



RUSHMOOR BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

*at the Council Offices, Farnborough on
Thursday, 18th July, 2019 at 7.00 pm*

To:

Cllr M.D. Smith (Chairman)
Cllr Mrs. D.B. Bedford (Vice-Chairman)
Cllr L. Jeffers (Vice-Chairman)

Cllr T.D. Bridgeman
Cllr M.S. Choudhary
Cllr K. Dibble
Cllr Veronica Graham-Green
Cllr Christine Guinness
Cllr Mara Makunura
Cllr Nadia Martin
Cllr S.J. Masterson

Enquiries regarding this agenda should be referred to the Administrator, Adele Taylor, Democratic and Customer Services, Tel. (01252) 398831, Email. adele.taylor@rushmoor.gov.uk.

A G E N D A

1. **MINUTES OF THE PREVIOUS MEETING – (Pages 1 - 6)**

To confirm the Minutes of the Meeting held on 30th May, 2019 (copy attached).

2. **ENVIRONMENTAL SERVICES CONTRACT TASK AND FINISH GROUP – (Pages 7 - 14)**

A report is attached on the work of the Task and Finish Group during the 2018/19 and the Committee is asked to consider the recommendations. The Chairman of the Group (Cllr. J.B. Canty) will be in attendance to introduce the report.

3. **WORKFORCE REPORT 2018/19 – (Pages 15 - 30)**

To consider the CLT report on the Workforce 2018/19 Report presented by Karen Edwards, Corporate Director (copy attached).

4. **REVIEW OF PARKING STRATEGY IN THE CENTRE OF NORTH CAMP –**

At the request of Cllr. Abul Chowdhury to consider reviewing the parking strategy in the centre of North Camp. Cllr. Chowdhury is of the view that the shopping centre creates a unique sense of community and the shops rely heavily on people being able to park conveniently and cheaply. He is asking that a costed feasibility study is conducted to examine the following options, which he feels will benefit both shoppers and residents:

1. 20 minutes free parking on Camp Road
2. 1 hour free parking in Peabody Road car park and/or Napier Gardens car park

5. **MOOR ROAD PLAYING FIELDS PROJECT –**

To receive a presentation from Mr. Andrew Colver, Head of Democracy, Strategy and Partnerships, on the Moor Road Playing Fields Project.

6. **WORK PLAN – (Pages 31 - 40)**

To review the current work plan (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 Committee 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 Committee Administrator fifteen working days prior to the meeting.

OVERVIEW AND SCRUTINY COMMITTEE

Meeting held on Thursday, 30th May, 2019 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr M.D. Smith (Chairman)
Cllr Mrs. D.B. Bedford (Vice-Chairman)
Cllr L. Jeffers (Vice-Chairman)

Cllr T.D. Bridgeman
Cllr M.S. Choudhary
Cllr K. Dibble
Cllr Veronica Graham-Green
Cllr Christine Guinness
Cllr Mara Makunura
Cllr Nadia Martin
Cllr S.J. Masterson

1. APPOINTMENT OF CHAIRMAN

RESOLVED: That Cllr. M.D. Smith be appointed as Chairman of the Committee for the 2019/20 Municipal Year.

2. APPOINTMENT OF VICE-CHAIRMEN

RESOLVED: That Cllrs. Mrs D.B. Bedford and L. Jeffers be appointed as Vice-Chairmen of the Committee for the 2019/20 Municipal Year.

3. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 31st January, 2019 were agreed as a correct record.

4. INTRODUCTION TO THE COMMITTEE

An introduction to the Committee was provided by the Head of Democracy, Strategy and Partnerships, Mr. Andrew Colver.

The role of the Committee had a key place in the overall structure of the Council but held no executive powers. However, the Executive (Cabinet) and the Committee should be working towards the same goals. Members would have the opportunity to set the agenda, determine issues and processes, carry out detailed examination/investigation of issues and report back on their findings. There was little restriction on areas of work, which could include executive and non-executive functions and external services.

The Committee's agenda would contain some regular items, including performance monitoring and work programmes/progress reports. Other items, which may appear on the agenda included, pre-decision scrutiny and call ins.

Task and Finish Groups should be set up to deliver major project areas, normally 4-5 at any one time, success would depend on the clarity of their purpose and process.

The Chairman thanked Mr. Colver for his presentation.

5. COMMERCIAL PROPERTY

The Committee welcomed the Major Projects and Property Portfolio Holder, Cllr. Martin Tennant, and the Executive Head of Regeneration and Property, Mr. Paul Brooks, who attended the meeting to present Report No. RP1906 on the Review of Commercial Property Investments.

The Report explained the processes followed to acquire property, taking into account income and borrowing, risk, location, the need for a balanced portfolio of property and due diligence and negotiations. The investment performance of the property asset investment portfolio was also included in the Report.

It was noted that external management agents were used to manage the properties within the portfolio. These agents acted on behalf of the Council. It was also noted that all the investment properties were on full repairing leases.

It was advised that Lambert Smith Hampton (LSH) had been appointed to carry out an independent external review of the assets within the portfolio, to give the Council a clear understanding of its assets and to identify any issues. Once the work was complete it was requested that a report should be made to the Committee on LSH's findings.

The Chairman thanked Cllr. Tennant and Mr. Brooks for the information and the Committee requested an update later in the year.

6. QUARTER 4 PERFORMANCE MONITORING

The Strategy, Performance and Partnership Manager, Mr. Jon Rundle, attended the meeting to give an update on the 2018/19 Quarter 4 Performance Monitoring data.

It was reported that 77.0% of the actions were "green" for quarter 4, 17.6% "amber" and 5.4% "red". The Committee was given further information on the "amber" and "red" actions. These included:

- "Continue to address the rough sleeping and street drinking issues in our town centres through enforcement, deterrent and prevention" – It was reported two of the three Community Patrol Officers (CPO) had now been accredited and a programme would start on 10th June, 2019 to issue Community Protection Notices and compile evidence to be ready to take individuals to court if necessary. CPO's would be crewed with Police Officers during the summer

months when the activities of these individuals increased. A report would be made to the Committee at a meeting in Autumn, 2019.

- “Generate and support targeted employment and skills opportunities to improve outcomes for residents” – It was noted that the Skilled Up scheme was no longer active. However, the Council had been working closely with Hampshire County Council (HCC) to continue to deliver construction skills training to local people.
- “Agree future shape of the CCTV service and procure new cameras and maintenance and supply contracts” – It was reported that a way forward had been agreed and consultants were currently carrying out further work on requirements and specifications. It was hoped this review work would now be completed in summer, 2019.
- “Build the new pavilions and changing rooms at Ivy Road and Moor Road playing fields” – It was noted that the Moor Road Playing Fields scheme was being revised after a recent resident consultation. A report on the scheme would be made to the Committee at its July, 2019 meeting. It was noted that the Ivy Road project had been put on hold whilst a review was made of options.

Requests were made for further information on the following items:

- Moor Road Playing Fields Scheme – July, 2019
- Hampshire County Council project to replace Skilled Up – Q1 Monitoring
- North Hants Community Safety Partnership – Autumn, 2019

The Committee had requested further information on Crime and Disorder and Web Data during a discussion on the Quarter 2 Performance Monitoring and updates were provided.

The Community Safety Manager, Caroline Ryan attended to give an update of the crime and disorder data and explained the background to the data sets and the interpretation of the information. She identified that there were different ways of visualising the data and stated that there were reasons why there were sometimes significant changes in the categories.

Web Data – Corporate Communications Manager, Ms Gill Chisnall and Web Manager, Mr. Paul Cowell, attended the meeting to give a presentation on the website and social media activities. It was noted that the website was information focussed and attracted around 65,000 visits per year - 2,100 visits per day. Trends showed that visits were seasonal, spiking in May during elections and the summer when events/activities were more frequent, especially during the Farnborough International Airshow and the opening of the Aldershot Lido.

Online transactions equated to about a quarter of all transactions, these were for a number of different payments, including parking fines, garden waste renewals/sign ups, littering fixed penalty notices and council tax. Other data on usage showed the

devices used to access the website, times when people visited and how they accessed the site.

