



RUSHMOOR BOROUGH COUNCIL

CORPORATE SERVICES POLICY AND REVIEW PANEL

*at the Council Offices, Farnborough on
Thursday, 29th June, 2017 at 7.00 pm*

To:

Cllr D.M.T. Bell
Cllr J.B. Canty
Cllr M.S. Choudhary
Cllr R.L.G. Dibbs
Cllr D.S. Gladstone
Cllr B. Jones
Cllr P.F. Rust
Cllr Jacqui Vosper
Cllr J.E. Woolley

Enquiries regarding this agenda should be referred to the Panel Administrator:
Marion Young, Democratic and Customer Services, Email:
marion.young@rushmoor.gov.uk Tel: 01252 398827.

A G E N D A

1. **APPOINTMENT OF CHAIRMAN –**

To appoint a Chairman for the 2017/18 Municipal Year.

2. **APPOINTMENT OF VICE-CHAIRMAN –**

To appoint a Vice-Chairman for the 2017/18 Municipal Year.

3. **MINUTES –** (Pages 1 - 4)

To confirm the Minutes of the meeting held on 10th November, 2016 (copy attached).

4. **APPOINTMENTS TO GROUPS –**

(1) **Mid-Cycle Meetings –**

To appoint Members to attend Mid-Cycle meetings for the 2017/18 Municipal Year. The membership for 2016/17 comprised the Chairman and Vice-Chairman and Crs. D.M.T. Bell and B. Jones.

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

To appoint Members to the Customer Services Working Group for the 2017/18 Municipal Year. The membership for 2016/17 comprised the Chairman and Crs. D.M.T Bell, A.H. Crawford, R.L.G. Dibbs, D.S. Gladstone, B. Jones and P.F. Rust.

5. **HUMAN RESOURCES REPORT FOR 2016/17 –** (Pages 5 - 14)

To consider the annual Human Resources Report for 2016/17 (copy attached), to be presented by Rachel Gray, Human Resources Manager.

6. **PROCUREMENT UPDATE –**

To receive a presentation from Katherine Booker, Principal Procurement Officer, which will provide updates on a range of procurement matters.

7. **WORK PROGRAMME –** (Pages 15 - 26)

The Panel to note the current work programme (copy attached) and the arrangements to review this at the forthcoming mid-cycle meeting. Members are invited to put forward potential items of interest for the future programme of work.

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.

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CORPORATE SERVICES POLICY AND REVIEW PANEL

Meeting held on Thursday, 10th November, 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

12. MINUTES –

The Minutes of the meeting held on 8th September, 2016 were approved and signed by the Chairman.

13. ORGANISATIONAL DEVELOPMENT STRATEGY –

The Panel welcomed Karen Edwards, Corporate Director, and Alison MacLachlan, Organisational Development Officer, who gave a presentation updating Members on the Council's Organisational Development Programme, which had been developed over a three to four year period.

In 2013, the Council's narrative had been created; "Rushmoor – fit for the future". Members of staff had been involved in the process and had worked together to identify a common understanding of the changes that would need to be made by all staff in order for the Council to become financially sustainable. It was noted that there were four key themes to the narrative:

- Political leadership
- How we will work with residents, communities, local businesses and local partners
- Leading and working together
- Learning and developing together

It was explained that the key themes of the narrative linked to core behaviours, which focused on how staff worked, not what they worked on. The length of the narrative had meant that it was difficult for staff to memorise and, therefore, small groups of staff developed the 'simple rules', which summarised the principles; everyone matters, give it a go, continue to improve and take responsibility and see things through. It was noted that the simple rules used language that was easy to understand and were promoted around the Council Offices, which helped staff to remember and adopt the simple rules.

The Panel was informed of the desired outcomes of the Organisational Development Programme, which included ensuring that the Council was a sustainable learning organisation. Other areas that the strategy hoped to improve was engagement with communities, residents, businesses and partners and supporting Members in their “local leadership” roles.

In order to deliver the Council’s 8-Point Plan to achieve financial sustainability, the Organisational Development Programme was split into eight categories and examples of previous, current and future work was shared with the Panel. The Action Learning Programme was explained in detail and Members noted that the Council had trained twelve facilitators, nine of which had been accredited. The crucial conversation training was also explained as an example for ‘organisational skills’. Between August, 2016 – January, 2017 a total of 148 members of staff would have participated in two days of training. One Head of Service had qualified as a crucial conversation trainer, which meant that the Council had not needed to arrange external trainers for the sessions. Staff feedback from the sessions had been positive and it had encouraged a number of staff members to tackle difficult conversations that had previously been avoided.

