ongoing. Measured annually	Number of suitable candidates.	Within existing budget provisions.	Meet the 2007/08 target of 4%	Target exceeded by 0.15%	BVPI 17

FINANCE

2.1 Financial Management

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
Maintain the Council's position as the lowest taxing district authority in Surrey.	CEO/DF	Annually	Grant settlement, Service growth Need to achieve savings target.	No additional requirement.	RBC Band D Council Tax compared with other Surrey Districts	Runnymede's Band D tax of £120.78 for 2007/08 was the lowest in Surrey and sixth lowest local (district plus parish) level of tax in the country.	SP/FFCP
Achieve net reduction in expenditure of £2.6 million by the end of 2007/08	CEO/DF	March 2007	Political considerations <ul style="list-style-type: none"> • Delays in realising land receipts. • Removal of some items from the savings list. 	No additional requirement.	Achieving a balanced budget by 2010/11 agreed in the October 2005 forecast .	Savings of £1.359m achieved in 2005/06, increasing to £1.825m by the end of 2006/07. The 2007/08 estimates include savings of £2m. Latest projections suggest that the final total will be £2.3m.	SP/FFCP/SIC

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Council Tax and Non Domestic Rates Collection

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
The % of Council Tax collected 2007/08 target = 98% by 31.03.08	RM	Ongoing Measured annually	Computer down time. Unplanned staff turnover/absences.	Within existing resources.	Performance against target.	The percentage collected by the end of 2007/08 was 98.8% compared with 98.3% in 2006/07.	BVPI 9
The % of non-domestic rates due for the financial year which were received by the authority 2007/08 target = 99% by 31.03.08	RM	Ongoing Measured annually	Computer down time. Unplanned staff turnover/absences.	Within existing resources.	Performance against target.	The percentage collected by the end of 2007/08 was 99.54% compared with 99.3% in 2006/07.	BVPI 10
Increase take up on Direct Debit each year for both C.Tax and NDR.	CTM/ NDRM	On-going Measured annually	Mistrust of direct debits.	Contain within current resources.	Increase in number and value of payment collected by DD.	<u>Council Tax</u> 1999/2000 66.4% 2002/03 69.9% 2003/04 70.1% 2004/05 70.1% 2005/06 71.36% 2006/07 77.29% 2007/08 79.57%	BV

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Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
To be in the top quartile for both C.Tax and NNDR for cash collection in the national ranking and to improve our position within the Surrey Revenues authorities.	RM	Continuous Measured annually	Staff turnover.	Need continuous commitment of teams and I.T. support.	Even better cash collection figures. No backlog of post. Placed higher in the national ranking.	Position in 2006/07 was 97 th for Council Tax and 5th for NNDR out of the 238 shire districts.	BV
To participate in wider Benchmarking exercises with other authorities.	ADFR	Continuous. Annual exercise	Finding time to collate information and having the necessary reports available and not having to revert to manually compiling information.	Time needs to be allocated by C.Tax & NNDR Managers & Data Control Officer.	1. Participation in at least one annual review 2. Use of data to monitor performance and identify areas for improvement.	Part of Surrey Treasurers' Benchmarking Group - comparative data shared annually	BV

2.3 Accountancy

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
Develop proposals for improved reporting of financial performance to Members.	ADFA	Ongoing	1. Need to capture spending commitments. 2. Committee timetable not helpful for up to date reporting.	Uses existing Accountancy staffing resource. Officers are also mindful of the need for reporting structure to not impose a burden and increase admin costs.	Useful reports directed at Members' needs.	Members receive comprehensive reports on the current and future financial position on all services at Forecast, budget making and outturn stages. Reports on financial aspects of individual services and projects are contained in relevant agenda items. Committees receive routine reports on financial performance. The Purchase Ordering module of the TASK Financials system is being rolled out and this will enable commitments to be readily reported on in routine financial statements.	Accountancy Best Value Review.

2.4 Payments

Target/Indicator	Lead Officer	Implement by	Barriers to implementation	Resources required/identified	Success Indicators	Current Position	Target origin
Develop performance indicators for the Section that will allow outputs to be defined and measured. Review service and quality levels in light of consultation stage of this and other Best Value Reviews.	PPM	Ongoing	None	Within existing resources.	Performance against PIs. Annual comparison	This is an annual exercise in conjunction with other Surrey districts. The PI for prompt payments is one of the council's 10 key PIs.	stet
Investigate the possibilities of closer working with the Personnel Section for the production of the payroll.	PPM	March 2006	Identifying a cost effective system to combine the functionality required for payroll and personnel services. Changing systems will be a major piece of work.	None Capital budget for a combined payroll and personnel system would be required. Changes will need to be cost justified.	Improvement in overall service.	The integration of the payroll and personnel systems remains a medium-term objective. Preliminary work on market for combined payroll and personnel systems has been undertaken. We will investigate possibility of partnership working with neighbouring councils. Work on this initiative has been suspended until after the move to the new civic	stet

						offices. .	
Review creditors' procedures to achieve effective payments to suppliers and meet the Council's and the government target for prompt payment of invoices.	ADF	Ongoing Measured annually	Need service managers to process invoices in time.	Time	BVPI target is 98% for 2007/08. Outturn performance in 2007/08 was 90.44% compared with 92.93% in 2006/07 and 92.62% in 2005/06.	This is one of the council's top 10 PIs and performance is reported regularly. Performance in the last quarter of 2007/08 was adversely affected by staff getting used to the new invoice registration procedures (although this should help improve performance in the longer term).	BVPI 8

<p>Use the corporate Document Management System (DMS) to generate benefits in the entire purchasing and payment process.</p>	<p>ICSM</p>	<p>Dependent on DMS project progress.</p>	<p>Suitability of DMS System.</p>	<p>Budgetary and staff resource implications will be a key part of this decision.</p>	<p>Best value solution to be adopted.</p>	<p>Scanning of invoices commenced in April 2008. The future integration of scanned invoices with the financial system will only be pursued if a business case can be made.</p>	<p>Payments Best Value Review</p>
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