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If you have any comments or questions please see the back cover for contact names and numbers.

Welcome...

...to Woking's Service and Performance (Best Value) Plan, which is being sent to all residents and businesses in the Borough.



What is the Plan for?

The aim of the Plan is to:

- ▲ keep you informed of how the Council is managing the Borough's operations
- ▲ let you know about our plans for continuous improvement in the quality and value of services
- ▲ explain how you can have your say in those plans

This Plan looks at the overall aims, objectives and performance of the Council, how improvements are identified, and how we are going to put those improvements in place.

The middle section of this Plan provides information about the Council's

budgets for 2000/2001 and how your Council Tax has been calculated.

Each year we will be publishing this Plan which will show what performance has been achieved compared with the previous year's targets, what consultations have taken place and what new improvement targets have been set.



The **Key** issues



We continually look at the ways we can deliver and improve services, and how we can be closer and more accountable to our residents through:



- ▲ Improving local democracy
 - ▲ Improving local financial accountability
 - ▲ A new ethical framework
 - ▲ Improving services through the best, most cost effective method
 - ▲ Promoting the well-being of communities
- We have a duty to ensure services are delivered in the best, most cost effective way by:
- ▲ Ensuring continuous improvement year on year
 - ▲ Consulting residents, businesses, users and anyone else with an interest in our services
 - ▲ Meeting set standards of performance
 - ▲ Conducting reviews of all services
 - ▲ Preparing an annual Best Value Performance Plan

What is **Best Value?**

Best Value means achieving continuous improvement in quality and cost across all council services. This will be done by carrying out fundamental reviews, which will:

- ▲ Challenge why and how a service is being provided
- ▲ Compare our performance with that of other councils
- ▲ Consult local taxpayers, service users and the business community about our performance and improvement targets
- ▲ Consider competition as a means of securing efficient and effective services

The reviews will look at:

- ▲ Economy - getting the best possible service at the lowest price
- ▲ Efficiency - making the best use of resources
- ▲ Effectiveness - ensuring that services actually do what they set out to do
- ▲ Environment - ensuring that sustainable development is reflected
- ▲ Equity - ensuring that targets cover any differences in providing services to those that are socially, economically or geographically disadvantaged

This Plan shows the performance we are achieving in a number of areas and the targets for improvement. These will be reviewed following public consultation in the autumn. Some of the performance indicators we are required to publish are new and will be developed in future Plans.

We will review all services over a five year period, starting in April 2000. Future Service and Performance Plans will include details of the reviews that have taken place in the previous 12 months and what action plans have been agreed. Our current programme is:

2000/2001	2001/2002	2002/2003
<ul style="list-style-type: none"> ● Refuse collection ● Recycling ● Street sweeping ● Abandoned vehicles ● Arts ● Leisure ● Recreation ● Market ● Housing advice & management 	<ul style="list-style-type: none"> ● Roads & footpaths ● Grass cutting & tree maintenance ● Town planning ● Economic development ● Environment ● Parks & open spaces ● Nursery ● Allotments ● Dog nuisance ● Energy ● Services to councillors ● Civic functions ● War memorials & churchyards 	<ul style="list-style-type: none"> ● Parking & public transport ● Museum ● Environmental health ● Food safety ● Corporate management ● Civic initiatives ● Public relations ● Grants ● Community care including day centres & meals service ● Private sector housing renovations & improvements ● Mortgages ● Repairs to council houses
<h3 data-bbox="188 1055 459 1099">2003/2004</h3> <ul style="list-style-type: none"> ● Land & property management ● Council tax & housing benefits ● Business rate relief ● Industrial estates ● Local tax collection 	<h3 data-bbox="667 1055 938 1099">2004/2005</h3> <ul style="list-style-type: none"> ● Electoral reviews ● Electoral registration ● Elections ● Emergency planning 	<div data-bbox="986 1048 1469 1413" style="background-color: #1a3a7a; color: white; padding: 10px; transform: rotate(-2deg);"> <p>The services selected for early review are those where issues such as contracts coming up for re-tendering, commercial competition or new ways of working need to be considered.</p> </div>

Audit and Inspection

Council services already come under the scrutiny of external auditors.



From 1 April 2000, a new "Best Value Inspectorate" will be looking at the way our services have been reviewed, and will:

- ▲ Test the preciseness of the reviews
- ▲ Test whether the review has resulted in an honest assessment of performance and actions required to improve it
- ▲ Assess the service provided from the user's point of view, and assess whether the improvements identified are reasonable and achievable

We welcome the opportunity to work together on these inspections, the first of which is likely to take place in the summer of 2000, and the inspectors' reports will be made available to the public.

Working with the Community

An essential element of "Best Value" and improving democratic accountability is to involve all those who are affected by the performance of the Council. The Council has consulted on a range of subjects in the past and building on this we will:

- ▲ Listen to all views without prejudgement and take all views into account
- ▲ Be ready to be influenced
- ▲ Make a decision and explain reasons for the decision
- ▲ Explain why comments have not been acted upon, if that is the case
- ▲ State limits on the Council's freedom of action e.g. money and legal powers

We have established a Citizens' Panel, statistically representative of the community, who will act as a sounding board on a number of issues. Consultation will also be carried out with focus groups or with the community at large as appropriate. When we consult on a subject, we have a genuine intention to listen and act on the results.

Overall satisfaction levels with the services provided need to be established and will be reported in future Plans.

The Council aims to provide services fairly and equally to all sections of the community including people with disabilities and those from ethnic minorities who have particular problems accessing services. The Equal Access to Services Action Plan sets out how this will be achieved.



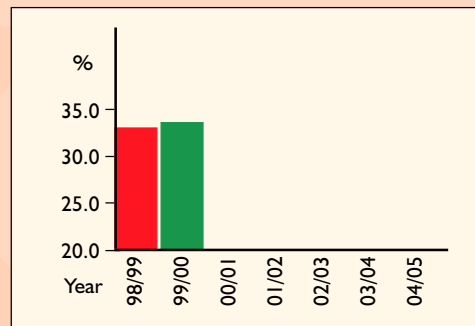
The Council conforms to Level 2 of the Commission for Racial Equality's Standard and aims to achieve Level 4 within five years.