Members noted the launch of “My HR” in October, 2016, which was described as an e-portal for staff to access their payslips and view or update their basic employee information. There was an intention to include a functionality that would allow staff to claim mileage and overtime. The Panel questioned whether this system would be rolled out to elected Members and it was confirmed that this could be explored in the future.

There had also been a focus on developing core management skills, which was made available to a number of staff, including those involved in project management and aspiring managers. It was noted that further sessions would be arranged to allow additional staff to attend.

The number of staff engagement sessions had increased with a total of six planned for the year. The first staff showcase had been in 2015 and had focused on systems thinking reviews within the Council. A Member event had also taken place and both sessions gave staff the opportunity to share their experiences and how they had used systems thinking in their day-to-day work. Panel Members were invited to attend the forthcoming staff showcase, taking place on 15th December.

It was noted that, previously, there had been limited engagement with learning and development. In 2015, an appraisal experiment took place and as a result of this, development reviews had been introduced to the Council. Members of staff had been asked to complete a learning and development form after their development review session. The form allowed staff to raise areas of skills development that they would be interested in. It was noted that 261 members of staff had completed the form (88%) and of those, 195 staff members had highlighted at least one development or learning need. Three main areas of development had been identified:

- Digital and social media
- Commercial skills
- Political skills

The Panel was informed of the work planned for 2017. It was noted that there would be a focus on the development of skills identified in the development review process. Also, a skills audit would be carried out with the aim of creating a live skills database. This would enable the Council to utilise relevant skills that current staff members already had.

Members noted that there was a particular focus on the development of project management, this was because the Council had not been able to deliver some of the projects in the 8-Point Plan as quickly as had initially been intended. It was explained that, due to the work being done on the waste and leisure contracts and the Parking Strategy, there was a lot of change to manage and therefore, the Council would benefit from stronger project management skills.

The Panel was advised that measuring the effectiveness of the Organisational Development Strategy had been difficult to evidence. However, it was possible to recognise a change in the organisation. For example, there was more openness to utilising different digital technology, a clearer intent to tackle difficult conversations using techniques learnt and practiced through training, an increased use of listening and question skills acquired through action learning and a keen interest and involvement from staff around the organisation in initiatives that would affect the future of the Council.

The Panel thanked Karen Edwards and Alison MacLachlan for their detailed presentation and **NOTED** the update.

14. **WORK PROGRAMME –**

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

The meeting closed at 8.30 p.m.

P.J. MOYLE
CHAIRMAN

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**CORPORATE SERVICES
POLICY & REVIEW PANEL**

**HR MANAGER
RACHEL GRAY**

29 JUNE 2017

Report No: HR1701

HUMAN RESOURCES REPORT 2016/17

1. Introduction

- 1.1 The purpose of this item is to provide a detailed report to the panel on the Rushmoor workforce, and to update members on related HR and Learning and Development activities.

2. The Rushmoor Workforce

- 2.1 In 2016/17 the Council's headcount ended the financial year at 299. (259.25 FTE)

Year	Headcount	FTE
2016/2017	299	259.25

- 2.2 In relation to the population of Rushmoor at that time (95,300) this is one FTE staff member to every 368 members of the population.

