



RUSHMOOR BOROUGH COUNCIL

CORPORATE SERVICES POLICY AND REVIEW PANEL

*at the Council Offices, Farnborough on
Thursday, 8th September, 2016 at 7.00 pm*

To:

Cllr P.J. Moyle (Chairman)
Cllr D.S. Gladstone (Vice-Chairman)

Cllr D.M.T. Bell
Cllr R.L.G. Dibbs
Cllr B. Jones
Cllr Marina Munro
Cllr A.R. Newell
Cllr P.F. Rust
Cllr J.E. Woolley

Enquiries regarding this agenda should be referred to the panel Administrator:
Lauren Harvey, Democratic and Customer Services, Email:
lauren.harvey@rushmoor.gov.uk Tel: 01252398827.

A G E N D A

1. **MINUTES – (Pages 1 - 4)**

To confirm the minutes of the meeting held on (copy attached).

2. **BUSINESS RATES RETENTION SCHEME –**

The Head of Financial Services, Amanda Fahey, will be attending the meeting of the Panel to provide an update on the current Business Rates Retention Scheme and future plans.

3. **PROPERTY ACQUISITION –**

The Solicitor to the Council, Ann Greaves, and the Head of Financial Services, Amanda Fahey, will update the Panel on the Council's approach to property acquisition and the financial impact this has on the Council.

4. **WORK PROGRAMME – (Pages 5 - 16)**

To note the Panel's work programme for the 2016/17 Municipal Year (copy attached).

MEETING REPRESENTATION

Members of the public may ask to speak at the meeting on any of the items on the agenda by writing to the Panel Administrator at the Council Offices, Farnborough by 5.00 pm three working days prior to the meeting.

Applications for items to be considered for the next meeting must be received in writing to the Panel Administrator fifteen working days prior to the meeting.

CORPORATE SERVICES POLICY AND REVIEW PANEL

Meeting held on Tuesday, 5th July, 2016 at the Council Offices,
Farnborough at 7.00 p.m.

Voting Members

Cr. P.J. Moyle (Chairman)
Cr. D.S. Gladstone (Vice-Chairman)

Cr. D.M.T. Bell
Cr. R.L.G. Dibbs
Cr. B. Jones

Cr. Marina Munro

Cr. A.R. Newell
Cr. P.F. Rust
Cr. J.E. Woolley

1. **APPOINTMENT OF CHAIRMAN –**

RESOLVED: That Cr. P.J. Moyle be appointed Chairman for the
2016/17 Municipal Year.

2. **APPOINTMENT OF VICE CHAIRMAN –**

RESOLVED: That Cr. D.S. Gladstone be appointed Vice-Chairman for
the 2016/17 Municipal Year.

3. **MINUTES –**

The Minutes of the meeting held on 31st March, 2016 were approved
and signed by the Chairman.

4. **APPOINTMENT TO GROUPS –**

(1) **Mid-Cycle Group –**

RESOLVED: That the Chairman, Vice-Chairman and Crs. D.M.T Bell
and B. Jones be appointed to the Mid-Cycle Group for the 2016/17
Municipal Year.

(2) **Customer Services Member Review Working Group –**

RESOLVED: That the Chairman and Crs. D.M.T. Bell, A.H. Crawford,
R.L.G. Dibbs, D.S. Gladstone, B. Jones and P.F. Rust be appointed to
the Customer Services Working Group for the 2016/17 Municipal Year.

5. DIGITAL STRATEGY –

The Panel welcomed Michael Gates from MGS Consulting Ltd, and Nick Harding, Head of ICT and Facilities Services, who gave a presentation to the Panel updating on the development of the Council's Digital Strategy and the changes made since the Members' Seminar in September 2015 (copy available on the website page for the meeting).

By way of introduction, the Panel watched a short video with real-life examples of how digital technology had improved the delivery of public services in Edinburgh from the perspective of both residents and service providers. The key messages included how digital services had enabled enhanced accessibility to services, increased engagement and sharing of information, more personalised services and real-time updates. Significantly, the digital evolution was moving quickly, and local government could achieve significant savings from digitisation.

