

Public Document Pack



BARRY KEEL
Chief Executive
Floor 1 - Civic Centre
Plymouth
PL1 2AA

www.plymouth.gov.uk/democracy

Date 18/11/09 Telephone Enquiries 01752 307990 Fax 01752 304819
Please ask Mrs Gemma Pearce,
for Team Leader (Democratic Support) e-mail gemma.pearce@plymouth.gov.uk

SUPPORT SERVICES OVERVIEW AND SCRUTINY PANEL

DATE: THURSDAY 26 NOVEMBER 2009
TIME: 10.00 AM
PLACE: COUNCIL HOUSE (NEXT TO THE CIVIC CENTRE)

Committee Members–

Councillor James, Chair
Councillor Lowry, Vice Chair
Councillors Berrow, Dann, Sam Leaves, Lock, Stark, Stevens and Thompson

Substitutes–:

Any Member other than a Member of the Cabinet may act as a substitute member provided that they do not have a personal and prejudicial interest in the matter under review.

Members are invited to attend the above meeting to consider the items of business overleaf.

Members and Officers are requested to sign the attendance list at the meeting.

BARRY KEEL
CHIEF EXECUTIVE

SUPPORT SERVICES OVERVIEW AND SCRUTINY PANEL

PART I (PUBLIC PANEL)

AGENDA

1. APOLOGIES AND SUBSTITUTIONS

To receive apologies for non-attendance by panel members and to note the attendance of substitutes in accordance with the Constitution.

2. DECLARATIONS OF INTEREST

Members will be asked to make declarations of interest in respect of items on this agenda.

3. MINUTES

(Pages 1 - 4)

To confirm the minutes of the last Support Services Overview and Scrutiny Panel held on 29 October 2009.

4. CHAIR'S URGENT BUSINESS

To receive reports on business which, in the opinion of the Chair, should be brought forward for urgent consideration.

**5. FEEDBACK FROM OVERVIEW AND SCRUTINY
MANAGEMENT BOARD**

To receive any feedback from the Overview and Scrutiny Board on issues which concern this panel.

6. SUBSTITUTIONS

(Pages 5 - 6)

To further consider a nominated substitute for the Overview and Scrutiny Management Board.

7. QUARTERLY REPORT

(Pages 7 - 12)

To approve the Support Services Overview and Scrutiny report for the 2nd quarter.

8. INTRODUCTION TO ASSISTANT CHIEF EXECUTIVE

The Committee will meet the recently appointed Assistant Chief Executive and receive an overview of his service area.

9. ACCOMMODATION STRATEGY (Pages 13 - 36)

To receive a presentation on the Accommodation Strategy.

10. TRACKING RESOLUTIONS (Pages 37 - 40)

To monitor progress on previous resolutions.

11. WORK PROGRAMME (Pages 41 - 42)

To receive the panel's work programme for 2009/2010.

12. EXEMPT BUSINESS

To consider passing a resolution under Section 100A(4) of the Local Government Act 1972 to exclude the press and public from the meeting for the following item(s) of business on the grounds that it (they) involve the likely disclosure of exempt information as defined in paragraph(s) ... of Part 1 of Schedule 12A of the Act, as amended by the Freedom of Information Act 2000.

PART II (PRIVATE PANEL)

MEMBERS OF THE PUBLIC TO NOTE that under the law, the Panel is entitled to consider certain items in private. Members of the public will be asked to leave the meeting when such items are discussed.

Nil.

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Support Services Overview and Scrutiny Panel

Thursday 29 October 2009

PRESENT:

Councillor James, in the Chair.

Councillor Lowry, Vice Chair.

Councillors Berrow, Dann, Sam Leaves, Lock, Stark, Stevens and Thompson.

The meeting started at 10.00 am and finished at 12.15 pm.

Note: At a future meeting, the committee will consider the accuracy of these draft minutes, so they may be subject to change. Please check the minutes of that meeting to confirm whether these minutes have been amended.

26. DECLARATIONS OF INTEREST

There were no declarations of interest in accordance with the code of conduct.

27. MINUTES

Resolved that the minutes of the meeting held on 1 October 2009, be confirmed as a correct record, subject to Councillor Dann's name being added to the list of those present.

28. CHAIR'S URGENT BUSINESS

There were no items of Chair's urgent business.

29. FEEDBACK FROM OVERVIEW AND SCRUTINY MANAGEMENT BOARD

The Chair informed the panel that two issues had been referred to this panel from the Overview and Scrutiny Management Board –

- scrutiny resources – which would be covered in this meeting;
- community engagement with the budget setting process.

In respect to community engagement with the budget setting process, the Head of Performance, Policy and Partnerships informed the panel that there were various activities underway including presentations to Area Committees and a three day event in Drakes Circus Shopping Centre. The event would take place in November and would involve members of the Senior Management Team talking with members of the public and gathering their views on the Council Priorities. It was estimated that officers could speak to around 400 people over the 3 day period.

Members raised questions in relation to the advertisement of the event.

The Head of Performance, Policy and Partnerships advised that the purpose of the placing the stand in the Shopping Centre was to tap into its existing footfall and so advertising was not necessary.

Resolved to –

- (1) endorse the principal of this years planned activities;
- (2) request that the Head of Performance, Policy and Partnerships report back to the panel as soon as practicable to brief members on the outcome of the activities.

30. **BUDGET AND PERFORMANCE ISSUES**

No budget and performance issues had been referred from the Overview and Scrutiny Management Board.

31. **CIP 2 - INVOLVING RESIDENTS**

The Cabinet Member for Customer Services, Performance and Partnerships and the Policy and Performance Officer gave a presentation on Corporate Improvement Priority 2 (CIP 2) – involving residents and informed members that –

- (i) work on this CIP was informed by national policy and legislation including ‘the duty to involve’;
- (ii) the purpose of the CIP was to improve how local people are informed, consulted and involved in the design and delivery of services and functions;
- (iii) key work included improvements to –
 - the information given to people about opportunities to have a say and get involved in service design and delivery;
 - consulting about the services and functions the Council provides;
 - involving people in service design and delivery over and above informing and consulting them;
 - how the Council acts on the information received from engagement and consultation;
- (iv) there were two national indicators (NI) measured as part of CIP 2, these were NI 3 (the level of civic participation) and NI4 (the percentage of people who feel they can influence decisions in their local area), both of these indicators were measured as part of the biennial Place Survey.

Members questioned the Cabinet Member and the Officer in relation to –

- (v) the use of results following consultations;
- (vi) feedback given to people who take part in consultation exercises.

Members raised concerns that –

- (vii) the current system for declaring interests prevented them from becoming too involved in issues of local interest if they were to take part in decision making around the issue or prevented them from taking part in decision making if they had become involved;

Councillors were not consulted early enough during consultation exercises;

- (viii) Area Committees were ineffective as a consultation tool;

Resolved to invite the Customer Services, Performance and Partnerships and the Policy and Performance Officer back to a future meeting of this panel to provide members with --

- (1) an update on how consultation responses are used and what feedback is given to the people who take part in the consultation;
- (2) a response to the request for a relevant Councillor to be one of the first people to be consulted in any consultation that impacts on their area of responsibility or ward.

32. **ICT STRATEGY**

The Cabinet Member for Customer Services, Performance and Partnerships and the Assistant Director for ICT provided members with a presentation on the ICT strategy and informed members that -

- (i) £850,000 had been saved by centralising ICT;
- (ii) work had begun to standardise the many systems used by Plymouth City Council;
- (ii) ICT had five strategic objectives which were –
 - to ensure that service delivery value for money;
 - to join up ourselves and partners;
 - to ensure assets are reused and shared;
 - to fully exploit information;
 - to drive compliance and reduce risk;
- (ii) requests which may look simple on the surface often involved a complex chain of activity and processes behind the scenes;
- (iii) the service would be working to make better use of natural resources in order to improve environmental sustainability;
- (iv) often efficiency savings and cut back in departments across the Council have an impact on the ICT service;

Resolved to request that an action plan detailing current efforts as well as planned efforts in relation to achieving a more environmentally sustainable operation.