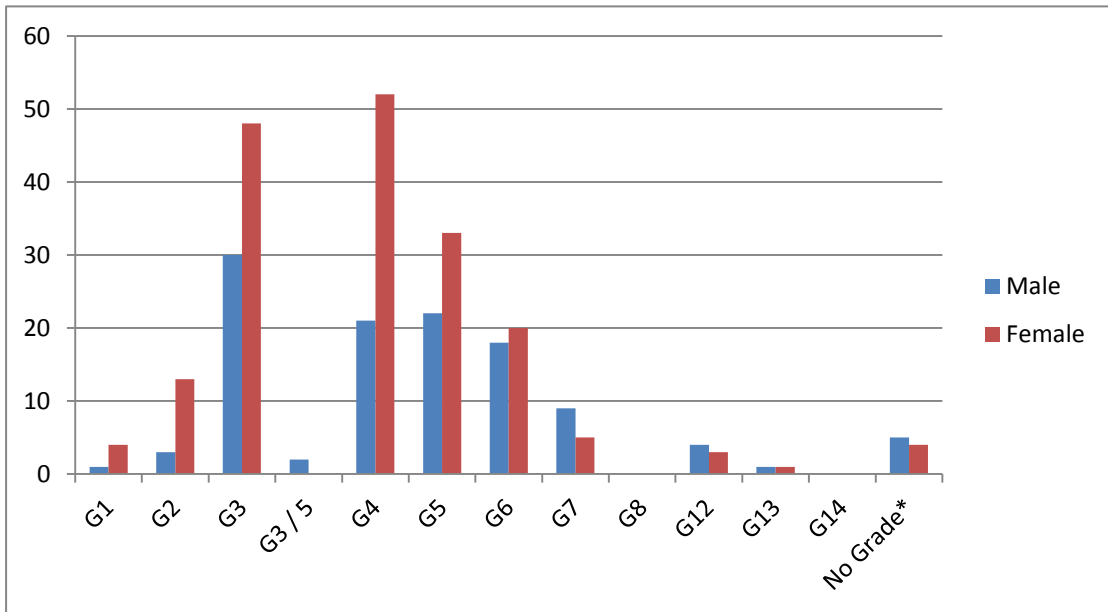
3. Staff numbers by service as at 31st March 2017

- 3.1 Based on the establishment for 2016/17, the following were in post on 31st March 2017.

Service	Headcount	FTE
CEX, Corp Dir & Audit	11	10.26
Community	76	63.64
Democratic & Customer Services	25	21.77
EH & H	48	42.93
Finance	43	40.09
IT & Facilities	23	17.94
Legal Services	15	12.01
Planning	34	30.73
SE & OD	24	19.88
Total	299	259.25

3. Gender breakdown

- 3.1 At the end of 2016/17, of the 299 staff members there were 116 males and 183 females. Almost two thirds of the workforce are female. The graph below shows the split between male / female at each grade.



*this group includes apprentices and any TUPE'd Staff

3.2 Approximately 50% of the workforce are employed in Grades 3 & 4, these two grades host a total of 151 employees, of which two thirds are females. 18% of the workforce are employed on Grade 5 and a further 13% on a Grade 6, both of these grades include a higher number of female employees. Only when you get to Grade 7 and above do males outnumber female staff.

3.3 Work is currently underway to look at gender and pay as part of the new requirement to publish Gender Pay Gap data. The data must be published by the Council by the end of March 2018.

4. Ethnic breakdown

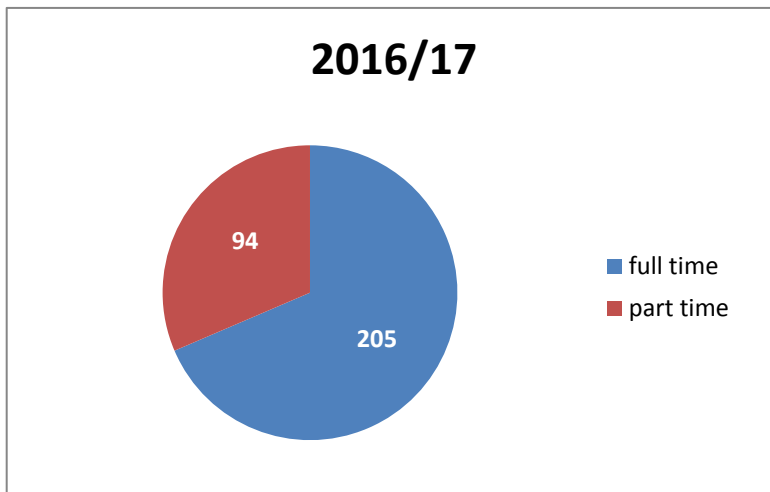
4.1 Of the 252 Rushmoor staff who have provided their ethnic data, the breakdown is as follows.

	Rushmoor staff	Rushmoor population (2011 Census)
White	93.6%	85.9%
Prefer not to say	0.8%	
Black, Asian or mixed race categories	5.6%	14.1%

5. Full-time/part-time

5.1 ONS figures put the national average of part-time workers at 26.8%. A recent report conducted by South East Employers shows that Borough/District Councils in our region are currently employing a similar proportion at 27% part-timers. In Rushmoor, at the end of 2016/2017 there were 94 individuals

working part time, representing 31% of the workforce. Of the 94 officers working part time, 84% were female.