Michael Gates then outlined the process for the development of, and content of, Rushmoor's digital vision and its eight supporting digital ambitions. With reference to the points raised at the Members Seminar, the Panel highlighted the need to ensure that no one was 'digitally excluded' from services, as there were a large number of people in the Borough who did not access the internet or use mobile devices. It was noted that the Council's digital ambitions reflected the need to design services to be fully accessible.

The Panel noted that the Digital Strategy itself would be built around six key themes, as described in the presentation, with projects identified within each theme. Nick Harding then outlined the current Phase 1 projects, which included:

- transactional website re-design
- mobile working for frontline services
- channel shift – applications
- Modern.gov - committee papers and members webpages
- Hampshire Superfast Broadband Programme
- cyber security

The Panel considered and discussed the content of the proposed digital strategy, and it was asked whether there should be a greater emphasis on income generation. In response, it was stated that while the strategy was focused on delivering service transformation, the introduction of new technology had made a positive difference to income in a number of areas. For example, in the car parks service, a large proportion of parking fines were now paid within a few hours of an offence. Following further discussion, it was advised that the introduction of technology to enable credit card payments in Council owned car parks would be investigated in a future phase.

Panel Members also indicated support for greater use of, and standardisation in accessing, electronic agendas, committee reports and meeting calendars, and it was confirmed that improvements in this area would

be delivered through the introduction of Modern.gov software this autumn. In response to a question, it was confirmed that robust IT security arrangements were in place to protect the Council, and that the cost of contracts for cyber security had reduced.

The Corporate Director, Ian Harrison, confirmed that the Panel's comments would be taken into account as part of the development of the Strategy, and that the approach to public engagement on the Strategy would be carefully considered.

The Panel **NOTED** progress on the preparation of Digital Strategy.

6. **HUMAN RESOURCES UPDATE –**

The Panel welcomed Rachel Gray, the Interim Human Resources Manager, who gave a presentation to the Panel updating on issues related to the workforce profile and Human Resources' work programme (copy available on the website page for the meeting).

By way of context, the Interim Human Resources Manager presented an overview of the national picture for public sector employers, which suggested an increasingly complex future with financial pressures and impacts of the EU referendum for future employment legislation.

The Panel then noted the key data related to staffing at Rushmoor Borough Council, including headcount, part-time workers, age, turnover and sickness. Turnover had remained steady over the past four years at around 13.5% each year, which was lower than private sector levels. The number of days lost to long-term sickness had reduced significantly in 2015/16, compared to figures in 2014/15, which reflected the work carried out to address some long-term cases. In 2015/16, an average of 6.24 days per full-time employee had been lost to sickness, which was lower than the public sector average of 7.9 days.

The Panel considered the information related to the reasons for employee sickness and highlighted that the combined figure for depression and anxiety/stress was higher than any other single category including colds and flu. The Interim Human Resources Manager confirmed that support was available to employees through Occupational Health and the Employee Assistance Programme and that the Council would be seeking to improve understanding of the reasons behind the statistics and developing a Well-Being Strategy.

On recruitment, it was noted that 48 posts had been advertised in 2015/16 and that the 'hard to recruit' posts included IT network engineers, building control surveyors and civil enforcement officers. Recruitment strategies had included the use of social media and professional association websites as well as the usual Hampshire Jobs website. During discussion, it was suggested that ex-service personnel could be interested in civil

enforcement roles and that contact be made with the Army's Career Transition Partnership (CAT), whose regional office was based in Aldershot.

Members were advised that, from April 2017, public sector employers would be required to employ 2.3% of their workforce as apprentices and that based on a headcount in Rushmoor, this would be seven apprentices. These posts were likely to be in areas including economic development, bereavement services and engineering, and it was recognised that it would be challenging to find training providers who could provide courses in technical trades to match the roles. The Panel agreed with the proposed approach to collaborate with other local authorities to influence colleges.

The Panel **NOTED** the presentation.

7. **WORK PROGRAMME –**

The Panel **NOTED** that the work programme for 2016/17 would be considered at the Mid-Cycle meeting, with all Members invited to contribute in advance.

