

Runnymede Borough Council

CORPORATE MANAGEMENT COMMITTEE

Thursday 26 June 2008 at 7.30 pm

in the Council Chamber at the Civic Centre, Addlestone

SUPPLEMENTARY AGENDA

**PART I**

6. REFERENCES FROM OTHER COMMITTEES

(ii) LEISURE AND ENVIRONMENT COMMITTEE

(a) Surrey Waste Strategy – Contribution To Joint Working

At its meeting on 19 June, the Leisure and Environment Committee approved a 'Memorandum of Understanding for the implementation of the Joint Municipal Waste Management Strategy'. One aim of the strategy is to achieve improved co-operation and joint working across the county. The Memorandum of Understanding reflects both the strategy and commitment of the districts, boroughs and Surrey County Council to work to the strategy but is not intended to create binding legal obligations between them. Implementation of the Joint Municipal Waste Management Strategy (JMWMS) is overseen by a Member Advisory Board which reports to the Surrey Local Government Association (SLGA).

Linked with this is the Government's Waste Performance Efficiency Grant (Waste PEG) for which the Council received £28,000 in 2005/06 and £74,700 in 2006/07. In 2007/08 the Waste PEG money was directed to Waste Collection Authorities (district/borough councils) via the Waste Disposal Authority and the Local Area Agreement (LAA). Half of the Waste PEG was retained for joint projects and half was passed to Runnymede for individual projects. Runnymede's £39,000 was used towards the cost of purchasing new software to enable more efficient refuse and recycling collections to take place including reducing the number of refuse rounds. Overall, half of the Waste PEG money had to be spent on capital projects and half on revenue projects.

In the current financial year the Waste PEG no longer exists as a separate grant paid through the LAA. The capital and revenue elements have been split into two separate allocations. The capital element has been replaced by a Waste Infrastructure Capital Grant of £2,137,151 for 2008/09 and the revenue element has been subsumed into the Revenue Support Grant system. The 2008/09 notional allocation for Runnymede is £39,000. However, this sum was not converted into an additional cash grant for Runnymede as the grant "ceiling" beyond which no further grant is paid has been reached. Furthermore, the overall entitlement to Formula Grant for district councils was set at 1.9% in 2008/09, clearly some way short of price and wage inflation. Therefore, the sum does not represent additional resources for Runnymede. In future years this sum will not be identifiable in the Formula Grant calculation.

Given the lack of available Government funding or Waste PEG funding in 2008/09, and most probably future years also, alternative funding streams need to be sourced to enable joint working to continue in the future.

In November 2005 the Government and Surrey County Council (on behalf of its partners - the Surrey District Councils) signed a Second Generation Local Public Service Agreement for Surrey. This agreement contained 12 ambitious "stretch" targets, the achievement of which will generate income by way of a grant from the Government known as the Performance Reward Grant (PRG). Achievement of the targets by contributing partners would generate £404,692 at 60% attainment, rising to a maximum of £674,487 at 100% attainment. The amount of Performance Reward Grant will be determined this financial year. PRG of £500,000 (to be confirmed) has already been recognised in the Council's accounts in the 2006/07 and 2007/08 financial years based on the likely achievement of the targets. The actual amount of grant is subject to audit, and will not be paid in cash until later this year.

One of the stretch elements that will be successful is the Surrey wide glass recycling Local Public Service Agreement (LPSA) project. The possible Surrey-wide award of this element is expected to be approximately £2.1 million which will be split equally between the 12 Surrey authorities. This Council should therefore receive £174,000.

The JMWMS Member Advisory Board has proposed that 50% of the Performance Reward Grant be pooled for joint working. Given the relative size of Surrey's authorities, the financial situation of this Council, and the need to progress various recycling initiatives locally, the Leisure and Environment Committee recommend that Runnymede contributes the same amount to joint projects as in the last financial year (£39,000), rather than half of the £174,000 (£87,000), subject to receipt of all the allocation beforehand.

This is a new budgetary commitment and requires the approval of this Committee. PRG represents a one-off grant and should be used carefully to avoid committing the Council to further on-going expenditure at a time when revenue reductions are required.

PRG is not an earmarked grant. The Council is free to use the grant as it sees fit. Much of the expected award has already been recognised in the Council's accounts for 2006/07 and 2007/08.

The Committee is asked to note the likelihood of further proposals for recycling and waste minimisation initiatives in Runnymede being made for utilising the remaining £135,000.

**LEISURE AND ENVIRONMENT COMMITTEE'S RECOMMENDATION that –**

- i) a supplementary estimate in the sum of £39,000 be approved, taken from the sum anticipated to be received as Glass Recycling LPSA Reward Grant;**
- ii) the £39,000 referred to at i) above be committed to further partnership projects, subject to receipt of all the allocation beforehand; and**
- iii) it be noted that further commitments are likely to be required to support the Surrey JMWMS.**

**(TO RESOLVE)**

Background Papers

None

(b) Addlestone Cemetery Extension

At its meeting on 19 June 2008, the Leisure and Environment Committee approved a scheme to provide an extension to Addlestone Cemetery on land at Simplemarsh Farm, subject to approval of a capital estimate in the sum of £200,000 to complete the project.

In September 2002 the Leisure and Environment Committee received a report which highlighted options for the future of Addlestone Cemetery, which was nearing capacity. One option was to acquire additional burial land at Addlestone. The Committee resolved that Officers explore opportunities to acquire further burial land in Addlestone and prepare a more detailed report for a future meeting.