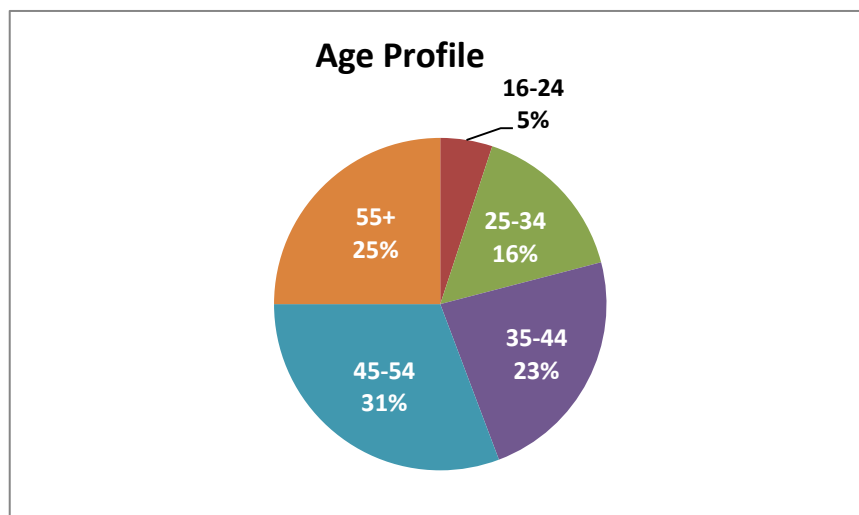
5.2 Just under one third of part timers are employed on Grade 3, and 23% on Grade 4.

5.3 The proportion of part-timers has reduced steadily over the last five years, it is not clear why this is as the council accommodate a range of flexible working options, but may be connected with the added financial pressures on staff.

Year	Full time	Part time
2012/13	200	106
2013/14	197	107
2014/15	198	101
2015/16	212	91
2016/17	205	94

6. Age Profile

6.1 The graph below highlights the age profile of the Council. Over 50% of staff are currently aged 45 and over, and 25% are aged over 55. This is a concern for the Council in terms of succession planning and delivery of services in the future.



Age group	No	%
16-24	15	5
25-34	47	16
35-44	69	23
45-54	91	31
55+	74	25
	296	100

Age profile of starters and leavers

- 6.2 The table below details the age of starters and leavers for 2016/17 and shows that there were 19 leavers last year aged 34 and under, but only 10 starters in that age range. Given the ageing profile of the council, this is not an ideal position and the council needs to develop strategies to attract and retain a younger age profile.

Age profile	Starters	%	Leavers	%
16 - 24	6	23	8	19.5
25 - 34	4	15.5	11	27
35 - 44	6	23	8	19.5
45 - 54	6	23	8	19.5
55+	4	15.5	6	14.5
	26	100	41	100

7. Turnover

Starters & Leavers

- 7.1 During 2016/2017 there were 41 leavers and 26 starters. This represents a turnover of 13.3% fte. This is slightly above the average of 12.5% for shire district councils as reported in the Local Government Workforce Survey 2015/16.
- 7.2 The UK average employee turnover rate is approximately 15% a year, although this does of course vary between industries.

Service	Leavers		Starters	
	Heads	FTE	Heads	FTE
CEX, Corp Dir & Audit	1	1		
Community	20	17.40	8	5.54
Democratic & Customer Services	3	3	4	4
EH & H	7	6.39	2	2
Finance	1	0.81	2	2
IT & Facilities	7	3.89	3	2.34
Legal Services	1	1	2	2
Planning	1	1	3	3
SE & OD			2	2
Total	41	34.5	26	22.88

7.3 Amongst the 41 leavers there were three redundancies. One was a result of a change in funding from HCC, another was as a result of the change to the operation at Connaught Leisure Centre and the third was as a result of a fixed term contract ending. A further two left under a MARS agreement, and a small number chose to retire.

7.4 Of the 20 leavers within Community, four were Civil Enforcement Officers and four were from Community Safety. Facilities also experienced a number of cleaners leaving during the year.

