



RUNNYMEDE BOROUGH COUNCIL

CORPORATE MANAGEMENT COMMITTEE

3 JUNE 2004

APPENDICES

<u>APPENDIX</u>	<u>REPORT</u>	<u>PAGE. NO.</u>
A	MINUTES OF MEETING HELD ON 6 MAY 2004	1
B	FINAL ACCOUNTS 2003/04 - GENERAL FUND SUMMARY REVENUE ACCOUNT	9
C	FINAL ACCOUNTS 2003/04 - HOUSING REVENUE ACCOUNT	10
D	FINAL ACCOUNTS 2003/04 - GENERAL FUND CAPITAL EXPENDITURE	11
E	FINAL ACCOUNTS 2003/04 - HOUSING CAPITAL EXPENDITURE	14
F	FINAL ACCOUNTS 2003/04 - SECTION 106 CONTRIBUTIONS	15
G	REVIEW OF THE CONSTITUTION - PROPOSED AMENDMENTS TO THE CONSTITUTION FOR 2004/05	17
H	COMMUNICATIONS STRATEGY - MINUTES OF WORKING GROUP MEETING HELD ON 22 APRIL 2004	20
I	COMMUNICATIONS STRATEGY - DRAFT JOB DESCRIPTION - COMMUNICATIONS OFFICER	22

CORPORATE MANAGEMENT COMMITTEE

6 May 2004 at 7.30 p.m.

Members of the Committee present: Councillors N. Thewlis (Vice-Chairman), J.R. Furey, P.A. Greenwood, C.J. Norman, Mrs E.E. Price, Ms. C.M. Simmons, P.B. Tuley, P.J. Waddell and G.B. Woodger

Member of the Committee absent: Councillor H.W.V. Meares

Councillor Mrs L.M. Gillham also attended.

(In the absence of the Chairman, Councillor N. Thewlis took the Chair)

NOTIFICATION OF CHANGE TO COMMITTEE MEMBERSHIP

The Conservative Group had notified the Chief Executive Officer of its wish that the Chairman, Councillor R.K. Habgood, be removed from membership of the Committee and that Councillor H.W.V. Meares be appointed in his place for a fixed period ending on the day after the meeting. Thereafter Councillor Habgood would be reappointed.

The Chief Executive Officer had given effect to this request in accordance with Section 16(2) of the Local Government and Housing Act 1989.

MINUTES

The Minutes of the meeting of the Committee held on 1 April 2004 were confirmed and signed as a correct record.

REVIEW OF CONSTITUTION

(Ref: Minutes of Planning Committee, 31 March 2004, page 1471, para 811)

The Committee gave consideration to the workings of the Council's Constitution and the need for modifications for the 2004/05 municipal year.

Members noted that the Constitution, which was based on guidance provided by the Secretary of State, with appropriate local modifications, had operated without undue problems over the previous 12 months. A number of minor amendments would, however, be necessary in order to improve or clarify certain provisions, enhance comprehension, review Contract Standing Orders and incorporate changes such as the new Licensing Committee and recently approved documents governing the Council's procedures. Officers also proposed to incorporate explanatory documents, such as those for Financial Regulations, and a procedural note on communication with news media. The Scheme of Delegation would be reviewed to try to avoid minor matters being referred to full Council.

Members also endorsed a recommendation from the Planning Committee that Standing Orders should be amended in order to prohibit public speaking of the Committee on applications for Certificates of Lawfulness and to require applicants to register their intention to speak before 19.15 hours on the day of the meeting. Although the right to speak at Planning Committee had been well used and appeared to be appreciated by local residents, only limited use had been made of the right to address the Council or ask questions. It was therefore felt that public speaking should not, at this stage, be extended to other Committees. Similarly, Members were of the opinion that the Review Board should continue to receive representations only by invitation in order to avoid the danger of the Board losing focus on its work programme. It was noted that there was no impediment to the occasional practice of inviting County Councillors or other persons to attend meetings on relevant issues, although Standing Orders ought to be amended if it was to become a routine practice at some future stage.

A draft of the revised Constitution would be reported to the Committee in June for recommendation to Annual Council.

RESOLVED that -

- i) the proposed modifications set out above and the recommendation of the Planning Committee in respect of public speaking be noted and included in the draft Constitution to be submitted for consideration by Members in June; and**
- ii) no provision be made in the draft Constitution for an extension of public speaking at meetings beyond the Planning Committee and Council**

BEST VALUE PERFORMANCE INDICATORS 2004/05 – REVISIONS

The Committee received details of various additions, deletions and modifications to the Best Value Performance Indicators for District Councils in 2004/05. A number of the changes were welcomed, in particular the introduction of an indicator regarding the percentage of appeals allowed against an authority's decision to refuse planning applications. It was, nevertheless, emphasised once more that the lack of consistency in the nature of the indicators made it difficult to undertake a year on year trend analysis.

Members also noted that as Runnymede had been rated as 'Excellent' in the Comprehensive Performance Assessment the Council no longer had to produce an annual Best Value Performance Plan. The only remaining statutory requirement was to present the Best Value Performance Indicators each June along with a short statement on contracts. The form of any revised publication would be considered as part of the on-going review of the Council's Communications Strategy. There would be a reduction of approximately £6,000 in printing costs for the Performance Plan if no additional expenditure was incurred in enhancements of other material.

An announcement on the future of the Best Value regime was now expected later in the year, upon the completion of a detailed review being undertaken by the Government, the Audit Commission and local authorities. It had initially been anticipated that the review would be concluded by the end of 2003.

COMPREHENSIVE PERFORMANCE ASSESSMENT OUTCOME

(Ref: Minutes of Corporate Management Committee, October 2003, page 725, para 369)

The Committee received a report confirming the largely very favourable findings of the Council's Comprehensive Performance Assessment (CPA).