The Council has 25 buildings which are open to the public and all of these are generally accessible to disabled people and a number are equipped with special facilities however, only one fully conforms to the Audit Commission's specific criteria.

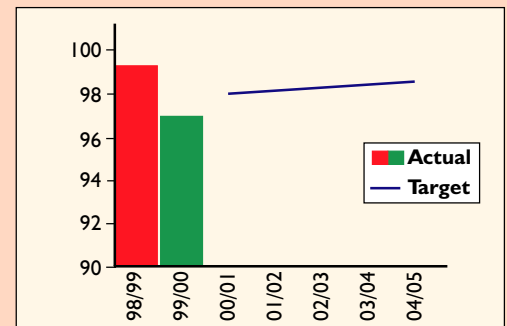
FACT FILE: There were over 23,000 visits to the Council's website - www.woking.gov.uk last year.

Your vote counts...

Following public consultation in 1999, the Council structure will be more open and accountable, and this will be in place from May 2000.



Turnout in Borough Elections



Electoral Registration Forms Returned

The recent electoral ward review made a number of changes, and consequently the Borough elections in May 2000 will be for all council seats, not just the

usual one third. County Council elections will take place in 2001 and elections by thirds for Borough Councillors will start again in 2002.

Housing and Related

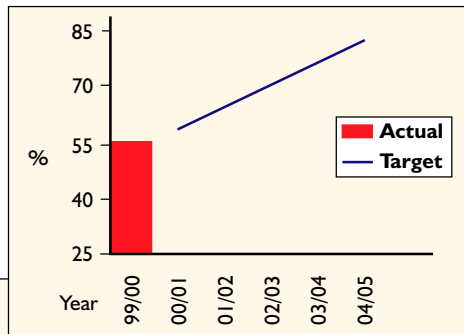
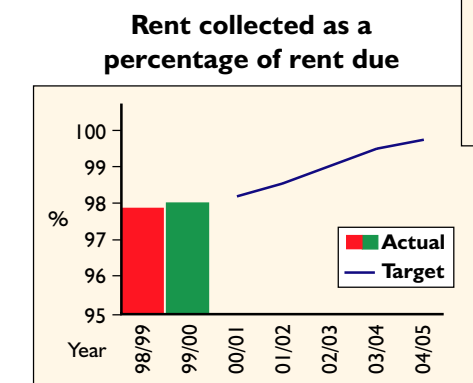
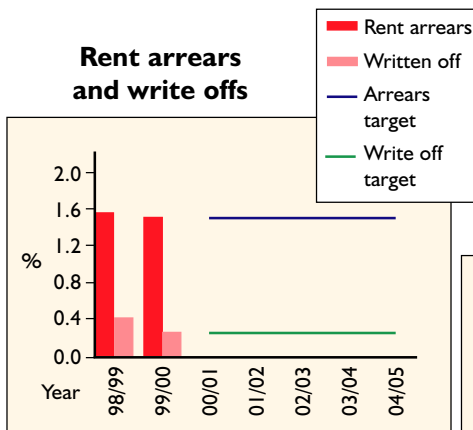


Decent housing is a basic human need. But resources and availability are a problem in Surrey where costs are high. Nevertheless we aim for Borough residents to have access to good quality housing suitable for their needs at a price they can afford.

This means securing and maintaining good quality affordable homes and ensuring the effective use of resources to meet the broad range of housing related needs in the Borough. The Housing Strategy 2000/2003 sets out the Council's detailed aims and targets.

The Service

- ▲ Working in partnership to provide affordable housing
- ▲ Low cost home ownership initiatives
- ▲ Housing advice and homelessness
- ▲ Maintaining the Borough's Housing Register and allocating homes
- ▲ Working to improve access to the private rented sector
- ▲ Action to meet special housing needs
- ▲ Warden services to sheltered and supported housing
- ▲ Grants to enable occupiers/landlords to improve the quality of accommodation
- ▲ Grants to enable disabled people to make suitable adaptations to their homes
- ▲ Advice and information to landlords
- ▲ Enforcement action to improve below standard accommodation
- ▲ Repairing and improving the Council's housing
- ▲ Managing estates and involving residents
- ▲ Collecting the rent
- ▲ Combating anti-social behaviour

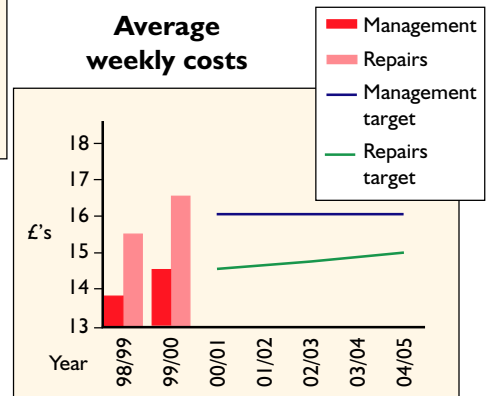


Above: Homelessness applications decided in 33 days

0.8% of unfit private dwellings were dealt with by Council action. The target is to increase this to 1% over five years.

How are we performing and

0.53% of rent that could have been collected was lost through dwellings being vacant. Our target is to reduce this to 0.45% over five years.