The meeting closed at 8.55 pm.

P.J. MOYLE
CHAIRMAN

CORPORATE SERVICES POLICY AND REVIEW PANEL

WORK PROGRAMME

Set out below are the key issues which form the basis of the Panel's work programme within the Corporate Services portfolio. The topics covered reflect the following:

- items raised by Members and agreed by the Panel for consideration
- review of performance and delivery of specific services
- monitoring and scrutinising the activities of others
- scrutiny of the process of the way in which decisions have been or are being made
- review of policies and proposals developed by others
- reviewing issues of concern to local people or which affect the Borough
- the development of a new policy for recommendation to the Cabinet

The work programme shows the way in which topics are being dealt with and the progress made with them. An update will be submitted to each meeting of the Panel.

CORPORATE SERVICES PORTFOLIO

ACCOUNTABILITY AND AREAS OF RESPONSIBILITY

1
2
3
4

The terms of reference of the Panel will include the areas contained in the Corporate Services portfolio together with functions within the responsibility of the Leader and Deputy Leader. The functions set out in the Scheme of Delegation are:

Financial Administration

To deal with financial policy and financial administration including:

- ◆ Financial Regulations
- ◆ Preparation and monitoring of the capital and revenue budgets
- ◆ Rating, benefits and Council Tax administration
- ◆ Insurance matters

Internal Organisation

To deal with the organisation of the Council's administration including:

- ◆ The Council's Office accommodation and equipment
- ◆ Information technology and data protection
- ◆ Local Land Charges
- ◆ Public relations
- ◆ Council Offices catering
- ◆ Support services

Personnel and Human Resources

To deal with human resources issues including:

- ◆ Personnel strategies and policies
- ◆ Organisational structures and manpower budgets
- ◆ Policy on appointments, terms and conditions and welfare of staff
- ◆ Job evaluation
- ◆ Training and development
- ◆ Personnel and payroll administration

Property

To control and manage the Council's property investments including:

- ◆ Shop and commercial premises let by the Council
- ◆ Industrial estates
- ◆ Council owned development sites

To keep under review the Council's overall corporate property portfolio including:

- ◆ Maintenance of assets
- ◆ New arrangements for leasing or licensing of premises
- ◆ Changes of use
- ◆ Estate management policies

Other Matters

- ◆ Support for Members
- ◆ Emergency planning procedures
- ◆ Service quality, customer care and performance management systems
- ◆ The Council's strategic objectives and corporate planning process
- ◆ Civic ceremonial and insignia
- ◆ Members' allowances

SCRUTINY & PERFORMANCE MANAGEMENT

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
Annually	Asset Management	<p>The Solicitor to the Council and the Head of Democratic Services have responsibility for developing the Council's draft Asset Management Plan. The Plan provides a strategic overview of the Council's property and land assets and the processes and policies by which the assets would be managed and maintained.</p> <p>The Panel received a report from the Solicitor to the Council on 15th January, 2015 that provided them with an overview of the extent of the Council's property portfolio, income streams and future strategic plans.</p>	The Panel to receive an update in the 2016/17 Municipal Year .	Ann Greaves Solicitor to the Council Tel. (01252) 398600 ann.greaves@rushmoor.gov.uk
Bi-annually	Financial Management	The Head of Finance provided an update on the Council's financial position on 15th January, 2015.	The Panel received an update on 12th November, 2015 .	Amanda Fahey Head of Financial Services and Chief Finance Officer Tel. (01252) 398440 amanda.fahey@rushmoor.gov.uk
4.14 Page 7	Business Rates Retention Scheme	The Government had introduced a new business rate retention system in April, 2013. The new policy meant that local authorities were now able to keep some	The Scheme will be reviewed by the Government in 2017. In the meantime Members will receive annual updates on the impact of	Amanda Fahey Head of Financial Services and Chief Finance Officer Tel. (01252) 398440

