

Corporate Management Committee

Thursday 4 September 2008 7.30pm

**Council Chamber
Runnymede Civic Centre, Addlestone**

Members of the Committee

Councillors J R Furey (Chairman), D R Hamilton (Vice-Chairman), A Alderson, J M Edwards, Mrs L M Gillham, H W V Meares, C J Norman, P I Roberts, P J Waddell and G B Woodger

AGENDA

Notes:

- 1) Any report on the Agenda involving confidential information (as defined by section 100A(3) of the Local Government Act 1972) must be discussed in private. Any report involving exempt information (as defined by section 100I of the Local Government Act 1972), whether it appears in Part 1 or Part 2 below, may be discussed in private but only if the Committee so resolves.
- 2) The relevant 'background papers' are listed after each report in Part 1. Enquiries about any of the Agenda reports and background papers should be directed in the first instance to **Mr J Gurmin, Administration and Leisure Department, Committee Section, Runnymede Civic Centre, Station Road, Addlestone (Tel Direct Line: 01932 425624). (Email: john.gurmin@runnymede.gov.uk).**
- 3) Agendas and Minutes are available on a subscription basis. For details, please ring Mr B A Fleckney on 01932 425620. Agendas and Minutes for all the Council's Committees may also be viewed on www.runnymede.gov.uk.
- 4) In the unlikely event of an alarm sounding, members of the public should leave the building immediately, either using the staircase leading from the public gallery or following other instructions as appropriate.

LIST OF MATTERS FOR CONSIDERATION

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(No reports to be considered under this heading)

1. FIRE PRECAUTIONS

The Chairman will read the Fire Precautions which set out the procedures to be followed in the event of fire or other emergency.

2. NOTIFICATION OF CHANGES TO COMMITTEE MEMBERSHIP

3. MINUTES

To confirm and sign the Minutes of the meeting of the Committee held on 26 June 2008, attached at Appendix 'A'.

4. APOLOGIES FOR ABSENCE

5. DECLARATIONS OF INTEREST

If Members have an interest in an item please record the interest on the form circulated with this Agenda and hand it to the Legal Representative or Committee Administrator at the start of the meeting. A supply of the form will also be available from the Committee Administrator at meetings.

Members who have previously declared interests which are recorded in the Minutes to be considered at this meeting need not repeat the declaration when attending the meeting. Members need take no further action unless the item in which they have an interest becomes the subject of debate, in which event the Member must leave the room if the interest is personal and prejudicial.

6. AUDIT COMMISSION ISA 260 REPORT (DF)

1. **Purpose of Report**

1.1 **A report will be presented by the Council's external Auditor, on any matters arising from the audit of the 2007/08 Statement of Accounts.**

2. Background Information

2.1 The Statement of Accounts was approved by this Committee on 26 June 2008.

2.2 The Council's appointed external Auditor is Mr Neil Thomas, a Director of KPMG.

2.3 The external Auditor has concluded his examination of the Council's accounts for the 2007/08 financial year and has issued an International Standard on Auditing (ISA) 260 report. International Standards on Auditing are issued by the International Auditing and Assuring Standards Board (IAASB) and contain principles and procedures with which external auditors are required to comply when carrying out an audit of financial statements. ISA 260 deals with the communication of audit matters by the external auditor to those charged with governance in an audited body. The report allows the Council to consider the main issues arising from the audit of accounts before the external Auditor finalises his opinion and certificates on the 2007/08 financial statements.

3. Report

3.1 The external Auditor's report is reproduced at Appendix 'B' (separately circulated with this Agenda).

(FOR INFORMATION)

7. FINANCIAL MONITORING STATEMENT (DF)

1. Purpose of Report

1.1 **To inform the Committee of the latest financial projections for the 2008/09 financial year for corporate and business services.**

2. Background Information

2.1 The Financial Monitoring Statement was introduced to all Committees in September 2006 to inform Members of the current financial position of the services under the remit of each Committee.

2.2 Each statement reflects an updated position based upon the 2008/09 original estimates approved by this Committee in January. The projection in the Financial Forecast approved by Council on 1 November 2007 has been updated accordingly.

3. Report

3.1 The statement at Appendix 'C' is split into three distinct parts:

- Projected budget and forecast
- Savings still to be delivered
- Current year key budget indicators

3.2 The projected budget and forecast sections show any anticipated variations in the current year's budget. These variations are categorised as approved changes and other potential changes. Implications for the following three years are included for completeness so that the full-year effect of any changes can be seen.

3.3 The achievement of the revenue reductions programme approved by the Council is one of the Council's key performance indicators. Savings targets not yet achieved are reported in the second section of each statement. These savings are all incorporated into the projected budget and forecast figures in section one.

3.4 The final section sets out the key budget indicators for the significant areas of this Committee's budget. This indicates the actual income received set against the amount expected (the budget) for the period covered by each statement.

4. Savings Targets

4.1 At its meeting on 26 June 2008, the Corporate Management Committee resolved that a report be prepared for all service Committees requesting them to consider savings proposals for those areas of required savings within their budget which they had not yet achieved. This would include looking at possible alternative methods of achieving savings.

4.2 A statement of the progress towards the achievement of the £2.6 million revenue reductions is at Appendix 'D'. This shows that from the planned savings of £2,623,000, the Council had achieved £2,072,000 by the end of 2007/08. Some of the savings were not programmed to be fully achieved until 2008/09 and when these are taken into account the final savings total is expected to be £2,415,000 (shown in the last column of the statement).

4.3 The planned savings attributable to this Committee are £1,197,000. Of this amount, £136,000 are now considered to be unachievable and these are identified in paragraph 4.5. However, some of the other initiatives have produced more savings than originally estimated with the result that the total savings expected to be achieved by this Committee are £1,155,000.

- 4.4 The statement only documents the progress on the savings initiatives in the original target list drawn up in March and September 2005. It does not include other savings initiatives that were planned before the revenue reductions targets were approved (e.g. Community Transport) or that have been pursued subsequently.
- 4.5 **The savings targets which will not be fully achieved for this Committee are as follows:-**
- 4.5.1 Corporate Management reduced provisions of £20,000 and Democratic Representation & Management printing of £3,000 have not been achieved.
- 4.5.2 Democratic Representation & Management IT training - savings of £10,000 have been achieved against a £12,000 target.
- 4.5.3 Public Relations budget rebased – this exercise has not made the £4,000 savings. However, a review of the magazine expenditure is currently in progress.
- 4.5.4 Council Tax Collection bank charges - savings of 18,000 of the £20,000 target have been achieved.
- 4.5.5 Land Charges Income – this £10,000 target will not be achieved given the current climate. Additionally, a deficit on the Land Charges Income is shown on the statement.
- 4.5.6 Finance & Other Provisions rebase budget – this item was double counted and the savings of £10,000 were made within Planning Enforcement.
- 4.5.7 Staff advertising e-recruitment – the anticipated savings of £15,000 were over optimistic and will not be achieved.
- 4.5.8 DMS/workflow – savings of £15,000 were programmed but no cash savings have been identified. However, scanning a large proportion of the files that were stored in the former civic offices has avoided the need to incur additional storage costs.
- 4.5.9 Inflation – the reduced provision of £25,000 is not achievable in the current climate.
- 4.5.10 Investment income – it is estimated that £540,000 will be achieved subject to future disposals.

(FOR INFORMATION)

Background Papers

None stated

8. NATIONAL INDICATORS 2008/09 - FIRST QUARTER PROGRESS REPORT (CEO)

1. Purpose of Report

1.1 **The purpose of this report is to update the Committee on progress on the new National Indicators for the period April to June 2008.**

2. Background Information

2.1 Members will be aware from previous reports to this Committee (most recently 29 May 2008) that a new single set of 198 National Indicators was introduced on 1 April 2008, albeit a number of definitions were still awaited from the Department of Communities and Local Government. These are the only indicators on which central Government will measure performance against national priorities.

2.2 The Local Government White Paper *Strong and Prosperous Communities* committed to a smaller more focused set of priorities as well as to radically reduce the number of national indicators. This new performance framework replaces the existing Best Value Performance Indicators.