Services

Objectives for the future

- ▲ Collect as near 100% rent as possible every year
- ▲ Carry out more repairs to Council housing
- ▲ Offer all tenants an appointment for their repair work
- ▲ Keep 100% of repair appointments
- ▲ Divert resources from minor neighbour complaints to deal with serious criminal or anti-social behaviour
- ▲ Produce at least 262 affordable homes by 2002 including 74 homes for low cost home ownership
- ▲ Provide 40 homes through the Council's Rented Scheme
- ▲ Reduce the time taken to complete investigations into homeless applications
- ▲ Extend the Home Improvement Agency to the whole Borough
- ▲ Streamline the administration of disabled facilities grants



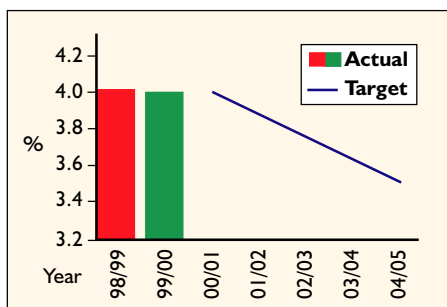
Local people have helped to identify the priorities for action on housing through a major survey sent to 10,000 households. The high response shows the importance of this issue locally and we plan to continue consulting regularly.

78.1% of non-urgent repairs were completed within target times in 1998/99 and 78.7% in 1999/2000.

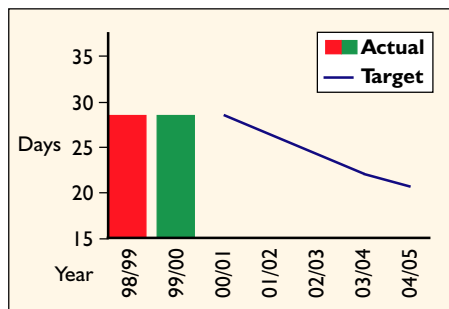
our targets for the future

An average of 35 households were in Bed & Breakfast accommodation during the year for a period of 13 weeks on average. Our target is to reduce the period of stay to 7 weeks over five years.

Tenants owing over 13 weeks rent

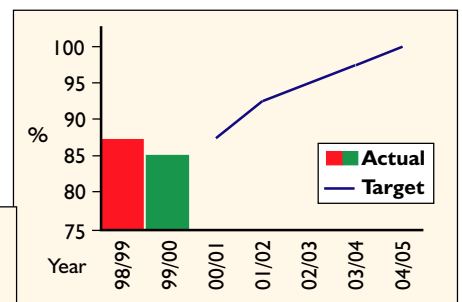


Average time to re-let dwellings

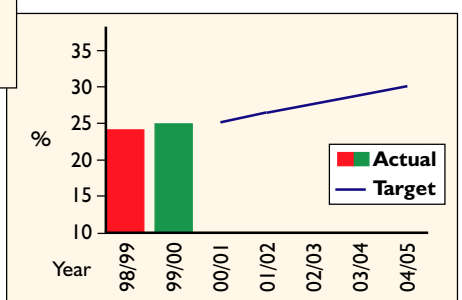


51% of new tenancies were let to vulnerable people during 1998/99 and 34% during 1999/2000.

Urgent repairs done in government targets



Appointment for repairs made and kept



Leisure and Cultural



The Council wants to encourage participation in leisure and cultural activities for the benefit of all those visiting, living and working in the Borough. We want to ensure that these are what the community wants.

The Service

The Council provides 1.8 playgrounds per 1000 children under 12 and of these:

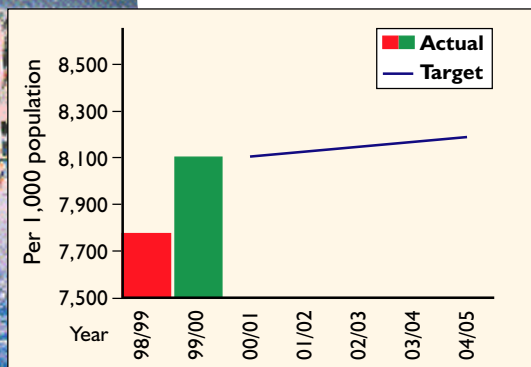
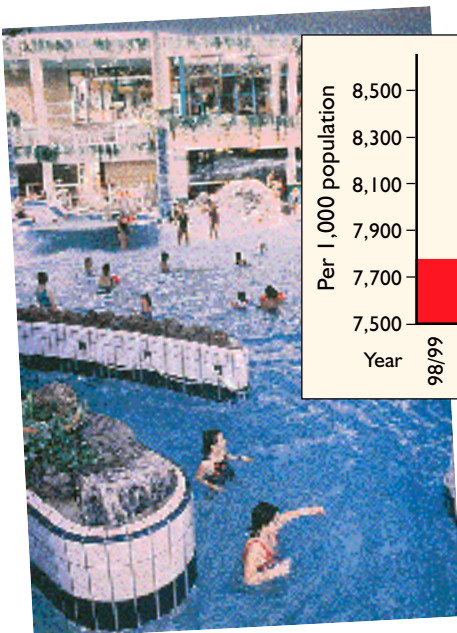
- 75% conform to national standards for local equipped play areas, other standards do not apply at this time.

The number of playgrounds will increase to 2.3 per 1000 children under 12 by 2001 and of those:

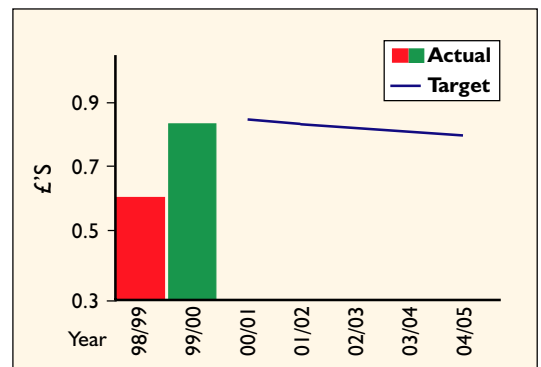
- 5.5% will conform to national standards for local unequipped play areas
- 81% will conform to national standards for local equipped play areas and
- 3% will conform to national standards for larger, neighbourhood equipped play areas.

FACT FILE: Over 400,000 visits were made to the Pool in the Park last year.