8. Recruitment

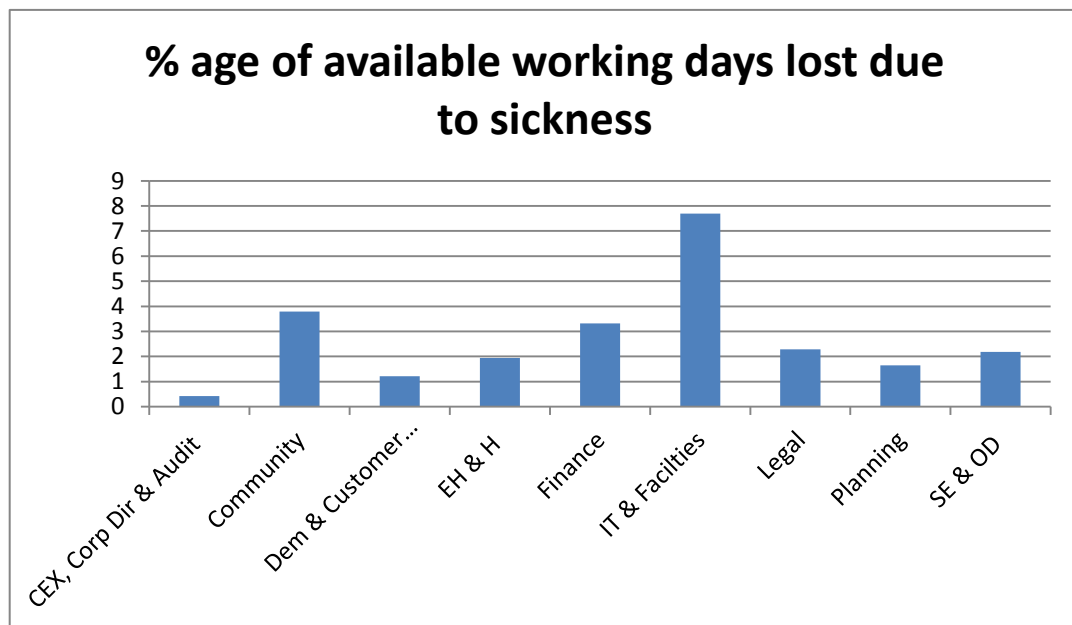
8.1 In 2016/17, 31 vacancies were advertised on the external Hampshire jobs portal, attracting 328 applications. 36% of the applications were received for two roles - Administrative Assistant, Democratic Services which attracted 63 applications and Customer Service Adviser, which attracted 55 applications.

8.2 During this year the Council also recruited a new Chief Executive using external recruitment consultants with 32 applicants.

8.3 Posts where recruitment difficulties have been experienced are for Building Control Surveyors, specialist IT roles and Civil Enforcement Officers.

9. Health & Wellbeing

Sickness Absence 2016/17

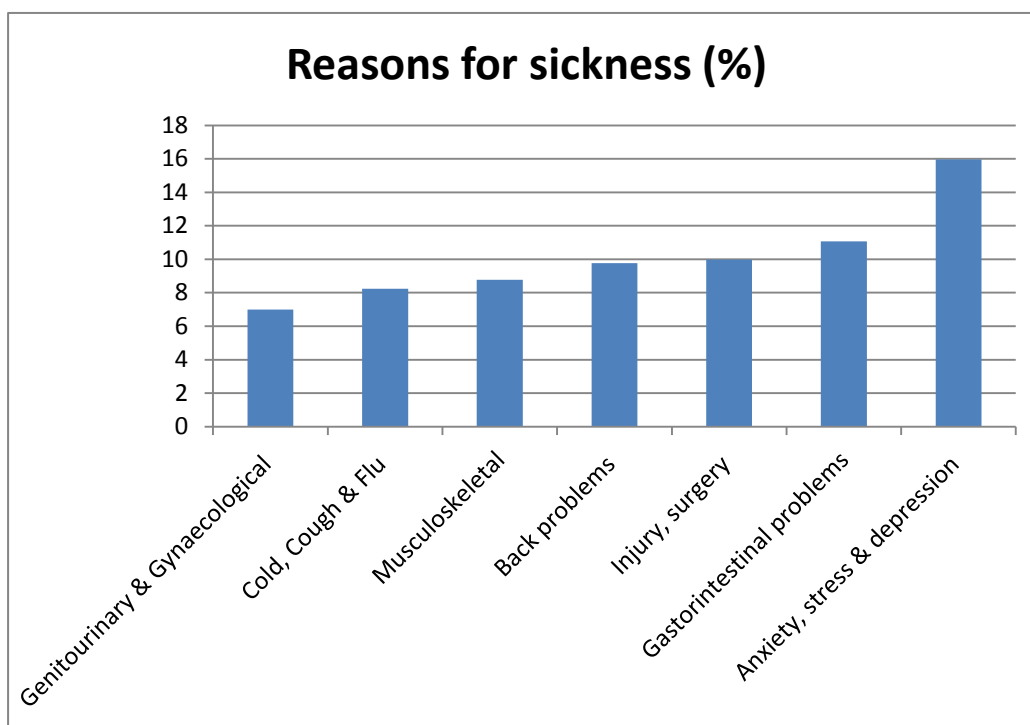


9.1 There were a total of 1975 working days lost in 2016/17. This equates to 2.9% of total available working days, or 7.6 days per FTE employee.