3. Report

- 3.1 Government will publish annually performance at district level for 61 of the 198 National Indicators (attached at Appendix 'E'). Of these, 18 are to be collected through the two-yearly "Place Survey", replacing the BVPI user satisfaction survey. The first "Place Survey" is due to be undertaken in autumn 2008. For 19 indicators, data is collected by other organisations, such as CDRPs, the Environment Agency, and the Office for National Statistics. Only 24 indicators are due for collection by Runnymede Borough Council directly, and these form the basis of the attached excel workbook.
- 3.2 Best Value Performance Indicators were reported on a quarterly basis, in the form of an excel workbook showing figures from each quarter of the current year, comparisons with the target for the current year and the performance of the same quarter in the previous year. It is intended that a new Sustainable Community Strategy/Strategic Plan together with committee based Service Plans will be settled during the next cycle. Targets will then be included in subsequent reports.
- 3.3 This is the first quarterly report on these new National Indicators (NIs). As the first year of a new framework, there are few comparable figures from the previous year and no targets have yet been set for the current year.
- 3.4 There are 198 National Indicators of which 61 are to be reported at district level. Of these:
- 24 indicators are due for collection by Runnymede Borough Council. Eight of these are new and the rest are existing indicators.
 - 18 are Place Survey indicators which replace the BVPI user satisfaction survey. The first Place Survey is due to be undertaken in autumn 2008.
 - For the remaining 19 indicators, although reported at district level, data is not collected by district councils directly but by other bodies.
- 3.5 The NI figures for the first quarter of 2008/09 are attached at Appendix 'F'. Data for a large number of these indicators is collected annually and therefore there are few quarterly figures to report. Where no figure is stated, please note the relevant comments.

4. Conclusions

- 4.1 This is the first quarter of the new National Indicators and initial teething problems are expected. There are only some targets set against these indicators as yet.

OFFICERS' RECOMMENDATION that-

- i) the Committee indicates whether it is content with the progress of the new National Indicators set; and**
- ii) the Committee note the remaining targets are to be set once baseline figures are available.**

(TO RESOLVE)

Background Papers

None stated

9. PRIORITY INDICATORS OF PERFORMANCE 2008/09 – FIRST QUARTER PROGRESS REPORT (CEO)

1. Purpose of Report

- 1.1 **This report outlines the first quarter position for 2008/09 in the 10 priority indicators of service delivery performance that form the basis of more detailed scrutiny.**

2. Background Information

- 2.1 At the 29 May 2008 Corporate Management Committee, Members received a report outlining new arrangements to replace the Best Value regime and BVPIs. In the light of these changes Members reviewed those priority indicators they wished to see reported in future.
- 2.2 The Local Government White Paper Strong and Prosperous Communities committed to a smaller more focused set of priorities as well as to radically reduce the number of national indicators. In October 2007, CLG published “The New Performance Framework for Local Authorities and Local Authority Partnerships: Single Set of National Indicators”, introducing a new single set of 198 National Indicators. These are now the only indicators on which central Government will measure performance against national priorities.
- 2.3 To ensure that sufficient focus is given to the amount of performance management information collected, measured and monitored, a series of Service Plans have been established which aim to collate all the performance management information in one place. These are being reworked to reflect national, county (LAA) and local changes and will be considered in the next cycle.
- 2.4 There are 198 National Indicators of which 61 are to be reported at district level. The following 10 National Indicators were chosen as priority by Members;

Indicator	Definition
NI 16	Serious acquisitive crime
NI 154	Net additional homes provided
NI 155	Number of affordable homes delivered
NI 157	Processing of planning applications as measured against targets for major, minor and other applications
NI 160	Local authority tenants' satisfied with Landlord services
NI 179	Value for money – total net value of ongoing cash-releasing value for money gains that have impacted since the start of 2008/09 financial year
NI 181	Time taken to process Housing Benefit/Council Tax Benefit new claims and change events
NI 192	Household waste recycled and composted
NI 195	Improved street and environmental cleanliness (levels of graffiti, litter, detritus and fly posting)
NI 196	Improved street and environmental cleanliness – fly tipping

- 2.9 The following sections outline the performance against priority indicators for the first quarter of 2008/09. As the first year of a new framework, there are only some comparable figures from the previous year and not all targets have yet been set for the current year. Data for a number of these indicators is collected annually and therefore some figures cannot be reported on a quarterly basis. Consideration will be needed on whether performance on priority performance indicators is reported through this quarterly mechanism.

3. Report

- 3.1 Performance for First Quarter to 30 June 2008

3.1.1 NI 16 Serious Acquisitive Crime

Month	No of Serious Acquisitive Crime 2008-09	No of Serious Acquisitive Crime 2007-08
April	75	-
May	68	-
June	68	-
Total for Q1	211	297

3.1.2 Serious Acquisitive Crime remains flat this financial year with no trends or hotspots identified. Investigations continue into crimes committed in the previous year as well as those recorded from April 2008. However, there are partnership opportunities that are being undertaken to help drive down these offences and such initiatives will feed into reports for following periods. Serious Acquisitive Crime remains a focus of police resources.

3.2 NI 155 Number of Affordable Homes Delivered

3.2.1

	No of Affordable Homes Delivered 2008-09	No of Affordable Homes Delivered 2007-08
Quarter 1 Apr – Jun	12	7 (extrapolated from annual figure)

3.2.2 The 12 units above consist of 3 units at Bridge Wharf Chertsey , 6 at the Cascades Virginia Water and 3 Open Market Homebuy units. 158 units are also currently under construction and will be completed within the next 18 months.

3.2.3 At the current time it is estimated that 461 units may be delivered before 2011. This projection is less than the current target of 500 units but is based on an assessment of the current schemes, many of which have been affected by changes in the property market. It assumes that units proposed in current planning consents for the Civic Offices site, Franklands Drive (first phase), and Pretoria Road (first phase) are delivered in the period. It does not include provision on sites such as the Brunel site, Englefield Green and the Safeways site, Addlestone. This is because it is currently unclear whether these sites will be built and ready for occupation by 2011.

3.3 NI 157 Planning Applications as Measured Against Targets for Major, Minor and Other Applications

3.3.1

Planning Applications against targets	Quarter 1 Comparisons	
	2008-09	2007-08
Major	71.5%	85.71%
Minor	87.3%	90.12%
Other	92.6%	96.02%

3.3.2 This performance compares against targets of 60% for major, 65% for minor and 80% for other planning applications. These targets continue to be comfortably met. The current economic downturn is likely to reduce applications enabling this performance to continue.

3.4 NI 181 Time Taken to Process Housing Benefit/Council Tax Benefit new Claims and Change Events

3.4.1 The data for this quarter have been submitted to DWP via specific software. There is currently a problem with extracting this information to be able to record the monthly data.

There is a question on whether collating the monthly data is of any value as the DWP use the data Officers send to calculate the final year end figure.

4. Conclusions

- 4.1 This is the first quarter of the new National Indicators and initial teething problems are expected.

OFFICERS' RECOMMENDATION that-

the Committee indicates whether it is content with the progress of the new Priority Indicators.

(TO RESOLVE)

Background Papers

None stated

10. COMMUNITY SERVICES CORE GRANT AID PROGRAMME 2009 - 2014

1. Purpose of Report

- 1.1 **The purpose of this report is to seek approval to the Community Services Core Grant Aid Programme for 2009/10 – 2013/14**

2. Background Information

- 2.1 The services provided by voluntary organisations make a significant difference to the quality of life of many people in Runnymede. The Council has a good track record of working in partnership with the voluntary sector and funds a wide range of organisations. Outturn expenditure on Community Services core grant aid to specific voluntary sector organisations stood at £245,442 in 2007/08.

- 2.2 At its meeting in November 2004 the Housing and Community Services Committee approved the programme for core funding for voluntary organisations, including a policy of no further inflation rises from the 2007/08 financial year. Therefore, grants made in 2007/08 and 2008/09 have had no inflation uplift.

- 2.3 The profile of core grant aid expenditure for 2008/09 is estimated as follows:

Age Concern Runnymede	£ 99,100
Citizens Advice Bureau	£ 78,700
Runnymede Association of Voluntary Services	£ 31,000
Runnymede Mental Health Association	£ 25,500
Runnymede Care Assistant Scheme	£ 12,600
Runnymede Rentstart	£ 8,600
Relate	£ 6,000
Runnymede Community Forums	£ 1,000
Surrey Community Action	£ 1,000
Surrey Community Development Unit	£ 700
	<u>£264,200</u>

- 2.4 The only organisation to have received an increased level of grant from the 2007/08 budget is Runnymede Mental Health Association. Their budget was increased to allow for property repairs. The properties in question are owned by the Council who retains responsibility for maintenance.

- 2.5 In addition to the financial support outlined above significant "in kind" assistance is also provided and this includes premises, discretionary rate relief and Officer advice and assistance.

- 2.6 The Housing and Community Services Committee at their meeting on 10 September 2003, agreed to 5 year service level agreements for core grant funding. This

commitment is a central part of the Runnymede Compact, the Council's partnership agreement on the way of working with the voluntary sector. New service level agreements will be compiled as soon as the level of grant aid has been determined for the next 5 years.