It was noted that the website still attracted significant numbers of visitors, but increasingly people wanted to access information via other channels such as social media. It was reported that 77% of the UK's internet users had a social media account. The Council had a number of different social media accounts including, Facebook, Twitter, Instagram, LinkedIn and YouTube. The social media accounts were used by the Council to drive traffic to the website, communicate events and news and engage with wider demographics. Customers increasingly used social media to raise queries which could be responded to quickly.

7. **STREET LIGHTING - IMPACT ON CRIME**

At the request of Cllr Nadia Martin, the Committee considered reviewing the fear and risk of the increase in crime in the Borough following the decision by Hampshire County Council to switch off street lighting during the night in some residential roads.

It was noted that the decision made by the County Council to switch off some street lights had been made to reduce expenditure. It was suggested that savings of £1.62 million could be made by the initiative. It was also noted that sixteen complaints had been received to date.

It was considered still early days and it was requested that the situation should be monitored for a further six month period, when a report could be made to the Committee.

8. **REGISTERED PROVIDERS TASK AND FINISH GROUP**

Cllr. Mrs D.B. Bedford who had Chaired the Group during the 2018/19 Municipal Year presented Report No. PLN1920 to the Committee. It was noted that the Group had reviewed five Registered Providers during the year, which involved carrying out site visits and meetings. The Committee were asked to endorse the programme of work in 2018/19 and it was recommended that a further programme of review be arranged for 2019/20.

Report No. PLN 1920 was **ENDORSED** and the Group were authorised to prepare a programme of work for the 2019/20 Municipal Year.

9. **APPOINTMENTS TO GROUPS**

RESOLVED: That the following Members be appointed to serve on the following Groups for the 2019/20 Municipal Year:

Review of Registered Providers Task and Finish Group

Chairman	Cllr. M.D. Smith
Vice-Chairman	Cllr. Mrs D.B. Bedford
Conservative Group	Cllr. M.S. Choudhary One vacancy

Labour Group	Cllr. T.D. Bridgeman Cllr. K. Dibble
--------------	---

It was agreed that the Head of Democracy, Strategy and Partnerships, in consultation with the Chairman, appoint a further representative from the Conservative Group.

Environmental Services Contract Task and Finish Group

It was suggested that the Membership of the Group should remain the same as in the 2018/19 Municipal Year to finalise the work of the Group. A report would be made to the Committee at its meeting in July, 2019.

Chairman	Cllr. M.D. Smith
Vice-Chairman	Cllr. Mrs D.B. Bedford
Conservative Group	Cllr. J.B. Canty Cllr. Veronica Graham-Green
Labour Group	Cllr. C.P. Grattan Cllr. Nadia Martin (replacing Cllr. K. Dibble)

Council Tax Support Task and Finish Group

It was noted that the proposed date for the first meeting of this Group was 18th June, 2019 at 7.0p.m.

Chairman	Cllr. M.D. Smith
Vice Chairman	Cllr. Mrs D.B. Bedford
Conservative Group	Cllr. Veronica Graham-Green Cllr. Mara Makunura
Labour Group	Cllr. A.H. Crawford Cllr. M.J. Roberts

Overview and Scrutiny Committee Progress Group

Chairman	Cllr. M.D. Smith
Vice-Chairmen	Cllr. Mrs D.B. Bedford Cllr. L. Jeffers
Conservative Group	Cllr. S.J. Masterson
Labour Group	Cllr. T.D. Bridgeman Cllr. K.Dibble

Educational Attainment Task and Finish Group

Chairman	Cllr. M.D. Smith
Vice-Chairman	Cllr. L. Jeffers
Conservative Group	Cllr. Mara Makunura One vacancy
Labour Group	Cllr. Gaynor Austin

It was agreed that the Head of Democracy, Strategy and Partnerships, in consultation with the Chairman, appoint a further representative from the Conservative Group Cllr P.J. Cullum (Education Cabinet Champion) would also be invited to attend appropriate meetings of the Task and Finish Group.

10. **WORK PLAN**

The Committee noted the current work plan and agreed that the plan would be considered in further detail at the first meeting of the Progress Group.

The meeting closed at 9.29 pm.

CLLR M.D. SMITH (CHAIRMAN)

**OVERVIEW & SCRUTINY
COMMITTEE****Environmental Services Contract Task and
Finish Group Report**18th July 2019

REPORT NO. DSP1907

**ENVIRONMENTAL SERVICES CONTRACT TASK AND FINISH GROUP
2018/19****1. INTRODUCTION**

- 1.1 This report has been prepared to inform the Overview and Scrutiny Committee on the outcome of the 2018/19 Environmental Services Contract Task and Finish Group review work. The purpose of the review was to examine how the contract was performing and where potential changes could be made to improve the service.
- 1.2 The Task and Finish Group met several times which included a visit to the Council's depot at Ash Vale and discussion with SERCO managers including its Commercial Services Manager.

2. BACKGROUND

- 2.1 The Environmental Service Contract Task and Finish Group for 2018/19 comprised the following Members:

Members	Officers
Councillor Clive Grattan	James Duggin
Councillor Diane Bedford	Ruth Whaymand
Councillor Jonathan Canty (Chairman)	Andy Ford
Councillor Keith Dibble (until May, 2019)	
Councillor Mike Smith	
Councillor Nadia Martin (from May 2019)	
Councillor Veronica Graham-Green	

- 2.2 The Task and Finish Group received a wide range of information about the services provided, the costs and performance. From the baseline information and the further information provided to the Task and Finish Group, Members were able to understand the issues and make recommendations.

3. KEY INFORMATION:

3.1 The main areas that were discussed at the Task and Finish Group are set out in the attached summary of the contract performance. The key items discussed were as follows:

- Recyclables – Members asked if the range of items collected could be increased. Mixed plastics and food waste were discussed
- Contract performance – Members generally impressed with overall performance, particularly Street Cleansing and Grounds Maintenance
- Income from glass and garden waste recycling services – Members received detailed information on income from these services
- Commercial services – Members received a presentation from SERCO on its commercial offering
- Member of public access portal – First live service (Christmas tree collections) was demonstrated

4. RECOMMENDATIONS

4.1 The Task and Finish Group considered the issues raised and suggested some changes, although it was recognised that generally the performance of the contractor was good. In making the recommendations, it was suggested that the principles set out in the “end violence at work charter” should be integrated within SERCO’s policies and working practices. It was agreed that at this time the Policy and Project Advisory Board should consider the Council’s response on the charter prior to any requests being made to SERCO.

4.2 The Task and Finish Group has agreed to make the following recommendations to the Overview and Scrutiny Committee, which could then be raised with the Cabinet or the Portfolio holder:

1. The Council conducts sensitivity analysis to test how the price of the Garden Waste Collection Service could affect subscription rates as a way of considering if a reduction or increase in subscription price would increase/decrease subscription numbers (a comparison to be made with neighbouring authorities).
2. SERCO be requested to explore ways to increase recycling collections as part of its Commercial Services offer. SERCO to be asked to propose how the commercial recycling customer base can be increased.
3. A performance target be introduced for the number of additional subscribers as part of the upcoming glass and green waste campaigns. The Council will look at and set targets for glass recycling participation and garden waste subscribers for the year 2020/21.
4. A review to be undertaken in 6-9 months’ time and reported to the Progress Group.

