



RUSHMOOR BOROUGH COUNCIL

CORPORATE SERVICES POLICY AND REVIEW PANEL

*at the Council Offices, Farnborough on
Thursday, 31st March, 2016 at 7.00 pm*

To:

Cllr Jacqui Vosper (Chairman)
Cllr D.S. Gladstone (Vice-Chairman)

Cllr D.M.T. Bell
Cllr D.E. Clifford
Cllr Barbara Hurst
Cllr B. Jones
Cllr G.B. Lyon
Cllr P.F. Rust
Cllr D.M. Welch

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 - 6)

To confirm the minutes of the meeting held on 12th November, 2015 (copy attached).

2. **LAND CHARGES –**

The Panel to receive an overview of the Land Charges function from the Legal Services Manager, Diane Milton and the Land Charges Manager, David Caldwell.

3. **MAYORAL COSTS –**

The Head of Democratic and Customer Services, Andrew Colver, will provide the Panel with an overview of the Mayoral costs.

4. **SYSTEMS THINKING –**

To receive an update from Corporate Director, Ian Harrison, who has been invited to the meeting to provide the Panel with a cost benefit analysis of Systems Thinking.

5. **WORK PROGRAMME –** (Pages 7 - 18)

To note the Panel's work programme for the 2015/16 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 Thursday, 12th November, 2015 at the Council Offices, Farnborough at 7.00 p.m.

Voting Members

Cr. Jacqui Vosper (Chairman)
Cr. D.S. Gladstone (Vice-Chairman)

Cr. D.M.T. Bell	Cr. B. Jones	Cr. G.B. Lyon
Cr. D.E. Clifford		Cr. P.F. Rust
a Cr. Barbara Hurst		Cr. D.M. Welch

An apology for absence was received on behalf of Cr. Barbara Hurst.

7. MINUTES –

The Minutes of the meeting held on 4th June, 2015 were approved and signed by the Chairman.

8. COUNCIL WEBSITE –

The Panel had invited the Corporate Communications Manager, Ms. Gill Chisnall, and the Website Manager, Mr. Paul Cowell, to the meeting to discuss the progress of the Council's new website since it had been launched in 2012. It was explained that while the website had only been live for three years, work had begun on the development of the improved website in 2010.

Prior to the launch of the new website, customers had found it difficult to understand the old site and often experienced technical issues. There had been a reduction in the number of pages and the developed site had also allowed staff to update their service pages. As well as improving the design and management, staff had started to ensure that the content of the website was more customer focused.

Members heard that regular improvements had been made and were shown a number of the developed pages. Customers had been given the ability to look up more information, including their bin collection dates and polling stations. The main improvements had included software updates and the ability to view the website easily on mobile devices. The introduction of feedback forms had been important in the development process as it enabled customer views to be collected. The improvements had resulted in a 50% increase in users.

The Panel had been provided with data that showed how the customers used and accessed the Council's website. It was noted that 57% of

the website traffic came out of hours, when the offices were closed. It was also heard that in 2012, 87% of website visits had been made on a desktop computer, whereas 2015 statistics showed this had reduced to 46%, while the remaining percentage of visits had been made on tablets or mobile devices. The common popular pages included rubbish and recycling, council tax, job opportunities and parking, however, there had been seasonal popular pages where the number of visits had spiked at different times throughout the year, for example, fireworks, elections and the Lido.

It was explained that there had been a focus on the development of the elections pages during 2015, there had been a live update feed during the count and there had also been an increase in the promotion of the elections pages through social media. Social media had also been used to promote other Council news and events.

A facility had been developed that enabled staff to see what customers did when they visited the website, although, it had also been felt necessary to find out the reason the customers had visited. Feedback had been received from the Society of IT Management (SOCITM), customers, staff and councillors. SOCITM had completed a number of tasks and scenarios during their review and assessed mobile and desktop use. As a result, Rushmoor's website had been rated three out of four stars. The Council had been offered some suggestions on how the website would be improved, for example, the removal of outdated phrases, 'do it online' or 'report it', and think 'mobile first' on all pages.

Members were informed that, during the second quarter of 2015/16, customers of the website had completed 736 'did you find what you were looking for?' forms. It had been shown that 81% of those customers had found what they were looking for, 6% had not and 13% had made a specific request for a service.