33. **PROVISION OF SCRUTINY RESOURCES**

The Head of Performance, Policy and Partnerships advised members that in relation to the existing provision of scrutiny resource –

- (i) scrutiny resources – which would be covered in this meeting;
- (ii) there had recently been confirmation of lead officers for all scrutiny panels;
- (iii) scrutiny would form the basis for a large part of the personal objectives for the lead officers;

- (iv) scrutiny resource did not include only Democratic Services, but officers from within departments and partner organisations also;
- (v) panels should strive to ensure that their work programmes were in line with the work and priorities of the Council;
- (vi) the Local Strategic Partnership was bidding for a reward grant. If the bid was successful, there was some potential for scrutiny to request some of the money for more resource. At this stage it was not known for certain if this was possible, or how much might be available.

Members questioned the Head of Performance, Policy and Partnerships in relation to –

- (vii) the reward grant;
- (viii) overview and scrutiny panel's existing work programmes;
- (ix) the existing resource for scrutiny in terms of staffing within the Council.

Resolved that a working group undertake to look into –

- (1) the current resource provision;
- (2) the content of panel's work programmes, including details around whether items were statutory considerations or not.

34. **EXEMPT BUSINESS**

There were no items of exempt business.

Appointing a substitute member for a meeting of the Overview and Scrutiny Management Board

Extract: terms of reference, Overview and Scrutiny Management Board

“One substitute member may be nominated from each Panel provided they have received the required training.”

The rationale behind the above is to ensure that each scrutiny panel is represented at every meeting of the Management Board.

1. If a chair of Scrutiny Panel will be absent from a Management Board meeting, they should ask a member of their own Scrutiny Panel to attend on their behalf and the chair should brief that substitute member.
2. If a non-chair member of the Management Board will be absent from a meeting, they may ask a member from any Scrutiny Panel to attend on their behalf.

Note:

- The substitute member must have received the required training. The required training currently identified by the Management Board is finance training (currently being organised).
- The substitute must always be from the same political party as the member whom they are substituting.

The above briefing note was added to each Panel agenda, for the purposes of explaining how the process of substitution would work. However, the following members have been nominated:

Panel	Nominated
Customers & Communities	Cllr Mrs Stephens Labour to nominate
Children and Young People	Cllr Mrs Stephens Cllr Bowie
Health and Adult Social Care	Cllr Stark
Growth & Prosperity	Cllr Ball (Cllr Michael Leaves if Cllr Ball unavailable)
Support Services	Cllr Stark

Clearly, the same person cannot substitute for two people, for example, if Cllr Mrs Watkins and Cllr James are both absent from the Management Board, only Cllr Stark can substitute. A similar situation would arise is Cllr Mrs Stephens and the Chairs of Customers & Communities/Children and Young People.

Recommendation

Each Panel nominates 1 x Conservative and 1 x Labour (none of the substitutes should be the same member)

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CITY OF PLYMOUTH

Subject: Support Services Overview and Scrutiny Panel Quarterly Report
Committee: Support Services Overview and Scrutiny Panel
Date: 27 October 2009
CMT Member: Adam Broome (Director for Corporate Support)
Ian Gallin (Assistant Chief Executive)
Author: Simon Arthurs (Support Services Overview and Scrutiny Panel
Lead Officer)
Contact: simon.arthurs@plymouth.gov.uk
Ref: SS-OSPQtr2-SRA
Part: Part I

Executive Summary:

This report sets out a review of the Support Services Overview and Scrutiny Panel for the second quarter of 2009/10.

Corporate Plan 2009-2012:

The Support Services Overview and Scrutiny Panel provides strategic scrutiny of the following Corporate Improvement Priorities and key areas:

- CIP2 - Informing and involving residents
 - CIP13 - Supporting Council staff to perform better
 - CIP14 - Providing better value for money
 - The strategic and operational activities of the Chief Executives and Corporate Support Departments
-

**Implications for Medium Term Financial Plan and Resource Implications:
Including finance, human, IT and land**

None

**Other Implications: e.g. Section 17 Community Safety, Health and Safety, Risk
Management, Equalities Impact Assessment, etc.**

None

Recommendations & Reasons for recommended action:

That the report is noted

Alternative options considered and reasons for recommended action:

N/A

Background papers:

Support Services Overview and Scrutiny minutes and forward plan

Sign off: N/A

CITY OF PLYMOUTH

Support Services Overview and Scrutiny Panel Quarterly Report

1. Introduction

- 1.1 This report sets out a review of the Support Services Overview and Scrutiny Panel for the second quarter of 2009/10, incorporating the meetings of 6 August and 1 October 2009 respectively.

2. Scope of the Overview and Scrutiny Panel

- 2.1 The Support Services Overview and Scrutiny Panel is primarily concerned with the strategic scrutiny of the following Corporate Improvement Priorities and key areas:
- o CIP2 - Informing and involving residents
 - o CIP13 - Supporting Council staff to perform better
 - o CIP14 - Providing better value for money
 - o The strategic and operational activities of the Chief Executives and Corporate Support Departments
- 2.2 The detailed terms of reference for the panel are contained in Appendix 1.
- 2.3 The panel consists of the following members and officers

Title	Name	Attendances (2 meetings)
Councillor (Chair)	D.James	2
Councillor (Vice Chair)	M.Lowry	2
Councillor	P.Berrow	1
Councillor	S.Dann	1
Councillor	S.Leaves	1
Councillor	J.Lock	1
Councillor	D.Stark	2
Councillor	B.Stevens	2
Councillor	J.Thompson	2
Lead Officer	Simon Arthurs	2
Democratic Support	Gemma Pearce	2

- 2.4 The Panel, through effective strategic and operational scrutiny, supports the following cabinet members and CMT officers

Title	Name
Cabinet Member (Finance, Property, People and Governance)	Ian Bowyer
Cabinet Member (Customer Services, Performance and Partnerships)	Steven Ricketts
Director for Corporate Support	Adam Broome
Assistant Chief Executive	Ian Gallin

- 2.5 The panel has a budget of £2,000 to support the scrutiny work.

3. Key achievements to date

3.1 The panel has now met on two occasions. Meetings have been well structured, managed efficiently and well attended by panel members. A positive contribution has been made to support an effective strategic and operational overview, in particular the following achievements have already been made:

- The panel received the terms of reference for the Audit Committee and the Overview and Scrutiny Management Board in order to have a clear and focused understanding of its own remit.
- The Chair has extended an open invitation for any panel member to attend pre-meeting planning sessions in order to improve transparency and include all panel members in proactive scrutiny.
- The panel has approved a work programme focusing on the CIP's and progress of key strategies, including the people, accommodation and IT strategies.
- The panel is also managing and resolving it's tracking resolutions promptly.
- The panel has recommended that feedback from the Overview and Scrutiny Management Board is a standing item on its own agenda, enabling the panel to ensure it operates effectively and maintains a good working relationship with the Overview and Scrutiny Management Board and other Overview and Scrutiny panels.
- The panel has been quick to understand the scope, remit and key performance measures of the three CIP's that it is responsible for scrutinising. Lead Officers and Cabinet Members from each of the three CIP's have already met the panel, presented the CIP's and been subject to scrutiny, thus laying the foundation for ongoing review and scrutiny of progress against milestones and key performance measures.
- The panel has met with the Director for Corporate Support and discussed the vision for the Council and how the Corporate Support function will help to deliver this.
- The panel has scrutinised and recommended the People Strategy to the Cabinet for approval.