- 2.7 Under the scheme of delegation, Officers can also award grants of under £10,000 p.a. This expenditure is paid for from a general provisions budget of £9,200 p.a. The following 5 year funding commitments have been made for applications below £10,000;

Cost Per Annum

Salvation Army – garage rental for storage	£400
Addlestone Toy Library – garage rental for toy storage	£400
Runnymede Dolphins – contribution to general running costs	£2,700
Runnymede Alzheimer's – contribution to Advice and Support Worker	£2,700
Runnymede Community Forums – contribution to part time administrator	£1,025
Village and Community Halls – contribution to advice service	<u>£2,000</u>
Total	£9,225

- 2.8 Since the review of grant aid in 2003 the following savings have been made on voluntary sector expenditure:

Surrey Community Development Unit - disbanded	£700
Disability Advice in Runnymede and Spelthorne (DAIRS) – closed (DAIRS Home Visiting Service for the disabled transferred to Runnymede CAB)	£4,380
Surrey Law Centre – funding withdrawn	<u>£2,500</u>
Total	£7,580

- 2.9 The Council now needs to approve the level of core grant aid funding for the next 5 years. To assist the Committee in determining the level of future grant aid some benchmarking has been undertaken with neighbouring boroughs and the information obtained is set out below. Section 4 also provides details of the current position of the organisations currently receiving grants over £10,000.

3. Benchmarking Core Grant Aid with Other Borough/District Councils

- 3.1 During March 2007 a benchmarking exercise of core grant support of voluntary organisations, was undertaken with all 11 borough/district councils. The comparisons included rent grant aid, discretionary rate relief, leisure grants as well as the core grant aid. The total amount expended by Runnymede was £381,800, plus £54,000 in capital expenditure.
- 3.2 The confidential table of expenditure at Exempt Appendix '1' sets out the expenditure at other boroughs. Some boroughs include community transport, day centre provision, meals on wheels and care and repair services in grant aid. These are provided directly by the Council at Runnymede and therefore need to be removed, if direct comparisons are to be made. This has been done and the Appendix shows that Runnymede ranks 5th, in terms of expenditure and 2nd in terms of spend per head of population. The average spend on similar voluntary services is £381,354 per annum. However, within this there is a wide variation of expenditure on specific voluntary organisations.
- 3.3 Ten out of the eleven boroughs/districts give the majority of their funding to the Citizens' Advice Bureau (CAB), the average spend being £116,000 p.a. Runnymede CAB receive direct grant of £78,700. This includes £3,500 to continue providing the disbanded Disability in Advice in Runnymede and Spelthorne service to Runnymede residents. Although this grant is low compared to other CABs in Surrey, the CAB also have use of several Council buildings.
- 3.4 In Runnymede, it is Age Concern Runnymede that receives the most funding, at £99,100 p.a. They also have free access to Council premises, i.e. at the Orchard in Chertsey.
- 3.5 The degree to which a local authority can support voluntary organisations is constrained by the availability of local funds. Due to significant financial pressures Runnymede and Waverley have not given inflation uplifts to voluntary organisations in recent years.

Elmbridge have also restricted grants and have only given inflation uplifts to two of their voluntary organisations.

4. Grants Above £10,000

4.1 The following section outlines the work of each of the core grant recipients and provides details of the current reserves for each organisation.

4.2 Age Concern Runnymede

Service and Level of Activity

4.2.1 By 2026 one third of the population of Runnymede will be over the age of 50 years.¹ The provision of services for older people is therefore a growing need. Age Concern Runnymede provides pro-active outreach services and practical support for older people living in Runnymede, and is based at the Orchard Day Centre, Chertsey. Their clients tend to be in their seventies and eighties.

4.2.2 Age Concern Runnymede has been pro-active in meeting unmet needs of older people identified by Runnymede Borough Council's Community Strategy. Services provided include a befriending service and more recently the Mobile Community Support Desk pilot at health centres. This service provides a one stop shop to access voluntary and statutory sector services. There are also 72 clubs that are supported by Age Concern Runnymede.

4.2.3 A key service is provided by the Community Liaison Officers, who provide advice and support to older people. They have experienced a year on year increase in referrals. In 2006/7 the two post holders carried out over 2000 visits to 230 clients. The Community Liaison Officers have helped older people access over £34,000 p.a. in increased income from Attendance Allowance, Pension Credit and Disability Living Allowance.

Funding and Financial Position

4.2.4 Age Concern Runnymede actively seeks funding from elsewhere. Indeed the Road to Recovery Service, Bathing, and Handy Man Service are all financed by Surrey PCT. In addition, Age Concern Runnymede has made bids to other funding sources to finance the Befriending Scheme and the Mobile Community Support Desk pilot.

4.2.5 A copy of the published accounts for Age Concern Runnymede for 2007/08 has been placed in the Members' Room. These show income of £303,204 and expenditure of £262,227 for the year. A surplus of £40,977 was recorded on 31 March 2008, but it should be noted that a deficit of £5,608 was made during the previous year.

4.2.6 Age Concern are currently replacing 2 minibuses, at a cost of £100,000. Prudently, they have included depreciation in their budget for this expenditure, but there will still be a shortfall which will have to be met by £25,000 from fundraising, and funding from reserves. Consequently there is now £33,900 in reserves. Savings have also been made on reducing administration hours and using existing resources efficiently, e.g. reducing the staffing for paid drivers, by recruiting more volunteer drivers.

4.3 Runnymede Citizens' Advice Bureau (CAB)

Service and Level of Activity

4.3.1 Runnymede Citizens' Advice Bureau (CAB) provides information, advice and practical support on welfare benefits, relationship breakdown, employment, consumer rights, housing and legal advice to the residents of Runnymede. The CAB is the only service which has a holistic approach to problem solving for local people. Holistic or 'joined up' advice helps to ensure that people have access to all of the help and advice they need in one place. People often give up seeking help for their problems if they have to contact multiple agencies and different departments within those agencies.

¹ Sub-national population projections 2001

- 4.3.2 The quality of the service provided by the CAB is regulated and audited by the National Association of Citizens' Advice Bureaux and the Legal Services Commission. In addition, the high standard of service for legal information and advice has been recognised by the achievement of the Legal Services Quality Mark. Currently the CAB is the only Runnymede voluntary organisation with the Quality Mark at the 'General Help Level'.
- 4.3.3 Runnymede CAB were previously based in the old Civic Offices but have recently moved to the former Addlestone library building in Church Road, Addlestone. They also operate from a room within the Egham Day Centre, and a room at Chertsey Hall is used for storage of files and training purposes.
- 4.3.4 A specialist benefits advice service is provided for people with mental health difficulties based at the Abraham Cowley Unit with outreach facilities in Walton, Woking, and Spelthorne. This ACU service is funded by Surrey Primary Care Trust and the outreach service is funded by Surrey County Council. 49% of the clients using the ACU service live in Runnymede.
- 4.3.5 In 2006/7, Runnymede CAB dealt with in excess of 11,000 enquiries and problems. The number of enquiries has gradually increased by 3% each year over 3 years. A copy of the CAB's annual report can be found in the Members' Room.
- 4.3.6 The service being provided by the CAB has been benchmarked with two other councils. The benchmarking has shown Runnymede CAB provides a cost effective and efficient service. In addition, the Borough Council and community have benefited from a total of 30,000 hours (or £240,000) of volunteers' time over the past 3 years. The volunteers provide all of the generalist advice to the public and carry out administrative roles for the CAB.
- 4.3.7 Over the last year some of the most vulnerable people in the borough have benefited from over £702,000 being generated from welfare benefit applications, debt write offs, court action being avoided, charitable payments and a variety of other financial gains.
- 4.3.8 The advisers are dealing with more complex cases and also a steady growth in requests for help with debt problems. The increase in debt is a national phenomenon as consumer debt has increased by 39% over the past 4 years. In 2007/8, advisers dealt with over 2000 debt cases.
- 4.3.9 The CAB have provided the Staines County Court Desk initiative. This is a joint project with Runnymede, Spelthorne and Hounslow Borough Councils. The aim of the Court Desk is to prevent homelessness as a result of rent and mortgage arrears. Over the past 3 years, the Court Desk assisted 538 people. Approximately one third of the cases were Runnymede residents.

Funding and Financial Position

- 4.3.10 Although the CAB receive core funding from the Council, the CAB also actively seeks funding from alternative sources, but this is usually one off funding. It is extremely difficult to obtain core funding from other sources.
- 4.3.11 The CAB is also operating in an area which does not qualify for many national Government or European grants as Surrey is viewed on the whole as a wealthy county, despite pockets of relative deprivation. In addition, as CAB clients tend not to fall into easily identifiable categories, such as older or younger people, this often makes project funding more difficult to obtain.
- 4.3.12 Runnymede CAB are facing increased expenditure of £9,000 - £10,000 per annum in building maintenance costs resulting from their move to the new building. These costs have not been incurred before and will have to be met from their core funding. The costs are made up of new charges for telephones (estimated at £3,000 p.a.), heating (estimated at £3,000 p.a.) electricity and insurance. CAB would like to see a corresponding increase in grant to cover these costs. If this is not possible, this

increased expenditure will have to be funded by making savings within the CAB's existing budget e.g. by reducing the existing service. This is likely to impact on service delivery.

