

Public Document Pack



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

www.plymouth.gov.uk/democracy

Date 26/05/10 Telephone Enquiries 01752 307990 Fax 01752 304819
Please ask for Ross Johnston, Democratic Support Officer e-mail ross.johnston@plymouth.gov.uk

SUPPORT SERVICES OVERVIEW AND SCRUTINY PANEL

DATE: THURSDAY 3 JUNE 2010
TIME: 10.00 AM
PLACE: COUNCIL HOUSE (NEXT TO THE CIVIC CENTRE) PLYMOUTH

Committee Members–

Councillors Berrow, Browne, Dann, James, Lock, Lowry, Murphy, Stark 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. APPOINTMENT OF CHAIR AND VICE CHAIR

The panel will appoint a Chair and Vice-Chair to the panel for the municipal year 2010/2011.

2. APOLOGIES

To receive apologies for non-attendance by panel members.

3. DECLARATIONS OF INTEREST

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

4. MINUTES

(Pages 1 - 4)

To confirm the minutes of the last meeting held on 18 March 2010.

5. CHAIR'S URGENT BUSINESS

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

6. TERMS OF REFERENCE

(Pages 5 - 6)

The panel will note the terms of reference for the Support Services Overview and Scrutiny Panel.

7. TRACKING RESOLUTIONS AND FEEDBACK FROM OVERVIEW AND SCRUTINY MANAGEMENT BOARD

(Pages 7 - 8)

The panel will monitor the progress on previous resolutions and to receive any feedback from the Overview and Scrutiny Management Board.

8. APPOINTMENT OF CO-OPTED REPRESENTATIVES

The panel will consider the appointment of co-opted representatives and/or confirm existing co-opted representatives.

9. UPDATE ON CONSULTATION EVENTS

The panel will receive an update on the outcomes of recent consultation events

from the Policy and Performance Officer.

10. AN UPDATE ON CORPORATE IMPROVEMENT PRIORITY 14 - PROVIDING BETTER VALUE FOR MONEY

To receive an overview of Corporate Improvement Priority 14, 'providing better value for money'.

11. FINANCE AND PERFORMANCE SCORECARD (Pages 9 - 10)

To receive the finance and performance scorecards relating to the panels Corporate Improvement Priorities (CIPs).

12. DRAFT WORK PROGRAMME 2010/2011 (Pages 11 - 12)

To consider the panel's draft work programme.

13. FUTURE MEETING DATES

The panel is asked to note the dates of future meetings for the municipal year 2010/2011. All meetings will commence at 10am.

Thursday 8 July 2010
Thursday 2 September 2010
Wednesday 3 November 2010
Thursday 13 January 2011
Thursday 10 March 2011

14. 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(s) 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.

This page is intentionally left blank

Support Services Overview and Scrutiny Panel

Thursday 18 March 2010

PRESENT:

Councillor James, in the Chair.

Councillor Lowry, Vice Chair.

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

The meeting started at 10.00 am and finished at 12.40 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.

59. DECLARATIONS OF INTEREST

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

60. MINUTES

Resolved that the minutes of the 21 January 2010 be approved as a correct record.

61. CHAIR'S URGENT BUSINESS

There were no items of Chair's urgent business.

62. FEEDBACK FROM OVERVIEW AND SCRUTINY MANAGEMENT BOARD

The Chair provided feedback from the Overview and Scrutiny Management Board. It was reported that the Growth and Prosperity Scrutiny Panel would lead on a task and finish group on homelessness and housing needs in the new municipal year, members of the Support Services Scrutiny panel had been requested to join the task and finish group. The Chair and Vice Chair had been invited to join with their counterparts from the Growth and Prosperity Overview and Scrutiny Panel in the new municipal year to draft a project initiation document.

63. ACCOMMODATION BUSINESS PLAN

The panel received a presentation from the Head of Corporate property on the developing business case for the Accommodation Strategy. It was reported that –

- (i) a director and member lead had been appointed;
- (ii) all floors in the civic centre were open plan;
- (iii) positive outcomes from the floor five pilot had shown that telephony had worked in a flexible environment, meeting rooms were working well, perimeter storage and the welfare room had been a success and communications across teams had improved ;
- (iv) there had been issues with Information Technology, which included problems with roaming profiles, system speeds and server based software;
- (v) the business case preparation was still underway and would reflect lessons learned from the floor five pilot, options for freeing up accommodation and capital and revenue implications. It is expected that submission to CMT will take place at the end of March 2010.