In 2005 the Council acquired land at Simplemarsh Farm pursuant to the requirements of a development related Section 106 agreement. This land is close to Addlestone Cemetery, albeit on the other side of Green Lane. The Section 106 agreement requires the land to be used for open recreational purposes, including use as a cemetery.

The land which the Council owns at Simplemarsh Farm has been identified as a suitable location for an extension to Addlestone Cemetery.

The design provides 12 burial sections within the cemetery, with sufficient grave spaces to satisfy demand at the current rate for approximately 100 years. The design includes a car park,

accommodating 14 cars, including 3 disabled bays, walkways, a shelter for mourners and a turning space for hearses.

The General Fund Capital Programme 2007/08 to 2011/12 includes provision of £200,000 for an extension to Addlestone Cemetery. Ongoing maintenance of the new cemetery is expected to cost £8,000 a year, to be funded from savings made elsewhere in the existing cemeteries revenue budget.

Income from the Council's four cemeteries in the 2007/08 financial year was £167,000; £52,000 of this was from Addlestone Cemetery. Income from the new extension is expected to be lower in the first year or so, as people become accustomed to the use of this area as a cemetery.

The use of land at Simplemarsh Farm for cemetery purposes will require Planning Permission and an application will be submitted, subject to the scheme's approval.

**LEISURE AND ENVIRONMENT COMMITTEE'S RECOMMENDATION that –  
a capital estimate be approved for this scheme in the sum of £200,000  
(TO RECOMMEND)**

Background Papers

None

8. PERFORMANCE INDICATORS 2007/08 – OUTTURN (CEO)

1. Purpose of Report

1.1 **This report updates the Committee on the Council's progress against Best Value Performance Indicators (BVPI)s in 2007/08 and outlines the position for the financial year 2007/08 in the priority indicators of service delivery performance that form the basis of more detailed scrutiny.**

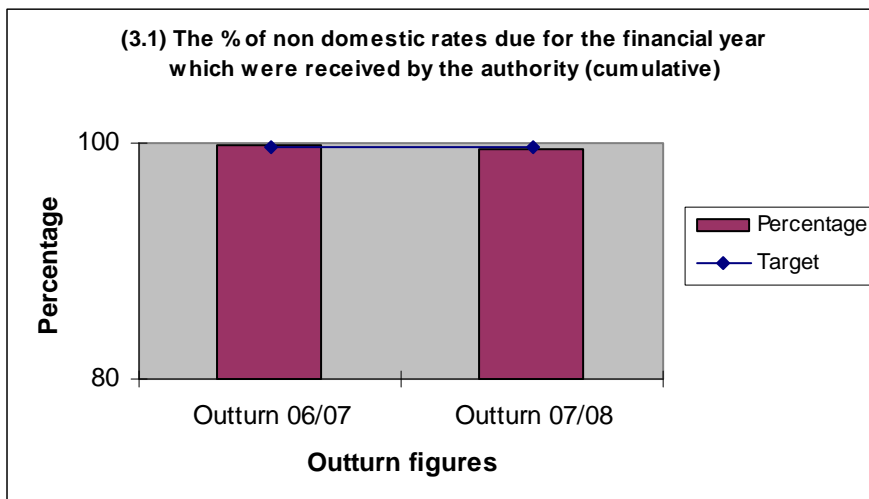
2. Background Information

- 2.1 The Government's Best Value regime is now in its eighth year of operation. For each of those years every local authority in England and Wales has been required by legislation to collect and present a series of performance indicators. The definitions for the individual indicators have been laid down by the Department for Communities and Local Government (formerly the Office of the Deputy Prime Minister).
- 2.2 The Committee has received a number of reports in previous years highlighting the various additions, amendments or deletions to the list of BVPIs.
- 2.3 At the 6 March 2003 Corporate Management Committee, Members received a report outlining new arrangements to improve the Council's performance management system. This was very much a continuing process to increase the efficiency, accountability and analysis of performance management information, and aid greater ownership of the Council's performance by staff and Members alike.
- 2.4 This already builds on a whole range of management information which consistently analyses the Council's performance across the range of services. A number of Government initiatives such as Best Value and CPA have added to the Council's current strict regime of target setting. Traditionally this has been achieved through the Strategic Plan and the setting of Aims and Targets which find expression in detailed Service Plans for each committee.
- 2.5 In recent years, the amount of performance management information collected, measured and monitored, has grown immensely. To ensure that sufficient focus is given to this, a series of Service Plans have been established which aim to collate all the performance management information in one place. This will assist in improving the efficiency of service areas and aid the management of information at Member and Officer level and provide a greater focus on the Council's main priorities. At the 6 March 2003 Corporate Management Committee, Members set these measures into action.

2.6 The details of all the Best Value Performance Indicators, the explicit targets set, comparisons with previous years and comments are set out in Appendix '1' attached. The following sections outline the relative performance in the priority indicators of service delivery performance for 2007/08, comparing them with past performance (2006/07).