- ▲ Promoting the cultural and physical well-being of the community by providing or enabling the provision of recreation, leisure and public entertainment facilities
- ▲ Operating pools, leisure centres, parks, recreation and sports grounds, controlled commons, open spaces and allotments
- ▲ Assisting in developing and promoting community sports opportunities
- ▲ Providing and maintains community centres
- ▲ With other organisations assists in providing youth opportunities
- ▲ With other organisations enables and promotes visitor initiatives
- ▲ Promoting cultural activities, events and arts development initiatives



Number of swims/visits



Cost per swim/visit

A review of all sport, recreation, arts and visitor services will be carried out this year, with a review of outdoor amenities (parks, recreation grounds, etc.) planned for next year (2001/2002). The outcomes of the reviews will be published in next year's Plan.

Services

Objectives for the future



How are we performing and our targets for the future

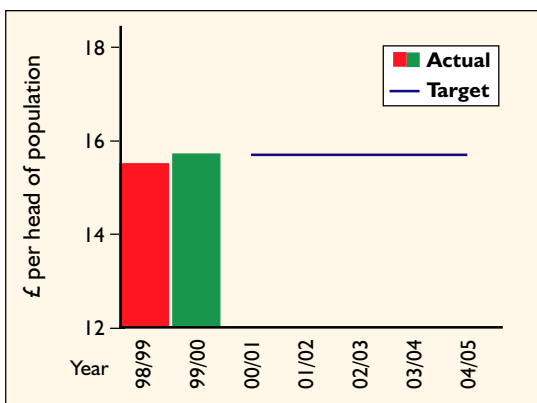
We launched our Local Cultural (Leisure) Strategy in October 1997 and we plan to start work on reviewing this next year to be finalised in 2002.

Satisfaction levels with the services provided need to be established and will be reported in future publications.

FACT FILE: Woking Borough covers 25 square miles, with a total population of 92,200. The Borough is 60% green belt with 1,170 acres of common land.



- ▲ Review our existing Leisure Strategy and produce a Local Cultural (Leisure) Strategy by 2002
- ▲ Continue to invest directly and seek other sources of funding to provide, maintain and modernise existing leisure facilities
- ▲ Address identified need for additional play areas, sports pitches and associated changing rooms and, in particular, implement demands arising from housing development in the west of the Borough
- ▲ Continue the restoration of Woking Park
- ▲ Promote more participation in arts and leisure opportunities by young people and traditionally under-represented groups such as women, the elderly, the disabled and ethnic communities
- ▲ Continue to review concessionary charging schemes and other arrangements to make sure facilities are accessible to all
- ▲ We will be completing the Woking Gym Club relocation study in 2000/2001, and in the longer term, facilitating the opening of Woking's museum, arts and craft centre - the Galleries in 2001/2002, and carrying out further modernisation work to the Leisure Centre and the Pool in the Park



Total spend on culture and leisure

Given the constraints on Council spending and the need to continually seek value for money, the timing of achieving many of our objectives will depend on successfully attracting external funding through, for example, the lottery and regeneration funds.

Personal Social Services



The Council directly provides and gives grants to the voluntary sector to provide support services which enable people to live independently in the community, to promote healthy lifestyles, to prevent social isolation and to achieve good community relations.



The Service

- ▲ There are four centres in the Borough where retired and disabled people can enjoy a midday meal or snack, can participate in a wide range of activities, and receive advice, information or day care
- ▲ There are four drop-in centres providing comfortable meeting places for people with special needs, including those from ethnic minority communities with advice and information available
- ▲ Meals on Wheels are served throughout the year
- ▲ The Careline service links individuals living independently in the community to a centre in Guildford via alarm units
- ▲ Woking Community Relations Forum promotes racial harmony throughout the Borough and works closely with the Maybury Centre Trust to ensure that the special needs of the ethnic minority communities are met

Objectives for the future

- ▲ Working in partnership with the Health and Social Services Authorities we aim, through initiatives such as the Healthy Woking Project, to continuously improve the delivery of these services
- ▲ We will continue to provide appropriate services and plan to keep people healthy, both mentally and physically by providing good preventative help, support information and advice

How are we performing and our targets for the future

Ways of finding out what information people want about our performance are being developed and will be published in future plans.



Public Safety and Protection

The protection of people living, working, playing in or visiting the Borough is vitally important. In particular we recognise that crime and disorder and the fear of crime are important issues for our residents. We are working with the Police and others to reduce the level of criminal activity and public disorder and nuisance.

The protection of the public's health and safety is also of great importance and we are working closely with various partners to tackle the root causes of ill health, premature death and health inequalities, and to reduce or eliminate risks to personal and public safety in the Borough.



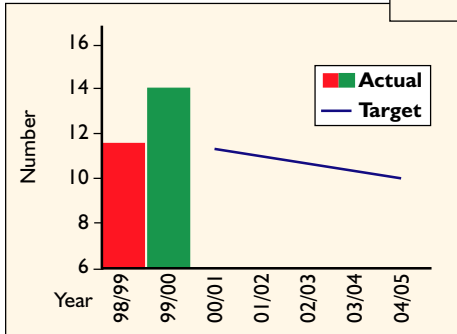
Objectives for the future

- ▲ Work with the County Council and Police to reduce crime and the fear of crime
- ▲ Inspect commercial premises on a risk rated basis
- ▲ Respond to complaints and service requests made to the environmental health department within 2 or 5 days depending on the urgency of the matter
- ▲ Ensure that licences and registrations are only issued to suitable people, that licensed premises are safe, and licences are issued efficiently, within reasonable timescales
- ▲ Provide a high quality, cost effective Building Control Service