- 4.3.13 A copy of the published accounts for the CAB for 2007/08 have been placed in the Members' Room. These show that total income was £160,375 and expenditure £180,969 in 2007/2008. Although there was a net shortfall of £20,595 during the year, the CAB had a surplus of £60,467 for the previous year. General reserves also stood at £59,097 as at March 2008, after the transfer of £50,000 to a designated premises fund.

4.4 Runnymede Care Assistant Scheme

Service and Level of Activity

- 4.4.1 Runnymede Care Assistant Scheme provides a day and night sitting service for carers in the borough. This enables carers to have a much needed break from caring. The clients cared for include frail elderly people, people with Alzheimer's and dementia, children with special needs and adults with learning disability. The scheme is much valued by carers and clients as they are looked after in their own homes with support from other professionals and organisations. Runnymede Care Assistant Scheme make referrals to Runnymede Alzheimer's, Age Concern Runnymede and Carer Support Runnymede, and work closely with these organisations for the benefit of clients.

- 4.4.2 In the past year, 10,652 hours of support have been provided to carers in Runnymede. There has been a growing demand for help.

Funding and Financial Position

- 4.4.3 The existing Activities Assistant is receiving far more requests for help than can be provided. Consequently another post will be funded from reserves costing £15,000 p.a.
- 4.4.4 Only 34 hours per week are provided by Runnymede Borough Council, North Surrey PCT and Runnymede Community Care Team. The night sitting service and Activities Worker are funded from Carers Grant monies.
- 4.4.5 The Care Assistants are also supporting increasing numbers of people with dementia and complex needs. There is no doubt that if the existing level of service was reduced carers' health would suffer and some clients would need to go into residential care homes at a much earlier stage.
- 4.4.6 A copy of the accounts for the year ending 31 March 2008 for the Care Assistant scheme have been placed in the Members' Room. These show income of £96,021 and expenditure of £109,770 during 2007/2008. A deficit of £13,749 was made during the year, and a further deficit of £35,166 was incurred during the previous year (2006/07). The reserves to be carried forward for 2007/2008 are £70,980. Cut backs to staffing have assisted in reducing the deficit and improving the position on projected reserves for 2007/2008. However, the charity will require the existing level of grant to be maintained if they are to continue to deliver the current service.

4.5 Runnymede Rentstart

Service and Level of Activity

- 4.5.1 Runnymede Rentstart provides assistance to homeless, or potentially homeless, couples and single people who need help in securing privately rented accommodation. The assistance is by way of a deposit bond, which is given to the landlord in order to secure accommodation for the client.
- 4.5.2 The Runnymede Rentstart service complements the Council's statutory homelessness service and provides a safety net for those homeless people that are not covered by the Council's duties.
- 4.5.3 Runnymede Rentstart is now in its seventh year of operation, and in the last 3 years has housed 162 people. Elmbridge Rentstart received Council grant funding of £61,500 over

3 years and housed 188 people. Runnymede Rentstart received £25,845 from Runnymede Borough Council for the same length of time and housed 162 people. Although there are likely to be differences in the way that the two organisations function that might explain the difference, it does appear that Runnymede Rentstart offers good value for money.

- 4.5.4 The workload of Runnymede Rentstart is increasing due to the numbers of people using the service and the extra work generated by the introduction of the Local Housing Allowance (replacing Housing Benefit). Consequently Rentstart clients will be seeking help to open bank accounts and more direct tenancy support, as clients will be paid their housing allowance direct, instead of the payments going straight to the landlord. Rentstart will need to make sure the housing allowance payments are spent on rent and prevent any financial mismanagement. Rentstart will also be asking landlords to notify them at an earlier stage if a client gets into rent arrears. This will generate extra work and potentially additional claims on pledges.

Funding and Financial Position

- 4.5.5 Since 2006/7-2008/9 Runnymede Rentstart have received the same level of core grant aid in the region of £8,600. In addition, through Government grant specifically for homelessness initiatives, the Council has given Rentstart one off sums from Government grant to assist with providing deposits to homeless people. Runnymede Rentstart is reliant on this core funding in order to operate, but needs to continue to raise additional funds to enable the project to operate successfully. Referrals from Runnymede Borough Council amount to 66% of Rentstart's total number of clients. Rentstart have stated that if inflation increases continue not to be awarded, services will have to be cut back accordingly.
- 4.5.6 From April 2007 Rentstart agreed to assist 6 priority need cases from Runnymede Borough Council, in finding accommodation over that year. The sum of £6,500, which is in addition to the funding mentioned in paragraph 4.5.5, was given to Rentstart in 2007/08 for this purpose. There is no further funding in the Housing budget to continue this at present.
- 4.5.7 A copy of the Financial Report for the year ending 30 September 2007 for Rentstart has been placed in the Members' Room. This shows a surplus of £3,746 during 2006/07 and reserves of £33,767 as at 30 September 2007. £5,850 of the reserves are for the Bond Guarantee Fund.

4.6 Relate West Surrey

Service and Level of Activity

- 4.6.1 The primary objectives of Relate West Surrey are –

1. To help people build better relationships, to enhance the quality of parental, couple and family relationships.
2. To limit the damage which commonly accompanies failing relationships, separation and divorce, and increase the prospect of subsequent relationships succeeding.
3. Relate aims to deliver its services with cultural sensitivity and without discrimination.
4. Relate believes that

An individual's physical well being and emotional and mental health benefit from a committed relationship

Children thrive in families where relationships are positive and free from destructive conflict

People gain from an understanding of their sexuality

Expressing clear commitment is a helpful contribution to a healthy and secure couple relationship.

- 4.6.2 In Surrey two in five marriages end in divorce and one in five dependent children do not live in a family with two parents. Relate provides a range of counselling and educational services to individuals, couples, families and young people including workshops held in schools for pupils aged 14 to 16. The work of Relate is very valuable in trying to ensure that families remain together.
- 4.6.3 Relate pioneered a course for parents diagnosed with ADHD funded separately by Runnymede Borough Council as a separate project in 2006/7. This course is now being delivered across Surrey. Relate is also providing a service at the new Haven Children's Centre in Egham funded by another agency.
- 4.6.4 The counselling service provided by Relate can help to keep families together and prevent homelessness. It therefore complements the Council's services. It is also linked closely to the health and social care priorities in the Runnymede Community Strategy.

Funding and Financial Position

- 4.6.5 Relate West Surrey provides 3 hours a week counselling for Runnymede Borough Council funding at St Mary's Church, Thorpe. A counselling fee is requested from clients but not everyone can pay. Consequently over the period of the existing service level agreement, Relate West Surrey have had to fund Runnymede residents at a cost of £6,160.
- 4.6.6 A copy of the published accounts for Relate for 2006/2007 has been placed in the Members' Room and shows anticipated income of £328,480 and expenditure of £333,541 during 2007. A small deficit of £5,061 was expected during the year and Relate have recorded a deficit in funding at the end of the last 3 years due to rising costs. However they have increased fees and unrestricted reserves of £116,805 were recorded at 31 March 2007.

4.7 Runnymede Mental Health Association

- 4.7.1 The Runnymede Mental Health Association is a registered charity which offers social support, companionship and individual counselling and advice to those recovering from mental illness. The Association provides such support to the tenants at Waspe Farm and also operates from Virginia Lodge. Waspe Farm and Virginia Lodge are owned by Runnymede Borough Council. The Council's financial support for the Association is in the form of building maintenance and rent grant aid. Currently the maintenance works for these buildings are being estimated and will be reported to the Committee separately.
- 4.7.2 There is no Service Level Agreement in place with Runnymede Mental Health Association as the financial support is for building works and rent only.

4.8 Runnymede Association of Voluntary Services (RAVS)

Service and Level of Activity

- 4.8.1 The purpose of RAVS is to improve the life of the people in Runnymede by:
- promoting voluntary work
 - supporting voluntary and community organisations
 - being a voice for the voluntary sector
 - identifying gaps in provision – working in partnership with other agencies
- 4.8.2 To achieve these aims RAVS works with voluntary and community organisations, statutory agencies and the business community to identify unmet needs in the Borough, to assist in the development of new organisations and services to meet those needs, and to facilitate liaison and the exchange of information.

- 4.8.3 RAVS is increasingly being required to take on a representational role on behalf of the sector, co-ordinating responses to consultations and ensuring that consultative documents are distributed to appropriate groups. There is an increasing burden on community groups in terms of new legislation such as The Charities Act which also involves additional accounts reporting for some charities. Other legislation affecting groups ranges from the Minimum Wages to updated Health and Safety legislation.
- 4.8.4 RAVS is increasingly having to source or work in partnership to provide specialist training, such as complying with public sector tendering requirements. As pressures on funders grow, there is less money available for voluntary and community projects. This means that RAVS has to work hard to secure funding for new initiatives where gaps in provision have been identified and also to support other groups where funding has been reduced. There is an increasing role for RAVS in encouraging partnership working to avoid duplication and overlap as well as working to ensure that service users continue to receive the appropriate support or services, where funding has been reduced or withdrawn from a project. Where services have to close, a huge amount of expertise and knowledge is lost. This takes a considerable amount of time to rebuild. RAVS faces considerable challenges in seeking to ensure that viable services are maintained.