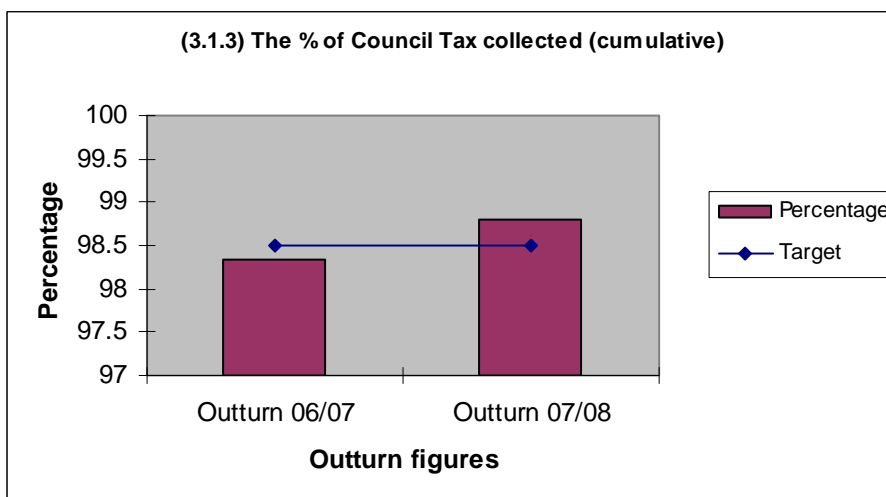
### 3. Performance Management

#### 3.1 **Council Tax and Business Rate Collection**



3.1.1 The collection rate for business rates for 2007/08 is 95.54%. Performance is marginally higher than the previous year. Target met.

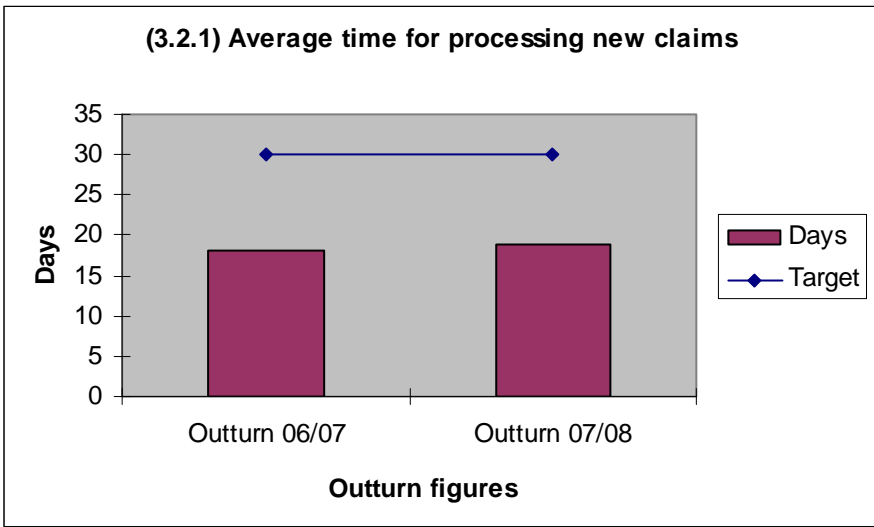
3.1.2 *No corrective action required.*



3.1.3 The percentage of Council Tax collected for 2007/08 is 98.90% and is higher than the previous year. The target has been met.

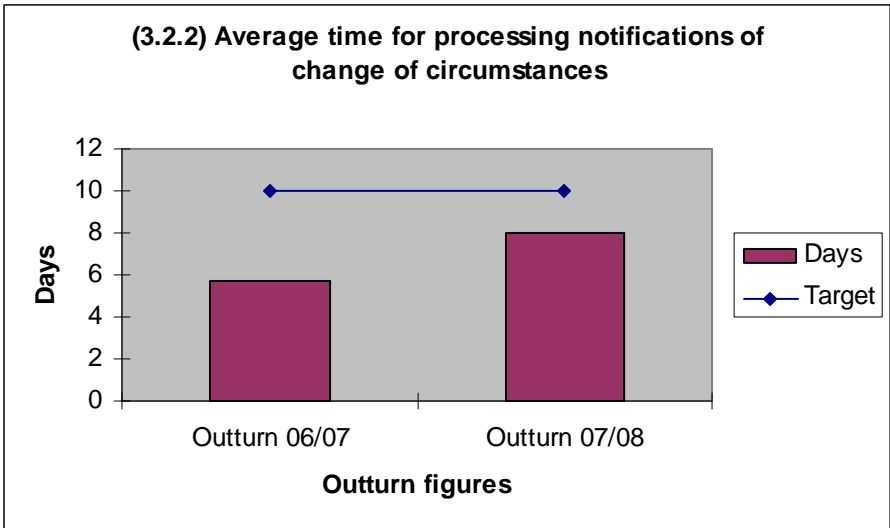
3.1.4 *No corrective action required.*

#### 3.2 **Benefit Administration**



3.2.1 A strong performance has been maintained in 2007/08. The time to process new claims stands at 18.87 days. The Council has exceeded the 30 day target for this year.