Ms. Chisnall then made reference to Channel Shift and the intention to increase online transactions. However, it was noted that most customers had visited the website for information. Members heard that there was a need for a new 'platform' to progress with Channel Shift, that would allow customers to have their own council account; 'my account'. It was intended that this feature would enable customers to self-serve and track their requests. It was explained that there had been work to embed this into the current website, although the current website design had made this a challenging task.

The Panel was provided with examples of current website trends in local government that were similar to the national "gov.uk" website, although it was stated that there was an intention to find out what customers wanted from the website before any changes were made.

The Panel made the following recommendations for consideration in the development of the Council's website:

- Re-introduce the ability to submit petitions online;

- Enable customers to 'CC' their local councillor(s) when completing online forms or making service requests.

The Panel **NOTED** the presentation and requested the officers to assess the issues raised by the Panel.

9. **FINANCIAL UPDATE / TREASURY MANAGEMENT –**

The Head of Financial Services, Ms. Amanda Fahey, had been invited to the meeting to provide the Panel with an update on treasury management. The presentation outlined the current economic background and the UK's Gross Domestic Product (GDP) data. Members were updated on the Council's current financial position and were informed of some key financial issues, these included the Autumn Statement and the predicted financial cuts, the possible devolution deal and the financial implications of this, the uncertainty around the new homes bonus and future changes to the business rates scheme.

The Panel was reminded that treasury management was underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy's code of practice. It was noted that three treasury management updates were provided to the Licensing and General Purposes Committee each year. Members heard that while Arlingclose Limited had provided advice to Rushmoor, all investment decisions had been made by the Council's Treasury Team. It was noted that the Team also made the decisions regarding the Council's pooled funds that were managed by external fund managers. The Panel was then briefed on the current situation of the Council's pooled funds and provided with a summary of deposit and investment activity during the six month period to 30th September, 2015.

Members noted the internal investment credit score, of which the aim had been A- or higher for average credit rating and an average credit score of 7 or lower. It was explained that the credit score had been good and explained that this had been due to solid counterparties.

Ms. Fahey concluded that, whilst 2015/16 had been challenging for the Council, the estimated interest receipts were £849,000 which was an increase on previous estimates for the year. The Panel was informed that the Council had started to look ahead and was considering the possibility of becoming a 'borrowing' authority. However, this would be dependent on the level of investment and the ability to attract external funding.

The Panel **NOTED** the update.

10. **PERFORMANCE REPORTING –**

The Panel welcomed the Strategy, Performance and Partnerships Manager, Mr. Jon Rundle, to the meeting who had been asked to provide a presentation on the Council's approach to performance reporting. A copy of the Strategic and Performance Management Updates from the second quarter

of 2015/16 had been distributed prior to the meeting. An overview of the approach allowed the Panel to assess whether any issues should be scrutinised in more depth at a future meeting of the Panel.

Members were reminded of the Council's purpose, 'working with others to improve the quality of people's lives', and heard how the 8-Point Plan and Organisational Development Programme was influencing the sustainability of the organisation.

The Strategic Planning Process 2015-2018 was explained to the Panel through a diagram. It was noted that this process was a continuous loop and had begun with horizon scanning, followed by a number of tasks including budget projections, finalising business plans, finalising the budget, agreeing the Corporate Strategy and finishing with performance monitoring and public feedback.

Following discussions with the Cabinet and other Members, the Panel was advised that improvements to the corporate planning process had been pursued. For example, it was suggested that there would be an increase in the work with Members, a focus on priorities and allocating resources where they had been needed most and an introduction of more opportunities to feed in resident and customer consultation. Improvements had also been made to the monitoring documents, which had started to include an overview of the budget.

The Panel were informed of the key elements for the Corporate Plan and quarterly monitoring reports that had been presented to Cabinet during 2015/16. It was explained that broader issues relating to the local community had continued to be included, such as population, crime, education, economy and health. The document had started to include more emphasis on the 8-Point Plan and Organisational Development. There was also a focus on key priorities under the five themes; people and communities, prosperity, place, leadership, good value services.

It was heard that feedback on the monitoring documents had been positive and Members agreed that it was a sophisticated report.

The Panel **NOTED** the presentation and **ENDORSED** the approach to performance monitoring.