4. On the Horizon

4.1 Having received an overview of the CIP's and scrutinised the People Strategy the panel has set out the following objectives in the workplan:

- To review the findings of the Place survey, as part of the ongoing scrutiny of CIP2 (informing and involving residents)
- To receive an update on the respective Accommodation and ICT strategies
- To review resources to support scrutiny (as referred by the Overview and Scrutiny Management Board)

- Monitoring of the CityBus Ltd Shareholding project (jointly with the Growth and Prosperity Overview and Scrutiny Panel)

5. Recommendation

5.1 That the progress of the Support Services Overview and Scrutiny panel is noted by the Overview and Scrutiny Management Board

Simon Arthurs
Lead Officer Support Services Overview and Scrutiny Panel
27 October 2009

Support Services Overview and Scrutiny Panel

Terms of Reference

- To review new and existing policies and consider how they may be improved and developed;
- To monitor the budget and performance of the Cabinet Member, Department and partners to ensure that the priorities for the area are being delivered upon;
- To monitor performance against the relevant Corporate Improvement Priorities;
- To review Policies within the Budget and Policy Framework;
- To consider Equality Impact Assessments against new and existing policies;
- To investigate local issues to find out how the council and its partners can improve to meet the needs of local people;
- To make recommendations about service delivery to the Cabinet (via the Board)
- To review and scrutinise the performance of partner organisations
- To set up Ad-Hoc Working Groups as and when required;
- To produce quarterly progress reports to go to the management board

Policy Areas

- Business Transformation
- Finance
- ICT
- Human Resources and Organisational Development
- Democracy and Governance
- Assistant Chief Executive
- Policy and Performance
- Communications

Cabinet Members

- Finance, Property, People and Governance
- Customer Services, Performance and Partnerships

Directorate

- Chief Executive's
- Corporate Support

Corporate Improvement Priorities (CIPs)

- Involving residents (CIP 2)
- Staff performance (CIP 13)
- Value for money (CIP 14)

LSP Link

- LSP Support

Membership

The Chair of the Panel shall serve on the Overview and Scrutiny Management Board. The Support Services Overview and Scrutiny Panel will be chaired by a Member of the majority political group with the vice-chair from the opposition political group. All Members of the panel will adhere to the general rules of Overview and Scrutiny.

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Accommodation Strategy



A strategy for making the best use of our corporate estate.

Plymouth City Council

June 2009 (draft)



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1. Introduction

The Plymouth 2020 local strategic partnership has a shared vision of making Plymouth “One of Europe’s finest, most vibrant waterfront cities, where an outstanding quality of life is enjoyed by everyone” by 2020.

To achieve this shared vision the partners have agreed to focus their priorities around four themed areas aimed at making the city healthy, wealthy, safe and wise. The diagram below shows how the vision for the city is being delivered through these groups and supported by the partnership.



Partners have their own visions and strategies that ultimately aim to deliver that shared vision for the city. Plymouth City Council’s vision is to deliver excellent local services to Plymouth residents and has set itself the goal of becoming an “excellent” authority by 2012.

Priorities for achieving excellence

The Council has identified 14 key priorities to help achieve excellence and the shared vision for the city. These are organised under the three themes of improving our customers’ experience, improving our city and improving our council. The priorities are:

Improving our customers' experience

- Improving customer service
- Involving and informing customers

Improving our city

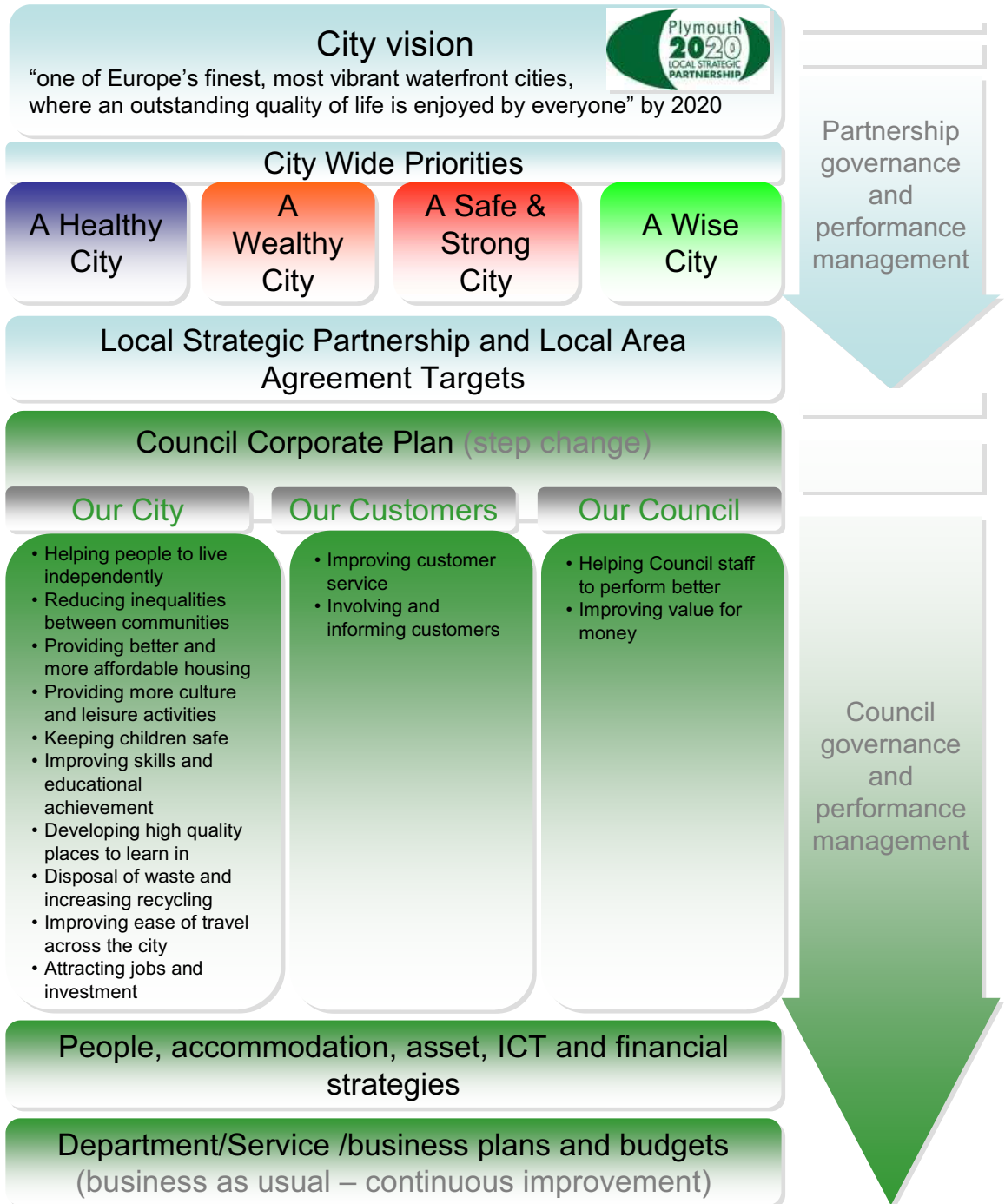
- Helping people to live independently
- Reducing inequalities between communities
- Providing better and more affordable housing
- Providing more culture and leisure activities
- Keeping children safe
- Improving skills and educational achievement
- Developing high quality places to learn in
- Disposing of waste and increasing recycling
- Improving ease of travel across the city
- Attracting jobs and investment

Improving our council

- Helping Council staff to perform better
- Providing better value for money.

Focusing on achieving these priorities will enable the Council to achieve high levels of customer satisfaction and reach – and retain – a Comprehensive Area Assessment rating of “excellent”. The Council’s planning and budget setting for FY 09/10 and beyond has been developed on the basis of focusing on these priorities.

This document sets out how the [insert relevant strategy name here] supports the delivery of the Corporate Priorities to help the Council transform itself by 2012 in order to realise this vision. This strategy has been developed in alignment with [insert the other 2 strategy names here] to provide integrated support to the corporate goals. The diagram below illustrates the relationship between the city goals, the Council’s Corporate Improvement Priorities and the support required from the [insert relevant strategy name here]:

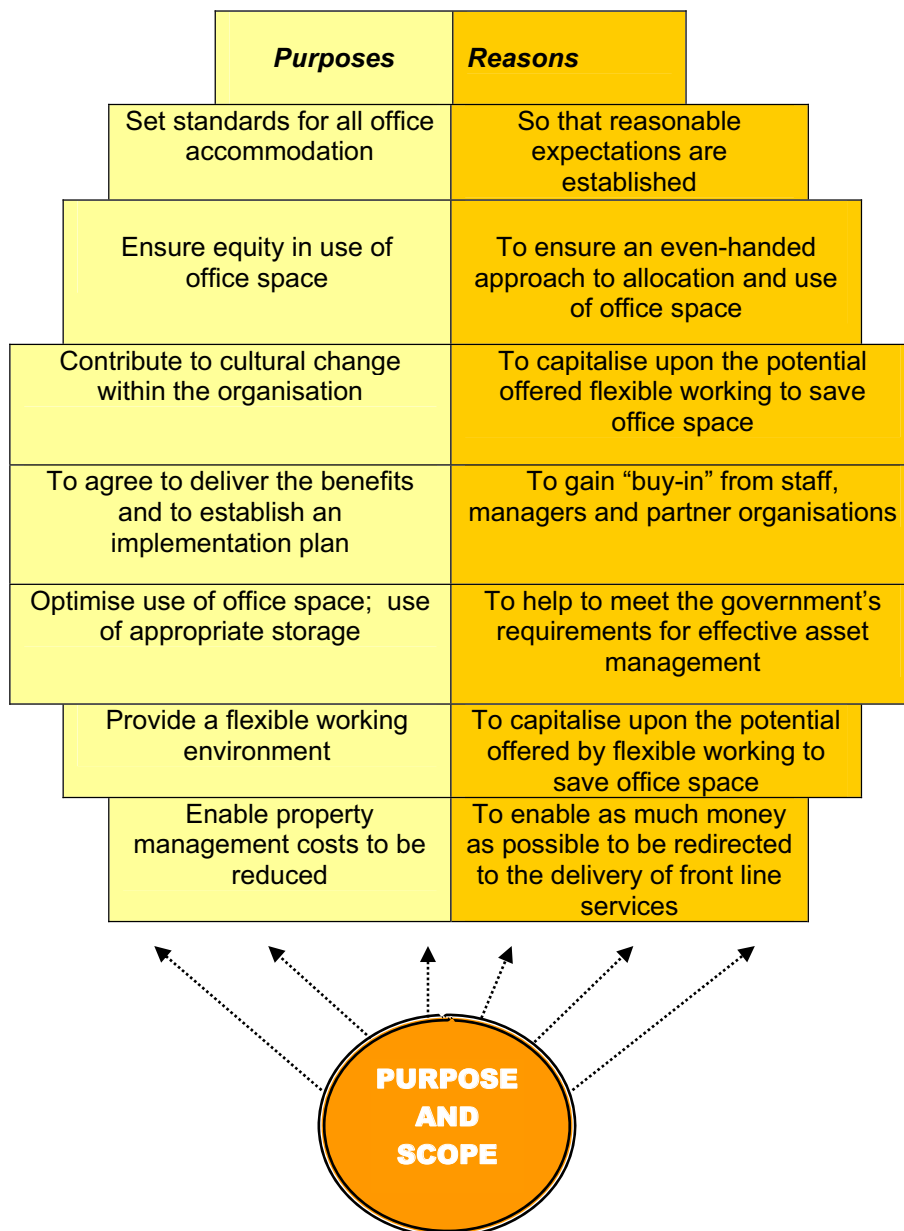


2. SCOPE OF THE DOCUMENT

The scope of this document covers all corporate office accommodation and sets out high level principles for managing this in the future. The document will outline the current position within the corporate office estate and the drivers for change. The document aims to set out those areas of change which will be applied across the estate in the future.

This strategy forms part of the wider Asset Management Plan and Capital Strategy document and should be read in conjunction with this and also the Council's ICT and Workforce development strategies.

2.1. The purpose of the office accommodation strategy is to effectively meet the needs of an increasingly dynamic organisation.

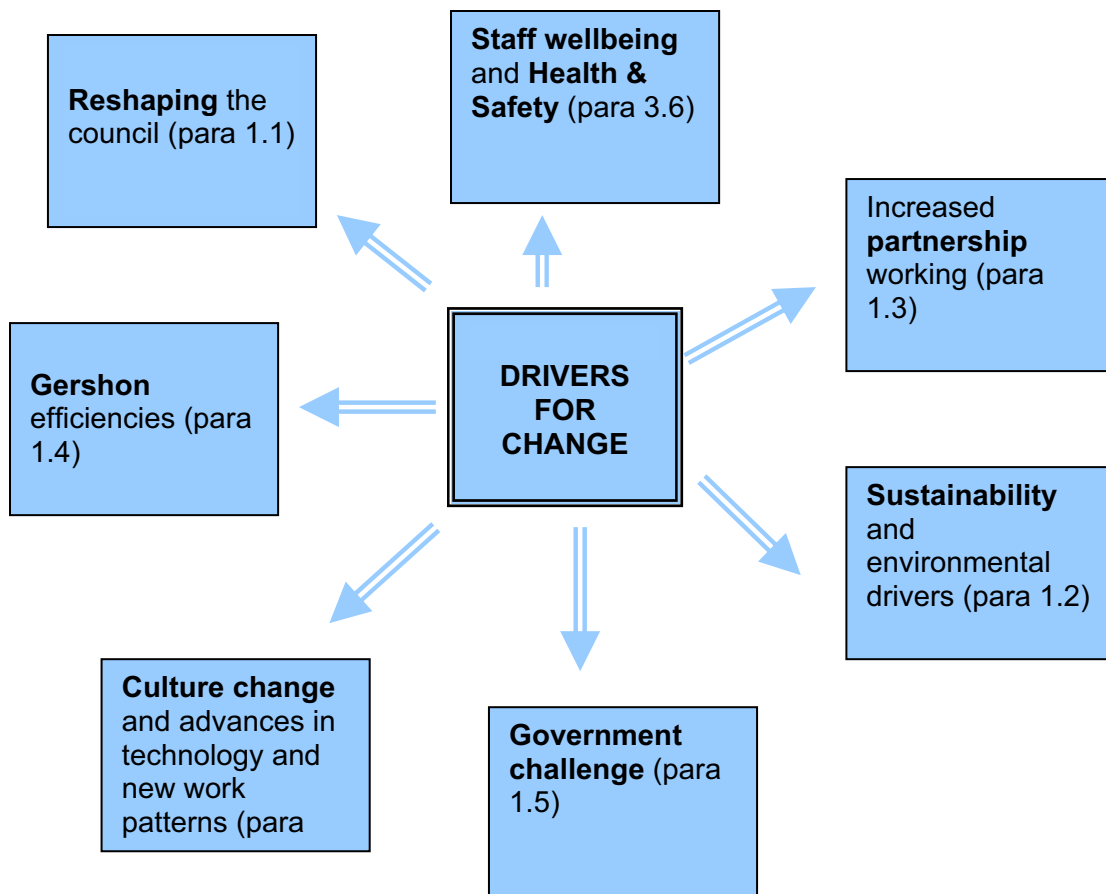


- 2.2 The Strategy applies to all office accommodation other than that within schools.
- 2.3 The strategy does not apply to the following (unless otherwise determined on an individual basis).
- office accommodation within schools
 - storage buildings
 - operational facilities such as libraries, day care centres etc
 - schools
 - conference facilities
- 2.4 Historically some offices were procured directly by service departments. All operational accommodation is now and will continue to be procured by the Corporate Property section of Property & Economic Development. The Accommodation Strategy will apply to all offices throughout the City Council's portfolio. This means that the strategy will apply to all non-school accommodation where work places for staff are provided to perform office-based tasks.

3. CONTEXT AND DRIVERS FOR CHANGE

This accommodation strategy draws together policy and strategy relating to City Council property into the one document for ease of reference and to ensure that the various strands of policy are joined up and integrated.

A number of important emerging issues have given rise to the need for a step change in the quality, management and delivery of accommodation for the City Council. The principal drivers for change are outlined in Fig 1.



Reshaping the Council

3.1 Potential changes in the Council exist through the following:

- Housing Stock Transfer
- Co-locations with other public sector partners

3.1.1 Housing Stock Transfer

The transfer of 16,000 houses to a new landlord, comprised from within the existing housing services, goes to a tenants ballot in the Autumn of 2008. If successful, the transfer will take effect from Autumn 2009 and the new landlord will seek to move to new accommodation separate from current Plymouth City Council accommodation.

3.1.2 Co-locations with other public sector partners

There is potential for further integrated service delivery with other public sector partners. There are aspirations that staff working in partnership will be co-located with partners and locality teams to enable more meaningful co-location.

All of these changes may impact on the need for – and nature of – office accommodation that will be shaped by the strategy, although it is recognised that partner organisations may have their own work styles, cultures and statutory requirements. Flexible accommodation is needed to respond to the constantly changing nature of partnerships and to enable new forms of integrated working to be established.

Sustainability and Environmental Matters

3.2 The City Council's commitment to climate change will be demonstrated by the drive to reduce travel – both to and from work and for work purposes. Flexible working will be supported by the creation of new office environments and complementary facilities.