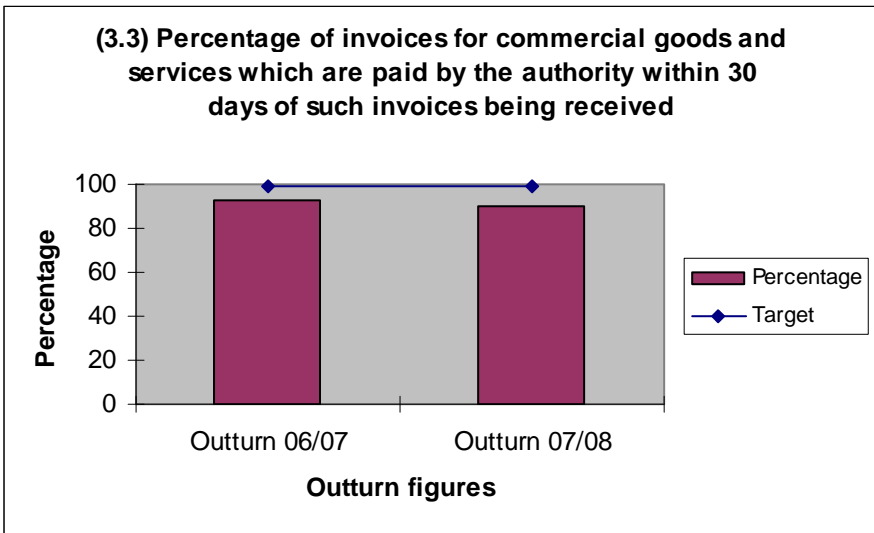
3.2.2 *No corrective action required.*



3.2.3 The 2007/08 outturn performance stands at 8.03 days and has met the 10 day target.

3.2.4 *No corrective action required*

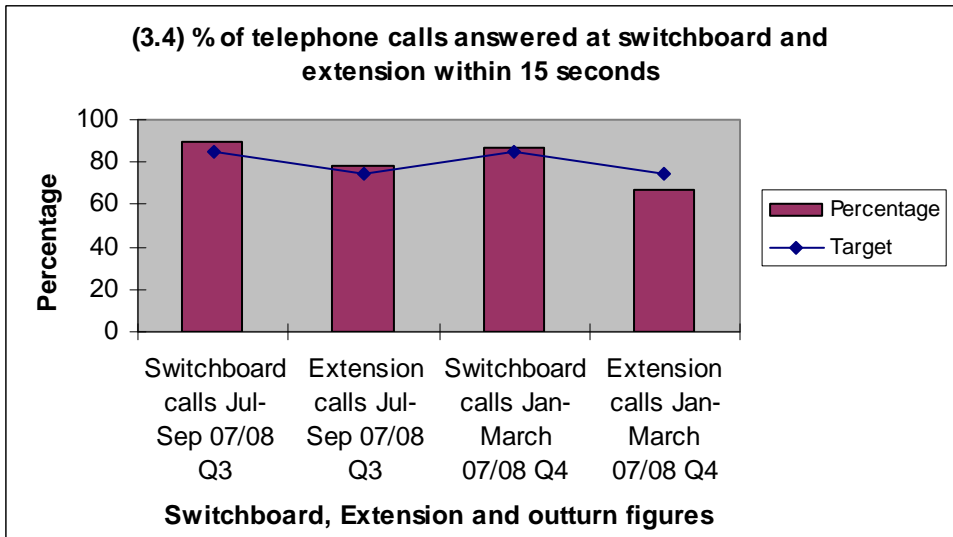
**3.3 Payment of Invoices**



3.3.1 The performance for 2007/08 is 90.44%.

3.3.2 Performance was adversely affected by staff getting used to the new invoice registration procedure. However, the new procedure will help improve performance in the longer term.

**3.4 Customer service**



3.4.1 The last quarter of the year's data for switchboard calls is from Omnivista Reports, and on actual calls received. It is accurate data and reflects an improved performance by Customer services and the supporting Voluntary operators. The average of calls answered in less than 15 seconds for the quarter is 87.9% .This is a good performance especially as the trend is upwards. The prime roll of the switchboard operators remains as a call forwarding function. There is some resolution of enquiries at switchboard and this is a function that Officers wish to develop in the future. Development of this will depend on the appropriate facilities and staffing resources.

3.4.2 In this quarter, Officers have identified areas that can be improved. Improvements are required to the Alcatel Directory, e.g. staff member's job title and who to contact in their absence. These facilities exist, but are currently not used. Updating the directory will enable switchboard operators to pass calls to the correct department and personnel within that department.

3.4.3 The Voluntary Operator's (VO) concept has not worked and with no volunteers coming forward, the concept will draw to a close over the next few months. The VOs are being replaced by two part time staff joining the customer services team. Each person works 1100-1500 Monday to Thursday and 1100- 1430 on Friday. This will give the Council additional resilience at switchboard on busy days.

3.4.4 *Managers should continue to ask staff to make use of the divert facility in case of absence from their desks.*

### 3.5 Progress on £3.2 million net revenue reductions

3.5.1 In March 2005 and September 2005 the Committee approved proposals to achieve revenue reductions totalling £2.6 million.

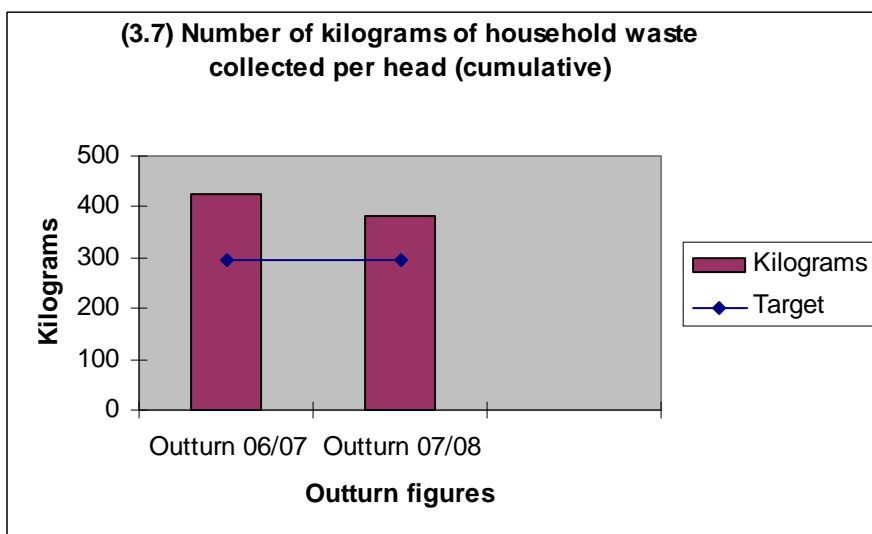
3.5.2 There is no change to the position reported in the first quarter. It is anticipated that the savings from the original list that will ultimately be achieved will amount to £2,325,000 (£298,000 less than the original target). The position was covered in more detail in the Financial Forecast reported to the last meeting of this Committee.