Councillor Jonathan Canty

Chair of the Environmental Service Contract Task and Finish Group

BACKGROUND DOCUMENTS:

- Notes of the review meetings on 5th November, 2018 and 8th February, 2019

CONTACT DETAILS:

Andrew Colver: Head of Democracy, Strategy and Partnerships

Tel: 01252 398820 / andrew.colver@rushmoor.gov.uk

Ruth Whaymand: Contracts Manager Tel: 01252 398201 /

ruth.whaymand@rushmoor.gov.uk

This page is intentionally left blank

Serco Contract Performance

Key Performance Indicators

Grounds maintenance – target 95% compliance with specification (T&F Group are advised that GM client is not staffed to routinely undertake contract-wide monitoring inspections, however, as with grass performance dips we do inspect to overcome specific problems)

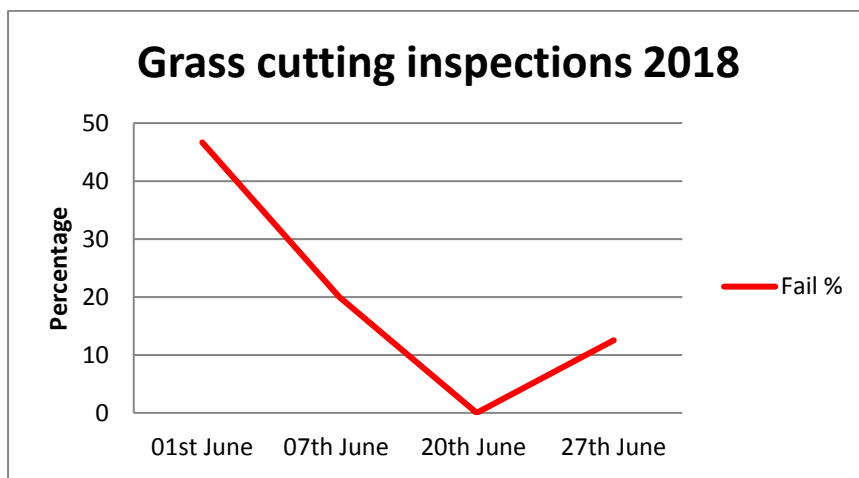
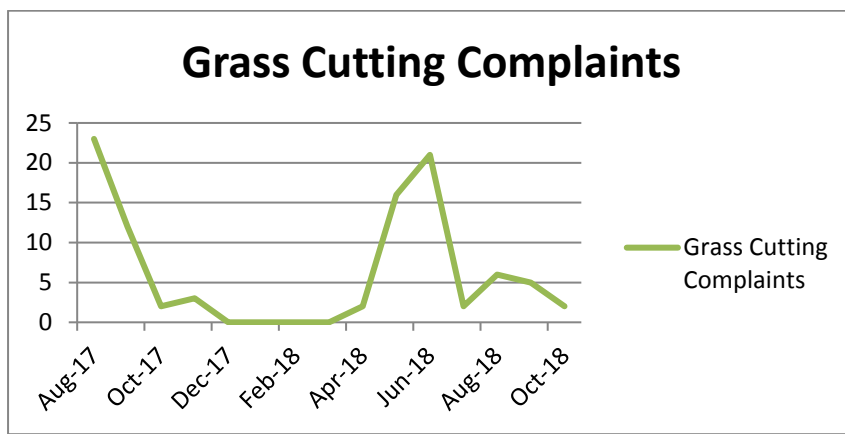
Street cleansing inspections (NI195) - target 4% litter, 8% detritus

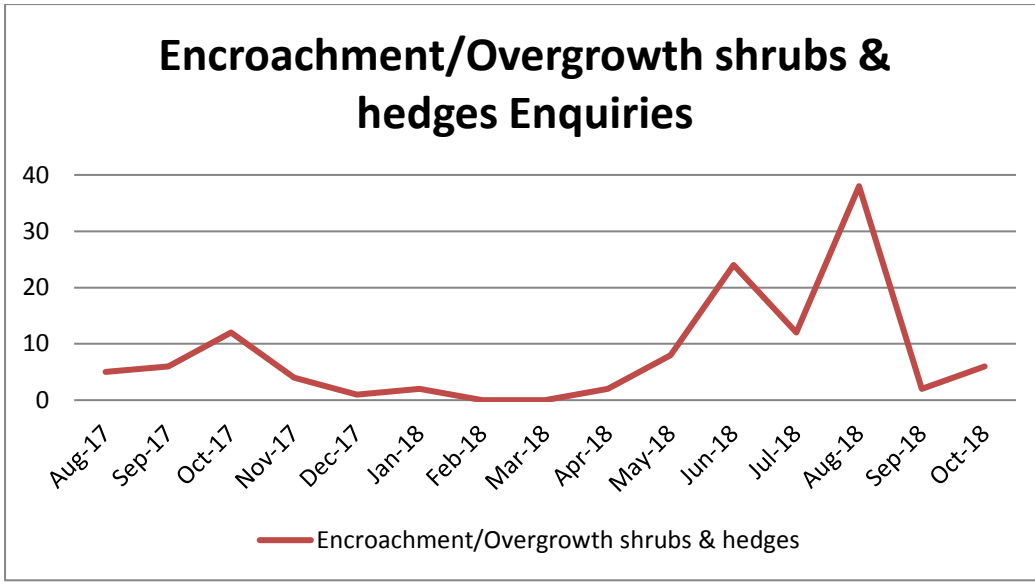
Fly tips removed within 24hrs from instruction

Public satisfaction – target not more than 5% below baseline survey (undertaken December 2017)

Missed bins - target 60 pcm

GM Performance to October 2018





The common theme being the height of shrubs and requests to reduce with the majority originating from the Prospect Estate (not within scheduled specification and undertaken via non-routine winter works)

Street Cleansing Performance

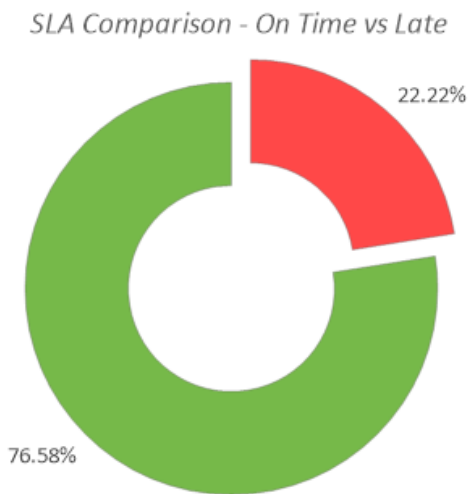
Over 900 independent inspections undertaken per year - 300 every four months

Most recent audit for Serco (July)

0% failure for litter (3% under Veolia)

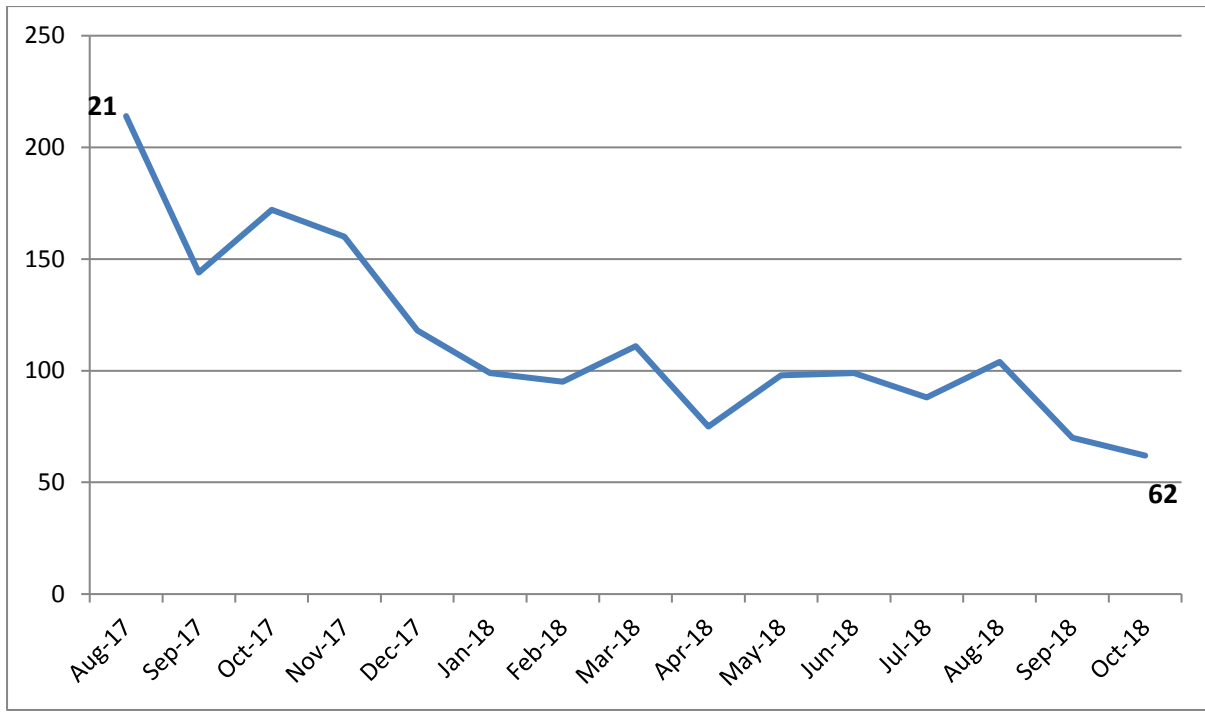
8% failure for detritus (15% under Veolia)