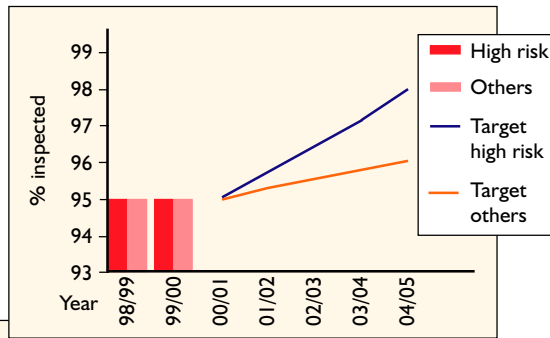
The Service

- ▲ Preparing and carrying out the Crime and Disorder Audit and Strategy
- ▲ Monitoring the operation of the closed circuit television system
- ▲ Inspecting commercial premises in the Borough to make sure they comply with food safety, health and safety at work and other public health rules
- ▲ Investigating complaints of public nuisances including noise, drainage, smoke, smells, dog fouling and straying, rubbish, unauthorised gypsy encampments; and offer advice and take enforcement action as appropriate
- ▲ Running licensing and registration schemes to ensure health, safety and well being of members of the public in licensed establishments, or when receiving services from licensed individuals or organisations
- ▲ Controlling building regulations to make sure new buildings meet requirements relating to construction, health, safety, energy conservation and access and facilities for the disabled
- ▲ Working with the County Council on civil emergency planning issues

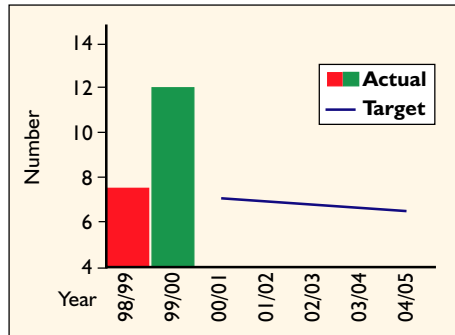
How are we performing and our targets for the future



Domestic burglaries per 1,000 households

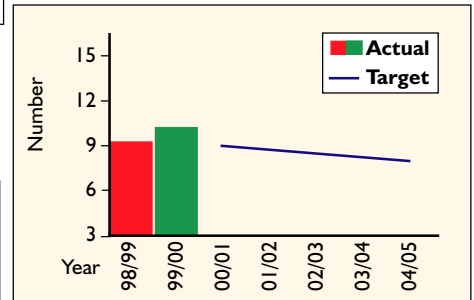


Inspecting food premises



Violent crime per 1,000 population

FACT FILE: The Council's Environmental Health Department carried out 1,614 pest control treatments in homes in the Borough last year.



Vehicle crimes per 1,000 population

FACT FILE: Last year Woking Borough Council received 257 complaints of commercial noise.

The Environment



The Council has an Environmental Charter and Environmental Strategy which with an Environmental Audit provides the basis for our work in preserving and enhancing the environment. The Countryside Strategy, the Recycling Plan (which sets the Borough's recycling targets), Transport Strategy and Environmental Strategy develop this further. We continue to support the Local Agenda 21 (LA 21) initiative, which seeks to protect and improve the environment to safeguard it for future generations.

The Environmental Audit, Environmental Charter and Environmental Strategy are already in place and we are developing the Countryside Strategy, Transport Strategy and Environmental Strategy. Within our business plan and decision making we try to ensure that the environmental implications of all that we do are taken into account.

The Service

- ▲ Keeping streets and other public areas clean
- ▲ Dealing with abandoned vehicles and fly tipping
- ▲ Managing the Borough's countryside
- ▲ Maintaining grass, trees, shrubs, etc. in areas like highways, parks, town and village centres and other public places
- ▲ Keeping public conveniences well maintained and clean
- ▲ Promoting and improving sustainability
- ▲ Cesspool emptying
- ▲ Promoting waste minimisation and recycling
- ▲ Collecting paper waste via kerbside collections
- ▲ Operating recycling centres capable of taking a wide range of recyclable items



Objectives for the future

- ▲ Remove all dangerous abandoned vehicles within 24 hours, and all others within 15 days on public highways and Woking Council owned property
- ▲ Continue to promote reduction in energy and water consumption and pollution in all its forms
- ▲ Develop Woking in Bloom and seek further funding through sponsorship
- ▲ Continue to provide resources to promote and expand recycling and waste minimisation
- ▲ Build on our green energy initiatives such as Thameswey and CHP - combined heat and power



The Council has sought the community's view on street cleaning and abandoned vehicles and how these services could be improved.

A meeting of interested groups was held in November and the ideas tested with the Citizens' Panel. These views are being taken into account in planning the future of the service and the basis for new contracts for providing the service.

FACT FILE: Some 130,000 plants were planted in Woking flowerbeds, borders and verges last year.

How are we performing and our targets for the future

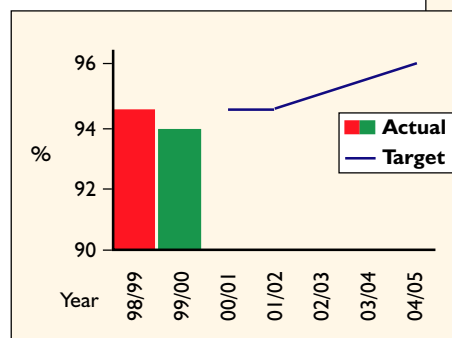
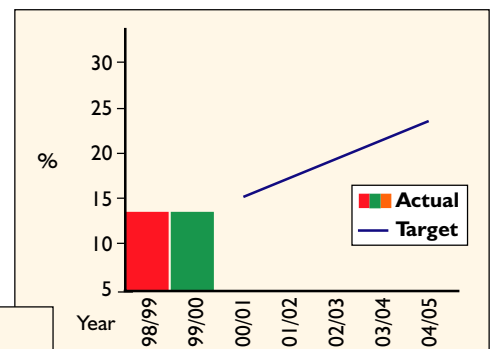
The Council has adopted a Local Agenda 21 Plan and has completed an assessment of air quality which will be re-assessed this year with a further review in 2003.

A recent survey showed that 75% of people are satisfied with cleanliness standards in the Borough, and we remove fly tips within one day which compares extremely well with the results of other councils.