### 3.6 Progress on achieving 500 affordable housing over the 5 years from 2006- 2011

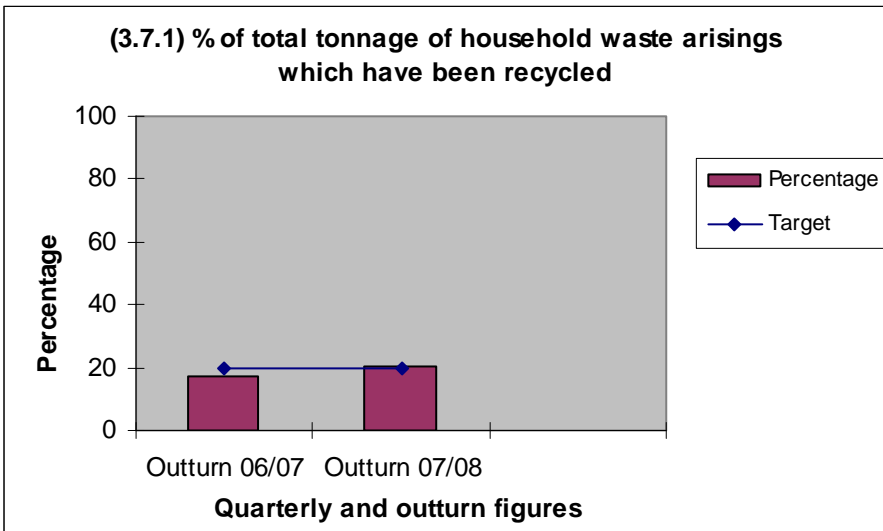
This target was established when the Housing Strategy was adopted by the Council on 14<sup>th</sup> December 2006. 18 new units have been completed and 15 homes acquired under the Open Market Homebuy scheme making a total of 33 units so far. There are 167 units under construction and these will be completed in the first two years of the program bringing performance in line with the target.

3.6.1 *Although good progress is being made it is unlikely that 100 units will be provided in the current year. However the shortfall will be made up in subsequent years.*

### 3.7 Refuse collection and recycling performance



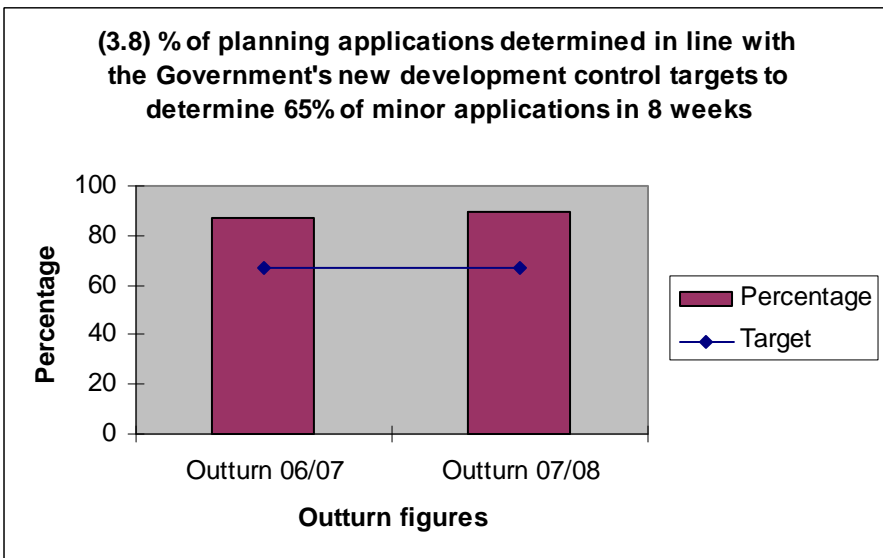
3.7.1 Although Runnymede collects amongst the highest weights of refuse per head in the county, it is pleasing that weight collected continues to fall, although the ambitious target is not met. Reduced weights have been helped by the policy decision not to collect side waste and only empty bins with closed lids.



3.7.2 Target has been met. The green waste collection scheme has now been extended across the Borough and now over 4,700 households participate.