Fly-Tipping Performance



- Over rolling 12 month period, 329 removal requests
- 77.51% (255) within SLA
- 22.49% (74) outside SLA
- Exceptional circumstances could explain the 22.49%, i.e. the need to hire specialist vehicles or use specially trained staff

Waste Contract – Missed Collections



Customer Satisfaction Tracker

Being undertaken quarterly – telephone (1,000 conversations per year)

Random digit dialling, approx. 10 minutes each

Representative of demographic, four quarters undertaken

Results available for December 2017 (baseline), March 2018, July 2018 & September 2018

Contract Overview

	December 2017	March 2018	July 2018	September 2018
Overall Satisfaction	86% satisfied	84.5% satisfied 1.5%	88.7% satisfied 4.2%	87% satisfied 1.7%
Comparison to BASELINE	86% satisfied (figure from first survey in December 2017)			87% satisfied 1.0%
KPI target (5% below baseline)	81% (figure from December 2017 minus 5%)			87% 6% above target

GM Overview

Feature/asset	December 2017	March 2018	July 2018	September 2018
Cutting grass verges	68.7% satisfied	74.1% satisfied 5.4%	80.1% satisfied 6.0%	70.4% satisfied 9.7%
Appearance of shrubs & flowerbeds	71.5% satisfied	76.5% satisfied 5.0%	78.6% satisfied 2.1%	72.7% satisfied 6.0%
Play Areas (inc cleanliness, appearance & maintenance)	51.9% satisfied	54.9% satisfied 1.1%	64.7% satisfied 11.4%	60.6% satisfied 4.1%
Park maintenance (inc cleanliness & grass)	64.6 satisfied	65.2% satisfied 0.6%	75.3% satisfied 10.1%	72.8% satisfied 2.5%

Street Cleansing & Public Conveniences Overview

Feature/asset	December 2017	March 2018	July 2018	September 2018
Street cleaning	74.3% satisfied	68.9% satisfied -5.4%	83.9% satisfied +15%	78.9% satisfied -5.1%
Cleanliness of public toilets	67.4% satisfied	57.7% satisfied -9.7%	50.4% satisfied -7.3%	51.4% satisfied +1%

Waste Contract Overview

Feature/asset	December 2017	March 2018	July 2018	September 2018
Refuse collection	96% satisfied	94.8% satisfied -1.2%	95.5% satisfied +0.7%	96.8% satisfied +1.4%
Recycling collection	94.9% satisfied	94.7% satisfied -0.2%	89.9% satisfied -4.8%	92.7% satisfied +2.8%
Glass collection	95.8% satisfied	90.1% satisfied -5.7%	94.3% satisfied +4.2%	96.2% satisfied +1.9%
Garden waste collection	93.1% satisfied	88.5% satisfied -4.6%	94.4% satisfied +5.9%	97.7% satisfied +3.3%

**Overview & Scrutiny
Committee
18th July 2019**

**Karen Edwards
Executive Director**

HUMAN RESOURCES REPORT 2018/19

1. Introduction

The purpose of this item is to provide a detailed report on Rushmoor workforce trends and related HR and Learning and Development activities.

2. The Rushmoor Workforce

- 2.1 In 2018/19 the Council's headcount ended the financial year at 288, an increase of 2 on the headcount at the end of the previous year and a slight increase in FTE to 254.63 from the previous year of 250.52.

Year	Headcount	FTE
2016/2017	299	259.25
2017/2018	286	250.52
2018/2019	288	254.63

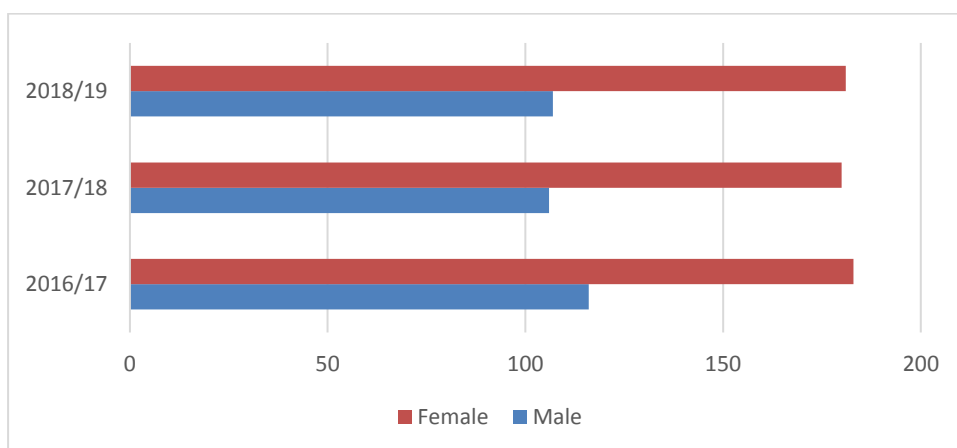
- 2.2 In relation to the population of Rushmoor as reported in the 2011 census (95,800) this is one FTE staff member to every 376 members of the population.

- 2.3 At the end of March 2019, this breaks down by service as follows:

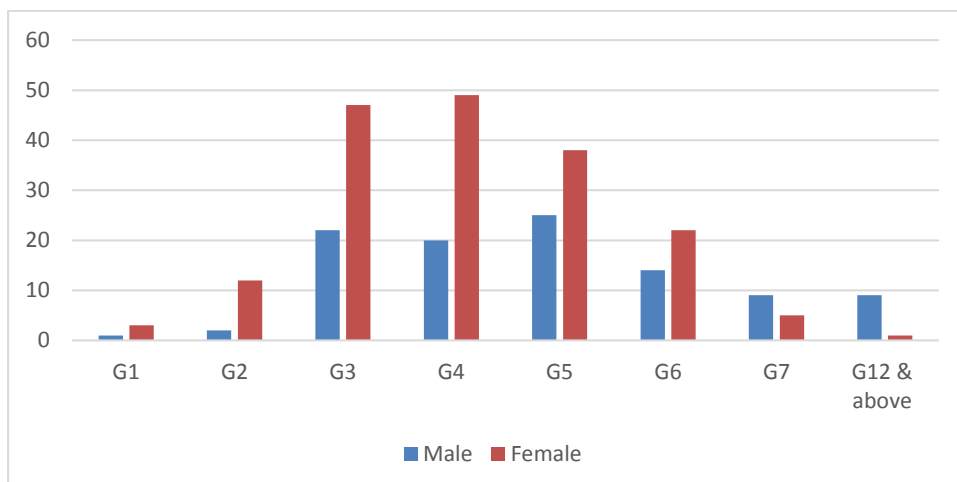
Service	Headcount	FTE
CEX, Corp Dir & HR	12	10.75
Regeneration & Property	18	16.45
Customer Experience	21	18.63
IT & Facilities	26	21.46
Finance	43	39.7
Democracy, Strategy & Partnerships	28	20.51
Economy, Planning & Strategic Housing	50	45.59
Operational Services	82	75.34
Legal	8	6.2
Total	288	254.63

3. Gender breakdown

- 3.1 Over the past 3 years there has been little change in the overall numbers of men and women employed, with 37% of the workforce male and 63% of the workforce female.
- 3.2 However, the Gender Pay Gap data, published earlier this year to comply with the new legislation, shows a pay gap of 8% between the average pay of males and females in Rushmoor. This was an improvement on the 11.5% pay gap that was reported in the previous year.



- 3.3 The graph below shows the split of male / female by grade, with the female workforce being most dominant up to and including grade 6 and then at this stage it shifts to more male dominated grades.
- 3.4 This is more prominent this year with the changes made at a more senior level within the council and will adversely affect the next gender pay gap figures.
- 3.5 This is an area of focus and work has started to look at ways of encouraging more senior woman leaders.