In response to questions from the panel, it was reported that –

- (vi) initially work on the IT systems had been carried out by contractors but had now transferred to in house technicians, servers have not been configured correctly across the council and solutions had been developed for problems that had arisen;
- (vii) the costs of IT infrastructure improvements would be built into the business case, money saved on accommodation could be invested into IT;
- (viii) funding for the programme had not yet been identified;
- (ix) 75 staff were involved in the pilot project, the programme would be rolled out in phases with the first phase affecting around 650 staff;
- (x) Plymouth Community Homes had moved from Windsor house which made it an ideal site for the first phase of the accommodation strategy;
- (xi) Ballard House was the most expensive site in the Council's portfolio. To leave Ballard House early would cost in the region of 6 million pounds, to leave Windsor house could see a receipt in the region of 2 million pounds. Leaving Ballard House would see significant revenue savings whereas leaving Windsor house could provide a substantial capital receipt.
- (xii) the authority currently co-locates with partners in approximately 24 buildings, work is continuing with the Primary Care Trust, Police and University to identify further opportunities for co-location. Partners understood the benefits and IT systems were starting to link together.

Resolved that the Panel invite the lead officers for the Accommodation, People and ICT strategies to a single item meeting to scrutinise the development of business cases and how the strategies will work together.

64. **COMMUNICATIONS STRATEGY**

The Panel received a presentation on the work of Corporate Communications from the Head of Corporate Communications. It was reported that –

- (i) the internal and external communication strategies are in the process of being updated and would be presented to CMT at the end of March 2010;
- (ii) the department plays a key role in supporting the communications work of all directorates;
- (iii) the reputations campaign had focused the Authorities communications on managing the media, developing a consistent brand and communicating well with staff and residents;
- (iv) survey results had highlighted that communications had to be targeted demographically so that residents are able to receive information and engage with the council in the medium which best suits them;
- (v) satisfaction survey results tend to be poor in large urban areas;
- (vi) 70% of the residents panel felt well informed about the work of the council;
- (vii) work is ongoing to improve the information around scrutiny and the consultation portal.

In response to questions from members of the panel, it was reported that –

- (viii) there is clear guidance in place within the council's communications protocol on councillor's media and public relations;
- (ix) committee and panel chairs are able to authorise press releases;
- (x) it was standard practice that corporate communications would not be involved in public relations for ward members;
- (xi) Corporate Communications had been involved in the little teds nursery case and had run a press conference and provided press releases;
- (xii) Corporate Communications would receive feedback and comments from members which could highlight priorities in wards and lead to more focused and relevant information on the website and in print publications.

Resolved that-

1. the Head of Corporate Communications investigate how non-executive ward councillors' relationships and interaction with his department can be improved;
2. the Head of Corporate communications returns to the panel at a future date;
3. press releases be added as a standing item to this panels agenda.

65. **UPDATE ON CONSULTATION EVENTS**

Resolved that this item was deferred by the panel for the next meeting due to time constraints.

66. **QUARTERLY REPORT**

Resolved that the quarterly report for the panel be approved.

67. **UPDATE ON APPRAISAL PROCESS**

The Assistant Director for Human Resources gave a presentation on the current status of the authority's staff appraisal process. It was reported that -

- (i) 90% of employees had received an appraisal 6% were either due to have one before the end of March and 4% could not be done due to issues such as maternity leave or new employees.
- (ii) 66% of appraisal forms completed and returned, there had been variations in return rate across directorates;
- (iii) actions that are being taken include continual tracking by HR of numbers being returned, by department / team / and individual name, reminders of need to return forms being sent to Team Plymouth and departments being sent specific data on which appraisal forms have been returned, by which managers.
- (iv) findings had shown 13% of staff have exceeded expectations. 78% have met expectations and 9% do not meet current expectations;
- (v) feedback from managers, employees and the unions has shown that the framework has helped to reaffirm required standards and had made staff who had not previously had appraisals feel more included, valued and motivated;
- (vi) feedback had also shown that the process took too long;

- (vii) next steps identified will be the streamlining of the appraisal process including the reduction of the working in the competency descriptions and a simplified process.