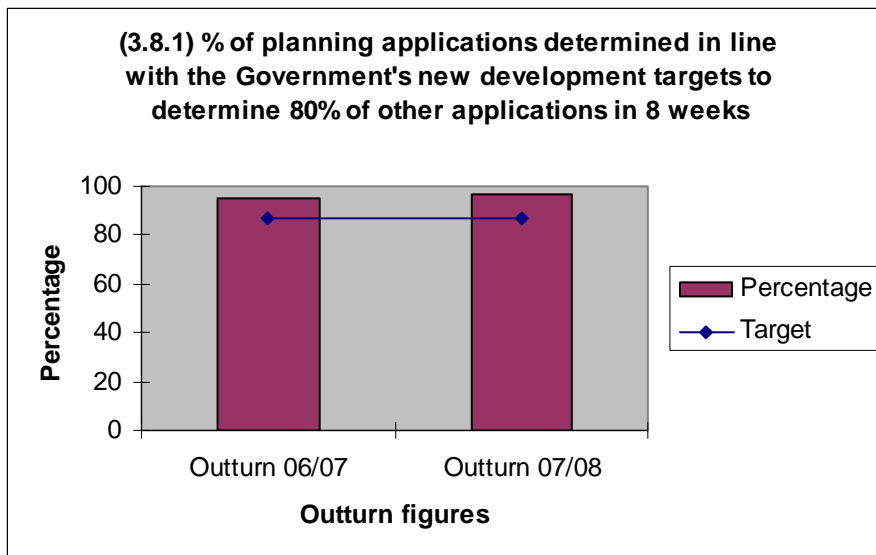
3.7.3 Banks for cardboard have been set up at 'bring' sites and the banks for plastic bottles are being very well used. Surrey County Council is shortly to finish improvements to the Lyne Lane, Lyne civic amenity site (also known as 'household recycling centres'), especially aimed at improving accessibility and the variety of materials that can be recycled. Banks for 'tetrapak' cartons (used for juice etc) have been introduced at several sites throughout the Borough. These initiatives should increase the recycling rate still further. Elsewhere in the County, a pilot for collecting organic kitchen waste is proving successful, albeit expensive.

**3.8 Determination of planning applications within 8 weeks.**



3.8.1 Targets have substantially been met in this area. The outturn for 2007/08 is 89.2%

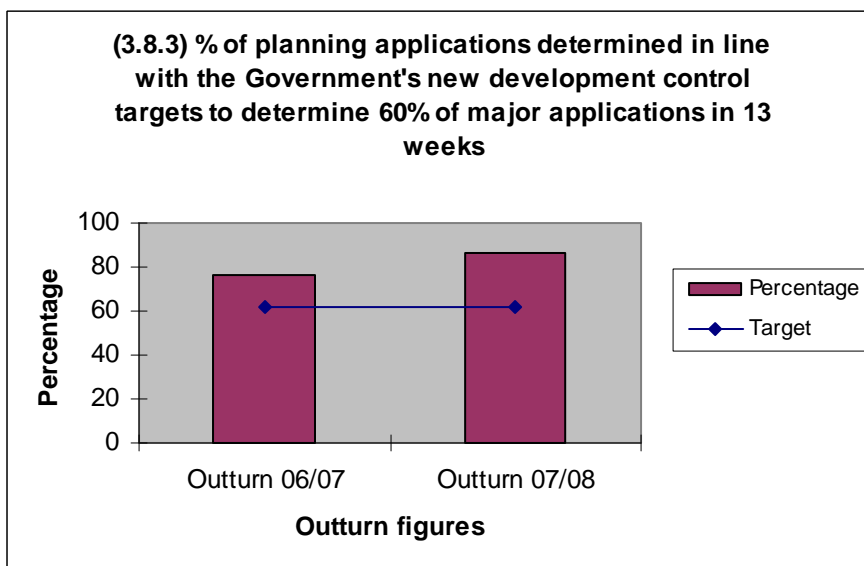
*No corrective action is needed*



3.8.2 Targets have been met in this area. The outturn for 2007/08 is 96.73%

3.8.3 *No corrective action is needed*

### 3.9 Determination of planning applications within 13 weeks



3.9.1 Targets have substantially been met in this area. The outturn for 2007/08 is 86.1%

3.9.2 *No corrective action required*

### 3.10 Progress towards achieving 'decent homes' standard

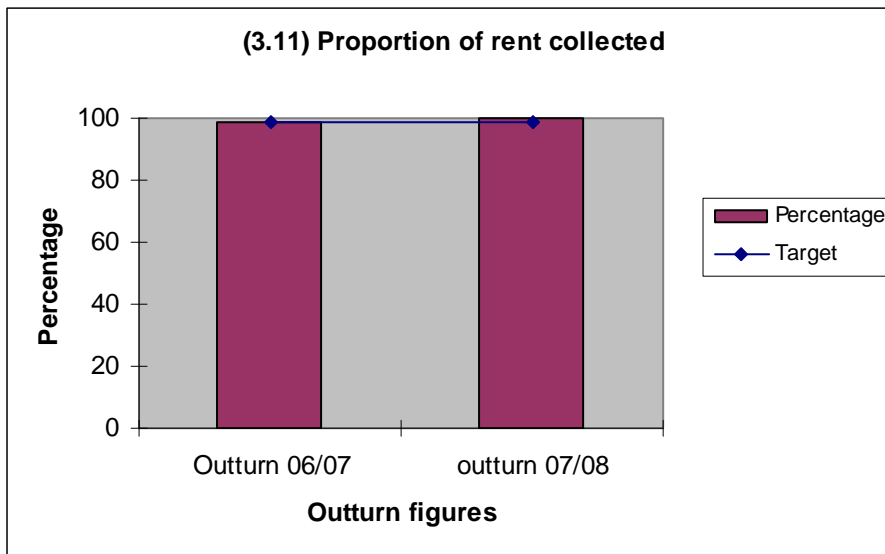
3.10.1 The Council is required to ensure that all of its homes meet the Decent Homes Standard by 2010. In 2001/02 985 homes failed the standard. This reduced to 161 in 2006/07 and to 58 in 2007/08.

3.10.2 There are plans to deal with those that remain but in some cases tenants do not wish to have the work done and therefore achieving no failures may be difficult.