4. Ethnic breakdown

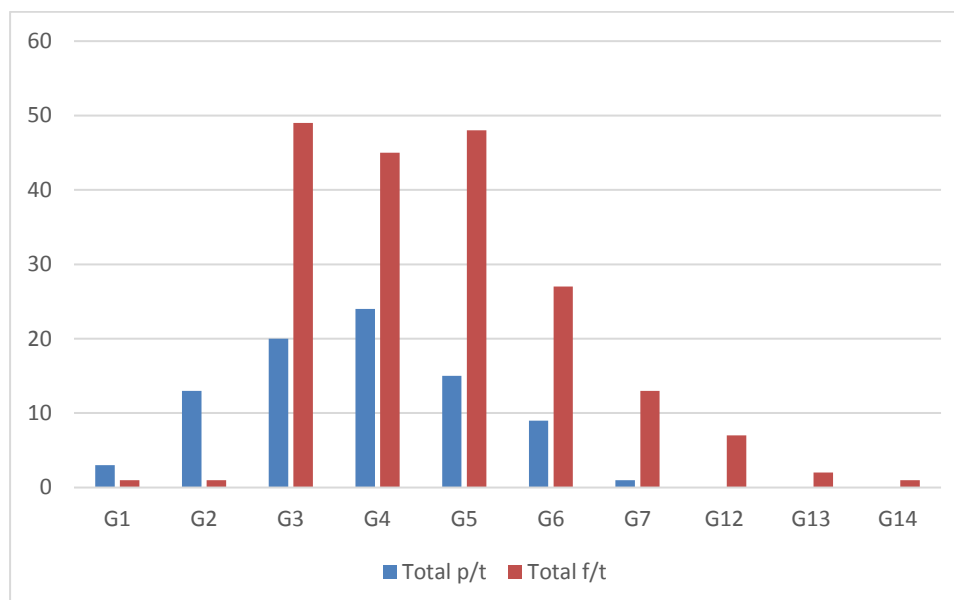
4.1 The ethnic data for the workforce breaks down as follows:

	Rushmoor staff	Rushmoor population (2011 Census)
White	76.4%	85.9%
Black, Asian or mixed race categories	2.6%	14.1%
Not stated	21%	

4.2 Staff will be encouraged to review and update their records on an annual basis so we can more accurately report.

5. Full-time/part-time

5.1 Part-time workers make up a significant proportion of Rushmoor's workforce at approx. 30%. Of those working part time, 90% of the workforce are female with the remainder 10% male. As the graph shows the majority of part time roles are at Grades 3 & 4.

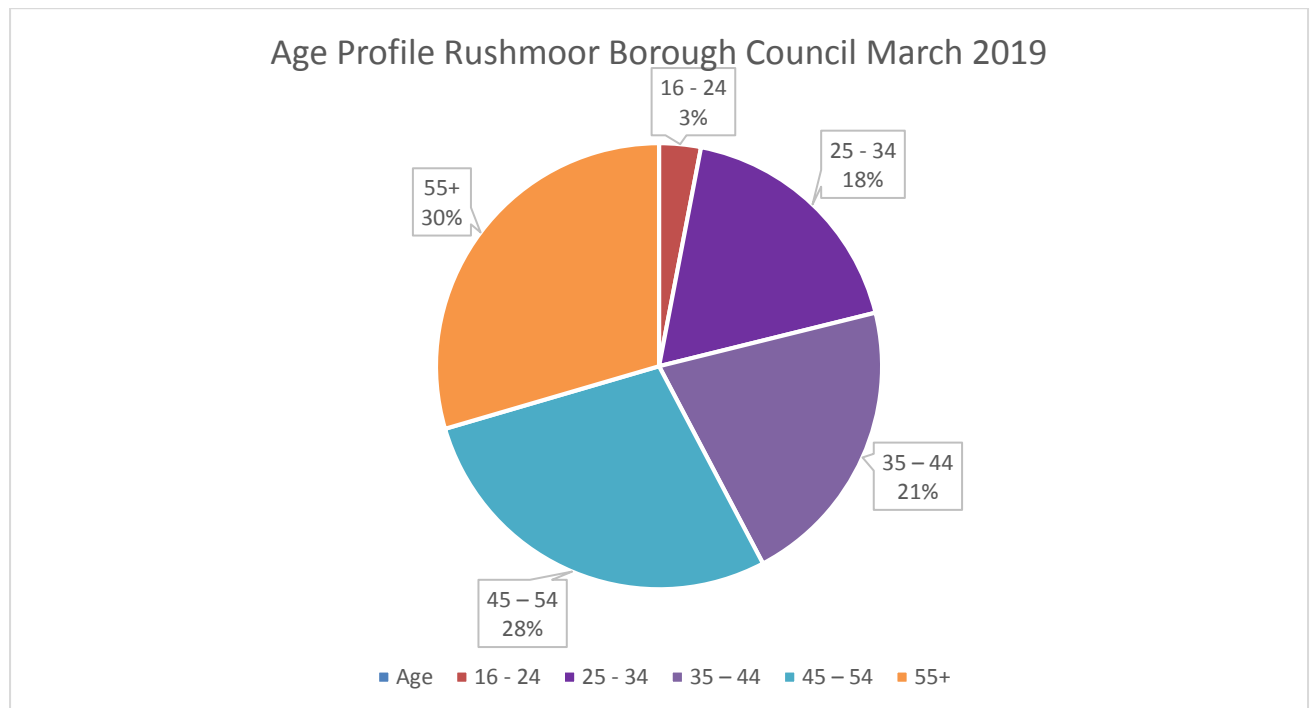


5.2 Whilst the above graph focuses on the split of part time / full time this does not fully reflect the nature and extent of flexible working options which are enjoyed at all levels including working remotely and compressed hours.

6. Age Profile

6.1 The graph below highlights the age profile of the Council with over 50 % of the councils workforce aged 45 & over and only 21% of the workforce under 34. This is very little change on previous years.

6.2 Whilst not currently a problem, the age profile may become an issue in the future unless we can attract more younger workers. This should be considered within the council's future workforce strategies.



6.3 The table below details the age profile of starters and leavers for 2018/19 and shows that there were 42 leavers last year and 44 starters.

6.4 The majority of leavers were over the age of 45 and 45% of new starters were also in this age group. Just 38% of new starters were aged under 34 compared to 58% of new starters under 34 in the previous year.

Age profile	Starters	%	Leavers	%
16 - 24	3	6.81%	0	0
25 - 34	14	31.82%	8	19.04%
35 - 44	7	15.91%	7	16.67%
45 - 54	13	29.55%	14	33.33%
55+	7	15.91%	13	30.96%
	44	100	42	100

6.5 Further work is needed to understand the changing requirements of the available workforce and how we attract younger generations into working in local government. There is much research that suggests more importance is now on areas such as the ability to work flexibly, work / life balance, commitment to health & wellbeing and corporate social responsibility. These need to be explored further by the council to enhance the ability to attract quality candidates with the right skills in the future.

7. Turnover

7.1 During 2018/19 there were 42 leavers compared to 35 leavers in the previous year. This represents a turnover of 14.8%, slightly higher than the average of 12.9% for district councils reported in the Local Government Workforce Survey 2016/17.

Service	No.
CEX, Corp Dir, HR	2
Regeneration & Property	3
Customer Experience	2
IT & Facilities	3
Finance	2
Democracy, Strategy & Partnerships	1
Economy, Planning & Strategic Housing	4
Operational Services	21
Legal	4
	42

7.2 Amongst the 42 leavers there were 3 redundancies, 3 MARS leavers and 5 retirements.

7.3 Whilst the turnover has increased by 2.9% on the previous year, this is not unusual when an organisation goes through a period of restructuring at a senior level after a long stable period.

8. Recruitment

8.1 In 2018/19, 44 vacancies were advertised (including two internal only). Almost half (20) of those were in operational services.