Funding and Financial Position

- 4.8.5 Surrey Councils for Voluntary Services such as RAVS are subject to a tripartite funding agreement between borough/district councils, Surrey County Council and Surrey Primary Care Trust. Surrey County Council will contribute £37,174 for 08/09 which includes a recently agreed 3% inflationary uplift. Confirmation of the funding from Surrey Primary Care Trust for the coming year has been received (£10,000) but the possibility of future funding and an inflationary uplift is currently awaited. Runnymede Borough Council contribute £31,000 p.a. with no uplift for inflation. There is no SLA in place as there is a multi-agency tripartite agreement, which will be re-negotiated during the course of 2008.
- 4.8.6 Over the past 8 years RAVS has raised over £ 400,000 (from Government funds, joint finance and lottery funds) rather than solely relying on Council funding to build the organisation into its present form and maintain the required level of revenue expenditure. They will continue to endeavour to attract other funds but these cannot be anticipated with any certainty.
- 4.8.7 RAVS needs to be able to support local voluntary and community groups effectively especially as more small groups are being subject to Government regulation and being treated like the private sector. RAVS has achieved a level 1 community voluntary service (highest level of service) as defined by the NAVCA. The core funding for a fully operational level 1 Council for Voluntary Service and Volunteer Centre is based on a model of 6 full time workers, although RAVS has only the equivalent of 3.8 full time members of staff. To support six full time members of staff, RAVS would require an increase in funding of £60,000.
- 4.8.8 The offices that RAVS occupy are on a short-term lease and RAVS are currently in negotiation with the freeholders over the lease terms and are being put under pressure to reduce their current accommodation. They will continue to negotiate with the owners, but if unsuccessful this could have serious implications for their services.
- 4.8.9 A copy of the accounts for the year ending 31 March 2008 for RAVS has been placed in the Members' Room. These show income of £129,996 and expenditure of £125,068 during 2007/2008. A small surplus of £4,528 was made during the last year, although a deficit of £5,574 was incurred during the previous year (2006/07). The reserves to be carried forward for 2008 are £34,585.
- 4.8.10 Voluntary organisations in the County were asked to participate in a Local Public Service Agreement (LPSA) for Surrey. RAVS took a leading role in this and coordinated a range of activities designed to increase volunteering and attract a reward grant from Government.
- 4.8.11 The targets set have been achieved and it is anticipated that the voluntary sector will attract over £2 million in Government rewards. This will be shared amongst a range of organisations in Surrey, including RAVS.

4.8.12 The District Authorities in Surrey will also receive a reward for the volunteering element of the LPSA and it is estimated that this will be in the region of £83,000. This potential grant has only been obtained because of the hard work and determination of RAVS and it is therefore proposed that a proportion of the final amount of grant received for volunteering should be paid to them.

5. Grant Aid Programme 2009 – 2014

5.1 The review that has been undertaken indicates that several organisations have shown a deficit during the year and that although reserves exist they are quite modest. However, the Council's current financial situation limits its ability to allocate additional grant to voluntary sector organisations. The benchmarking results also indicate that overall core grant expenditure per head of population is high. It is therefore proposed that current core grant levels are continued for the next 5 years, without inflation uplifts, but that the Council's Officers continue to work with the organisations to identify opportunities for raising additional income.

5.2 It is also felt that the reward funds to come from the Surreywide Local Public Service Agreement should be used to assist the voluntary sector. It is therefore proposed that, once the level of funding is confirmed by the Government, arrangements be made for 80% of the funding award received by Runnymede to be allocated to RAVS. It is further proposed that RAVS should produce, for consideration by this Committee, a report outlining how it proposes that the funds will be applied.

6. Resource Implications

6.1 The proposed level of grant aid is in line with the Council's projected expenditure.

6.2 The amount of performance reward grant receivable under Surrey Local Public Service Agreement is determined by achieving stretch targets. These targets have a reporting period covering the 2006/07 and 2007/08 financial years. Current projections indicate that the Runnymede share of reward grant for the volunteering element of the Agreement could be £83,000. Of this sum, £50,290 has already been recognised in the Council's accounts for 2006/07 and 2007/08. Therefore, only £32,710 would be new income in this financial year. The Government will make actual payments of reward grant in 2008, subject to verification of the claims.

6.3 Should the Committee agree to passing on 80% of the total award (possibly 80% of £83,000, equalling £66,400), it will be necessary to approve a supplementary estimate at the appropriate time.

7. Council Policy

7.1 Grant Aid support for voluntary organisations meets several of the aims of the Runnymede Borough Council Strategic Plan 2005-10:

- The Council will aim, within the bounds of affordability to continue to provide community services for the benefit of the elderly and vulnerable residents of the borough
- The Council is currently drafting an integrated strategy for older people to co-ordinate services for older people, to ensure limited resources are used effectively
- The voluntary and faith sector provides very valuable support and assistance to many vulnerable people in the community. The Council acknowledges the work of these organisations, and will aim to work with them to deliver the terms of the compacts that have been agreed.

7.2 Rentstart Runnymede also meets the housing aims in the Strategic Plan, and the objectives of the Runnymede Homelessness Strategy, e.g.

- To provide a range of affordable housing for those in need, including those with support needs

- To ensure that homelessness is kept to a minimum, and that homeless people are given appropriate assistance.

8. Equality Impact Assessment

- 8.1 Arrangements will be made for the SLA for each voluntary organisation to contain a requirement to ensure that equality issues are considered when determining service policies.

9. Conclusions

- 9.1 The voluntary sector plays a very important part in providing services to vulnerable people within Runnymede. The Council currently commits substantial funds towards the sector and, although it acknowledges that costs are increasing, it is difficult, in the current financial climate, to increase grant aid. It is therefore proposed that the current level of grant for each organisation be continued for a further 5 years.
- 9.2 The LPSA Grant offers the opportunity to provide a one off grant and some additional assistance to the sector. It is therefore proposed that 80% of the grant that is received by Runnymede for the voluntary sector element of the LAA be made available to RAVS to enable them to continue to support voluntary sector organisations.

OFFICERS' RECOMMENDATION that –

- i) the existing level of funding be continued at the current grant levels for all of the voluntary sector organisations named in paragraph 2.3 of the report, with the exception of Runnymede Mental Health Association, who will receive sufficient grant to pay for property repairs to the Council's properties;**
- ii) the service level agreements be extended for a further 5 year period; and**
- iii) a further report be received from RAVS on proposals for utilising the major portion of the volunteering element of the LPSA reward grant (as outlined in paragraph 5.2 of the report).**

(TO RESOLVE)

Background Papers

Grant Aid Report 10 September 2003
 Grant Aid Organisations Supported 12 November 2003
 Runnymede CAB Grant Aid Report 21 July 2004
 Grant Aid for the Voluntary Sector 3 November 2004

11. RUNNYMEDE TOWN TWINNING ASSOCIATION - CORE REVENUE FUNDING (DAL)
 (Ref: Minutes of Corporate Management Committee 29 November 2007, page 617, para. 413)

1. Purpose of Report

- 1.1 **To review the annual core revenue funding given to the Runnymede Town Twinning Association.**

2. Background Information

- 2.1 The Council makes annual core revenue funding available to a number of local voluntary organisations because they are considered worthy of support as a matter of policy in view of their community or public service role. The Runnymede Town Twinning Association seeks to foster cultural, social, educational, community, commercial and official links with the Borough's twin towns in France, Germany and the United States.

The Association promotes understanding between the respective communities through initiatives such as visits, exchanges and jointly sponsored events.

3. Report

- 3.1 The Association currently has 43 members, 35 of which are residents of the Borough. The Association presently receives £1,400 from the Council in the form of core revenue funding. The present level of grant aid had originally been fixed for a 5-year period, with the benefit of inflationary increases, by the Housing and Community Services Committee in 2003. This arrangement expired at the end of the financial year 2007/2008 and the Association had requested that its grant support be renewed for a further 5-year period in the sum of £1,400, with the benefit of inflationary increases each year in accordance with the Retail Price Index. Applicants for annual core revenue funding are expected to be able to demonstrate that they fulfil a community or public service role sufficient to justify on-going revenue support.
- 3.2 At its meeting on 29 November 2007, the Committee agreed that subject to submission of a statement of its objectives and priorities over the next five years, with a particular emphasis on the way in which it intended to promote exchanges between young people, the Runnymede Town Twinning Association be awarded a grant of £1,400 in 2008/09 and further grants for the same amount annually, for the period up to and including 2012/13. No provision was made for inflationary uplift, in accordance with the policy to cash limit grants.
- 3.3 The Association has submitted a Statement of the Association's Objectives and Priorities, as attached at Appendix 'G'. In response to a request for further information about what the Association expects to achieve over the 5 year funding period and the community benefit arising from its activities and the ways in which the Association intends to promote exchanges between young people, the Association submitted the response attached at Appendix 'H'.
- 3.4 Members will see that the response fails to enlarge on what the Association intends to achieve over the 5 year period. There is some evidence of intermittent youth exchange initiatives but no commitment to build on this going forward - indeed the Association suggest that existing funding levels will be insufficient to sustain even this limited level of activity and consideration might have to be given to transference of civic related costs back to the Council.
- 3.5 The grant for the current financial year has been released, but in view of the response from the Association the Committee's views are sought on the type of activity required in return for the Council's grant in future years.