A four person team from the Audit Commission had conducted a week long inspection of the Council in December 2003 in order to evaluate performance as measured within the framework of 10 key themes, namely; Ambition, Prioritisation, Focus, Capacity, Performance Management, Achievement in quality of service, Achievement of improvement, Investment, Learning and Future Plans. The exercise included interviews with Officers, Members, external partners and residents. The final report, published in April, had rated the Council's performance as 'Excellent', the highest classification that could be awarded. Runnymede's weighted score of 52 ranked the Authority as the joint 4th best performing District Council in England on the basis of results published thus far. The Council was currently devising a three year Improvement Plan in conjunction with the Audit Commission in order to address the relatively few weaknesses identified by the Inspectors. The plan was to be submitted to the Committee in June following consideration by the Local Government Act Member Working Group.

Members noted that the Council was to enjoy a number of 'freedoms and flexibilities' as a result of the assessment. These included the removal of ring fencing for both revenue and capital resources, the removal of all current plan requirements apart from Best Value Performance Plans and Community Strategies, a three year inspection holiday, complete freedom over the use of income from civil penalties, the opportunity to enter trading agreements and participation in the Innovation Forum. District Audit Fees were likely to reduce to £63,300, representing a potential

full year saving of £34,400, as a consequence of the assessment. This would be reflected in the accounts from 2005/06. Although the CPA process had consumed a great deal of Member and Officer time, and the opportunity costs had been significant, actual net expenditure had been contained within the original £7,500 budget for the exercise.

REVENUES AND BENEFITS SERVICES – BEST VALUE SCOPING AND CHALLENGE REPORT

The Committee received the Best Value Scoping and Challenge report for the Revenues and Benefits Services (attached at Appendix 'A'). Members were asked to consider whether the objectives for the provision of the services continued to meet the Council's aspirations and to satisfy themselves that there had been sufficient rigour in completing the challenge phase of the review.

The challenge workshop had identified a number of suggestions for challenge and these would be examined during the remaining stages of the review. The Assistant Director of Finance was commended for the way the workshop had been conducted.

Members gave particular emphasis to the need to improve the intelligibility of benefit notification letters. The letters generated by the existing SX3 software were long, complex and difficult for customers to understand. A new suite of letters was due to be released in the near future and advice agencies such as the Citizens Advice Bureau were to be consulted on the design and lay out.

Members noted that the next stage of the review would involve the examination of relevant comparative service, quality and financial data and similar service areas in other parts of the country. This would include comparison of the Council's service with other Surrey Authorities, and was to draw, in part, on the findings of the Surrey Treasurers Benchmarking Group. Data would also be drawn from nationally published figures and other similar service providers (public or private), particularly where they were identified as appearing to provide a good quality service in the upper quartile of comparison. Consultation would be undertaken with other Council departments, users of the services, the Tenant Services Group, the Citizens Advice Bureau and staff between June and August. A Continuous Improvement Plan for the service would be presented to Committee in November following completion of the review.

RESOLVED that -

- i) the objectives of the Revenues and Benefits Services identified in the challenge report be endorsed as reflecting the Council's aspirations for the provision of the services;**
- ii) the proposal to examine the following matters further during the remaining stages of the review be endorsed;**

Council Tax and Business Rates

- a) Should customers be offered more than one payment date?**
- b) Are the current payment methods offered cost effective and in line with customer requirements?**
- c) Is the provision of a free to customers Post Office service for Council Tax payments, which is currently funded by the Council, no longer necessary considering the increasing number of bank accounts resulting from State pensions and benefits now being paid by BACS?**
- d) Should customers be offered early payment discounts?**

- e) **Would cash flow be improved by sending reminders to defaulters including an instalment due within the next 7 days, e.g. instalment due for 1 April is unpaid and a reminder is sent on 25 April which includes a reminder for the instalment due on 1 May?**
- f) **Would cash flow be improved if the Council reminded defaulters earlier than the current 25 day requirement on Council Tax and the 18 day requirement on business rates after their instalment due dates?**
- g) **Does the level of summons and court costs charged for defaulting on payment cover the Council's costs of administration?**

Benefits

- a) **Has the Benefits Service completed its self-assessment against the DWP/BFI Performance Standards and produced an improvement plan?**
- b) **Complaints are a good thing as they can highlight poor service or operational procedures. Are complaints about service or staff monitored and taken seriously enough for remedial action to be taken whenever required?**
- c) **Is the system in the Civic Offices for customers to make written complaints adequate?**
- d) **Benefits notifications of entitlement letters are long and complex, which makes them difficult for customers to understand. What can be done to make them more comprehensible?**
- e) **Are customers dealt with quickly and efficiently at the Benefits reception in the Civic Offices with a minimum of "hand offs"?**
- f) **Is it possible for customers to apply for benefits over the telephone as they do for Pension Credit?**
- g) **Retention of Benefits staff is difficult because of the high value placed upon their services by other local authorities. Should more staff be permitted to work from home to help with staff retention?**

Questions raised common to the three services

- a) **Will staff be consulted on the level and quality of service provided as part of the Consultation process of this Best Value review?**
- b) **Increase the extent by which the sections' services can be accessed electronically, including the introduction of on-line forms.**
- c) **Use benchmarking data to improve the quality of the services.**

- d) **Review service levels and quality levels in the light of consultation.**
- iii) **the means of consultation set out above be endorsed as the prime source for the collection of customer satisfaction data for the consultation element of the Review;**
- iv) **the use of the Surrey Treasurers Benchmarking Group and other countywide and national data as outlined above be endorsed for the comparative element of the Review; and**
- v) **the scope of this review and the challenge phase be endorsed.**

IT HARDWARE REPLACEMENT PROVISION

The Committee received details of a change in the timetable for the replacement of IT equipment. Members noted that the condition of desktop computers, printers and monitors had previously been reviewed after three years to determine whether they continued to meet the needs of users. Servers had been similarly assessed after four years. However, the increasing reliability of hardware had allowed the Council to extend the lifespan of much of the equipment by at least one year, as reflected in recent underspends on the projected cost of replacements. The longer life did not adversely affect either the equipment itself, which continued to be covered by maintenance agreements, or service delivery.