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
0000		<p>of the business rates collected rather than receiving a government grant. The amount of grant which could be retained by Local Authorities would be dependent on the number of new businesses in the area.</p> <p>An update was made to the Panel on 26th June, 2014.</p>	<p>the Scheme with the next report to the Panel on the 8th September, 2016.</p>	<p>amanda.fahey@rushmoor.gov.uk</p>
31.5.12	Treasury Management	<p>Members had requested that a review of treasury management be carried out to look at performance, performance measures and possible alternative ways of investing the Council's financial reserves.</p>	<p>The Panel received an update on Treasury Management on 12th November, 2015.</p>	<p>Amanda Fahey Head of Financial Services and Chief Finance Officer Tel. (01252) 398440 Email amanda.fahey@rushmoor.gov.uk</p>
31.5.12	Corporate Health and Safety	<p>The Panel reviewed the Council's approach to Corporate Health and Safety, including the Council's performance and Health and Safety Inspections at the meeting on 19th March, 2015.</p>	<p>An update can be provided to the Panel upon request.</p>	<p>Qamer Yasin Head of Environmental Health and Housing Services Tel: (01252) 398640 Email gamer.yasin@rushmoor.gov.uk</p>

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
3.4.14	Contract Management	The Panel received an update that included information on the Council's current contracts, its method of procuring contract services and the generic approach to the subsequent management of its contracts on 13th November, 2014	An update will be provided to the Panel in due course.	Ann Greaves Solicitor to the Council Tel. (01252) 398600 ann.greaves@rushmoor.gov.uk
10.9.09	Office Co-Location Project	The project is now well advanced and a range of County Council services, together with the Farnborough Safer Neighbourhood Team relocated to the offices in the Autumn, 2013. The project has significant implications for the Council but also has a number of major benefits, including the integration of services and realisation of substantial income. An update was presented to the Panel on 19th March, 2015.	The Head of Democratic and Customer Services can provide the Panel with a further update in due course.	Andrew Colver Head of Democratic and Customer Services Tel: (01252) 398820 Email andrew.colver@rushmoor.gov.uk
Annually Page 9	Personnel Monitoring	An update on the Personnel Service was provided to the Panel on 5 th July. The update focused on issues relating to the workforce profile and the Human Resources' work programme.	An update was presented to the Panel on 5th July, 2016 . The Panel to receive a further update in 6 months. An Organisational Development update will be provided to the Panel in the 2016/17 Municipal	Karen Edwards Corporate Director Tel: (01252) 398800 karen.edward@rushmoor.gov.uk

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
Sep 10			Year.	
4.12.03	Information and Communications Technology (ICT) & Digital Strategy	<p><u>Digital Strategy</u>: On 10th September, 2015, the Panel hosted an all-Member Seminar on Rushmoor's Digital Strategy. The purpose of the seminar was:</p> <ul style="list-style-type: none"> • to provide a brief overview of the technological changes taking place • to describe the initial work undertaken in the development of the Digital Strategy • to consult Members on their thoughts and ideas for a digital strategy and their ambition for a Digital Rushmoor • to agree next steps and scope of remaining activity to complete the Digital Strategy <p>At the most recent Digital Strategy update, Members had been introduced to the Phase 1 projects. The Panel agreed that the introduction of new technology had made a positive difference to income.</p>	The Panel received an update on the Digital Strategy on 5th July, 2016 .	<p>Nick Harding Head of IT and Facilities Services Tel. (01252) 398650 Email. nick.harding@rushmoor.gov.uk</p> <p>Ian Harrison Corporate Director Tel. (01252) 398300 Email. ian.harrison@rushmoor.gov.uk</p>
31.5.13	Systems Thinking	The Panel received a presentation at the meeting on 19th March, 2015 on how the Council was using Systems	The Panel received an update on Systems Thinking that focused on cost benefit analysis,	Ian Harrison Corporate Director Tel. (01252) 398300