11. **CUSTOMER SERVICES MEMBER REVIEW GROUP –**

Members received a copy of the minutes from the Customer Services Member Review Group meeting that had taken place on 17th June, 2015.

The Panel **NOTED** the minutes of the meeting.

12. **WORK PROGRAMME –**

The Panel **NOTED** the current Work Programme.

The meeting closed at 9.00 pm.

JACQUI M. VOSPER
CHAIRMAN

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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

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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:

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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 9	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)
31.5.10		<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 in the 2016/17 Municipal Year.</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 qamer.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. A update was made 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 11	Personnel Monitoring	The Panel received a presentation from the Principal Personnel Officer and The Head of Strategy, Engagement and Organisational Development at the meeting on 13th November, 2014 which provided information requested by the Panel on Organisational Development, staff welfare data and the professional	An update to be presented to the Panel on 2nd June, 2016 .	Karen Edwards Head of Strategy, Engagement and Organisation Development Tel: (01252) 398800 karen.edward@rushmoor.gov.uk

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
Sep 12		development offered to staff.		
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 	An update will be provided to the Panel in the 2016/17 Municipal Year.	<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 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.	The Panel will receive an update on Systems Thinking, focusing on cost benefit analysis, on 31st March, 2016 .	<p>Ian Harrison Corporate Director Tel. (01252) 398300 Email. ian.harrison@rushmoor.gov.uk</p>

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
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 Head of Strategy, Engagement and Organisation Development Tel: (01252) 398800 karen.edward@rushmoor.gov.uk
20.08.15	Performance Reporting	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 was presented to the panel this on 12th November, 2015 .	Karen Edwards Head of Strategy, Engagement and Organisation Development Tel: (01252) 398800 karen.edward@rushmoor.gov.uk
20.08.15	Land Charges	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 the Panel meeting on 31st March, 2016 .	Ann Greaves Solicitor to the Council Tel. (01252) 398600 ann.greaves@rushmoor.gov.uk