This situation was now to be recognised by the introduction of a new timetable for the review and replacement of hardware. The life of all equipment was to be extended to 5 years, with the lifespan of 20% of items being further extended each year. A review of the hardware scheduled for replacement would identify those machines that could be retained. By these means it was expected that the annual revenue contribution to the IT replacement reserve could be reduced by £100,000 to £105,000, thereby making a significant contribution to the Council's agreed net savings target.

CHILD PROTECTION POLICY

(Ref: Minutes of Leisure Services Committee, January 1999, page 900, para 611)

The Committee gave consideration to the adoption of a new child protection policy.

Members noted that District Councils had no specific duties under the Children Act 1989, which formed the basis of child protection legislation. Nevertheless, many Runnymede Officers, including staff in the Housing Department, Leisure Services Division, and Benefits, Safer Runnymede and Planning Enforcement Sections, came into contact with vulnerable children and families in the course of their duties. The Council, like all public authorities, had a general duty of care to report concerns about child abuse to the relevant investigating agencies. The multi-agency Surrey Area Child Protection Committee (ACPC) had recently established procedures for dealing with child protection, including information sharing and planning actions arising from investigations, which applied to District functions such as leisure and housing. District Councils were also to be partners in the new Local Safeguarding Boards, which were designed to "co-ordinate and ensure the effectiveness of local arrangements and services to safeguard children".

The Council's existing child protection policy, adopted in 1999, now needed revision in order to reflect these and other recent changes in the field of children's services. A draft policy had therefore been produced which was consistent with the ACPC guidelines, updated procedures to accord with the reorganisation of Surrey County Council Social Services department, and took account of new legislation, including proposals contained in the recent Children's Bill, and the latest best practice. The opportunity had also been taken to formally incorporate into the policy working practices in respect of police checks for relevant posts which had been adopted upon the introduction of the Criminal Records Bureau (CRB) in 2002. The Committee agreed that Members should also be entitled to receive child protection awareness training and undergo a CRB check where they considered it desirable. Whilst doubts were expressed about the effectiveness of the CRB checks, the awareness training was considered to be extremely valuable in its own right.

The Committee noted that the new policy had a corporate focus, moving away from its predecessor's concentration on leisure, sport and recreation services. Each department would, however, be required to establish guidelines relevant to its own area of work, consistent with the common framework. An Officer was to be nominated in each department as a Child Protection Co-ordinator. He/she would be expected to undertake the two day ACPC multi-agency child protection training, arrange appropriate awareness training in turn for relevant staff in their department, act as the contact through whom referrals to Social Services would be made and attend quarterly internal meetings to share information on child protection. Members agreed that the policy should also include procedures to deal with 'whistle blowing' by staff.

RECOMMEND that -

- i) the child protection policy set out at Appendix 'B' be approved, subject to the inclusion of procedures regarding 'whistleblowing';**
- ii) each department be instructed to establish guidelines relevant to their areas of work consistent with the common corporate framework; and**
- iii) any Member be entitled to request that he/she receive child protection awareness training and/or a CRB check.**

AUDIT CONSULTANCY

(Ref: Minutes of the Standards and Audit Committee, September 2003, page 647, para 311 and February 2004, page 1276, para 703)

The Committee considered proposals to change the way the Internal Audit Service was delivered in order to overcome staffing difficulties.

Members noted that the Audit Section comprised two posts reporting to the Chief Internal Auditor. The resource was supplemented by a consultancy budget of £7,500. The section had, however, experienced on-going problems in recent years arising from prolonged long-term sickness and the inability to recruit and retain staff, qualified or unqualified, in a highly competitive specialist market place. Both of the auditor posts were currently vacant. In order to provide greater certainty and eliminate the risk of both auditor posts again falling vacant at the same time, Members were of the view that a new approach to the delivery of the service was required.

One option was to outsource the entire service. The Committee was, however, keen to preserve an internal resource in order to maintain the high profile achieved by audit over the years and provide access to internal expertise in situations where advice would otherwise have to be purchased. Some form of partnership working with neighbouring authorities was not presently a practical alternative.

Members favoured approach was therefore a mixture of internal and external provision under the management of the Chief Internal Auditor. This would entail the disestablishment of one Auditor post (on scale C/D) and the use of the savings to commission an additional 100 days of consultancy support per annum, thereby increasing the total to 130 days. The Council could thus retain ownership of the service but still be able to draw on the larger audit resources of an external organisation. The advantages this would bring included access to specialist skills and good practice elsewhere, the flexibility to call on additional resources and greater certainty of achieving the audit plan. Existing standard briefs would be retained for routine audits. Tenders submitted for 130 days audit work were currently being evaluated, but it was expected that a virement of £25,000 from the salaries to consultancy provision would be sufficient for the purpose.

The Committee noted that the audit plan had now been revised from 380 audit days to 342. This was likely to be enough to accomplish the plan if the number of days incurred on contingencies could be limited to 12. There was, however, a backlog of 75 days work from the 2003/04 plan. Once an appointment had been made to the remaining internal post a further review of the plan would therefore be undertaken in order to establish how much of the backlog could be

accommodated in 2004/05. In the meantime, it would be necessary to buy in a further 40 days of consultancy support as temporary cover for the vacancy. This would bring the total virement required to £34,000.

RESOLVED that -

- i) the post of Auditor be deleted from the establishment and the savings used to fund the provision of audit consultancy; and**
- ii) a virement of £34,000 be approved within the Financial Services budget from salaries to consultancy.**

LOCAL GOVERNMENT ASSOCIATION GENERAL ASSEMBLY 2004/05

The Committee was invited to appoint a representative to the Local Government Association General Assembly for 2004/05. The Annual Meeting of the Assembly was due to be held in Bournemouth on 6 July with another meeting scheduled for December. No nominations were submitted for observer status at the Annual Meeting.