4. Resource Implications

- 4.1 The draft Revenue Estimates made provision for the grant of £1,400 for the current financial year.

5. Council Policy

- 5.1 Applicants for annual core revenue funding are currently expected to be able to demonstrate that they fulfil a community or public service role sufficient to justify ongoing revenue support. The Association has an important role to play in fostering educational, community and official links between the Borough and its three twin towns, but it is for Members to determine the type of activity required to warrant a continuing annual commitment of public funds.
- 5.2 Council policy is that grants are cash limited.
- 5.3 The decision to 'twin' with a particular town is taken at Council level but it is common for local authorities to arrange for the handling of activities and relationships through a town twinning association. The level of engagement will be dependent on the funding available to the Association from the authority and elsewhere, such as the EU and voluntary donations.

6. Conclusions

6.1 In Officers' view the Association has not complied fully with the request of the Committee for a statement of its objectives and priorities over the next five years, with a particular emphasis on the way in which it intended to promote exchanges between young people. Withdrawal of the grant, however, impacts not just on the Association but on relations between Runnymede and the twin towns, and on the objectives of twinning.

6.2 Accordingly, Officers are not making a recommendation for withdrawal of the grant but seeking the Committee's instructions.

6.3 The Committee has effectively three options on the basis of the previous decision:

- a) to express satisfaction with the information provided and continue to pay the grant for the five year term; or
- b) to terminate the grant if it considers that the condition has not been complied with; or
- c) to give further guidance to the Association as to the evidence it requires in order to continue the grant.

Alternatively, it might review either its requirements or the level of grant aid.

6.4 Officers would suggest that (assuming the Committee wishes to continue with the twinning objectives), the Committee reviews the type of activity it requires to justify the grant aid (either confirming or modifying its previous view) and instructs Officers to communicate this to the Association.

THE COMMITTEE IS ASKED -

whether it wishes to modify its previous requirements in any way and what instructions it wishes to give Officers regarding the continuation of grant aid to the Town Twinning Association.

(TO RESOLVE)

Background Papers

None stated

12. COMPETENCIES AND PERFORMANCE PAY (CEO)

1. Purpose of Report

- 1.1 **The purpose of this report is to apprise Members on the recent evaluation of a pilot exercise to test revised arrangements for the Council's Appraisal and Performance Related Pay Scheme and to seek Members' endorsement to a proposed way forward.**

2. Background Information

- 2.1 The Council's Appraisal and Performance Related Pay (PRP) Scheme and local conditions of service were originally introduced in 1987. Runnymede was one of the first local authorities in the country to introduce these initiatives which largely replaced national conditions and automatic pay progression within incremental scales.
- 2.2 The scheme was 'designed to identify and encourage individual, group and departmental contributions towards meeting the Council's aims and purposes'. The PRP element is 'a method to link salary rewards to achievements by identifying performance in the job in terms of levels of competency and achievement of targets'.
- 2.3 The scheme has been reviewed and refined over the years to ensure that it continues to meet the Council's needs and reflects current best practice.
- 2.4 In 2003 Members approved the appointment of Tribal Consulting to undertake a review of appraisal and PRP arrangements in conjunction with the development and introduction of a Job Evaluation scheme. Tribal's conclusions following a detailed review of arrangements were that apart from some minor recommendations for improvement, Runnymede's appraisal and PRP scheme was amongst the best and appeared to serve the Council well. There seemed to be little benefit to Runnymede in proceeding with a fundamental review of its appraisal and PRP scheme.
- 2.5 Following a considerable amount of work, it became apparent that the proposals to introduce job evaluation would not be in the Council and staff's best interests and were abandoned.
- 2.6 Following the decision not to proceed with the introduction of Job Evaluation, the Corporate Management Committee at its meeting on 1 June 2006 resolved that:
- the performance related pay scheme be retained but relevant competencies be introduced within 12 months as part of the assessment process*
- 2.7 The Corporate Management Committee considered a detailed report and proposals on 1 February 2007 and resolved that:
- i) *detailed consultations be undertaken with Directors, staff and Unison in developing the above scheme with firm proposals being brought back in due course; and*
- i) *when agreed, the revised scheme be subject to a pilot exercise prior to general implementation*
- 2.8. With the imminent move to the new Civic Centre, Members agreed that the pilot exercise would be delayed until after the move had taken place with a view to final implementation in time for the 2008 Appraisal programme. In the event, with the delayed move to the new offices, the pilot commenced in March 2008 and was completed just prior to the move.
- 2.9 It was important that the pilot included a wide range of jobs across the organisation in order that the scheme could be properly evaluated. The aim was to use 50 individuals within the pilot. Following a number of requests for volunteers to participate, a total of 45 staff and managers were briefed on the pilot scheme. These individuals were asked to undertake the appraisal process and to complete an evaluation questionnaire afterwards (at Appendix 'I'). In the event a total of 29 individuals actually participated in the pilot.

2.10 The report that follows summarises the findings from the evaluations and brings forward specific recommendations for a way forward.

3. Report

3.1 Whilst the number involved in the pilot was lower than anticipated, the data that has emerged from the study is fairly consistent and provides good evidence on features that work well and those that are in need of further attention.

3.2 The table at Appendix 'J' summarises the results of the evaluation questionnaires that were completed by all participants. The summary is scored with weighting for strong agreement or disagreement. The summary excludes those responses where no opinion was stated or the opinion was neutral.

3.3 From the data at Appendix 'J' the following conclusions can be reached:

- The format of the form is easy to understand, easy to use and is logical.
- The Measures of Personal Effectiveness are on balance helpful and relevant but are not easy to apply to some jobs.
- Having just two rating levels for these Measures is insufficient but the scoring system is easy to use.
- It is easy to rate and score outcomes from the previous year's targets with three rating levels considered sufficient.
- It is easy to complete the section for next year's targets and it is considered helpful to restrict the number of targets to a maximum of six. Dividing targets between corporate, individual and team is helpful.
- Identifying the correct banding is considered on balance easy.
- Undertaking the banding exercise at the same time as the appraisal is considered to be helpful.
- Whilst opinion is mixed as to whether the banding system is fairer than the previous system, the view is that the new system is more objective and understandable.

3.4 In addition to the completion of the questionnaires, participants were invited to submit any further comments. The following table summarises these responses:

Subject of Comment	Response
<u>General</u>	
Prefer 'Appraiser/ee' to 'Line Manager/Employee'	A deliberate decision was made to move away from Appraiser/ee terms.
'Agreed Actions to Build on Strengths' needs a cross reference in form.	Agreed – see proposals
System too complex/not relevant to and could alienate manual staff	An attempt has been made to devise a 'one size fits all' system in order to avoid any differential treatment for groups of staff. The scheme can be tailored to include areas that are relevant to each job. This aspect will be kept under review and revisited if necessary.
Language used is too formal	Agreed – see proposals
Appraisals will take longer to conduct	Initially this will be the case but

	once the first discussions have taken place the time required will reduce. Ultimately, an electronic version of the documents will be available which will further reduce time.
Despite attempts to make the process more objective it is still capable of subjectivity and manipulation	Point accepted. However, it is anticipated that the proposed scheme will reduce the level of subjectivity that exists in the current scheme.
There is a risk that the scheme could just become a tick box exercise. Risk of losing the benefits of the current scheme which enables relaxed and fruitful discussions with the majority of staff who do their jobs well.	This will be addressed in the training sessions but will need to be revisited in the light of experience.
<u>Personal Measures of Effectiveness (PME)</u>	
Need to be clarified/reworded to make less subjective or open to interpretation	Agreed – see proposals
The number that are applicable will unfairly affect final banding	Clearly, a shortfall in performance for one Measure will have a more significant effect on outcome if a small number of Measures. A revised scoring system is now proposed.
Success in some PMEs could be dependent on training by others which, if not provided, could unfairly count against the individual	Training and development is a joint responsibility of both staff and managers. This point will be covered in training sessions.
Insufficient rating levels to differentiate between different levels of performance	Agreed – see proposals
The 'Exceptional Performance' section does not work well.	Agreed – see proposals
PMEs should have a lower weighting than Targets	A weighting approach could add unwelcome complication to the scheme. However, options for consideration will be paraded.
PMEs should have a differential weighting to reflect relative importance of items.	See above
Scheme punishes weaknesses rather than rewarding strengths	See above
Scoring system needs further explanation	Agreed – see proposals
<u>Banding Matrix</u>	
No scope for moderation of recommendations to ensure consistency of approach between Sections/Departments	This is correct and is a deliberate feature of the revised system. Clearly, the situation will need to be kept under review and this aspect revisited if necessary.
Sectors within the Banding Matrix need to be	Agreed – see proposals