Further contributions towards reducing the environmental impact of the City Council's operations lie in consideration of whole life value of buildings – the total life costs and material requirements - rather than the initial build costs. The strategy will lead to a specification for office buildings using fewer raw materials and having lower energy costs, enabling the replacement of tired offices having high energy costs with new efficient premises. It will also support key outcomes of the Asset Management Plan to deliver joint service centres within localities which will move services closer to the customer, thus cutting travel.

Changing Work Patterns and Culture

- 3.3 Lifestyles have changed in the past decade: people are more mobile and work flexible hours, some occasionally work from home – or are completely mobile – yet our offices have remained substantially unchanged. There is now a range of office options, such as hot-desking, touchdown, open plan offices and the creation of flexible team – or group working places – that support and encourage such a flexible workforce but this can only be successful if accompanied by changes in the ways people are managed. The strategy explores the options and the management challenges posed by them. It is now recognised, moreover, that people who work in poor accommodation struggle to provide top quality services to customers.

Gershon Efficiencies

- 3.4 The Gershon review requires local authorities to make year-on-year efficiency gains to release more money for front line services. There is potential to release both capital value and save on rental payments from the City Council's portfolio of offices.

Government Challenge

- 3.5 The Government is challenging local authorities in respect of their asset management strategies. As a major owner and occupier of property, the City Council is required to justify holding land and buildings and consequently to dispose of assets that are surplus to need. This echoes the Council's prime concerns in the property context, namely that we must:

- not hold property unnecessarily
- expeditiously dispose of property which is surplus, and
- use what we retain efficiently and effectively

In addition to this it is likely that bench marking for property performance could be used to determine future funding levels.

Staff wellbeing & Health and Safety

- 3.6 Evidence has been gathered that staff performance is improved by better, more flexible working environments. Higher quality working environments also contribute to staff well being which in turn will benefit performance.

Also in terms of business continuity there are requirements for offices to provide appropriately linked back up facilities to cater for events that render one or more bases inoperable.

4. VISION: WHERE DO WE WANT TO BE

The Purpose of Offices

4.1 The purpose of an office is many fold:

- a flexible base from which staff can work
- a place for staff to meet each other, customers and clients
- a place for contact with our customers, Members, partners, consultants and clients
- a building that makes a statement about the City Council
- a place to store files and equipment

Work-style Issues

4.2 New and enhanced working styles can bring multiple benefits to an organisation but often require a great deal of planning and consideration prior to adoption. It is clear that changes to work styles and culture are not enabled solely through the provision of new and improved environments and technology. In order to implement new working styles successfully, new disciplines and management protocols need to be implemented to assist in the change of mindset and style of management.

4.3 Successful utilisation of practical solutions such as hot-desking, a wide range of protocols need to be agreed and implemented by managers. Such protocols might include clear desk policies, legitimised regular clearout of paper or archiving of hardcopy and electronic files, in line with the concept of a “less paper” (and possible future “paperless”) office by using electronic document management.

4.4 None of this can be achieved without further investment in new technology, but must be supported by effective management solutions designed to support modern flexible working. Key to this is management by outcomes (ie. the effectiveness of workers in terms of delivery) as opposed to outputs (ie. the mere attendance of a member of staff in the office). To this end, the City Council is rigorously rolling out the appraisal process, with 1:1 reviews at appropriate intervals, and team meetings and briefings. Staff need to be able to deliver what is required of them on time, and it is no longer managers' responsibility to dictate when or where, in many cases, the work is done provided that deadlines are met.

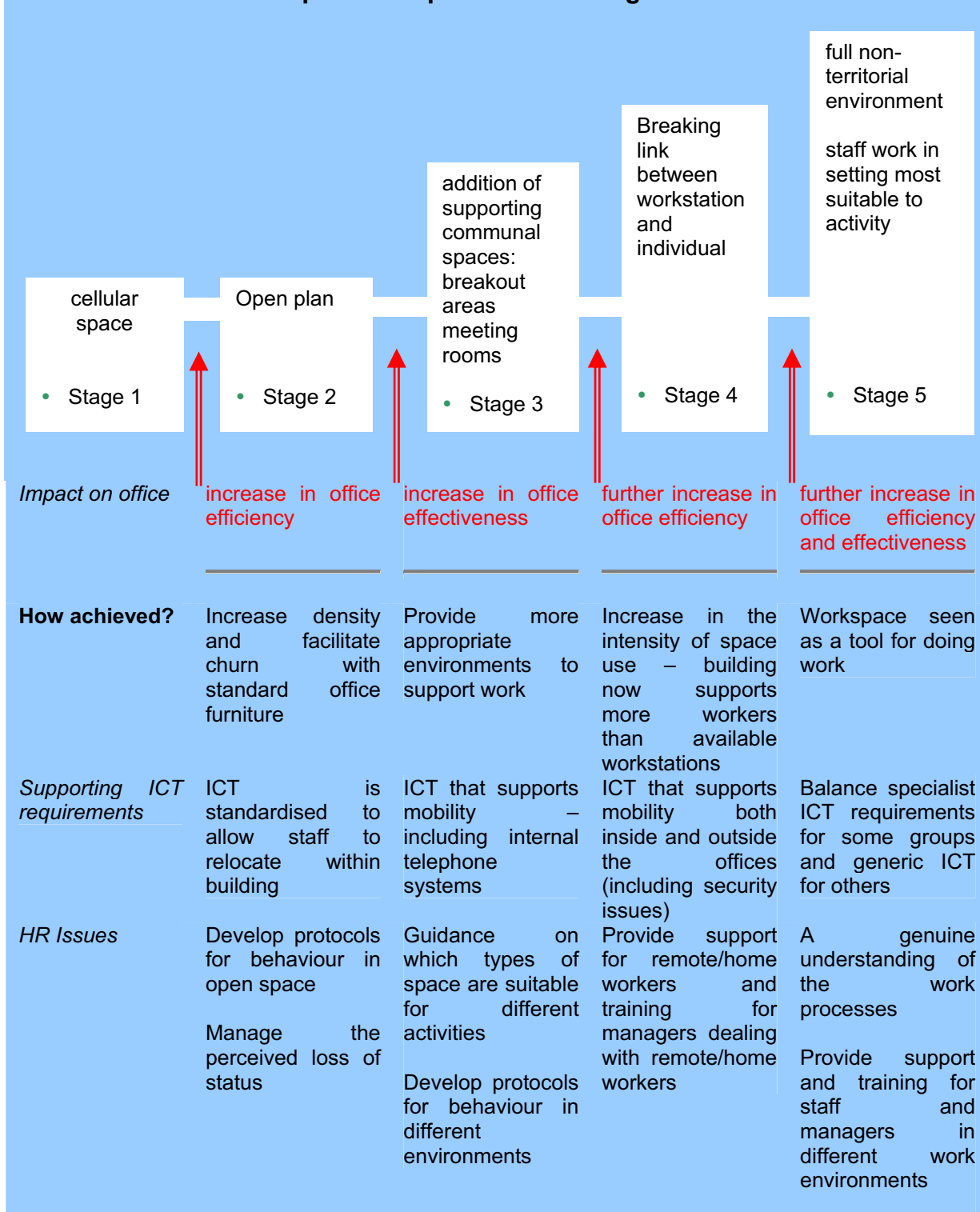
- 4.5 The methods pursued to use office space effectively and facilities must be adopted and implemented across the organisation. To ensure that this is the case, there must be leadership by example – right from the top of the organisation and down through the management structure and close working between the property, HR and ICT services.