RESOLVED that -

- i) the Leader of the Council be nominated as the Council's representative on the Local Government Association General Assembly for 2004/2005; and**
- ii) no observers (other than the Chief Executive Officer, if present) be appointed to the Annual Meeting on 6 July 2004.**

INFORMATION STRATEGY MEMBER WORKING GROUP – MINUTES

The Minutes of the meeting of the Information Strategy Member Working Group held on 4 March 2004, attached at Appendix 'C', were received and noted.

COMMUNICATIONS STRATEGY WORKING GROUP – MINUTES

The Minutes of the meeting of the Communications Strategy Working Group held on 17 March 2004, attached at Appendix 'D', were received and noted.

REVIEW OF STAFF TERMS AND CONDITIONS

(Ref: Minutes of Corporate Management Committee, April 2004)

By resolution of the Committee, the press and public were excluded from the meeting during the consideration of this matter under Section 100A(4) of the Local Government Act 1972 on the grounds that the discussion would be likely to involve the disclosure of exempt information of the description specified in paragraphs 7, 8 and 9 of Schedule 12A to Part 1 of the Act.

The Committee received details of progress with the review of staff terms and conditions and gave consideration to the best means of taking the exercise forward.

Members recalled that Tribal GWT HR Consulting had been engaged to develop an in-house job evaluation scheme and proposals for a new Performance Related Pay (PRP) framework incorporating some form of competency assessment. It was, however, now apparent that the emerging job evaluation proposals were more complex than had been envisaged. It was not possible to meet the original objective of designing a simple, robust and transparent scheme that met Equal Opportunities Commission and operational requirements.

Members therefore took the view that the most pragmatic approach would probably be to halt work on an in-house scheme and purchase a suitable ready made tried and tested product. The National Local Government Job Evaluation Scheme was considered to be too complex and had a variable track record. The Greater London Provincial Council (GLPC) scheme was, however, widely used, generally well regarded and relatively straightforward. The Committee emphasised that the GLPC scheme needed to be the subject of detailed evaluation by the relevant Member

Working Group as well as Officers and UNISON. It was recognised that this was likely to lead to some slippage in the implementation programme. If the findings were favourable, the GLPC scheme would be piloted and a report on the results submitted to Members. In response to representations by UNISON, it was emphasised that the intention would be to implement the scheme in its entirety, although aspects of the accompanying code of good practice, including the permanent protection of existing postholders grades, would need to be the subject of further detailed consultation with UNISON.

Licensing and training costs for the GLPC scheme were expected to amount to £6,500. A full job evaluation exercise would, however, be very labour intensive and could not be achieved within existing Officer resources. The opportunity cost of the Officer time required for the initial evaluation exercise was estimated at £17,000, with a further £4,000 per annum thereafter for a rolling programme of re-evaluation.

Members noted that progress with the PRP element of the review had also been disappointing. While the Member Working Group had not yet had an opportunity to examine the consultant's recommendations in detail, the proposals appeared to be less comprehensive and innovative than had been expected. Tribal, having taken the view that the job evaluation exercise would be unsettling for staff, had proposed in essence that changes to the PRP regime should be restricted to a redefinition of the banding levels and the replacement of incremental PRP progression with one off payments. There was insufficient detail on how competency assessment would link into the process and the intentions for future development once the job evaluation scheme had bedded down.

In view of these developments, the Committee felt that there was no further requirement to retain Tribal's services for the remainder of the review. The GLPC scheme could be implemented without consultancy support and modest changes to the PRP arrangements were capable of being accommodated in-house. In-house resource could be supplemented by consultancy if more detailed work was required. It was therefore agreed that terms should be negotiated for an early termination of the contract with Tribal. Any savings that arose could be utilised to meet the purchase and training costs of the GLPC scheme and contribute towards the cost of specialist software systems and consultancy support in respect of the development of a comprehensive competency framework and job specific competency sets.

RESOLVED that -

- i) subject to final evaluation by the Member Working Group, Officers and UNISON, the Greater London Provincial Council Job Evaluation Scheme be licensed in preference to the Tribal GWT HR Consulting job evaluation proposals and a further report be submitted to Members following a pilot exercise; and**
- ii) Officers be authorised to negotiate terms for an early termination of the contract with Tribal, with the work on the development of PRP and competencies being continued in-house, supplemented, as necessary, with specialist software and consultancy support.**

Chairman

(The meeting ended at 9.06 p.m.)

GENERAL FUND SUMMARY REVENUE ACCOUNT

ACTUAL FOR THE 2003/04 FINANCIAL YEAR

	<u>2003/04</u> Estimate £	<u>2003/04</u> Probable £	<u>2003/04</u> Actual £
<u>EXPENDITURE ON SERVICES</u>			
Housing Services	1,262,900	1,201,600	1,192,400
Community Services	2,008,200	2,070,500	1,964,983
Leisure Services	2,557,600	2,749,900	2,528,623
Environmental Services	3,044,000	3,180,500	3,021,434
Planning Services	1,326,400	1,311,500	1,297,969
Highways and Infrastructure	935,100	902,700	882,422
Economic Development	(23,200)	94,700	37,293
Corporate & Business Services	3,035,300	2,923,400	2,396,999
Capitalisation of Building Works (AMP)	(372,700)	(346,500)	(13,163)
NET EXPENDITURE ON SERVICES	13,773,600	14,088,300	13,308,959
<u>TRANSFERS AND FINANCING ADJUSTMENTS</u>			
Transitional transfer from the HRA	(118,400)	(118,400)	(118,436)
Asset Management - reversal of capital charges	(2,795,800)	(3,092,600)	(3,001,200)
Transfer to Reserves:			
- Information Technology Replacement Reserve	205,000	205,000	205,000
- CCTV Equipment Replacement Reserve	129,000	129,000	129,000
Investment Income	(1,100,000)	(850,000)	(870,400)
NET GENERAL FUND EXPENDITURE	10,093,400	10,361,300	9,652,923
Use of Working Balance	(2,497,400)	(2,765,300)	(2,056,472)
BUDGET REQUIREMENT	7,596,000	7,596,000	7,596,451
Formula Grant	(4,820,800)	(4,820,800)	(4,820,726)
Transfer from the Collection Fund	0	0	(566)
NET DEMAND	2,775,200	2,775,200	2,775,159