reviewed	
Employee should sign Matrix	Agreed – see proposals
<u>Targets</u>	
SMART targets are difficult to set in a reactive service	This will be addressed in training sessions
Risk of a differential approach in level of challenge	This is inevitable to a certain degree where targets are being agreed between individual staff and their managers. However, this will be covered in training sessions.
Targets need to go beyond just doing the day job	This will be addressed in training sessions
Targets should have a differential weighting to reflect relative importance of items.	A weighting approach could add unwelcome complication to the scheme. However, options for consideration will be paraded.
There should be a minimum number of targets	For some posts, setting of new and relevant targets can be difficult. However, a minimum of 3 is being proposed and will be reviewed if necessary.
Where targets have not been met due to circumstances beyond the control of the individual other achievements should be recognised.	Agreed – see proposals
Concern that the numbers involved in the Pilot were insufficient in quantity and range to properly evaluate the proposals.	The original aim was to have 50 staff involved at all levels and types in the authority. The resultant 29 participants fell somewhat short of this aim. Despite the low numbers, many lessons have been learnt but caution is needed in implementing the PRP proposals.

- 3.5 Taking into account the above feedback, the revised scheme at Appendix 'K' has been prepared for implementation this autumn.
- 3.6 Subject to approval of the proposals, training will be made available for all staff prior to implementation. The budget for this has already been approved.
- 3.7 As discussed at the Personnel Services Member Working Group in April and reported to the May meeting of this Committee, in view of the fact that targets had already been agreed for 2008 under the current system, the Personnel Manager recommended that for the first year the whole new scheme would be used but performance related pay bandings would be assessed using the old scheme. This would provide an opportunity for full comparisons to be undertaken between the two schemes and for any further fine tuning before full implementation took place. A programme of phased implementation is also recommended as providing the most manageable and safe option.
4. Equalities Impact Assessment
- 4.1 No issues have been identified but equalities matters will be monitored and kept under review during and following implementation

5. UNISON Consultation

5.1 The response of UNISON is attached at Appendix 'L'.

6. Director Comments

6.1 The aim to try to improve objectivity and transparency to the current scheme is welcomed. However, as highlighted in the earlier Tribal report, the current scheme works well, so it is essential that whatever new arrangements are introduced are at least as good as and preferably improve on the current scheme.

6.2 Clearly, UNISON has severe reservations and concerns about the proposed scheme and in its current format Officers cannot expect support from the Trade Union.

6.3 The following specific concerns have been raised by Directors:

- There are concerns that the scheme is too complex for some former 'Manual Worker' jobs.
- The process itself and follow up action will be time consuming
- Managers and staff might opt for easy targets
- The scheme is capable of being manipulated
- PRP as a concept is flawed
- Staff expectations need to be carefully managed as inevitably comparisons will be made between the old and new PRP systems and results will be different because the criteria for assessment have changed
- Potential for damage to staff morale
- The scoring system is unduly complicated
- Updating of procedures needs to be proportionate to needs
- In view of such fundamental and untested proposed changes and other current priorities, it is not practicable or appropriate to introduce the scheme across the authority all at once
- The low number of participants completing the pilot exercise is of concern with the potential that the concepts have not been fully tested

6.4 Clearly, such comments are of concern and it would not be until the scheme is used 'live' that Officers would discover whether or not these concerns materialise in practice and whether they can be addressed.

6.5 Members are faced with a number of options

- A) To adopt the scheme in its entirety across the authority from autumn 2008
- B) To adopt the scheme in its entirety on a phased basis, commencing autumn 2008
- C) To adopt the scheme (apart from the PRP element) across the authority from autumn 2008
- D) To adopt the scheme (apart from the PRP element) on a phased basis from autumn 2008
- E) To retain the current arrangements for appraisal and PRP

If Members are inclined to proceed with implementing this scheme, it would be Directors' recommendation that option D be approved.

OFFICERS' RECOMMENDATION that -

- i) Members indicate which, if any, of the above options be adopted; and**
- ii) if Members are inclined to adopt option D, for the first year, the whole new scheme be introduced on a phased basis, commencing with current appraisers, but performance related pay bandings be assessed using the old scheme.**

(TO RESOLVE)

Background Papers

Evaluation questionnaires/comments following the pilot exercise

13. REPLACEMENT OF IT HARDWARE (CEO)

1. Purpose of Report

1.1 **To advise Members of the computer hardware that is scheduled for replacement during the year on the grounds that it is not able to carry out the tasks required of it or because it is becoming uneconomic to repair and to seek approval for procuring the identified hardware, software and licences.**

2. Background Information

2.1 The move to the new building provided the opportunity for a major refresh of hardware in all areas of activity but most notably:

2.1.1 in the server room with all of the major servers being retired;

2.1.2 in the Business Centres with the 100+ printers in use in the old building being replaced by 6 multi-functional devices (MFD)s and a small number of specialist printers;

2.1.3 on the desktop, where nearly all PC's were replaced;

2.1.4 and again on the desktop where all the handsets were replaced as part of the Voice over IP (VOIP) upgrade.

2.2 The virtualisation project, which allowed applications running on individual servers to be consolidated into a small number of physical machines with a storage area network (SAN), went better than expected with fewer problems encountered in virtualising the hosts than had been predicted. As a consequence of this, more servers were virtualised than planned and Officers have developed a greater expertise in virtualising in-house than anticipated.

2.3 Very few printers were brought over from the old building and all but 2 of the devices in the new building are managed by the business centres management software (Equitrac). This is giving staff the information to manage and control printing, copying and faxing to a degree not possible under the old arrangements. In addition, the cost per copy has fallen dramatically due to the inherent efficiency of the new equipment.

2.4 Nearly all Personal Computers (PCs) were replaced as part of the move and only selected Workstations in specialist areas were retained. As a result of this, most PCs have a standard build, modified where required for specialist local software. Monitors less than 2 years old were retained and are of the same specification as the new monitors purchased. This has allowed the extensive use of roaming profiles and readily permits the majority of users to hot-desk where this is necessary or convenient. The IP handset further promotes this way of working as it can adopt any extension number on demand.

3. Present Position

- 3.1 The Council now operates with what were 40 physical servers virtualised onto 5 VMWare servers with 4.6tb of mirrored SAN. A further 30 physical servers are suitable for virtualisation, all of them running on servers that are over 3 years old.
- 3.2 In particular, the hardware running Exchange is due for replacement and, as this is such a critical service whose loss, even for a short period of time, impacts the majority of staff and vital areas for service delivery, it is prudent that Exchange be moved onto a more resilient hardware platform this year.
- 3.3 The hardware to achieve this can be made available by adding an additional tray to the existing SAN and populating this with larger capacity disks than have been used up to now. This will free up high speed disk capacity for Exchange itself and for other systems where response time is critical. Applications, or parts of applications, where the data is non-volatile and retrieval times are less critical, will be moved to the new high capacity disks. These would be volumes holding data such as image libraries, email archives and spooled files from production systems.
- 3.4 The equipment in the Business Centres will enter the second year of its life and so no equipment has been identified as requiring replacement or upgrade in this year. The only printer requirement is for the old cheque printer to be replaced with a more robust device.
- 3.5 The number of Workstations and PCs requiring replacement will be minimal and so only a small provision has been made to cover problems with older Workstations or PCs.
- 3.6 The production systems have all been successfully migrated to the new virtual environment. However the version of the Revenues and Benefits, the Housing applications currently in use, will not be supported by the supplier from 2009 onwards. Provision has therefore been made for assistance in what will be a major upgrade to these applications, moving from Version 5 to Version 6. The core work will be carried out by in-house staff. The upgrade will be scheduled to occur immediately after the VMWare and SAN upgrade as this will provide a ready testing environment for the upgrades and will allow the process to be completed before the users enter the critical time of the year, billing and year end, when it is essential that the systems are kept as stable as possible.
- 3.7 All PCs are now running Windows XP SP2/3 which is proving very stable. In view of the fact that there is no great industry wide move to Vista and few substantial benefits for making the change have been identified, there is no proposal to upgrade at this stage. All PCs have the resources and the licences to move to Vista when this becomes desirable. The situation will be reviewed during 2009.
- 3.8 Similarly, no substantial advantages have been identified in upgrading to Office 2007 at this stage. An initial assessment of the differences between Office 2003 and 2007 from the users' perspective has identified a significant training resource required to move staff to new versions of Word and Excel. Again, this is not a licensing issue as all the new PCs are licenced to run Office 2007 and the PCs have the resources to run the new software. The decision to move can be taken whenever the benefits are identified as outweighing the costs and risks.
- 3.9 For the past month the Council has been subject to a very high level of attack from external sources. The number of viruses, spyware and malware that are being received has greatly increased and are, at times, causing the security systems to struggle in terms of the volume of work to be done. The position is being kept under review but it will be prudent to have some external advice to assess whether the security systems should be upgraded to meet the increasing threats. Provision has been made for a one off consultancy to review the present security arrangements and consider how they could be modified.