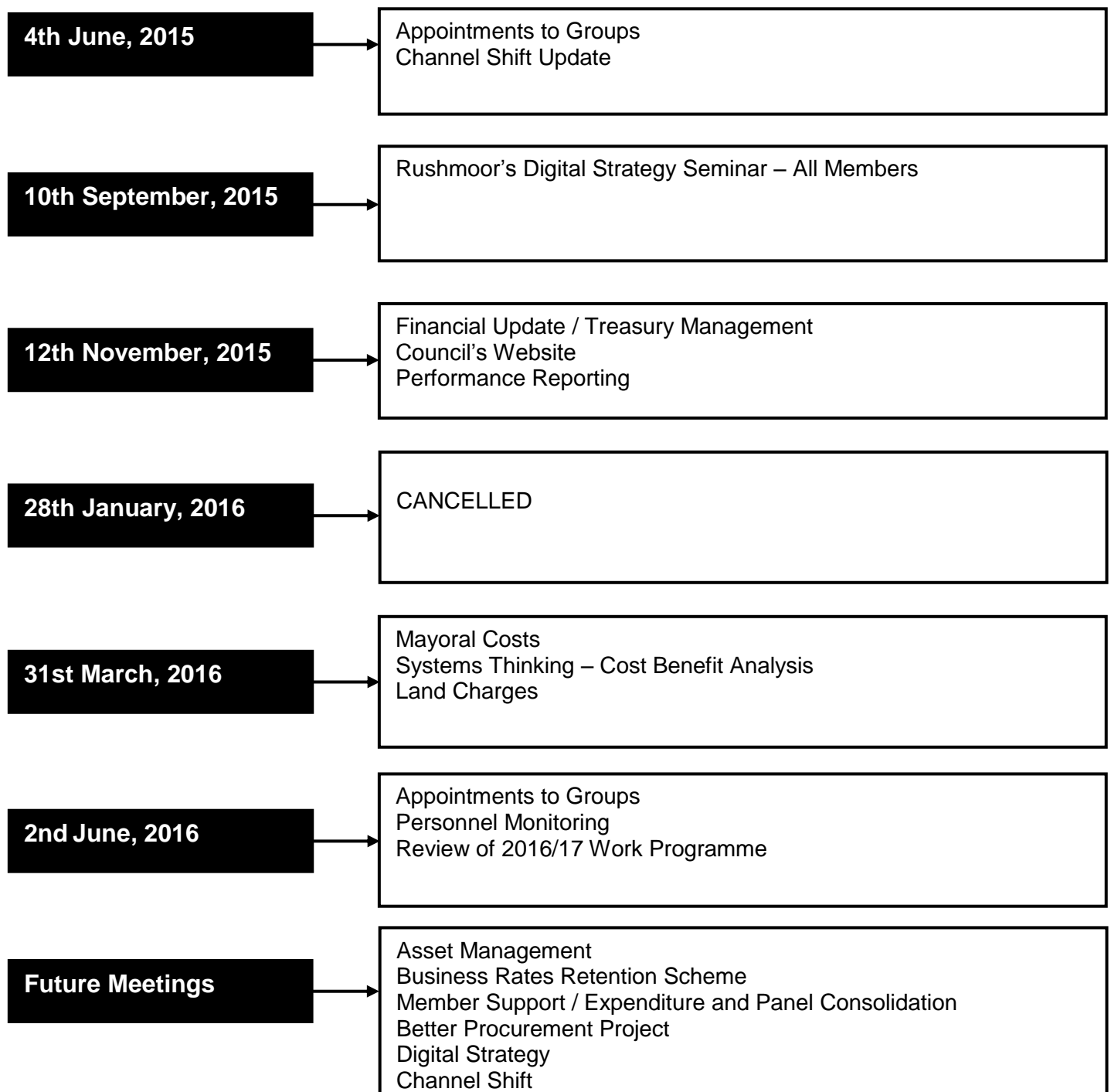
REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
20.08.15	Mayoral Costs	This item was raised during a workshop held on 20 th August, 2015, where the Panel were provided with the budget information for the Corporate Services portfolio.	This item will be presented at the Panel meeting on 31st March, 2016 .	Andrew Colver Head of Democratic and Customer Services Tel: (01252) 398820 Email andrew.colver@rushmoor.gov.uk
07.10.15	Council's Website	Members requested an update on the progress of the new website since its launch in 2012 and future development plans.	The Panel was provided with an update on 12th November, 2015 .	Karen Edwards Head of Strategy, Engagement and Organisation Development Tel: (01252) 398800 karen.edward@rushmoor.gov.uk
20.08.15	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 raised at the 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 Member Review Group <i>(ongoing)</i>	<p>The Chairman (Cr. Jacqui M. Vosper) and Crs. D.M.T. Bell, A. Crawford, D.S. Gladstone, B. Jones, G.B. Lyon and P.F. Rust were appointed to serve on the Customer Services Review Working Group for the 2015/16 Municipal Year. The Group had been set up to consider a broad range of issues relating to customer services. However, the Group was currently 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; 	The Panel noted the minutes of the Customer Services Member Review Group on 12th November, 2015.	<p>Ian Harrison Corporate Director Tel. (01252) 398300 Email. ian.harrison@rushmoor.gov.uk</p>

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
5.9.13	Communications Strategy	<p>The Panel reviewed the Council's Communications Strategy (in responding to high profile issues which had appeared on social media and had been reported in the local and national press) at the meeting held on 7th November, 2013.</p> <p>The Panel agreed that a task and finish group should be set up. The Group would include the Chairman (Cr. Jacqui M. Vosper), A.H. Crawford, Barbara Hurst, B. Jones and G.B. Lyon and would work with Officers in developing the Council's future Communications and Engagement strategy.</p> <p>The Group would also look at Public Notice Advertising, the merits of the methods currently used and how best to communicate with the public.</p>	A report on the outcomes of the work of the task and finish group was presented to the Panel on 13th November, 2014.	Karen Edwards Head of Strategy, Engagement and Organisation Development Tel: (01252) 398800 karen.edward@rushmoor.gov.uk

CORPORATE SERVICES POLICY AND REVIEW PANEL WORK FLOW - 2015/16



Chairman:
Lead Officer:
Last updated:

Cr. Jacqui M. Vosper
Karen Edwards, Head of Strategy, Engagement and Organisational Development, Tel. (01252) 398800, Email. david.quirk@rushmoor.gov.uk
18 March, 2016

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