COUNCIL TAX CALCULATION & STANDARD SPENDING ASSESSMENT

Council Tax Base (note 1)	32,458	32,458	32,458
Basic Amount of Council Tax (note 2)	£85.50	£85.50	£85.50
Standard Spending Assessment			
Formula Spending Share	£10,446,834	£10,446,834	£10,446,834

HOUSING REVENUE ACCOUNT

APPENDIX 'C'

ACTUAL FOR THE YEAR ENDING 31st MARCH 2004

	<u>2003/04</u> Estimate £	<u>2003/04</u> Probable £	<u>2003/04</u> Actual £
<u>Expenditure</u>			
General Management	952,900	985,000	926,682
Special Services Management	510,400	589,200	477,356
Supporting People for Council Tenants	55,000	74,000	55,819
Hostels	56,800	73,300	63,617
Mobile Home Site (Net)	(10,700)	(200)	(41,986)
Housing Repairs	4,545,300	5,199,700	4,786,777
Sale of Council Houses Administration	43,800	44,800	39,236
Mortgage Administration	5,500	5,300	5,400
Rent Rebates	5,355,000	5,480,000	5,453,556
Leased Property	3,800	5,300	3,839
Provision for Uncollectable Rents	15,000	50,000	59,994
Contribution to Corporate expenses	100,000	105,000	105,000
Transitional Transfer to the General Fund	118,400	118,400	118,436
Total Expenditure	11,751,200	12,729,800	12,053,726
<u>Income</u>			
Rent From Dwellings	11,070,900	11,143,700	11,245,451
Rent From Garages	460,900	446,800	437,861
Non-dwelling Rents and Income	150,500	137,500	141,577
Interest on Mortgages	11,500	12,200	12,592
Interest on Balances	59,000	71,000	69,545
Housing Revenue Account Subsidy	370,000	448,000	358,963
Total Income	12,122,800	12,259,200	12,265,989
Surplus (Deficit) in the Year	371,600	(470,600)	212,263

HOUSING REVENUE ACCOUNT WORKING BALANCE

	<u>2003/04</u> Estimate £	<u>2003/04</u> Probable £	<u>2003/04</u> Actual £
Balance Brought Forward	1,264,837	2,031,522	2,031,522
Add Surplus (less deficit) in the year	371,600	(470,600)	212,263
Balance Carried Forward	1,636,437	1,560,922	2,243,785

NOTES

Planned underspends totalling £292,900 carried forward to 2004/05

CAPITAL FINANCING SUMMARY 2003/2004 GENERAL FUND

	2003/2004 Capital Budget £	Gross Capital Expenditure £	FINANCED FROM				IT RENEWALS RESERVE £
			IEG GRANT	GRANTS & CONTRIB'N £	CAPITAL RECEIPTS £	DSO RESERVES £	
ENVIRONMENTAL SERVICES							
ENVIRONMENTAL SERVICES							
CGAB Composters Initiative	2,300	2,380.00			2,380.00		
CGAE Kerbside Recycling Initiative	47,100	43,830.00		43,137.00	693.00		
SAFER RUNNYMEDE							
CGAF New CCTV Schemes	129,000	107,246.51		107,246.51			
CGAG CCTV Replacement		97,026.00				97,026.00	
Sub Total	178,400	250,482.51	150,383.51	3,073.00		97,026.00	
LEISURE SERVICES							
CGAM Frank Muir Field Car Park	25,000	23,304.68			23,304.68		
CGAN Chertsey Museum	14,300	11,708.00			11,708.00		
CGAO Chertsey Allotments	427,400	201,982.94			201,982.94		
CGAP Aviator Park	131,400	200,556.03		204,203.03	(3,647.00)		
CGAQ Gogmore Farm Lighting Scheme	25,900	(352.00)			(352.00)		
CGAR Heathervale Rec Skating Ramp	14,500	3,509.00			3,509.00		
CGAS Egham Sports Centre Improvements	84,200	88,936.97			82,436.97	6,500.00	
CGAT Incursion Measures	66,500	21,567.40			21,567.40		
CGAY The Hythe Centre	102,500	48,052.60			48,052.60		
CGAZ Pooley Green Park	15,000	2,259.56			2,259.56		
CGBU Heathervale Rec Pavilion	80,000	15,675.00			15,675.00		
CGBV Play Area Refurbishments	30,000	15,965.00			15,965.00		
CGCC Abbeyfit Sports Centre Extension	85,000	1,155.00			1,155.00		
CGCG Chertsey Cemetary Extension	55,000	1,275.00			1,275.00		
CGCH Thorpe Green Access Road	80,000						
CGCI Bemonds Allotments							
Sub Total	1,236,700	635,595.18	204,203.03	424,892.15	6,500.00		
ECONOMIC DEVELOPMENT							
CGAI Addlestone Community Association	241,000	197,103.14			197,103.14		
CGAU Guildford Street Improvements	73,100	76,714.83			76,714.83		

APPENDIX 'D'