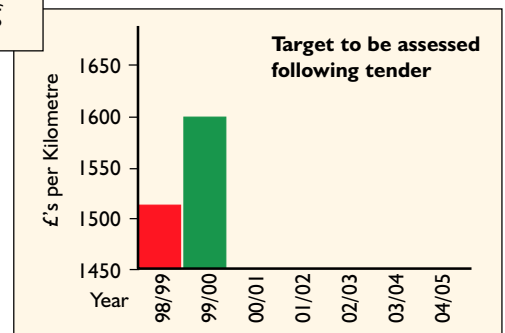
We operate 19 public conveniences which are open at least 330 days per year.

For recycling we provide either a kerbside collection, or facilities within one kilometre of people's homes, to all residents.

Household waste recycled



Acceptable or high standard of street cleanliness



FACT FILE: Every man, woman and child in Surrey produces over half a tonne of waste a year.

Cost of street cleaning

The street cleaning services will be reviewed to improve efficiency and respond to the views of the community this year. The outcomes and changes resulting from this review will be reported in the next Plan.

Refuse Collection

The County Council is responsible for disposing of the waste created throughout Surrey which is collected by the district or borough councils. We aim to provide an efficient, clean and cost effective weekly refuse collection service to every household in the Borough.

Objectives for the future

- ▲ Collect domestic refuse on time each week
- ▲ Reduce the number of missed collections
- ▲ Collect 95% of bulky waste on appointed time

FACT FILE: 1,911,000 Woking dustbin collections were made last year.



The Service

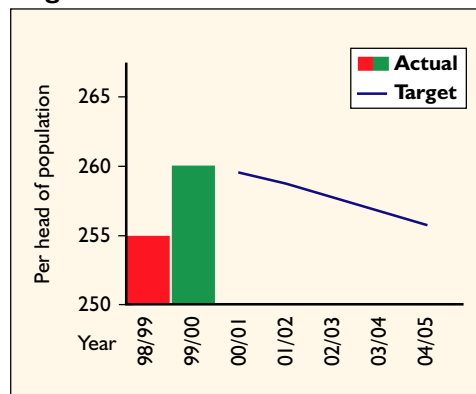
- ▲ Collecting household refuse - some 24,000 tonnes of household waste per year from 36,000 properties
- ▲ Collecting trade, garden, bulky or special refuse
- ▲ Collecting clinical/medical waste

We sought people's views on how the service could be developed and improved. After a meeting involving those interested, their ideas were tested with the Citizens' Panel and these will be taken into account in planning the future of the service and in particular the letting of the new contract which will start in September 2000.

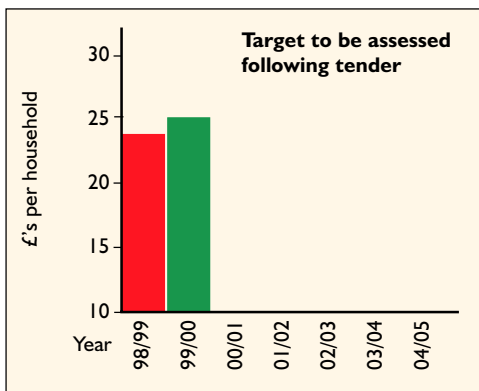
How are we performing and our targets for the future

We are planning to work with the County Council on looking into a facility for central composting of green waste.

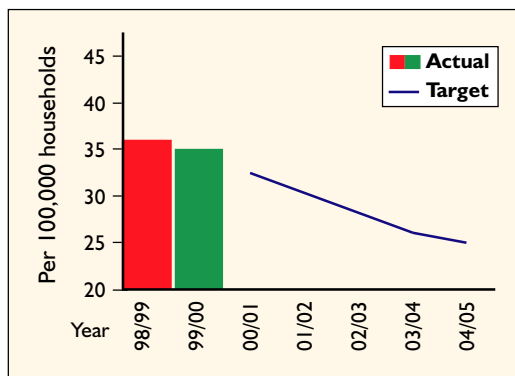
Kilograms of household waste collected



A recent survey showed that 85% of people are satisfied with our recycling facilities and 87% with the general refuse collection service (a 12% improvement on a similar survey in 1994).



Cost of refuse collection



Missed collections

This year the refuse collection services will be reviewed to improve efficiency and respond to the views of the community. The outcome and changes resulting from this review will be reported in the next Plan.

Transport and Parking

The management of parking across the Borough is important in ensuring economic viability and in providing a service for the community. The on street parking is managed under the Council's agency agreement with Surrey County Council. The off street car parks are our responsibility. We provide a number of highways maintenance services as an agent for the County Council.



The Service

- ▲ Providing car parks in the town centre and the majority of village centres
- ▲ Providing residents parking on street in Woking and Brookwood
- ▲ The provision and enforcement of on street parking spaces for short term visitors and shoppers in the Town Centre
- ▲ Woking Community Transport provides a service for people who are permanently or temporarily unable to use public transport. The Town Centre Buggy and Shopmobility enable disabled people to access the pedestrianised area of Woking Town Centre
- ▲ Taxi and private hire licensing
- ▲ Concessionary fares schemes

How are we performing and our targets for the future

The service is monitored by regular user surveys and an annual User Group meeting. The comments made from these are used to make changes and continuous improvements to the service.

We have a Car Park Charter, which sets standards and performance indicators. These are regularly publicised and discussed at the Car Park User Group.

The Woking car parks service has been awarded the prestigious Charter Mark.

The County Council reports performance indicators for a number of highways functions and others are being developed by us and will be published in future plans.



FACT FILE: The Council's Car Park Service provides some 4,700 car park spaces in 20 car parks across the Borough.

Objectives for the future

- ▲ More effective use of the existing car parks
- ▲ More residents' parking schemes
- ▲ The introduction of pay on foot systems in town centre car parks
- ▲ Develop Air-Track. Woking as the hub of a rail link to London's airports



Over the next two years the Council will be drafting a Local Parking Management Plan which will set new targets and objectives.

Planning Services

The Planning Service manages change of land use and regulates the use of land and buildings. Property owners expect to be able to use or develop this land as they desire unless the consequences for the environment or community are unacceptable in the public interest.