8.2 A total of 498 applications were received and of these 173 applicants were interviewed.

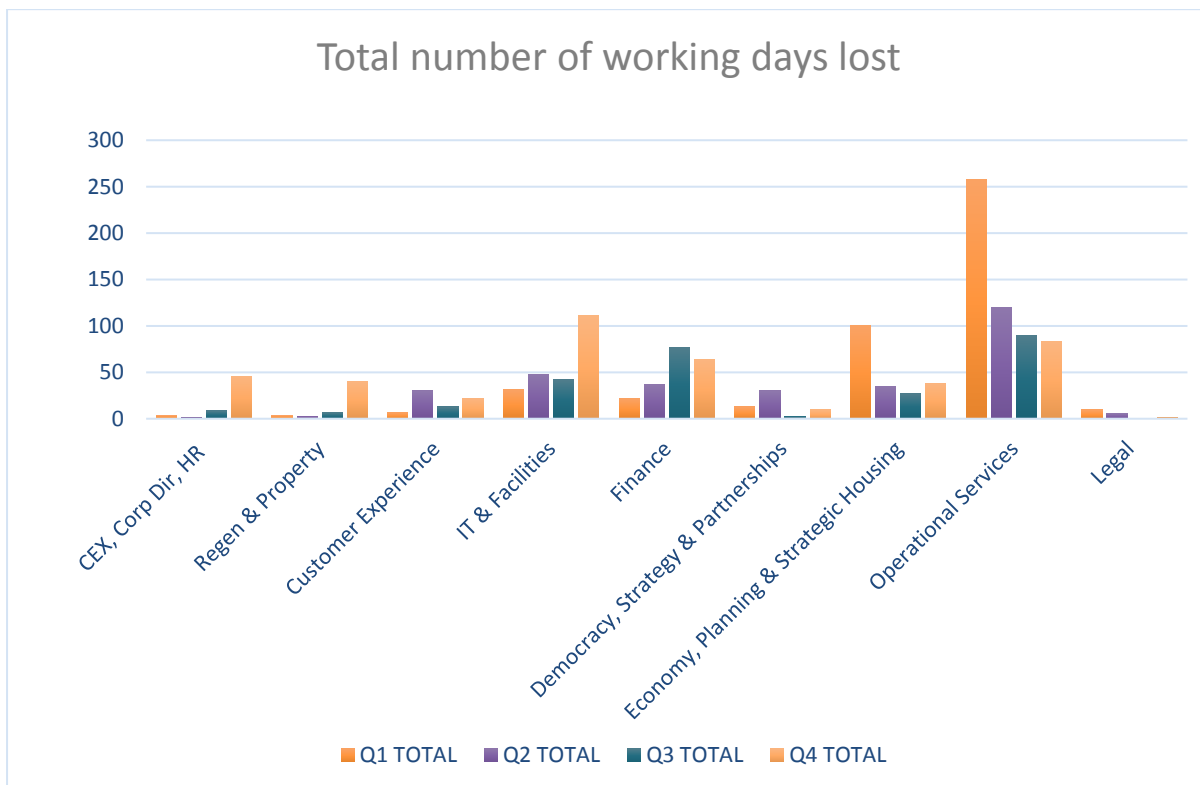
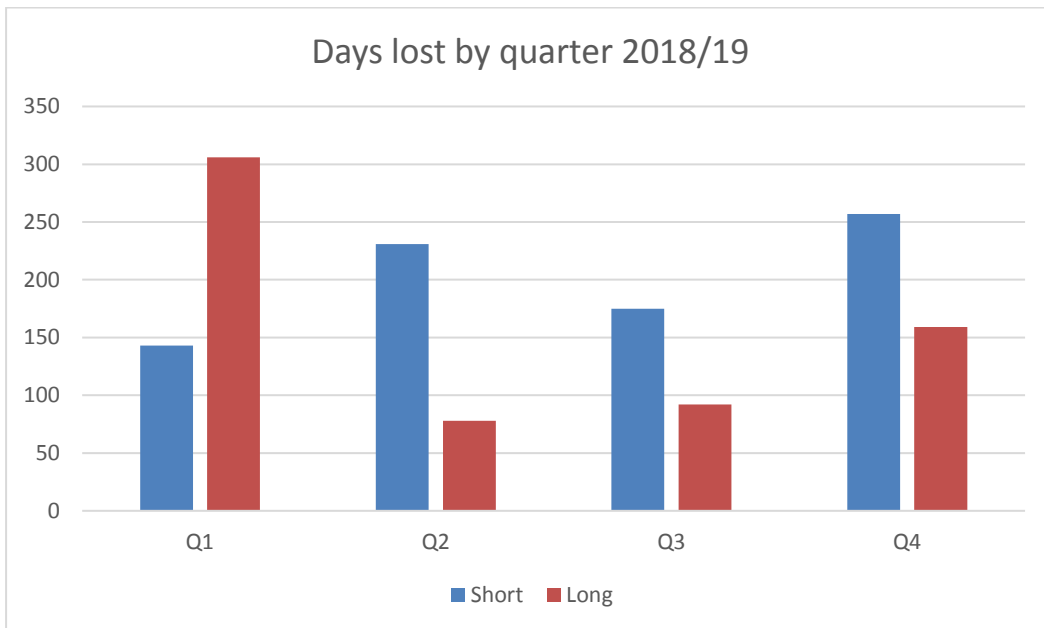
- 8.3 Two roles attracted 40 applications each, these were the Purchase Ledger Assistant and the Housing Options Support Officer role.
- 8.4 15 roles advertised attracted less than 5 applications. These were primarily in the areas of planning and regeneration, where demand in the market is strong and skills are limited.

9. Health & Wellbeing

9.1 Sickness Absence 2018/19

	Q1	Q2	Q3	Q4	Total
No of working days lost	449	309	267	416	1441
No of working days lost per FTE	1.8	1.23	1.05	1.6	
Short term sickness – no of working days lost	143	231	175	257	806
Long term sickness – no of working days lost	306	78	92	159	635
Total no of sickness episodes	71	86	82	96	335
No of 1 or 2 day sickness episodes	49	58	60	62	229

- 9.2 The total number of working days lost of 1441 represents approx. 2.5% of the total number of working days lost. This is much lower than an average of 4.1% for district councils as reported in the LGA Local Government Workforce Survey 16/17, issued in June 2018.
- 9.3 In total 56% of the working days lost were due to short term sickness and 44% were lost due to long term sickness absence.
- 9.4 The graphs below details the absence in respect of both short term and long term absences by service. Long-term absence is defined as a period lasting for longer than 4 weeks.



9.5 A total of 1,441 working days were lost in 2018/19, which is equivalent to 5.5 days per FTE. This is an improvement on 2017/18 when the rate was 7.28 days per FTE. This level is less than average in Local Government in England of 8.1 days per FTE for district councils (according to the LGA Local Government Workforce Survey 16/17, issued in June 2018).

9.6 1 and 2 day absences accounted for 68% of all episodes of sickness absence in 2018/19.

9.7 Reasons for Sickness Absence

	Q1	Q2	Q3	Q4
No of episodes- most common reason	Gastrointestinal problems	Gastrointestinal problems	Cold, Cough, Flu	Cold, Cough, Flu
No of days lost – most common reason	Anxiety, Stress, Depression	Musculoskeletal problems	Anxiety, Stress, Depression	Back problems

9.8 The records shows the highest percentage of time lost in 2018/19 was due to anxiety, stress & depression, which accounted for approx. 23% of total sickness absence, this is slightly higher than the average of 20.4% for district councils as reported in the recent LGA workforce survey.

This data is further supported by the statistics from Health Assured who operate the Employee Assistance Programme (24-hour confidential helpline).

9.9 Work is currently underway to understand what we can do to better support the health & wellbeing of our workforce.

10. Employee Assistance Programme (EAP)

10.1 The annualised utilisation for Rushmoor Borough Council is 18.3%, calculated as counselling and advice calls against employee headcount of approximately 300.

10.2 A total of 55 calls were logged within the year of which 48 were counselling calls and the other 7 were advice calls.

10.3 Counselling calls account for 87.3% of all calls, this is above the EAP benchmark of 74.0%. The most common reason for the calls was depression, followed by low mood and partner issues.

10.4 Advice calls accounted for 12.7% of all calls, sitting below the EAP benchmark of 26.0% by 13.3%. Consumer was the most common reason, accounting for 71.4% of overall advice engagement. This was followed by Employment 14.3% and Personal Injury 14.3%.

No. of employees referred to face to face counselling	6
No. of face to face counselling sessions	53
No. of employees referred to telephone counselling	1
No. of telephone counselling sessions	1
No. of Health Portal hits	160

11. Apprentices

- 11.1 Since the introduction of the apprenticeship levy in April 2017, a total sum of £70,977.42 has been credited into the Apprenticeship account and the total outgoing payments for training provided was £28,647.84. This leaves a current balance as at March 2019 of £42,349.58 that can be drawn upon for the provision of apprenticeship training.