CAPITAL FINANCING SUMMARY 2003/2004 GENERAL FUND

		2003/2004 Capital Budget £	Gross Capital Expenditure £	FINANCED FROM				
				GRANTS & CONTRIB'N £	CAPITAL RECEIPTS £	DSO RESERVES £	CCTV REPLACE RESERVE £	IT RENEWALS RESERVE £
CGAW	Strategic Maintenance Plan	346,500	104,673.00		104,673.00			
CGAX	Chertsey Depot Improvements	47,600	35,074.46		35,074.46			
CGBB	Action Adflesstone Initiative	185,300	101,909.73		101,909.73			
	Sub Total	893,500	515,475.16		515,475.16			
<u>CORPORATE AND BUSINESS SERVICES</u>								
<u>COMPUTER SERVICES</u>								
CGBD	Panorama DCCS System	18,000	22,420.10		22,420.10			
CGBE	Document Management / Workflow	15,300	5,500.00					
CGBF	Cashiers System	2,500	2,520.00					
CGBG	Members Computer	3,800	5,456.80					
CGBH	I-World Revenues & Benefits System	20,700	19,150.00					
CGBI	GIS Upgrade	19,500	16,195.00					5,456.80
CGBK	Cash Office Voice Recognition System	5,800	5,780.95					
CGBL	Cemetery Computer System	20,000	4,858.66					
CGBM	Financial Management System	49,100	29,687.50		29,687.50			
CGBO	Computer Replacement	272,500	264,539.00					175,206.49
CGBS	General IT Provision - Benefits System	2,700	3,138.38					
CGBY	GIS Upgrade - Phase 2	28,000						
CGBZ	Corporate Property Software	35,000	15,000.00					
CGCE	Computer System Back-ups	14,100	12,824.50					
CGCJ	Leisure Booking System	10,000						
CGCD	Telephone Upgrade	25,700	25,700.00					
	Public Halls Booking System	1,100						
	Sub Total	543,800	432,770.89		52,107.60			180,663.29
<u>OTHER ITEMS</u>								
CGAV	Purchase of a Mini Gritter	9,000	7,075.00		7,075.00			
CGBQ	Grant Aid - General	50,000	25,412.00		25,412.00			
CGBR	Grant Aid - Scouts & Guides	3,000	1,500.00		1,500.00			
CGBW	Graffiti Team Vehicle		17,985.00	17,985.00				
CGBX	Heavy Goods Vehicle	60,000	61,756.70		61,756.70			

CAPITAL FINANCING SUMMARY 2003/2004 GENERAL FUND

	2003/2004 Capital Budget £	Gross Capital Expenditure £	FINANCED FROM					
			IEG GRANT	GRANTS & CONTRIB'N £	CAPITAL RECEIPTS £	DSO RESERVES £	CCTV REPLACE RESERVE £	IT RENEWALS RESERVE £
Sub Total	122,000.00	113,728.70		17,985.00	95,743.70			
	2,974,400.00	1,948,052.44	200,000.00	372,571.54	1,091,291.61	6,500.00	97,026.00	180,663.29

Section 106 Planning Contributions - Summary of Activity in 2003/04									
Description of deposit or scheme	Year Received	Capital/Revenue	Balance at 1 April £	Deposits Received £	Applied in Year £	Balance at 31 March £	Further description and comments		
Highway Related									
SCC Monitoring Travel Plan	2002/03	Revenue	2,000			2,000			
Bus Shelter at Thorpe Park	2001/02	Revenue	3,000			3,000			
1-11 Station Rd/2-4 High Street	1998/99	Revenue	17,500			17,500			
Relocation of electricity sub-station	1998/99	Revenue	2,000			2,000			
64/65 High Street Egham	2001/02	Revenue	2,000			2,000			
Tesco Improvement to Highways	2001/02	Revenue	25,000			25,000	Forms part of Action Adlestone project		
84 New Haw Rd - traffic calming	2003/04	Revenue	0	6,000		6,000			
1-7 Barker Rd, Chertsey	2003/04	Revenue	0	10,000		10,000	Cycle and pedestrian improvements to A320		
Sub Total			51,500	16,000	0	67,500			
Housing Related									
Boshers	1998/99	Capital	179,587			179,587			
St. Annes Park	1999/00	Capital	475,000			475,000	To be used for the affordable housing programme in 2004/05. Not needed in previous years due to availability of the LASHG scheme.		
Sub Total			654,587	0	0	654,587			
Runnymede Travel Initiative									
Causeway Phase 3	1999/00	Revenue	45,000		45,000	0			
Hanworth Lane	2001/02	Revenue	2,900		2,900	0			
Aviator Park - Travel Initiative	2001/02	Revenue	63,186		58,847	4,339	Used to meet the costs of the Yellow Bus project		
Sub Total			111,086	0	106,747	4,339			
Safer Runnymede									
SEB Vicarage Road	2001/02	Capital	32,000		32,000	0	Works paid for in 2002/03		
Pound Road, Chertsey CCTV	2000/01	Capital	14,000		14,000	0	Work completed in 2003/04		
Aviator Park - CCTV Element	2001/02	Capital	74,380		67,380	7,000	Reposition/reprovision of poles		
Aviator Park - CCTV Element	2001/02	Revenue	35,000			35,000	Committed sum for 5 years maintenance		
CCTV Cameras - Mead Lane	2002/03	Capital	19,000		4,867	14,133	Work completed in 2004/05		
CCTV Cameras - Mead Lane	2002/03	Revenue	15,000			15,000	Committed sum for 5 years maintenance		
Thorpe Park Camera		PF/Revenue	0	9,000		9,000	Committed sum for 3 years maintenance		

Section 106 Planning Contributions - Summary of Activity in 2003/04

Description of deposit or scheme	Year Received	Capital/ Revenue	Balance at 1 April	Deposits Received	Applied in Year	Balance at 31 March	Further description and comments
			£	£	£	£	
Sub Total			189,380	9,000	118,247	80,133	
Leisure Facilities - Capital							
Aviator Park - Leisure Element	2001/02	Capital	349,658		206,203	143,455	Scheme in progress
Chertsey Meads - Play Area	2002/03	Capital	52,000			52,000	Location of site to be confirmed
Sub Total			401,658	0	206,203	195,455	
Leisure Facilities - Commuted Sums							
Parks General Commuted Sums	Various	Revenue	99,800		22,100	77,700	Commuted sum for maintenance
Homewood Park	1999/00	Revenue	278,207	9,426	44,157	243,476	Commuted sum for maintenance
Boatyard Site, Addlestone	2001/02	Revenue	5,000		1,000	4,000	Commuted sum for maintenance
Two Bridges, Chertsey	2001/02	Revenue	16,000		1,000	15,000	Commuted sum for maintenance
Genets Yard (St Anns Rd Chertsey)	2002/03	Revenue	17,000		1,000	16,000	Commuted sum for maintenance
Sub Total			416,007	9,426	69,257	356,176	
Grand Total			1,824,217	34,426	500,454	1,358,189	