4. Equipment and Upgrade Details

- 4.1 It is proposed that the following hardware is used in the above replacements:
- 4.1.1 SAN – Expansion of the Sun StorageTek 6140 by adding 1 new tray in each SAN and populating this with 750GB SATA II.
- 4.1.2 VMWare Virtual Server – addition of 1 HP Proliant DL585 server with 32GB memory.
- 4.1.3 5 x HP Compaq dc5700 Microtower Personal Computers with 2x1GB DRAM and 160gb hard disk. These are supplied as a special build from Hewlett Packard and are delivered with the Council's configuration and software pre-loaded.
- 4.1.4 5 x Toshiba Satellite Pro 200 laptop computers.
- 4.2 The upgrade to the Revenues and Benefits and Housing systems to version 6 will be carried out in-house with the support of the supplier Northgate in carrying out a number of key tasks.
- 4.2.1 reviewing the current systems for upgrade suitability, identifying areas where the data needs to be cleaned or the structure of the data files modified;
- 4.2.2 designing a migration plan;
- 4.2.3 providing a testing framework;
- 4.2.4 testing the upgraded systems.
- 4.3 Licensing incurs no additional costs to the Council as it is provided as part of the maintenance contract. Northgate provides the above as part of an upgrade support package that will be purchased.
- 4.4 Given the need to provide a stable system for the run up to annual billing and year end it is important that this upgrade be completed before the end of the calendar year.
5. Financial Implications
- 5.1 The replacement costs for the above items are indicated in the Table below:

TABLE

Cost Breakdown					
Item	Description	Unit Cost	No	Total	Notes
SAN Upgrade	StorageTek 6140 trays	12,500	2	25,000	
VMWare Server	HP Proliant DL585 G2	10,000	1	10,000	
VMWare ESX licence		2,500	1	2,500	
Exchange Installation		30,000	1	30,000	
Exchange Enterprise CALS		16.5	450	7,425	
Kodak Scanner	DMS Scanner	15,000	1	15,000	
Cheque Printer		3,000	1	3,000	
PC's	Standard	400	5	2,000	1
Laptops	Toshiba	600	5	3,000	1
Monitors	Flat Panel 19"	120	5	600	
Council Tax Upgrade		20,000	1	20,000	
Housing Upgrade		15,000	1	15,000	
Security Review		5,000	1	5,000	
				138,525	

Notes:

1. This includes the associated costs of each PC/Laptop such as ghosting, additional memory, delivery etc.
- 5.2 Suppliers for the equipment should be:
- a) Personal Computers, Servers and licences – The lowest bid from three suppliers who are part of either the OGC (Office of Government Commerce) Catalyst

Products or Services schemes or PASA (The National Health Service Purchasing and Supply Agency). Both these organisations will carry out the tendering processes on behalf of the Council and ensure that best value is achieved.

- b) Monitors - the best of at least three quotations.
 - c) Support for the Revenues and Benefits and Housing applications upgrades will be purchased from the supplier Northgate as no other supplier has sufficient knowledge of the applications and the underlying code to provide the correct level of support.
- 5.3 It has been found to be financially most advantageous to purchase processors and monitors under separate contracts. This practice will continue.
- 5.4 The capital programme includes a sum of £325,300 in 2008/09 to provide for the replacement of equipment. The delay in moving to the new building has resulted in some expenditure anticipated for this year being deferred until 2009/10 and so it is proposed that a second report, later in the year, will identify this deferred expenditure and the level of saving that can be achieved on this budget this year.
- 5.5 In addition the life of the new SAN and servers is predicted to be longer than that of the previous hardware and this will be reflected in the provision made for future replacements.
- 5.6 The reduction in the number of physical servers and the reduction in the cost of data storage achieved by using the SAN will result in a lower running costs in the form of maintenance contracts. As the exercise will not be completed until late on in the financial year these savings will be realised fully in the 2009/10 financial year.
- 5.7 Savings will be realised in this financial year as a result of the move to cost effective centralised printing and photocopying. The actual costings will become evident once 3 months of operation have been completed and the findings analysed.

OFFICERS' RECOMMENDATION that -

- i) the above software, hardware and licences be replaced or upgraded at a sum not exceeding £138,525;**
- ii) this expenditure be met from the Hardware Replacement Programme;**
- iii) Standing Orders relating to the seeking of tenders be waived in respect of the upgrade to the Revenues and Benefits and Housing applications and Northgate be appointed to undertake this work, as they are the only supplier able to offer the support needed; and**
- iv) the revenue implications of the above procurements be noted**

(TO RESOLVE)

Background Papers

None stated

14. APPOINTMENTS TO OUTSIDE BODIES – RUNNYMEDE ASSOCIATION FOR VOLUNTARY SERVICE (DAL)

The Council currently appoints two Members, each serving for a three year term of office, as its representatives on Runnymede Association for Voluntary Service (RAVS). The current representatives are former Councillors B J Relph and Councillor P B Tuley. Both were appointed in June 2006 and Councillor Tuley's current term of office will end in May 2009. As Mr Relph is no longer a Councillor and the appointment currently requires that the person must be a Member of the Council there is a vacancy which needs to be filled for the remainder of the period of his term of office (one year).

It is understood that Mr Relph will still serve on RAVS as he is to be appointed by RAVS as a Trustee.

At its meeting on 26 June 2008, the Committee decided to defer the appointment to serve on RAVS for a one year term for further consideration. The Committee is accordingly asked to consider this appointment again.

OFFICERS' RECOMMENDATION that –

the Committee considers appointing a Member to serve on RAVS for a one year term.

(TO RESOLVE)

Background Papers

None

15. URGENT ACTION - STANDING ORDER 42

The following action has been taken after consultation with the Chairman of the Committee under Standing Order 42.

<u>Officer</u>	<u>Action</u>	<u>Central Index No</u>
Chief Executive Officer	Supplying new and re-elected Councillors with laptop computers, printers and a broadband connection to the internet.	664
Director of Technical Services	Creating a one year Senior Planning post to support heavy workload in the Development Control Service.	667
Director of Administration and Leisure	Purchasing a queue management system for the Runnymede Civic Centre front of house service.	668

(FOR INFORMATION)

Background Papers

Proformas Nos 664, 667 and 668 dated 16 June, 21 July and 24 July 2008 respectively.

16. PROPOSED CHANGE OF DATE OF NEXT COMMITTEE MEETING (DAL)

1. The Committee's next meeting is scheduled to take place on Thursday 2 October 2008 at 7.30pm in the Council Chamber, Civic Centre, Addlestone.
2. The Magna Carta Trust has arranged a 50th anniversary dinner to take place at that same evening, which a number of Members of the Council will be attending, including Members of this Committee.
3. It is therefore proposed that the Committee's next meeting be rescheduled to take place on the day before, Wednesday 1 October 2008 at the same time and venue.
4. Under Standing Order 27.1 of the Council's Constitution, the date of a meeting may be changed with the consent of the leaders of the two political groups. Consultation is currently taking place and if agreement is reached on a new date before this meeting a letter will be sent to all Members of the Council notifying them of the change and the reasons for it. Otherwise the new date will be reported to this meeting.

THE COMMITTEE IS ASKED -

to note the arrangements for the Committee's next meeting which will be either advised in advance of this meeting or reported to this meeting.

(TO RESOLVE)

Background Papers

None

17. EXCLUSION OF PRESS AND PUBLIC

OFFICERS' RECOMMENDATION that -

the press and public be excluded from the meeting during discussion of the following reports under Section 100A(4) of the Local Government Act 1972 on the grounds that the reports in question would be likely to involve disclosure of exempt information of the description specified in paragraph 3 of Part 1 of Schedule 12A of the Act.

(TO RESOLVE)

PART II

Matters involving Exempt or Confidential information in respect of which reports have not been made available for public inspection

a)	<u>Exempt Information</u>	<u>Para</u>
18.	QUEEN ELIZABETH HOUSE AND ST JUDE'S COTTAGE	3
19.	WRITE-OFFS	3
20.	SAFETY COMMITTEE - MINUTES	3
b)	<u>Confidential Information</u>	

(No reports to be considered under this heading)