Culture Change

- 4.6 The vision of where we want to be is shaped by the culture of the newly reshaped organisation. The City Council is committed to **improving work-life balance**, but it is becoming increasingly important to create working conditions that support interaction and collaboration, particularly across team, section, directorate and organisational boundaries. Space has to be retained, however, for concentrated and confidential work. Some of the traditional hierarchies and boundaries endemic in local authorities will be affected if this is to be achieved.
- 4.7 The aim is to develop **modern, welcoming, surroundings** that meet the Government's national property performance indicators for buildings. This will be facilitated through the disposal of life-expired properties and provision of new premises. These will include modern reception facilities for visitors and staff: attention will also be given to bringing existing reception facilities up to date. The principal opportunities for providing a new, purpose built building lies in the developing of Civic Centre and Bretonside sites. In particular, the building will be an establishment within which the City Council can work in partnership with other organisations.
- 4.8 The City Council will need buildings – for the Council and for its partners – both to serve the public and as bases for our mobile and flexible workforce. Public access buildings are important, and this strategy will determine where and how these might be provided, as well as setting out standards for any offices that may be included within them.
- 4.9 Significant improvements in **flexibility** may be achieved through service directorates mapping out future trends in workload and staff numbers. This would enable the planning of accommodation needs and enable a measured response to demand rather than tactical interventions that result in unsatisfactory interim arrangements. To this end, the Head of Corporate Property is working closely with the services directorates to establish future requirements through the Property Forum.
- 4.10 A new office at Bretonside will be built to the **high environmental standards** referred to later in the strategy, including low energy and water use, use of appropriate materials, promotion of health and well-being and waste generation. **Whole life value** will be used to determine the design of our new building.

- 4.11 Government originally produced the document **Working Without Walls** and subsequently **Working Beyond Walls** to assist organisations in developing office strategies and optimising the use of office space. The document includes a key table setting out five stages of office development: this is reproduced on Page 13 for ease of reference.
- 4.12 By reference to the *Working Without Walls* diagram (Page 13) we need to be making progress towards Stage 4, although Stage 3 is currently regarded as realistic (see 4.7 for current assessment)
- 4.13 Benefits flowing from an improved office environment are:
- more efficient use of space and equipment and reduction in accommodation costs
 - better customer focus through better accessibility for public and staff
 - ability to efficiently run and maintain offices over their whole life cycle
 - greater energy efficiency and sustainability
 - space that is re-useable by others
 - creation of an appropriate image for the organisation
 - offices that reflect and express the values of the organisation: ambition, equality and respect
 - contributions to recruitment and retention of personnel
 - higher productivity of staff and improved co-ordination and communication
 - better management of work/life balance
 - contributions to the objectives of climate change, including comprehensive recycling facilities within the office environment
- 4.14 In future, however, Plymouth City Council's offices must support – and be supported by – cultural change to enable and foster delivery of non-silo based services to the public of Plymouth. They must also be more cost effective to enable money to be diverted to front line services. The status of the organisation within the community will be raised if this strategy is fully implemented.

The evolution of office space in departments and agencies



We are (mostly) here

We need to be here...

Table 23 from ODPM Working Without Walls taken from Flexible working in central government: Leveraging the Benefits. 2004 study of central civil government flexible working practice. See www.odpm.gov.uk. Original work by University of Reading 2004.

Table extracted from Working Without Walls

5. WHERE ARE WE STARTING FROM?

- 5.1 This section sets out where, in overall terms, we are now in connection with our offices, furniture, IT equipment, identity and car parking.

Our Corporate Offices

- 5.2 The City Council has 4 main corporate office sites and a disparate range of other premises. The 4 main offices are the Civic Centre, Midland House and Windsor House (all owned freehold following the purchase of Windsor House in 2006) and 3 floors of Ballard House which is leased by the Council until 2014. The City Council also operates out of office space in some schools, social care centres and libraries. Furthermore, staff employed by partner organisations use our premises.

Asset Review Summary

- 5.3 A study of the City Council's office portfolio in 2004/5 (as part of an overall property review) revealed that the outright purchase of Windsor House gave the better life cycle value than continuing to lease and that the Civic Centre building was uneconomical to retain. Likewise, Ballard House does not represent good value for what is currently paid in terms of rent and service charges. Also the Chaucer Way office building was in need of major investment.

- 5.4 In recognition of what the Reviews told us, the City Council has taken the following steps:

- Windsor House purchased outright
- Had appointed a developer partner for the Civic Centre site
- Identified Bretonside as the site for the replacement of the Civic Centre, Ballard House and Chaucer Way together with co-location with PCT and Police authority for their strategic headquarters within the City.

Subsequently, the listing of the Civic Centre has lead to the developer ceasing to be involved in the Civic Centre site and the subsequent re-use of this site is subject to separate studies given the status of the building.

- 5.5 The City Council offices have generally been changing in recent years away from cellular offices to open plan, moves driven by the need to use space more efficiently and to improve environmental conditions. In most of our offices, however, the strong links between individuals and their "own desk" remains. A key objective of this strategy must be to create an office environment that supports much more individual flexibility, both within the office and for mobile and flexible working. Clearly, this will not happen overnight, but steps have to be put in hand to foster this change. The development of new office accommodation will be crucial in promoting the changes.

- 5.6 By reference to the diagram on Page 9, we are generally at Stage 1 and 2 in terms of developing our flexible working. The diagram is a key to developing flexible working in an office environment. Currently our office accommodation is at Stage 1 and Stage 2 (open plan offices in many locations).
- 5.7 Working Without Walls recognises that staff motivation is affected by the working environment. It is advised that attempts to cut costs by reducing space allocation will be counter-productive and cost more in terms of lost productivity than the original “cost savings” might have achieved. Organisations need to understand the role of the workplace as a lever for change and improvement in order to accrue business benefits. Improvements to the workplace will complement culture change and improved branding of the organisation, leading to improved productivity.

Lowest cost does not necessarily give best value, and organisations that actively manage both cost and quality of their workplaces are likely to get the best long term value from them.

Working Without Walls

- 5.8 Some work style solutions are already in place and to be considered by the Council are:

Flexible working patterns (generally in place)

Flexible working patterns take advantage of the use of mobile technology such as laptops, local area networks, mobile phones and e-mail to permit staff to work in locations remote from the office and outside the tradition of “nine-to-five” day. This can aid staff to achieve better work/life balance.

Hot desking (in isolated areas)

Hot desking is the shared use of a non-assigned desk by a number of staff on a part-time or ad hoc basis (as opposed to the allocation of desks to people on a one-to-one basis). This is particularly appropriate for staff members who spend large portions of their working week out of the office and for part-time workers. The strategy sets out a standard for hot desking for all employees.

Homeworking (very isolated areas)

Broadband gives staff members the opportunity to work from home on their own personal computers. Laptops may also be used for off-line working at any location. Again, this can contribute to improved work/life balance. This needs to be considered in close conjunction with the ICT and HR strategies and is not recommended across the Council at this stage.

Touchdown centres (future ideas)

Touchdown facilities support short-stay drop-in style working at fixed PCs or connections for laptops. Staff may call in at a touchdown facility to check e-mails, work on documents or search the intranet/internet, whilst their roaming profile ensures that they get the same “desktop” (access to their normal range of software and folders) as they may get in their normal office computer. Touchdown facilities may be in a designated room or simply a designated area (or even one desk) near an entrance or circulation route.

- 5.9 Some further potential methods to improve the use of office space are outlined in Section 5.

Furniture

- 5.10 Most office accommodation is furnished with a range of incompatible furniture, procured at different times over several decades.
- 5.11 Most office furniture has been procured directly by service departments, although the corporate contract for furniture is normally used nowadays and some standardisation is emerging. Since service departments effectively “own” the furniture, there exists a tendency for furniture to be moved around as departments move from one building to another. This means that office moves are expensive because a simple office move may engender several furniture removals that need to be dovetailed with each other and with any building alternations and changes to telephone and IT services.
- 5.12 Members of staff also tend to be opposed to moving to an older desk, and furniture removals add to the costs and difficulties of moving even single members of staff around.
- 5.13 In addition, there is a plethora of ancient white goods, with odd book cases and cupboards used to store tea, coffee, cups etc, in ways that are frequently insanitary and/or unsafe.

IT Equipment

- 5.14 At present, computers are generally moved with staff as they are relocated and this generates significant cost because of the need for disconnection, reconnection and changes to personal profiles to enable use of network printers etc, in addition to the transport costs and potential for damage to equipment.

There is also inappropriate back up IT facilities in terms of disaster recovery and business continuity. The current back up facilities are located too close to the main server rooms within the Civic Centre.