9.2 This is slightly above the average of 2.7% for other Borough/District councils in the region (South East Employers Sickness Absence Survey 2017), but

lower than the figure reported in the LGA Workforce Survey of 8.2 days lost per FTE employee for Borough/District councils.

- 9.3 Xpert HR's absence rates and costs survey 2014 (with a sample size of 602) report by contrast a rate of 3.7% sickness absence for local government, and 2.8% as a national average for all sectors.



- 9.3 The highest proportion of total time lost was due to anxiety, stress & depression. There appears to be a similar picture in other councils. At Rushmoor, this related to 13 individuals and accounted for 16% of total time lost. The SEE Sickness Absence Survey 2017 reported that across the region, 19% of time lost was due to anxiety, stress or depression, and the Local Government Workforce Survey 2015/16 found that these causes accounted for 22.3% of time lost.

% of total time lost due to Anxiety/Stress/Depression/Mental Health:

Rushmoor Borough Council	16%
SEE Sickness Absence survey 2017	19%
Local Government Workforce Survey 2015/16	22.3%

- 9.4 The second most common cause in Rushmoor for sickness was gastrointestinal problems, which accounted for 223 lost days or 11% of working time. There were 118 episodes of sickness in this category, (which includes vomiting and diarrhoea) equating to 1.88 days lost per episode.

Employee Assistance Programme (EAP)

- 9.5 In January 2016, the Council introduced an Employee Assistance Programme to aid the health and wellbeing of employees. This is a completely confidential 24/7 service which is available free of charge to employees and

their immediate families. It includes access to advice and support over a broad range of life issues and problems.

- 9.6 Uptake is set out in the table below and feedback where it is received has been very positive. Further promotion is planned to remind staff of the service and how it can be accessed.

Number of employees referred to face to face counselling	5
Number of face to face counselling sessions	21
Number of employees referred to telephone counselling	1
Number of telephone counselling sessions	1

Health Assured	Self-referrals 2016/17
Legal	4
Relationships	13
Trauma	0
Life Event	6
Service Enquiry	4
Work	1
Financial	1
Harassment	0
Mental Health	12
Physical Health	0
Self-Identity	0
Whistleblowing	0
TOTAL	41

Occupational Health

- 9.7 The council uses the services of an Occupational Health provider based in Camberley. Spending on Occupational Health reduced significant lastly year in comparison with previous years. This is thought to be due to the absence of a nurse on-site on a regular basis, which has meant that Occupational Health advice has only been sought as required on a 'pay as you go' basis.

Flexible Working

- 9.8 Rushmoor offer a range of flexible working options to help staff balance personal needs with their career and to achieve a healthy work/life balance. In addition, a flexitime system allows staff in many roles to flex their actual working hours to suit their needs so long as sufficient cover is maintained.

10. Job Evaluation

- 10.1 Since the revised JE scheme was adopted in Rushmoor in November 2015, 21 posts have been evaluated. Of these:

- 6 were newly created posts
- 6 posts were upgraded

- 8 posts remained at the same grade
- 1 role was downgraded

10.2 The revised scheme has now been formalised and will be added to the Council's intranet by the end of June 2017.

11. Learning and Development 2016/17

Staff Development Reviews

11.1 Staff Development Reviews have replaced traditional appraisals and take place each year between May and July. They are used to establish what is need to 'help employees do a better job' which typically includes a mix of support, on and off the job training and other types of development activity. Learning & Development needs are collated corporately and used to inform the OD Strategy and L&D plan for the coming year.

11.2 In total 261 (88%)¹ members of staff submitted a Learning & Development requirement following their Development Review in 2016, which reflects a significant increase on previous years.

Learning and Development Opportunities

11.3 Learning and development forms a key part of our OD programme, which was reviewed by Members last year. In 2016/17 we offered six organisation-wide Learning & Development opportunities. These opportunities were funded through the Corporate Training budget, or run directly by staff, for staff.