Development must also comply with Building Regulations, and decisions relating to the use of land are made in two stages:

- 1 By developing a policy within our Local Plan
- 2 On individual proposals for planning permission (through the development control process)

Objectives for the future

The service will be the subject of a fundamental review in 2001/2 in order to challenge its purpose, efficiency and effectiveness. It is likely that the review will examine:

- ▲ The scope and range of services provided by Forward Planning
- ▲ The speed of processing planning, building control and tree applications
- ▲ The cost of the services generally
- ▲ The effectiveness of our enforcement services in development and building control
- ▲ The provision and communication of relevant information
- ▲ Improving the quality of outcomes
- ▲ Consultation processes

The Service



- ▲ Development Control (the processing of planning applications, appeals and enforcement against unauthorised development)
- ▲ Forward Planning (preparation and review of our development plan including design, village centres and landscaping policy, the protection of important buildings and conservation areas and processing applications for works to protected trees)

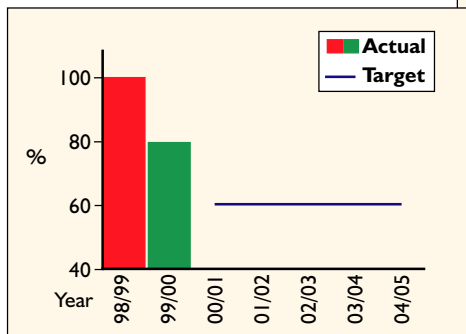
The service already undertakes extensive consultation with residents on planning applications and in forming our Local Plan policy. In addition, we will seek the views of the Citizens' Panel and will carry out specific user surveys. Any views received will be taken into account in the review of these services.

- ▲ Planning decisions affecting land and property in the Borough will only be made following public consultation and decisions will be open to scrutiny
- ▲ Applicants will be offered a speedy and efficient service
- ▲ We aim to provide a full advice and information service accessible to everyone
- ▲ We aim to ensure that development does not cause unacceptable harm to neighbours or the environment
- ▲ We will regularly review outcomes and the quality of our services in conjunction with our customers
- ▲ We will ensure that new buildings are safely constructed and well designed
- ▲ We will seek to ensure that irreplaceable resources such as wildlife sites, open space, trees and listed buildings are fully protected and that areas with a poor environment are enhanced

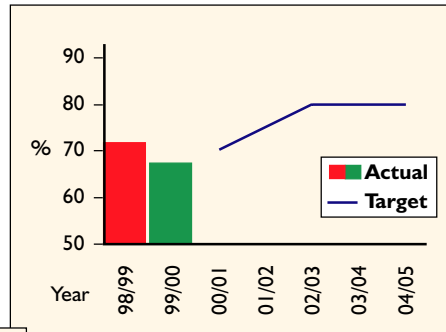
How are we performing and our targets for the future

The Council has had no significant changes from the approved Local Plan. Satisfaction levels with the services provided need to be established and will be reported in future publications. We achieve 90% against a checklist of good planning practice.

Homes built on previously developed land

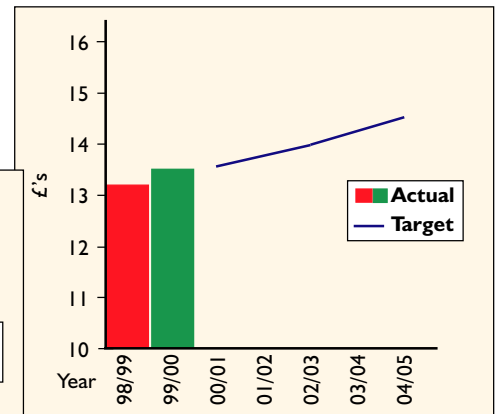


Household applications decided in 8 weeks

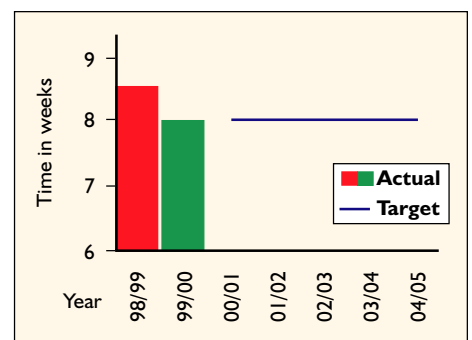


We carry out 100% of local land searches within the Government target of 10 days and plan to maintain this performance.

Planning costs per head of population



Time to decide all applications



Economic Development



One of the Council's roles is as a catalyst to co-ordinate activities within the Borough to assist Woking firms.

The main goals of Woking's Economic Strategy are:

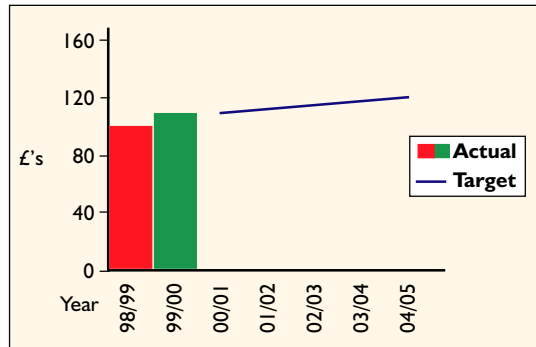
- ▲ Continuing to ensure a varied local economy that offers a range of employment opportunities and safeguards industry
- ▲ Training initiatives and addressing issues of skills shortages
- ▲ Targeted work such as the Sheerwater/Maybury Partnership
- ▲ Supporting existing business in the Borough

The Council produces an annual action plan containing some 25 projects. Significant progress has already been made with regular consultation with local businesses and business support organisations, the appointment of a business liaison officer, maintenance of a register of vacant premises, and a 'Business to Business' directory.