New Apprentice Contracts			
Apprenticeship	Service	Start	End
Cleaning and Environmental Support Services L2	Regeneration & Property	01/10/2018	01/10/2019
Business and Administration L2	Regeneration & Property	01/05/2018	01/06/2019
Assistant accountant L3	Finance	01/09/2017	01/03/2019
Customer service practitioner L2	ICT, Facilities and Project	01/09/2017	01/03/2019
Cleaning and Environmental Support Services L2	Regeneration & Property	01/01/2018	01/02/2019
Apprentice Upskilling for existing staff			
Installation electrician / maintenance electrician L3	Regeneration & Property	01/09/2018	01/07/2022
Operations / departmental manager L5	Democracy, Strategy & Partnerships	01/08/2018	01/08/2020
Team leader / supervisor L3	Customer Experience	01/08/2018	01/11/2019
Team leader / supervisor L3	Finance x 2	01/08/2018	01/11/2019
Team leader / supervisor L3	Operational Services x 3	01/12/2018	01/03/2020
Team leader / supervisor L3	Economy, Planning and Strategic Housing	01/12/2018	01/03/2020
Team leader / supervisor L3	Customer Experience	01/12/2018	01/03/2020
Team leader / supervisor L3	ICT, Facilities and Project	01/12/2018	01/03/2020

12. Learning and Development

12.1 The learning and development needs identified during 2018 Development Reviews were submitted on My HR during the period 4th May 2018 to 31st August 2018.

12.2 In total 93% (228)¹ of staff completed the learning and development section on My HR:

- 55 staff with line management responsibility (92% response rate – 5 missing);
- 173 officers (94% response rate – 11 missing).

12.3 Response rates split into services

Service	Headcount	Completed	Incomplete	
CEX, Corp Dir & HR	12	12	0	100%
Regeneration and Property	12	9	3	75%
Customer Experience	21	19	2	90%
IT, Projects and Facilities	19	18	1	95%
Finance	39	39	0	100%
Democracy, Strategy & Partnership	19	18	1	95%
Economy, Planning & Strategic Housing	43	42	1	98%
Operational Services	79	71	8	90%
Total	244	228	16	93%

This is an improvement of last year's 89% response rate.

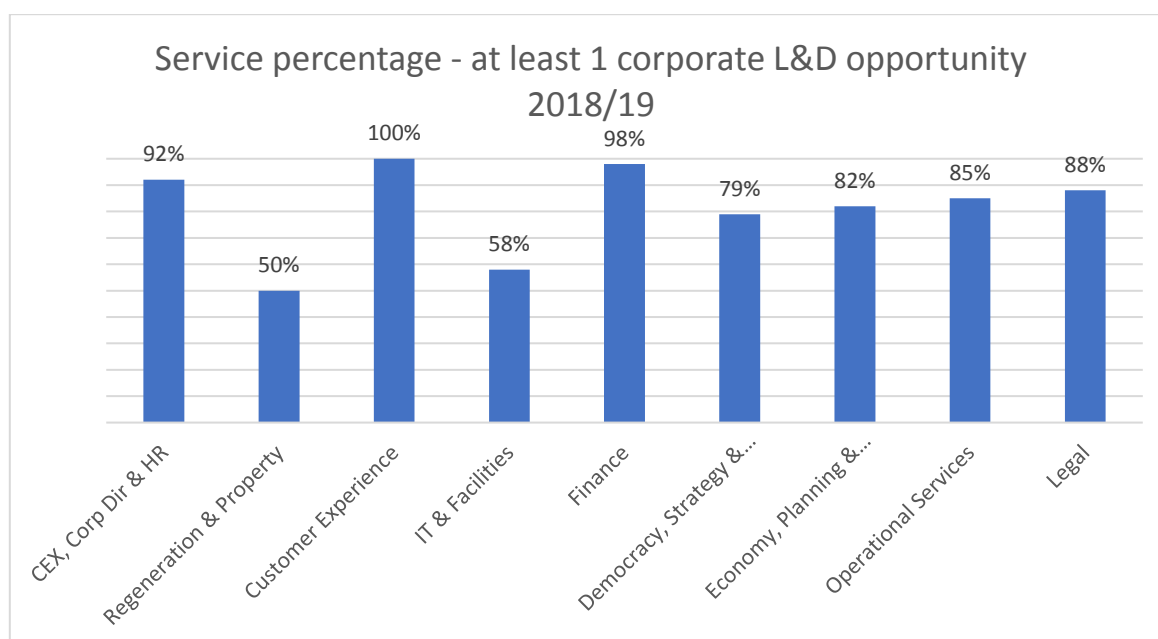
¹ Establishment book as at 31st August 2018 – Headcount 279 less CEx, 2 Maternity Leave, 1 long term sick, 7 new starters, 6 cleaners, 5 leaving/left, 13 legal services – no HoS currently. Headcount 244

12.4 In 2018/19 we offered seven organisation wide Learning & Development opportunities. These opportunities are funded through the Corporate Training budget or run directly by staff, for staff.

- Action Learning set
- Aspiring HoS programme
- Staff Showcase
- Leadership Development programme
- Managing Conflict and Aggression training
- Mental Health Awareness
- GDPR introduction

12.5 In total **238 (83%)** members of staff attended a corporate funded learning and development opportunity in 2018/19.

12.6 The below chart details the attendance of staff who have attended at least one corporate L&D opportunity² as a percentage.



12.7 We will be working with Heads of Service to explore ways of improving engagement levels especially in areas where take up is lower than average.

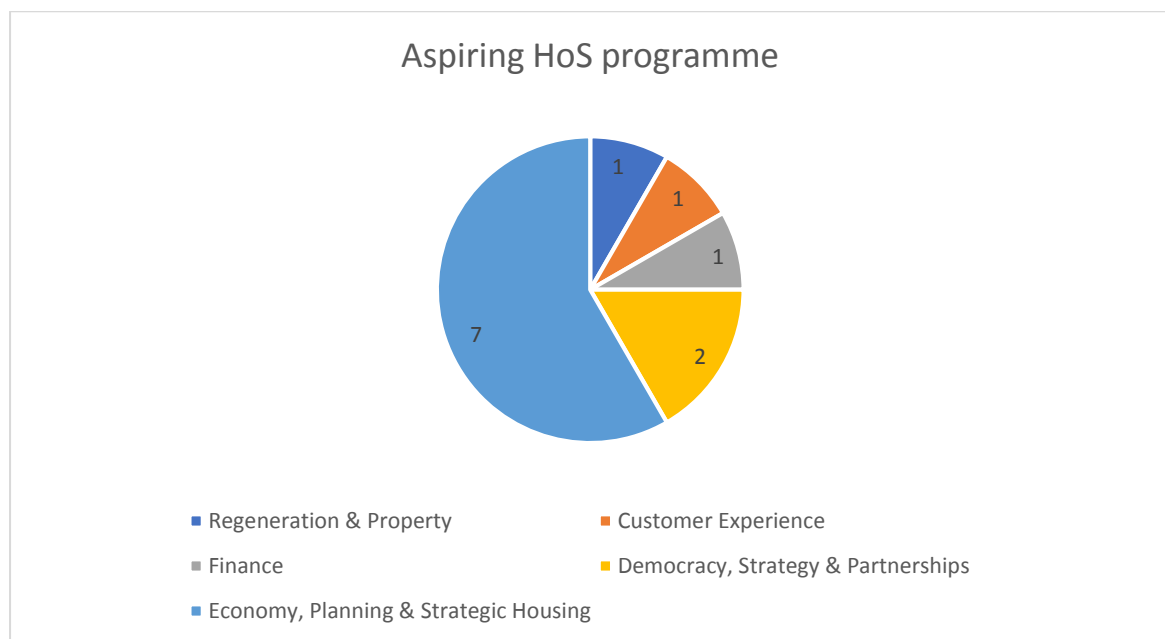
² Staff who attended more than one opportunity have only been counted once.

13 The learning opportunities are broken down below.

13.1 Action Learning sets

Five members of staff have been part of an Action Learning set which concluded in May 2019 – a form of self-managed learning.