PROPOSED AMENDMENTS TO CONSTITUTION FOR 2004/2005

1. Articles

- i Role of full Council – amendment of the requirement for full Council to consider any corporately binding policy for the exercise of any function. This has resulted in some comparatively trivial matters going to full Council which are invariably passed over without comment. The proposal is that Council should deal with policy in respect of any matter beyond the terms of reference of a single Committee, thus enabling Committees to deal directly with policy affecting only their own service area (unless a plan is required by law to come to full Council – eg local development framework, crime and disorder reduction strategy), or where Government guidance recommends that full Council should make the decision (eg Housing Strategy). See also para 8 iv below.

Matters for full Council identified later in the document are also to be duplicated here so there is no risk of confusion between different parts of the Constitution.

- ii Standards and Audit Committee - some expansion of the first paragraph, dealing with the Committee's remit, to refer to the internal control functions listed underneath.

Specific reference to the fact that the independent Members will serve a term of four years.

Reference to the recently approved procedure for hearing complaints against Members, under which a Sub-Committee of the whole Committee will be established, chaired by an independent Member.

2. Committee Responsibilities

- i Amendment to the list of standard duties to omit references to items apparent from other parts of the Scheme of Delegation.
- ii Removal of licensing and registration functions from Leisure and Environment Committee (as already agreed).
- iii Insertion of reference to Licensing Committee to exercise the statutory functions under the Licensing Act 2003.
- iv Proposal for a new Regulatory Committee of five Members to exercise licensing functions not arising under the 2003 Act. The reason for a separate Committee is because there is legal doubt as to whether the 2003 Act allows other licensing functions to be committed to the statutory Licensing Committee. Pending clarification of the law, Officers have concluded that the safest course is to constitute a separate Committee which will broadly have the remit of the former Licensing Sub-Committee. To avoid problems with training and procedural issues, and for ease of administration for both Members and Officers, it is further proposed that this Committee comprise five of the Members appointed to the Licensing Committee. This should allow the two Committees to meet consecutively on the same evening where appropriate, volume of business permitting. NB – by law the Regulatory Committee will need to be politically balanced, whereas there is no such requirement for the Licensing Committee. It is expected, however, that the Council will wish to constitute the Licensing Committee with a reasonable political balance.
- v Insertion of provision allowing any other Committee to deal with a licensing matter referred from the Licensing Committee (usually as part of another issue), in accordance with the 2003 Act.
- vi Within general Officer delegation, insertion of paragraph authorising Director of Administration and Leisure to enter into contracts to implement the Council's agreed decisions and policies. Arguably this is already authorised but an express provision may assist in the case of any questions from third parties.
- vii Some tidying up and removal of duplication from the list of matters reserved to Committee, and to Officers.
- viii Expansion of guidance about informing and consulting Members advising Officers to consider consulting ward and other relevant Members.

- ix Inclusion of the Consultation Strategy at the end of the section dealing with Committee and Officer powers.

3. Standing Orders

- i Deletion of the provision for a substitutes panel for the Review Board, which was never implemented by the Council.
- ii Some explanation of the slightly peculiar position of the Licensing Committee and the Regulatory Committee.
- iii Amendment of Standing Order 25.13 (rescission of decisions) to reinstate the ability to rescind a decision which is more than six months old, which has not been implemented, without the rigorous formalities required by Standing Order 25.14 and 15. This is both for internal consistency with Standing Order 25.20 (motions to same effect as one previously rejected) and to try to strike a balance between practicality and safeguards.
- iv Amendment of the Standing Order for public speaking in the Planning Committee in accordance with the request of the Planning Committee when this was reviewed.
- v Replacement of Standing Order 51 (procedure for hearing complaints against Members) with the new procedure agreed by the Standards and Audit Committee following the relevant regulations and guidance.

4. Standing Orders for Contracts

- i Minor amendments may be made to reflect the advice of the Monitoring Officer and Chief Internal Auditor.
- ii Updated corporate guidance will be included as an annex.

5. Standing Orders for Disposal of Land by Tender

- i Minor amendment to provide for the role which the Corporate Property Officer has under the Asset Management Plan.

6. Overview and Scrutiny Procedure

- i Reordering of certain paragraphs to make it clearer that the reporting requirements apply to all reports of the Review Board. Deletion of paragraph 16 (b) which duplicates wording elsewhere.

7. Access to Information

- i The schedule of exempt information is amended to reflect recent legislative amendments.

8. Budget and Policy Framework

- i Changes to introduction to harmonise with earlier provisions about responsibilities of full Council and to clarify the extent of delegated power to amend the budgetary framework.
- ii Insertion of up to date edition of Financial Regulations.
- iii Inclusion of the "Finance Rule Book" – an in-house document providing guidance on Financial Regulations.
- iv Authorisation of Committee to deal with amendments to Capital Programme up to £50,000, or which involve only reprogramming rather than a change in total cost.

9. Codes of Conduct and Protocols

- i Inclusion of Members IT protocols as agreed by Council.
- ii Inclusion of revised Code of Conduct for planning matters, further updated to provide explicit guidance on speaking at bodies other than the Planning Committee, and on consideration of contributions from the public at Planning Committee.

- iii Inclusion of Member/Officer protocol.
- iv Inclusion of Anti-Fraud and Corruption policy.
- v Inclusion of Monitoring Officer protocol.
- vi Probable inclusion of media handling protocol (this will be aimed at safeguards and legality rather than method).

10. Members' Allowances

- i Inclusion of up to date scheme.

11. General

- i Throughout the document, improvements in consistency, spelling, cross referencing, and clarity. It remains Officer's intention to undertake a major rewrite of parts of the Constitution which have suffered from modification and accretion over a number of years, but this is a substantial undertaking which will need a lot of time.