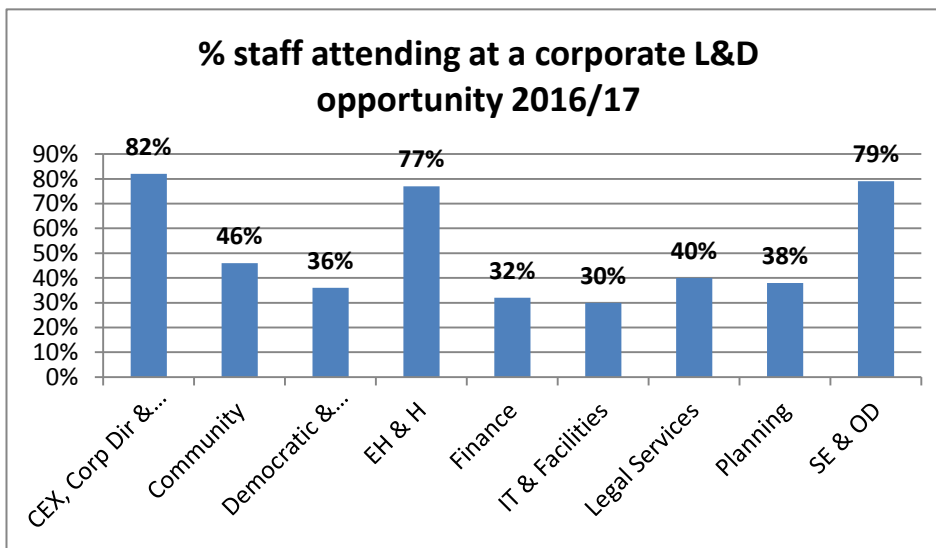
- Crucial Conversations
- Action Learning set
- Performance Management
- Digital Learning & Network event
- Staff Showcase
- Action Learning taster session

11.4 In total **134 (45%)** of staff members attended a corporate funded learning and development opportunity in 2016/17.

11.5 The below chart shows the percentage of staff by service who attended at least one corporate L&D opportunity²:

Headcount as at 26th July 2016 – Headcount 305 less CEx, 2 Maternity Leave, 5 Long term sick, 1 external secondment, 1 new starter. Headcount 295

²Staff who attended more than one opportunity have only been counted once.



Job and service specific Learning & Development

- 11.6 Job and service specific training and development needs are agreed by line managers and funded through service budgets. HR/OD does not hold this data centrally.

Training spend

- 11.7 The total training budget for 17/18 is approximately 1% of total salaries. Training includes courses, both internal and external, conferences and seminars.
- 11.8 This is the equivalent of £386 per employee, which compares favourably with the average spend per employee in district and borough councils of £234 per employee (Local Government Workforce Survey 2015/16).

12. Apprentices

- 12.1 In April 2017 the Council started paying the new Apprenticeship Levy – which is 0.5% of the total pay bill. The money is held in a fund that the council can draw upon to fund its apprentice training places. The council currently has three apprentices, and is aiming to meet the 2.3% workforce quota specified by recruiting seven new apprentices during 2017/18. This is an ambitious target, but under the new system there is scope to include higher level apprenticeship opportunities such as graduate level courses which may potentially be offered to existing staff, for example in the areas of leadership and management.

13. Updating HR Policies

- 13.1 One key area of work for the HR service this year has been to review and update policies.
- 13.2 Already complete or underway are:

- Dignity at Work
- Organisational Change (previously Redundancy)
- Management of Sickness Absence
- Drug & Alcohol Policy (new policy)

Next for review:

- Grievance procedure
- Disciplinary policy
- Pay policy

14. Conclusion

- 14.1 This report concludes my first year as HR Manager for Rushmoor and I would welcome feedback on this and any other HR matters of interest to the Panel.

AUTHOR: Rachel Gray, HR Manager

Rachel.gray@rushmoor.gov.uk

01252 398463

HEAD OF SERVICE: Karen Edwards, Corporate Director

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

Page 16

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>	<p>The Panel to receive an update in the 2016/17 Municipal Year.</p> <p>On 8th September, 2016, the Panel received a presentation on the Council's approach to property acquisition.</p>	<p>Ann Greaves Solicitor to the Council Tel. (01252) 398600 ann.greaves@rushmoor.gov.uk</p>
Bi-annually	Financial Management	<p>The Head of Finance provided an update on the Council's financial position on 15th January, 2015.</p>	<p>The Panel received an update on 12th November, 2015. A further update is due to be presented to the Panel at a future meeting.</p>	<p>Amanda Fahey Head of Financial Services and Chief Finance Officer Tel. (01252) 398440 amanda.fahey@rushmoor.gov.uk</p>
4.14	Business Rates Retention Scheme	<p>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 of the business rates collected rather</p>	<p>The Scheme will be reviewed by the Government in 2017. The most recent report was presented to the Panel on 8th September, 2016.</p>	<p>Amanda Fahey Head of Financial Services and Chief Finance Officer Tel. (01252) 398440 amanda.fahey@rushmoor.gov.uk</p>