Corporate Identity

- 5.15 The City Council's corporate identity is not clear from many buildings. Signage on buildings is generally flexible and un-coordinated.
- 5.16 There is a need for the creation of standard office décor to facilitate repair and replacement works. An example is the use of the same internal colour scheme for offices, with a view to reducing significantly the number of different paint colours used.
- 5.17 The external identity of City Council buildings is generally by signage only and there is no recognisable "house style" as used by, for example, supermarket chains and other major retailers. The City Council's buildings, therefore, reflect a range of images to the public, many of which are incongruent with the type and quality of service provided within.

Storage

- 5.18 A considerable amount of office space is currently allocated to storage of equipment and files. Some characteristics of storage in offices are:
- most sections and directorates have their own filing stores, generally using hanging files or traditional filing cabinets; office layouts are often laid out with individual file storage provision
 - most sections and directorates have storage spaces (including, for example, stationery stores) much of which is in the form of wooden or metal cabinets
 - in all cases, the age and quality of storage furniture is varied.
 - Off-site file storage is used for some files that are infrequently used, but this is not equally across the organisation and some departments/sections continue to occupy large areas of office space with paper files
 - Some other large equipment (such as survey tools) are stored in office accommodation
- 5.19 Electronic files are normally saved in network server locations; policies generally direct staff not to use local storage devices within computer units (c: drive) as they are not "backed-up". Well-developed file storage protocols operate in most directorates to ensure that files are correctly stored and that they might be recovered efficiently.

The Electronic Records Document Management Project currently underway should reduce the amounts of paper storage across the authority.

6. KEY ISSUES

Overview

6.1 Consideration of the previous sections reveal a number of key issues that need to be addressed. These are summarised in the following table and expanded below:

Area of Consideration	Key issue
Offices “fit for purpose”	Review has revealed that offices may be used more effectively and Civic Centre is in poor condition and performing badly in terms of environmental conditions.
Furniture	High cost of moving staff as furniture is not standardised and often moved with them; need for appropriate storage and standardisation.
IT Equipment	Need for sustainable IT infrastructure; high cost of moving staff as computers currently tend to be moved with them. Inappropriate back up facilities.
Corporate Identity	Inconsistent signage and image of our buildings
Charging Regime	Need for asset charging regime to encourage budget holders to reduce space occupied

Key Issues

6.2 Currently the 4 main office buildings are the responsibility of the corporate centre under the management of the Assistant Director of Finance. However, all offices should become corporate offices. The principal reasons for this would be to:

- allow the service offices and directorates to focus on front line service delivery
- reinforce a common approach to office provision and standards
- establish standards that give staff reasonable expectations, and
- enable the most efficient use of space.

- 6.3 All corporate offices will be cleaned and maintained by the Corporate Property section. The costs for occupation will be charged back to the occupying services on a space usage basis.
- 6.4 Desk allocation to be moved away from one-person-one-desk and a rotation of 8 desks for 10 people introduced.

Office Buildings Current Performance

6.5 Current

Venue	M ² /Employee	Cost/m ² (£)	Workplace Productivity	Environmental Sustainability	Condition Compliance
Benchmark score	12	250	100	100	100
Ballard House	8.5	330	106	82	130
Civic Centre	9.6	239	83	84	115
Midland House	9.9	210	88	110	118
Windsor House	14.6	199	83	95	132
Overall (Current)	10.4	239	87	90	122
Overall (Target)	10	235	110	115	125

Source IPD – Dec 07

The above shows that overall our current space usage is good. This is with the exception of Windsor House due, in part, to the basement areas being used inefficiently as office space. Also with the exception of Ballard House costs of accommodation are below the benchmark score.

Compliance with legislation is good but environmental sustainability and productivity from the workplace is poor.

This performance has informed setting the following targets:

- m²/employee – revert basements at Windsor House to storage and restrict office use.
- Cost/m² – centralising of Ballard House staff to new locations and terminating the lease at Ballard.
- Workplace productivity – move to flexible working at all main offices
- Environmental sustainability – to raise environmental performance in all buildings
- Condition and Compliance – to maintain and improve compliance and condition again mostly by the move from the Civic Centre.

Furniture

- 6.6 Office moves are costly, partly because of the current practice of moving desks and computers as staff move around and savings will be achievable by removing the need for equipment to be moved during staff moves. The establishment of a standard office/computer desktop, and the potential of voice-data integration provide scope to obviate the costs of removal of furniture and computers as staff move around. This would be a saving. By introduction of a standard corporately-provided high quality office desk, it would become possible to move staff without the need to move furniture around, thereby saving costs that could be redirected to front-line services. Investment to bring all offices to the same standard will be required before this could be implemented.
- 6.7 Much of our existing filing furniture is space-hungry and inefficient in terms of its use of space. The range of incompatibly-sized storage furniture (eg. Filing cabinets and cupboards) often results in a messy appearance and makes re-arrangement difficult. Replacement of all older and non-standard types with modern systems will enable the release of some office space for beneficial use, in addition to which the appearance of the offices would be improved.
- 6.8 Refreshment stations, including storage cupboards, fridges, water heaters etc will be provided corporately, health & safety would be improved and the most appropriate energy efficient appliances used.
- 6.9 The following are being investigated for possible future implementation; secure wireless network access, further network sharing, “voice-data integration” (the use of the internet for making phone calls – including video conferencing). These initiatives will have a fundamental impact on the design and layout of offices in that the lines between staff and their data and phone sockets will be broken, thereby enabling a wider degree of flexibility in the layout and use of office space – and the ability to make changes.

Storage

- 6.10 Storage is not generally an effective use of expensive office space. To this end, the City Council is reviewing storage arrangements with a view to releasing office space by making increased use of off-site storage. Consideration has been given to the creation of an off-site corporate storage and distribution facility that would enable the off-site storage of files and equipment.
- 6.11 Work is also being undertaken on records management that may help to reduce the amount of office space used for file storage. Some initial work has been carried out on electronic document storage but this requires the rigorous application of scanning, file naming and archiving that would enable efficient use of file server space and recovery of archived documents.

Corporate Identity

- 6.12 Effectively branded City Council buildings will convey a better image to the public that says something about the type and quality of service provided within. Further research and consultation is needed to progress this area.

Charging Regime

- 6.13 The current mechanism for recovering the cost of maintaining and providing services to corporately managed office space does not reflect the full cost of occupation of each building. Occupiers have little knowledge of what they are paying for and there is insufficient incentive to change and provide general efficiency savings.
- 6.14 It is proposed to change this approach to one which provides occupiers with a clear understanding of the cost of their occupation and reduces the inefficiencies associated with the current recharging mechanisms. This will be achieved by recharging back to services the cost of occupation.
- 6.15 The strategy explores how the Council can utilise existing accommodation efficiently and effectively and how improved offices will be provided. The Council has to develop and improve its office accommodation to ensure that the right type of office accommodation is in the right location in order to:
- suit modern working practices
 - bring about and support organisational change, and
 - enable effective delivery of services to the public through developing a more open, collaborative and customer focused culture. Many services are delivered in partnership and/or organised into areas of service delivery. The services are also delivered locally within communities eg. Libraries, learning access points and register offices.

Culture Change

- 6.16 In future, a Council office will be flexible, accessible to all, open plan with break-out spaces, have interchange points and meeting rooms, drawing from the range of optional solutions designed to meet the specific needs of the occupiers.
- 6.17 The City Council is a diverse organisation providing a wide range of services which means that each department – or even each team – requires a different solution. This strategy sets out basic minimum standards for office space, but many cases may need to be assessed on individual merits.

General Philosophy

- 6.18 This strategy is not designed to be prescriptive unless there is a statutory requirement. Office space will generally be open plan wherever practical. The measure of practicality will generally be judged by reference to the characteristics of the building rather than solely by the nature of the work, although due regard will be given to the need for security and/or confidentiality.
- 6.19 Cellular office provision will normally only be made available for those able to demonstrate a need for confidentiality such as Directors and Assistant Directors and, when accepted, will not be regarded as any person's "territory".
- 6.20 Communal meeting spaces, room for confidential discussions and meetings, breakout areas and refreshment stations will be provided to meet the needs and working practices of all staff.
- 6.21 The link between workstation and individual need to be broken. The four main corporate office buildings have a current (2008/2009) revenue cost of £3m. Allocating 8 workstations to 10 people would save in the region of £600,000 in revenue costs for these buildings alone.
- 6.22 There will be close links to the Workforce Development and ICT Strategies in delivering flexible working to achieve the workstation allocation referred to in 6.21. Also improvements will be implemented in terms of electronic document records storage, which could reduce the area currently allocated for document storage by over 50%, and back up facilities in the event of disaster scenario's.
- 6.23 Opportunities for co-location with other public sector partners will be pursued. Currently 18 premises are shared with PCT staff and 4 with Devon and Cornwall Police.