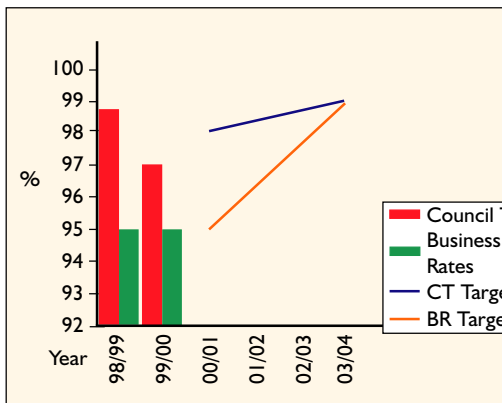


Finance and Benefits

We have a duty to our residents to keep tight control on public expenditure. This means that all services have to be supplied to meet set standards within financial constraints.

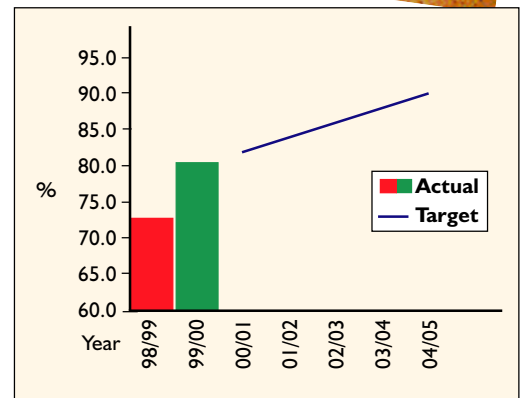


Spending per head of population



Percentage of tax collected

FACT FILE: Woking Borough Council is responsible for collecting your Council Tax - it is distributed as follows: 74.1% to Surrey County Council, 16.4% to Woking Borough and 9.5% to Surrey Police.



Invoices paid in 30 days

Our aim is to provide a benefits service which is reliable, efficient, accurate and on time.

The Service



▲ Paying housing and council tax benefits to 4,500 claimants

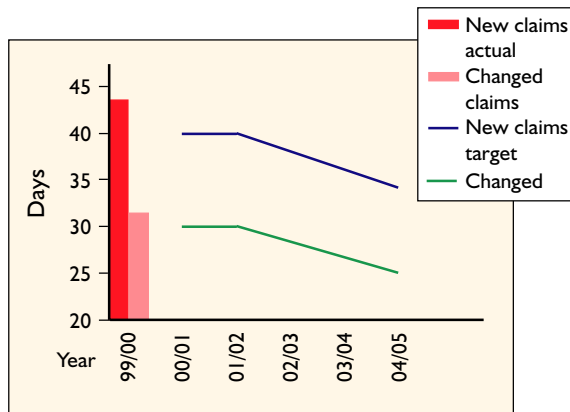


Objectives for the future

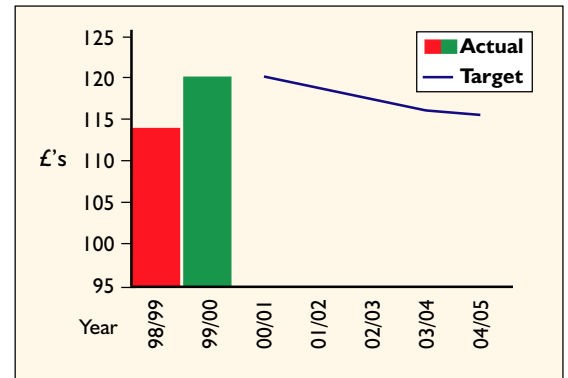
- ▲ To reduce the time taken for applicants to be informed of the outcome of their application
- ▲ We will keep a constant lookout for possible fraud by increasing visits to new claimants and asking for evidence in support of claims

How are we performing and our targets for the future

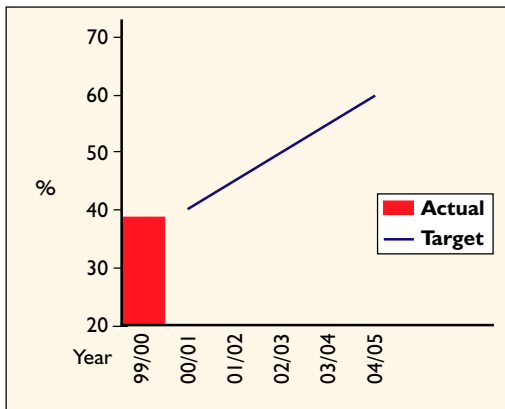
The Council is developing a strategy for combating fraud and error which will be complete at the end of this year.



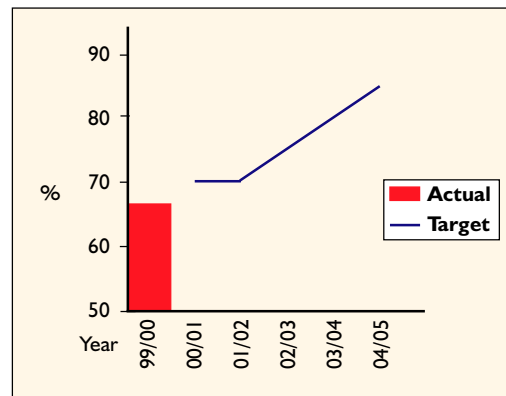
Time to process benefit claims



Cost of handling a benefit claim



Renewal claims processed on time



Overpayment recovered

Satisfaction levels are to be established and will be reported in future publications.

Human Resources

The Council is one of the Borough's biggest employers with 469 staff. The staff are our most valuable resource since it is only through them that we can achieve our policies and objectives.

	98/99	99/00	
% of women in senior posts	18.5	18.5	
Average days sickness	6.9	7.6	Objective to achieve 5 days or less
% of staff leaving - normal turnover	12.8	8.6	
% of staff retiring early	3.8	1.4	
% retiring due to ill health	0.9	0.8	
% of staff from ethnic community	0.83	0.81	
% of staff with a disability	1.6	1.6	

We are committed to equal opportunities and monitor how well we are doing in the recruitment and development of staff by sex, ethnic origin and whether or not they are disabled.