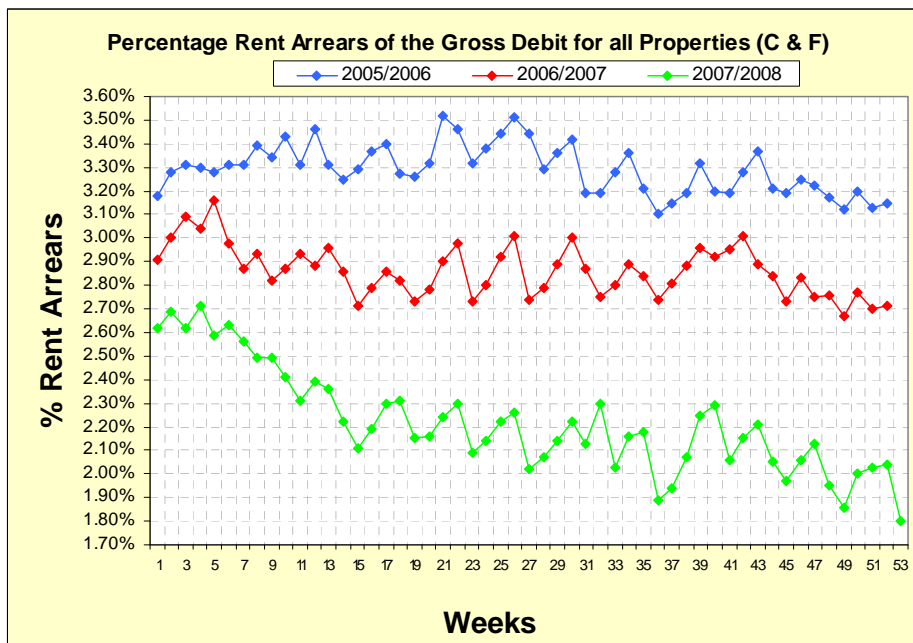
3.10.3 Effective programme to achieve target.

3.10.4 *No corrective action required.*

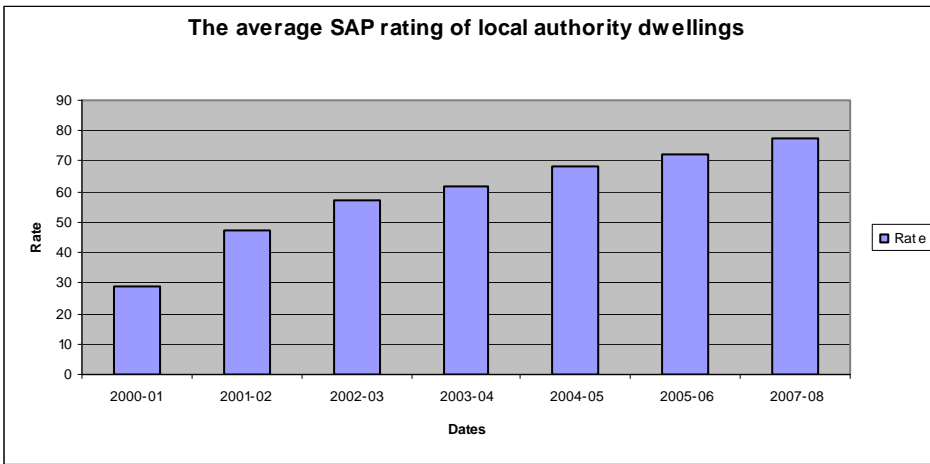
### 3.11 Efficient landlord measures – Rent Collection



3.11.1 The performance for 2007/08 is 99.8% and has met the annual target. It is also outstanding performance when compared to previous years; as the graph below demonstrates. The top line of the graph shows performance in 2005/2006, the middle line shows results for 2006/2007, and the bottom line shows performance for 2007/08.



### 3.11.2 Average SAP ratings

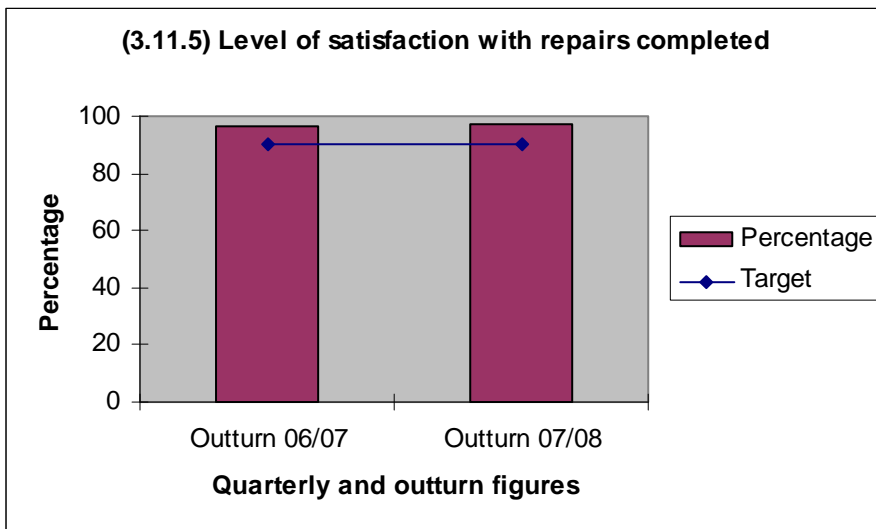


3.11.3 As a result of the program of insulation, provision and upgrading of central heating, the SAP rating for the stock has increased steadily year on year since 2000/01. Performance in 2007/08 was 76.22%. The target was 75% and has therefore been met and surpassed. It should be noted however, that the higher the average SAP rating gets the harder it becomes to increase it further, and consequently future increases will be unable to match the progress made during the earlier years.