Present: Councillors J. Haas, Mrs S.E. Jacobs, Mrs. C.Y. Jones and Mrs. E.E. Price;
Andrew Pearson, David Thomas, Ian Langmead and Nigel Watson.

1. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Miss M.N. Heath and R Pate, and from Kathryn Jack.

2. NOTES OF THE LAST MEETING

The notes of the meeting held on 17 March 2004 were accepted as a correct record. They had been submitted to Corporate Management Committee.

The Group noted the following updates -

- (i) Nigel Watson would refer the Intranet Calendar to the Member I.T. Working Group.
- (ii) Several items would be processed by the new postholder (if approved); in the meantime Officers would continue preparatory work.
- (iii) David Thomas reported that lunchtime forums had started as an aid to cross-departmental training. He agreed to extend the invitation to Members.
- (iv) Cross-departmental groups to consider the move to new Civic Offices would be established when required.

3. PROPOSED NEW POST OF COMMUNICATIONS OFFICER

The Group considered the draft Job Description prepared by Andrew Pearson. He advised that it was based on Luther Pendragon's report, amended to suit Runnymede circumstances. Members suggested several additions/amendments, and it was AGREED that Andrew Pearson and David Thomas would produce a revised version. Comments were also made on the draft Person Specification. The Group discussed the proposed grading of the post. It was agreed that it should be advertised first at scale MM2 (rising to £33,000) on the Web, with the possibility of amending the grade to MM1 (rising to £38,000) by S.O.42 or similar process if this did not attract suitable candidates. It was recognised that the post would be based in the Administrative and Leisure Department, from whence it would derive its clerical/WP back-up. However, it would be difficult to guarantee that no dedicated support resources would be required.

The Group made suggestions regarding the necessary report to the Corporate Management Committee. Officers would prepare a detailed report, but Members wished to emphasise the following points:

- (1) The CPA report had drawn attention to the Council's lack of a cohesive Communications Strategy and the need to improve both internal and external communications.
- (2) Clear communication both internally and externally would be needed on issues such as CPA, Civic Offices replacement, possible Local Government reviews. Council facilities such as Egham Leisure Centre and Abbey Fit would face significant marketing challenges. The opportunity for new ways of working and communication offered by the e-government agenda should be maximised.
- (3) A dedicated resource would enable those Officers who were performing the functions in-house to revert more to their core duties, although it was likely that they would still have to support the function.
- (4) If a dedicated resource were not appointed the Council would have to consider (and cost) alternatives which would probably impact adversely on existing staff and the level of service they were providing in other areas.

It was AGREED that Officers would prepare a draft Committee report on these issues and circulate it to the Working Group.

4. IMPLEMENTATION

It was hoped to submit the report on resourcing to the June meeting of the Corporate Management Committee. If the proposals were agreed, Members would hope to see the new Communications Officer in post by September/October which would require a supplementary estimate.

5. NEXT MEETING

It was agreed that the Group would not need to meet again for some while if the Corporate Management Committee agreed to establish the new post of Communications Officer. If approval was not forthcoming the Group would meet again early in the new Municipal Year in order to consider the appropriate way of handling the issues.

6. CHAIRMAN

The Group thanked Councillor Mrs Price for her Chairmanship. Councillor Mrs Price was standing down at the next election after a long and exemplary record of public service.

COMMUNICATIONS OFFICER

DRAFT JOB DESCRIPTION

Reports to : Head of Corporate Administration

Responsible for : 0 staff

Working hours : 37 per week

Main purpose of Job:

Generally :

- To lead the implementation, review, and development of the Council's Communications Strategy.

Externally :

- To work with other staff to identify information which is useful to the public, and to oversee its effective presentation;
- To co-ordinate contact between the Council and the news media and to ensure so far as possible that the correct facts and the Council's objectives and views are properly understood;
- To lead the development of an appropriate and attractive Runnymede style for external communications and ensure its use by all departments on external communications.

Internally :

- To work with other relevant officers to facilitate effective interdepartmental communications, and ensure effective two-way communications between managers and other staff and between staff and elected Members;
- To manage the Council's spend on information and publicity (in excess of £100,000 per annum) effectively.

Specific duties of post:

External Communication :

1. To identify information which the Council should be providing to the public and to external communications media;
2. To actively promote effective external communications and to advise Members, partner organisations, and other staff on effective communication of the Council's work and objectives;
3. To develop a three-year internal and external communications strategy, taking account of stakeholder inputs, including views held by local and national media, and undertake an annual review;
4. To be the first contact point for external communications media, and manager of relationships with them;
5. To develop effective relationships with the local news media, meeting them regularly to discuss relationships and matters of mutual interest;
6. To manage the corporate style and presentation of the Council's information sources including its Website;

7. To be the co-ordinator and editor of the Council's press releases;
8. To liaise regularly with external communications champions in each department to identify news stories and to ensure a uniform approach to publications, etc.

Internal Communications :

9. Pro-actively to guide and assist in effectively communicating corporate objectives and messages internally;
10. To liaise regularly with internal communications champions in each department to review the effectiveness of cross-departmental and two-way communication between management and staff.

Emergency and Crisis Planning :

11. To review and keep up to date the Council's Media Incident Plan;
12. To co-ordinate the Council's response to the news media in an emergency or critical incident. This may involve working unsocial hours.

General :

13. To advise and assist in developing methods for effective feedback in both external and internal communications;
14. To manage effectively budgets committed to the postholder;
15. To keep abreast of current developments and best practice and, as other duties permit, to attend meetings of the Surrey Public Relations Officers' Group;
16. To keep abreast of relevant development in information and communications technology, making use of it where appropriate, and to assist the Council's implementation of the e-government agenda;
17. To keep abreast of new organisational methods and working practices, implementing them where agreed and appropriate;
18. To undertake activities incidental to the above and any other duties the Council requires which are commensurate with the experience and qualifications of the postholder.