In response to questions from members of the panel, it was reported that –

- (viii) Levels are challenging to achieve although the authority's use competency framework the authority is demonstrating its commitment to high quality public services;
- (ix) there has been variations in return rates across the directorates, it was thought this was due to the laborious nature of the paperwork which would be changed;
- (x) the appraisal process would normally take place between April and October, the first round had taken place between December and January the process could be evaluated and lessons learnt;
- (xi) it was anticipated that annual pay increments would be performance based this process would begin in October.

68. **WORK PROGRAMME**

Resolved that the panels work programme be approved.

69. **TRACKING RESOLUTIONS**

Tracking resolutions were noted by members of the Panel.

70. **EXEMPT BUSINESS**

There were no items of exempt business.

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 Transformation

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.

TRACKING RESOLUTIONS

Support Services Overview and Scrutiny Panel

Date/Minute Number	Resolution	Explanation/Minute	Officer	Progress	Target Date
18 (4) 01/10/09	to request an example of the complete process for new appraisals in one service area, this should include actions taken after the appraisal		Mark Grimley, Assistant Director of HR and Organisational Development	As discussed at the pre-agenda meeting for the meeting on 3 June 2010 it was discussed that the AD for HR and Organisational Development had been providing updates to the panel and should be invited to a future meeting to provide an example of the complete process.	
18 (5) 01/10/09	to request a copy of the communications strategy		Richard Longford, Head of Communications	As discussed at the pre-agenda meeting for the meeting on 3 June 2010 it was discussed that the Head of Communications had provided an outline of communications activity to the panel and he be requested to attend a future meeting to present the internal and external communication strategies.	
31 (1) 29/10/09	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.		Giles Perrit	Giles Perritt is attending the meeting on 3 June to present this item.	03/06/10
31 (2) 29/10/09	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	Giles Perritt is attending the meeting on 3 June to present this item.	03/06/10

33(1) 29/10/09	that a working group undertake to look into the current resource provision.		Working Group Members		
33 (2) 29/10/09	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		

Overview and Scrutiny Management Board

Date/min number	Resolution / Recommendation	Explanation / Minute	Response	Explanation

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

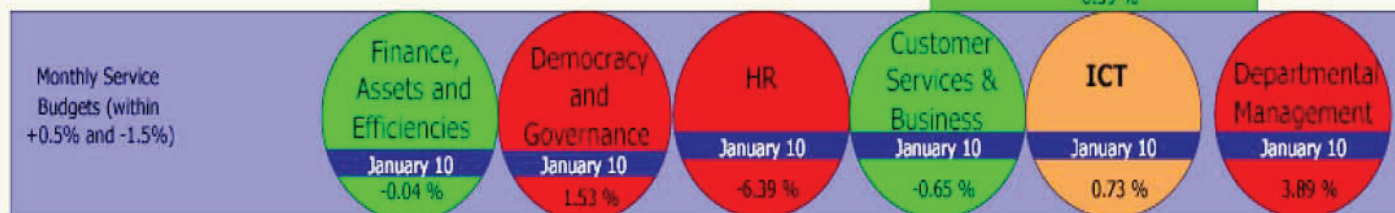
Red = Urgent – item not considered at last meeting or requires an urgent response