7. STRATEGIC NEXT STEPS

Strategic Objectives

7.1 The City Council aims to reduce expenditure on office accommodation to enable funds to be released to front line services. This will mean the disposal of some premises and the more efficient use of what is retained through implementation of a raft of proposals outlined below.

Recommendation		Key Roles	Targets and Dates
R1	The Council should agree to aim for stage 4 of the evolutionary model, and a target for an overall 80% desk to employee ratio.	Assistant Director Finance	End of 2012
R2	All meeting rooms to be bookable centrally	Head of Corporate Property	End of 2009
R3	(a) All furniture to be corporately-owned, with existing furniture budgets centralised under Property & Economic Development (b) A fundamental re-evaluation, in partnership with key suppliers of office furniture design and specification to take place	Head of Corporate Property	April 2009
R4	To implement a system of Asset Charging	Assistant Director of Finance	September 2009
R5	A Director to be appointed act as a lead officer for the strategy. A Member lead to be appointed	Director for Corporate Support, Portfolio Holder Finance, Property, People and Governance	March 2009
R6	A pilot be identified which would involve new and innovative office design, furniture, technology and flexible working practices.	Head of Corporate Property	September 2009
R7	Achieve improved accommodation performance targets	Head of Corporate Property	End 2012
R8	Implement standard signs and corporate identity across all corporate buildings	Head of Corporate Property/Head of Communications	End 2009
R9	All property procured corporately by Corporate Property section	Head of Corporate Property	April 2009

7.2 These recommendations will be carried through to implementation as whole or parts of projects within the Capital Programme.

SUPPORT SERVICES OVERVIEW AND SCRUTINY PANEL

TRACKING RESOLUTIONS

Grey = Completed (once completed resolutions have been noted by the panel they will be removed from this document)

Panel Date	Minute number	Resolution	Officer	Progress	Target date	Comments
06/08/09	5	To request a summary of the place survey findings at a future meeting of this Committee	Jo Atkey, Policy and Performance Officer	added to agenda 29/10/09	21/10/09	
06/08/09	6 (1)	To request a summary of the staff survey results at a future meeting of the Committee	Gill Martin, Head of HR	covered in presentation at meeting on 01/10/09		
06/08/09	6 (2)	To request a presentation on the communication strategy implementation project at a future meeting of this Committee	Gill Martin, Head of HR	covered in presentation at meeting on 01/10/09		
06/08/09	6 (3)	To request a definition of ORC (as referred to in "improve the quality of information" key improvement under CIP 13) as well as information on the context of targets for this key improvement	Gill Martin, Head of HR	covered in presentation at meeting on 01/10/09	01/10/09	
06/08/09	6 (4)	An update on the current use and potential future use of the SAP system	Gill Martin, Head of HR	covered in presentation at meeting on 01/10/09	01/10/09	
01/10/09	18 (1)	a letter be written to the Head of Human Resources thanking her for her presentation	Gemma Pearce, Democratic Support Officer	letter sent 06/10/09	07/10/09	
01/10/09	18 (2)	to request a list of key performance measures for CIP 13 along with the actual performance and target for each measure.	Gill Martin, Head of HR	Complete. Attached to agenda under tracking resolutions item	26/11/09	
01/10/09	18 (3)	to request information on positive changes that have been made as a direct result of the last staff survey	Gill Martin, Head of HR		26/11/09	
01/10/09	18 (4)	to request an example of the complete process for new appraisals in one service area, this should include actions taken after the appraisal	Gill Martin, Head of HR		Feb 2010	
01/10/09	18 (5)	to request a copy of the communications strategy	Gill Martin, Head of HR		26/11/09	
01/10/09	24(2)	invite the Assistant Chief Executive to the next meeting of this panel	Gemma Pearce, Democratic Support Officer	the Assistant Chief Executive has confirmed that he will attend the meeting on 26/11/09.		
01/10/09	24(3)	invite the Assistant Director for Democracy and Governance to the first meeting of this panel following their appointment.	Gemma Pearce, Democratic Support Officer			

Panel Date	Minute number	Resolution	Officer	Progress	Target date	Comments
29/10/09	29 (2)	to request that the Head of Performance, Policy and Partnerships report back to the panel as soon as practicable to brief members on the outcome of the activities.	Giles Perritt, Head of Performance, Policy and Partnerships		TBC	
29/10/09	31 (1)	to invite the Customer Services, Performance and Partnerships and the Policy and Performance Officer back to the future meeting of this panel to provide members with an update on how consultation responses are used and what feedback is given to the people who take part in the consultation	Councillor Ricketts, Cabinet Member / Jo Atkey, Policy and Performance Officer		18/03/09	
29/10/09	31 (2)	to invite the Customer Services, Performance and Partnerships and the Policy and Performance Officer back to the future meeting of this panel to provide members with a response to the request for a relevant Councillor to be one of the first people to be consulted in any consultation that impacts on their area of responsibility or ward.	Councillor Ricketts, Cabinet Member / Jo Atkey, Policy and Performance Officer		18/03/09	
29/10/09	33(1)	that a working group undertake to look into the current resource provision	Working Group Members			
29/10/09	33 (2)	that a working group undertake to look into the content of panel's work programmes, including details around whether items were statutory considerations or not.	Working Group Members			

Review CIP13 Performance Measures

The following are the performance indicators held against CIP13. These are currently being reviewed in readiness for the next financial year and improvements are being made to the performance indicators which, once in place, we would be happy to feed back to Scrutiny Panel.

Equip managers and staff to manage change and improve performance

Percentage managers who have received project management training

- Learning needs have been met for 114 (80%) of 143 staff identified for project management training. The remaining 20% of staff have been scheduled in to attend suitable project management programmes later this year.

Percentage Staff trained by programme

- This performance measure shows that 6.3% of staff attended a corporate training programme in the last twelve months.

Percentage staff leaving the authority as a percentage of the total number employed

- The current rate of turnover for the authority as at 31st October is 14.14%. CIPD report National Average currently 15.7%.

Embed Performance Management Arrangements

Percentage of Council Staff Appraised

- Recent switch from annual to monthly reporting. Monthly figure for September 09 3.20% appraisals conducted. Numbers are relatively low for this month however levels of appraisals are anticipated to rise substantially as appraisals are taking place and should have 100% completion rate by the end of January 10.

Percentage role profiles developed

- 65% of role profiles were completed by the end of October which demonstrates that the RP team are on-track to complete all appraisals by the target deadline of the end of December 2009.

Percentage roles completed and linked to the competency framework

- To date no information has been entered against this performance indicator however behavioural job types have been identified for 85% of roles, and in January a mass import exercise will be completed to insert job types into role profiles – therefore ensuring 100% completion by the end of January and linking role profiles to the competency framework.

Percentage JE appeals dealt with within time limits

- 100% appeals have been completed and therefore tracking against this performance indicator has ceased.

Improve the Quality of Information

Staff survey – Improvement in “information to do job

- Data will be entered and a comparison carried out when the next employee survey is completed.

Staff Survey - Increase the completion rate to government average.



**Support Services Overview and Scrutiny Panel
Work Programme 2009/10**

Topics	A	S	O	N	D	J	F	M	A	M	J
Accommodation Strategy				26							
People Strategy			1								
ICT Strategy			29								
Local Strategic Partnership (Support) (as referred by Management Board)											
Budget and Performance Issues (as referred by Management Board)			29			21		18	7		
Corporate Plan - CIP 2 (involving residents)	6		29					18			
Corporate Plan – CIP 13 (staff performance)	6		1								
Corporate Plan – CIP 14 (value for money)	6					21					
Quarterly Scrutiny Report			1	26				18			
Role Profiles (referred by Management Board)			1								
Task & Finish Groups											
Monitoring of CityBus Ltd Shareholding Project (led by Growth and Prosperity OSP)			1 / 29								
Provision of Scrutiny Resources (subject to approval)			29								

* New date

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