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
		<p>Thinking to improve services and reduce costs in Rushmoor. To date this approach had been used in a number of Services and efficiencies had translated into cost savings.</p> <p>A presentation was made to the Panel on the cost benefit analysis of Systems Thinking, it was concluded that a significant number of sustainable service improvements had been made as a result of systems thinking.</p>	on 31st March, 2016.	Email. ian.harrison@rushmoor.gov.uk
3.4.14	The Emergency Plan	The Panel received an update on the Council's emergency plan at the meeting on 15th January, 2015. Members were also invited to attend a drill in March, 2015 which allowed them to observe the emergency plan in practice.	An update to be provided upon request.	Karen Edwards Corporate Director Tel: (01252) 398800 karen.edward@rushmoor.gov.uk

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
20.08.15	Performance Reporting	<p>This item was raised during a workshop held on 20th August, 2015, where the Panel were provided with the budget information for the Corporate Services portfolio.</p> <p>The Panel received a presentation on the Council's approach to performance reporting and endorsed this approach.</p>	<p>This item was presented to the panel this on 12th November, 2015.</p>	<p>Karen Edwards Corporate Director Tel: (01252) 398800 karen.edward@rushmoor.gov.uk</p>
20.08.15	Land Charges	<p>This item was raised during a workshop held on 20th August, 2015, where the Panel were provided with the budget information for the Corporate Services portfolio.</p> <p>Members received an overview of the Local Land Charges function and informed of plans for the Local Land Charges register to transfer from local authorities to the Land Registry as part of the Infrastructure Act 2015.</p>	<p>This item was presented to the Panel meeting on 31st March, 2016.</p>	<p>Ann Greaves Solicitor to the Council Tel. (01252) 398600 ann.greaves@rushmoor.gov.uk</p>

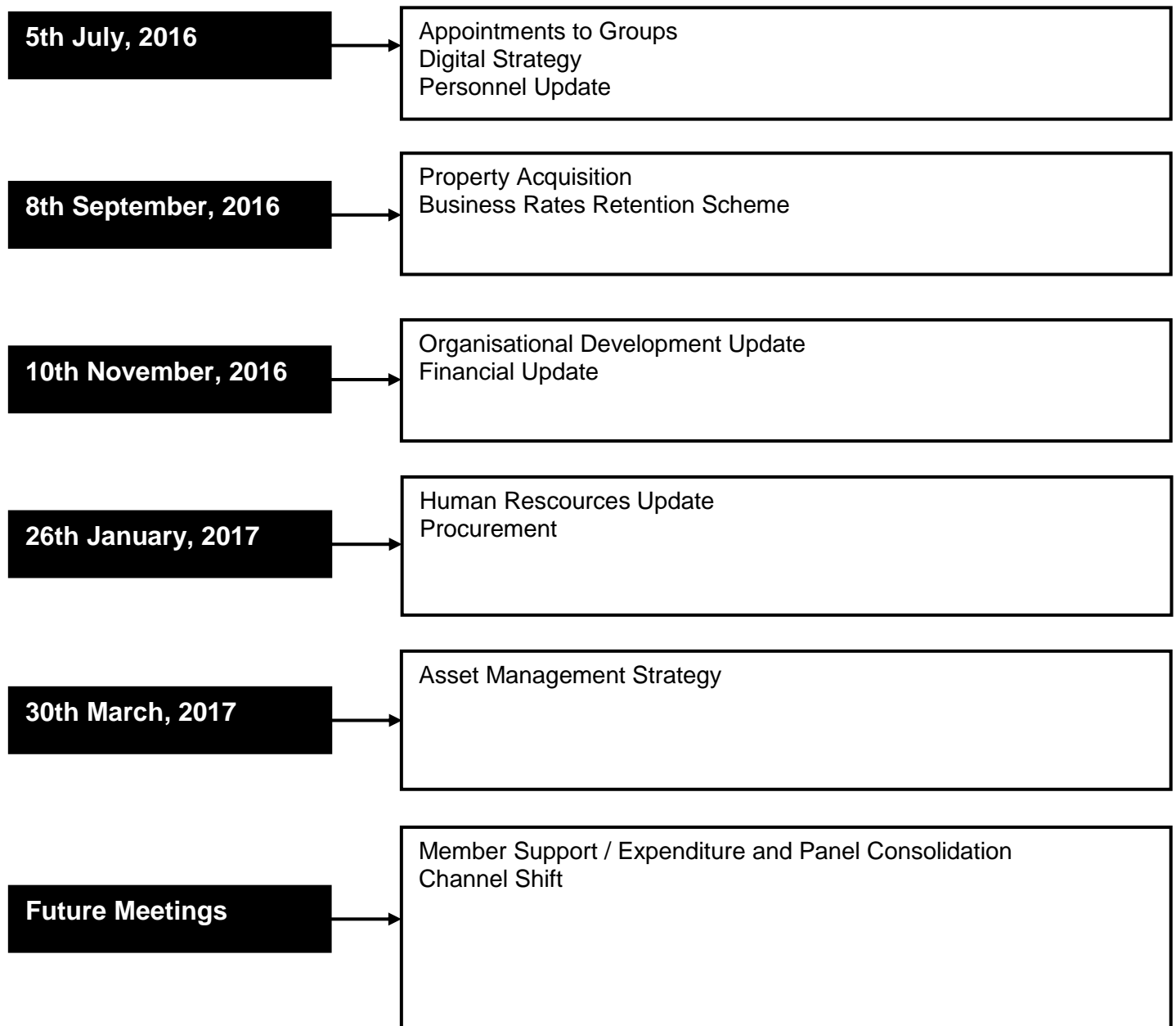
REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
20.08.15	Mayoral Costs	<p>This item was raised during a workshop held on 20th August, 2015, where the Panel were provided with the budget information for the Corporate Services portfolio.</p> <p>The Panel were provided with a background to the Mayoralty arrangement and an overview of the change in costs over the years. It was also noted that a Mayoral Protocol was in the process of being prepared and aimed to outline the Mayor's roles and responsibilities, what the Council would provide and working and financial arrangements.</p>	This item was presented at the Panel meeting on 31st March, 2016 .	<p>Andrew Colver Head of Democratic and Customer Services Tel: (01252) 398820 Email andrew.colver@rushmoor.gov.uk</p>
07.10.15	Council's Website	Members requested an update on the progress of the new website since it had been launched in 2012.	The Panel was provided with an update on 12th November, 2015 .	<p>Karen Edwards Corporate Director Tel: (01252) 398800 karen.edward@rushmoor.gov.uk</p>