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
June 18		<p>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 8 September, 2016 and the Panel were advised of potential future changes to the business rates retention scheme.</p>		
31.5.12	Treasury Management	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.	The Panel received an update on Treasury Management on 12th November, 2015 .	Amanda Fahey Head of Financial Services and Chief Finance Officer Tel. (01252) 398440 Email amanda.fahey@rushmoor.gov.uk
31.5.12	Corporate Health and Safety	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.	An update can be provided to the Panel upon request.	Qamer Yasin Head of Environmental Health and Housing Services Tel: (01252) 398640 Email gamer.yasin@rushmoor.gov.uk
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	An update will be provided to the Panel at a future meeting.	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)
		generic approach to the subsequent management of its contracts on 13th November, 2014		
10.9.09	Office Co-Location Project	<p>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.</p> <p>An update was presented to the Panel on 19th March, 2015.</p>	This item will be brought to the Panel when there is an appropriate update.	<p>Andrew Colver Head of Democratic and Customer Services Tel: (01252) 398820 Email andrew.colver@rushmoor.gov.uk</p>
Annually	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.	<p>Karen Edwards Corporate Director Tel: (01252) 398800 karen.edward@rushmoor.gov.uk</p>
Page 19	Organisational Development Strategy	The last Organisational Development Strategy Update was provided to the Panel in November, 2014.	An Organisational Development update will be provided to the Panel on 10th November, 2016 .	<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)
<p>12.03</p>	<p>Information and Communications Technology (ICT) & Digital Strategy</p>	<p><u>Digital Strategy</u>: On 5th July, 2016, the Panel received a presentation on Rushmoor's Digital Strategy. Which included:</p> <ul style="list-style-type: none"> • a brief overview of the technological changes taking place • an update on the ongoing development of the digital strategy • an explanation of the five key themes; a connected smarter Rushmoor, working smarter, digital by design, digital skills and a digital community • an introduction into how to seize digital opportunities and address the impact of 24/7 digital and social media <p>Key priorities for 2017/18 include a new online meeting management system for Members – phase 1 expected in October, 2016 and further enhancements expected in 2017. Also, a new Council 'app' – with a target date for March, 2017 and a range of mobile applications for front line services.</p>	<p>The Panel received an update on the Digital Strategy on 5th July, 2016.</p>	<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>

REPORTING CYCLE/ DATE RAISED	ISSUE	CURRENT POSITION	PROCESS AND TIMETABLE	CONTACT (SERVICE MANAGER)
31.5.13	Systems Thinking	<p>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.</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>	The Panel received an update on Systems Thinking that focused on cost benefit analysis, on 31st March, 2016 .	<p>Ian Harrison Corporate Director Tel. (01252) 398300 Email. ian.harrison@rushmoor.gov.uk</p>
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.	<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)
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>	This item was presented to the panel on 12th November, 2015 .	<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>	This item was presented at the Panel meeting on 31st March, 2016 .	<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)
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 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>	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 reviewed the terms of reference at their previous meeting and the revised terms of reference will be submitted to the Corporate Services Panel when a report is made.	<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 Group met on 1st September, 2016 and future meetings will be arranged in due course.</p>	<p>Ian Harrison Corporate Director Tel. (01252) 398300 Email. ian.harrison@rushmoor.gov.uk</p>

CORPORATE SERVICES POLICY AND REVIEW PANEL WORK FLOW - 2017/18

Potential items for consideration / allocation:

- Human Resources Update
- Financial Update
- Procurement
- Business Continuity
- Risk Management
- Asset Management
- Member Support / Expenditure and Panel Consolidation
- Channel Shift
- Devolution
- Digital Strategy
- Personnel Update
- Property Acquisition
- Business Rates Retention Scheme

Meeting Date	Agenda items
7 September 2017	
9 November 2017	
18 January 2018	
22 March 2018	

Update: 15 June 2017