Corporate Support CIP Progress and Management Report

Corporate Support
Monthly Revenue Budget

January 10

-0.39 %



CIP 1. Improving Customer Service

Measures 

Milestones 

The corporate complaints handling course has been developed and will be piloted in February. Monthly surveys have been designed to assess customer satisfaction and will be commenced in February with feedback to all service managers on a quarterly basis. The CRM pilot has been scoped and the pilot will be looking at the suitability for managing the complaints process which will be completed by April. The Getting it Right and Righting the Wrongs Pilot has commenced with Cashiers, Libraries, Exeter City Council and Teignbridge district Council all being supported to help test the toolkit and achieve Customer Service Excellence Accreditation by April. The 'Customer Promise' and Staff Suggestion and Customer Care Award Scheme have all been completed and drafts submitted to CMT for approval with roll out anticipated after June. Work is underway to identify services for inclusion into the Customer Contact Centre and some LEAN Systems thinking analysis is being scoped for Public Protection Service. Analysis of the telephony requirements is nearing completion with a final report expected by April. A decision regarding which other service will be included in the scope for LEAN Systems thinking is awaited from CMT. Staff training in change management (FISH) is being successfully rolled out across the council and will continue through to April.

CIP 13. Supporting Council staff to perform better

Measures 

Milestones 

Negotiations are continuing with Trade Unions to finalise changes to the Single Status Terms and Conditions. 100% role profiles have been completed. In line with target, 89% appraisals have been completed using the new competency framework. Manager-On-Line development is on-track and instability issues appear to have resolved. User Acceptance testing has commenced and feedback from managers is positive and issues are being promptly addressed. Volume testing is to be undertaken to further safeguard the robustness of the system. The communications rollout has commenced and briefings to raise awareness amongst managers of Manager-On-Line are planned for week commencing 8th February 2010. Although risks and issues have been identified for other workstreams, these are being managed and all other projects are on target.

CIP 14. Improving value for money

Measures 

Milestones 

The Accommodation Strategy presented to Corporate Management Team in November was agreed in principle but exact details for implementation are still being considered. The Floor 5 pilot is providing evidence to inform the wider implementation of the strategy. A Service Level Agreement has been put in place with PCH and will inform the CIP 14 refresh to determine the work needed next year. We are continuing to identify new efficiencies in year, for example through the development of the Waste PFI in partnership with Torbay and Devon. Our current cumulative in year efficiencies achieved to date is £9.6m, which has been formally accepted by the CLG. Where this is short of our cumulative target, we are confident that recent developments will strengthen our position. Much progress has been made in improving awareness and understanding of VFM across the Council, however where slippage has occurred, this has mainly been in areas of central coordination where there had been delays to the appointment of the new Head of VFM & Efficiencies role in the Finance, Assets & Efficiencies restructure. The Council's Carbon Reduction Commitment has confirmed the potential financial liabilities to be incurred from 2010 onwards (approx £360k per annum). These liabilities are being incorporated in the Medium Term Financial Forecast and relevant actions and training continue to be developed to help reduce our carbon footprint and limit the level of financial penalties. We have been successful in securing funding from Salix to fund several projects across the authority.

Chief Executive's CIP Progress and Management Indicators

Assistant Chief
Executives Monthly
Revenue Budget

January 10

-2.33 %

Monthly
Service
Budgets
(within +0.5%
and -1.5%)

Corporate
Communications
January 10
-11.25 %

Performance,
Policy and
Partnerships
January 10
0.00 %

CIP 2. Informing and involving customers

Measures



Milestones



The final resident's panel (Plymouth Points of View) survey of the current contract was completed in December. As previously reported, the future role of the panel is the subject of discussion with partners, and is also a consideration in on-going work to develop new public engagement systems underpinning the emerging Localities model.

The CIP2 programme manager continues to work closely with Localities leads to develop associated public engagement systems, building on good practice from elsewhere in the country, and drawing on input from the council's consultation network. This work will continue in line with approved Localities timescales.

Work to continue joining up partnership activity in respect of public engagement is featured in the CIP 2 refresh. The development of an associated (NI4) partnership-wide action plan aims to improve Place Survey scores and will - in part - be informed by the results of a series of 4 focus groups which commenced in January (funded with Targeted Support monies drawn down from government via Creating Excellence). Through these focus groups, we are exploring with residents from across the city their thoughts on what drives their perceptions of their ability to influence local decision-making (NI4).

Elsewhere, work - led by CPU - is progressing with ISD and Customer Services to improve use of the web and associated on-line systems to support customer feedback.

CIP2 and CIP1 leads are continuing to look at ways of joining up respective work programmes to ensure best use of resources and improve outcomes for our customers.

This page is intentionally left blank