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
2015.08.15	Member Support / Expenditure and Panel Consolidation	This item was raised during a workshop held on 20 th August, 2015, where the Panel were provided with the budget information for the Corporate Services portfolio.	This item will be brought to a Panel meeting in the 2016/17 Municipal Year .	Andrew Colver Head of Democratic and Customer Services Tel: (01252) 398820 Email andrew.colver@rushmoor.gov.uk

UPDATES FROM TASK AND FINISH AND WORKING GROUPS

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
Annually	Customer Services Review Working Group <i>(ongoing)</i>	<p>The Chairman (Cr. P.J. Moyle) and Crs. D.M.T. Bell, A. Crawford, R.L.G. Dibbs, D.S. Gladstone, B. Jones, and P.F. Rust were appointed to serve on the Customer Services Review Working Group for the 2016/17 Municipal Year. The Group had been set up to consider a broad range of issues relating to customer services. However, the Group had been focussing on issues such as:</p> <ul style="list-style-type: none"> • the Savings and Efficiency/Service Transformation Review; • project work, such as the Customer First Project; and • performance monitoring and scrutiny of issues such as the closure of the Aldershot Cash Office and the Local Tax and Benefits Service; 	<p>The Panel appointed to the Group at the meeting on 5th July, 2016. It was agreed that the Terms of Reference would be reviewed at a future meeting of the Group.</p> <p>The next meeting of the Group will be taking place on 1st September, 2016.</p>	<p>Ian Harrison Corporate Director Tel. (01252) 398300 Email. ian.harrison@rushmoor.gov.uk</p>

CORPORATE SERVICES POLICY AND REVIEW PANEL WORK FLOW - 2016/17



Chairman: Cr. P.J. Moyle
Lead Officer: Karen Edwards, Corporate Director, Tel. (01252) 398800, Email.
karen.edwards@rushmoor.gov.uk
Last updated: 30th August, 2016