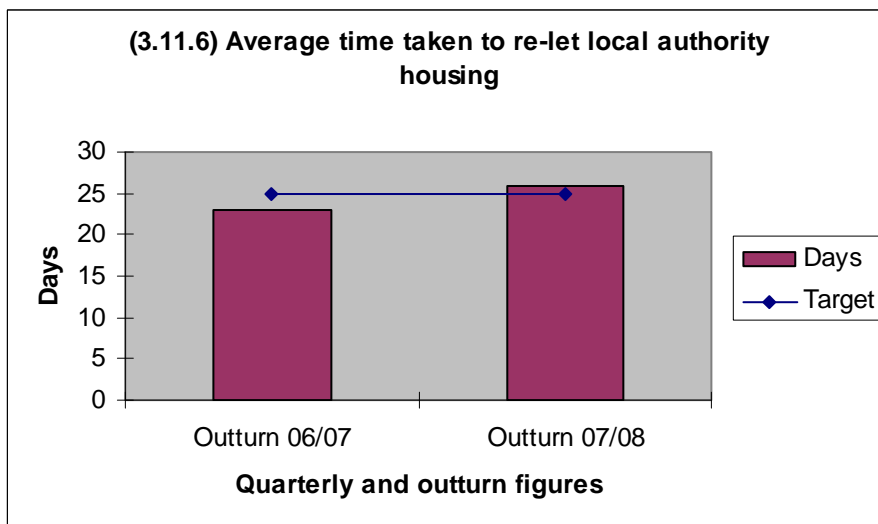
#### 3.11.4 Tenant satisfaction



A questionnaire is sent out every three years to establish satisfaction levels. The results from the most recent survey, dispatched in the autumn of 2006 show that satisfaction rates remain high (86%). It should be noted that the latest results for other Registered Social Landlords for March 2007, show an average satisfaction rating of 80%. The Council's performance is therefore 6% higher than the RSL average, although satisfaction rates have fallen slightly since the last survey.



3.11.5 The figure for 2007/08 is 97.15% and is above the 90% target.



3.11.6 The outturn for 2007/08 is 26 days and has narrowly missed the target of 25 days.

3.11.7 The longest delays in letting properties occur in sheltered housing where applicants often need longer to move. Some of these schemes are also less popular and difficult to let. There have been a number of sheltered housing vacancies this year. The proposed Choice Based Lettings system will increase the number of applicants for difficult to let dwellings.

#### 4. Council Policy

4.1 The Strategic Plan for 2005-10 reinforces the importance of achieving the key targets and performance indicators.

#### 5. Conclusions

5.1 The general picture on the BVPIs is positive, but there is a need to turn round those areas of under performance over which the Council has direct managerial and policy influence. However, the vagaries of certain PIs (notably those in the community safety arena) where the Police are essentially the lead agency make it difficult to deliver a solely Council based recovery strategy.

- 5.2 As can be seen in the graphs and supporting information on the priority indicators, the Council has set itself rigorous and improving targets which are very challenging and set a course to achieve consistent improvement in its service delivery.

**OFFICERS' RECOMMENDATION that –**

- i) the BVPI performance for the year be noted and Members identify any additional action as may be required; and**
- ii) the Committee indicates whether it is content with the progress on the priority indicators, and, where appropriate, the proposed corrective action.**

**(TO RESOLVE)**

Background Papers

None stated

9. SERVICE PLAN 2007/08 – OUTTURN (CEO)

1. Purpose of Report

- 1.1 **To inform Members of the outturn performance in respect of the Corporate Management Committee Service Plan for 2007/08.**

2. Background Information

- 2.1 In the spring of 2003, the Council introduced a revised performance management framework to ensure the better use of information to improve services.

- 2.2 Each Committee has its own Service Plan which incorporates all of the Performance Indicators, indicators related to the Strategic Plan, Best Value Improvement Plans, local indicators and targets arising from the Community Strategy. Departments use this information as the basis of their service planning and improvement. The Corporate Management Committee receives half yearly updates on the progress of the Service Plan.

- 2.3 Where a target has been achieved or completed, it has been removed from the Service Plan.

3. Report

- 3.1 Members are invited to note the outturn position relating to the current Service Plan attached at Appendix '2'. The Government has introduced a new range of National Indicators and each Committee Service Plan will have to be redrawn to reflect this. A report will therefore be brought to a future meeting recommending the adoption of a revised Service Plan for the remainder of this year.

4. Council Policy

- 4.1 Service Plans assist the Council to fulfill two of its strategic objectives:

- i) achieve quality services  
ii) achieve continuous improvements.

- 4.2 In April 2005, the Council adopted a revised policy making framework in the form of the Strategic Plan 2005-2010. This sets out a clear direction for the Council and identifies priorities for this period. The priorities reflect the aspirations of the local community and give focus to the Council's service delivery.

- 4.3 The Strategic Plan's policy framework is underpinned by performance management in the form of team work plans, review and progress reporting, project management, learning and communications and, where necessary, recovery strategies.

**OFFICERS' RECOMMENDATION that –**

**the Service Plan outturn for 2007/08, as attached at Appendix '2', be noted.**

**(TO RESOLVE)**

Background Papers

None stated