13.2 Aspiring HoS programme



12 (4%) members of staff attended the one day Aspiring to be a HoS programme run by Solace Group. In preparation for those individuals who were interested in the advertised roles as part of the restructure or finding out more about the Head of Service role and if it's for them.

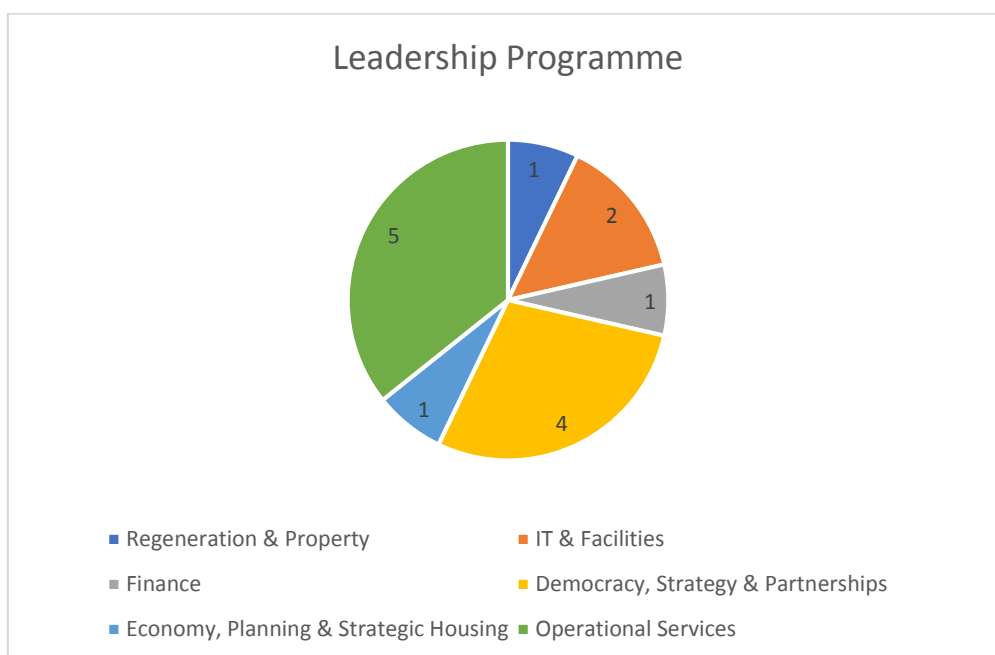
13.3 Staff Showcase



76 (27%) members of staff attended the event held in October 2018. The event was an opportunity to network with colleagues and learn more about the work that goes on in different parts of the Council.

One Councillor was also in attendance.

13.4 Leadership Development Programme



14 (5%) members of staff are part of the Leadership Programme which runs from November 2018 through to October 2019. Solace Group were selected to provide this programme which includes, workshops, a corporate project, mentoring, action learning sets amongst others.

The Leadership Programme attracted 9 (64%) female participants which is a great first step in developing more female leaders.

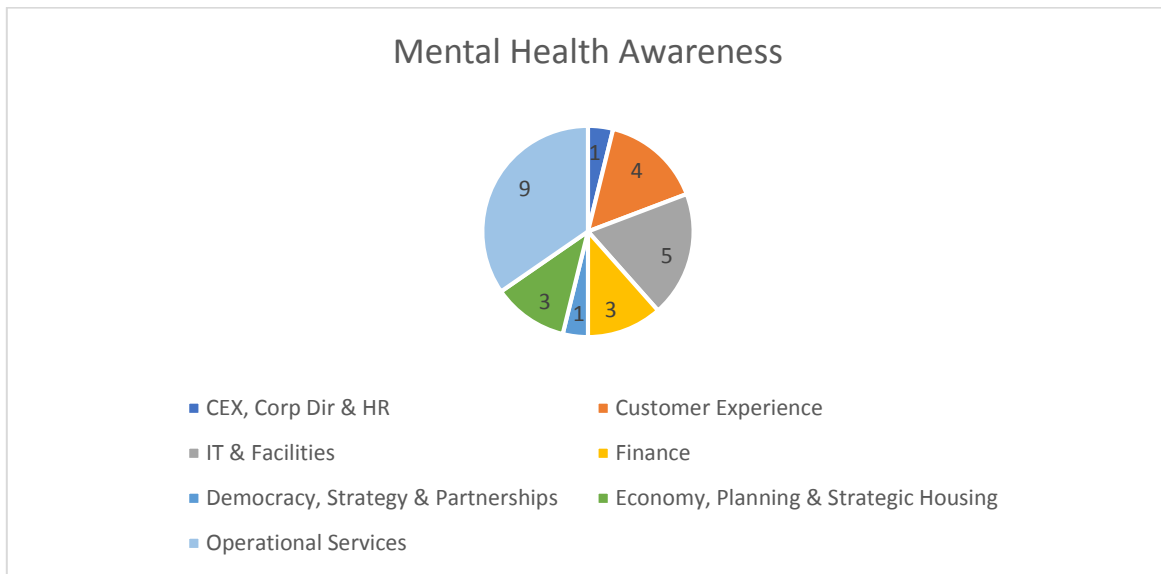
The programme has proved a success with the CEx sponsoring a second cohort to start in 2020.

13.5 Managing Conflict and Aggression Training



46 (16%) members of staff attended Managing Conflict and Aggression training. Ran by CMS Training Ltd. and spread over 3 sessions to minimise the impact on services. This course was designed specifically for members of staff in direct contact with customers or members of the public on a regular basis. Increasingly as a Council we are seeing a diverse range of customers that present with a variety of differing, often complex needs. Sometimes this can result in conflict occurring and feeling confident and knowledgeable on how to manage these situations is essential.

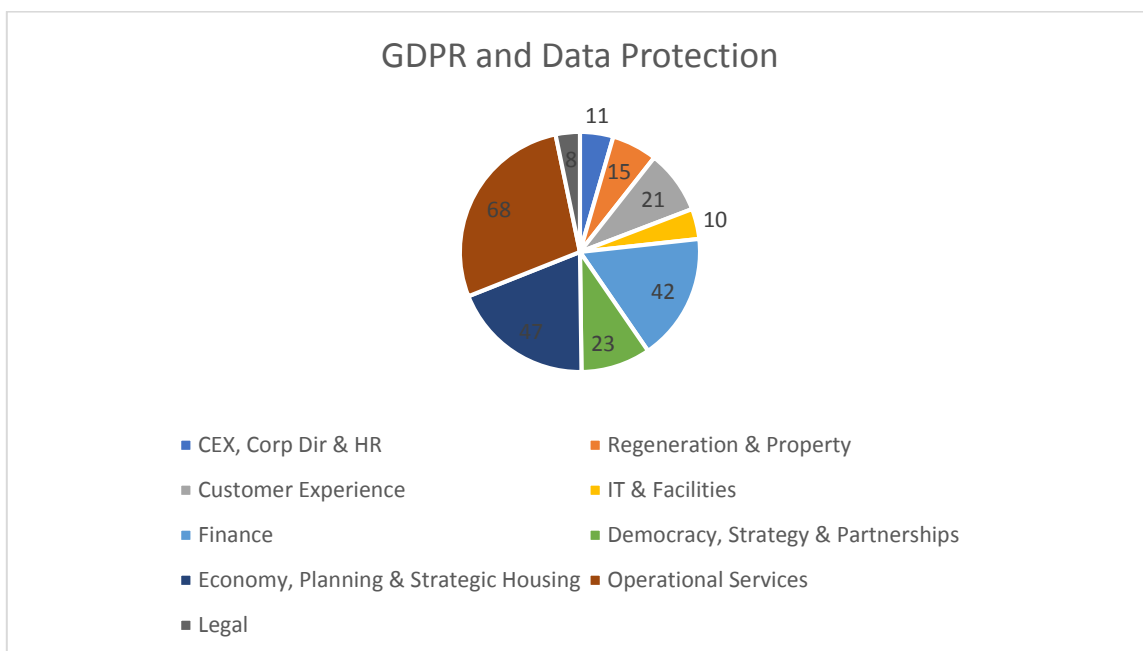
13.6 Mental Health Awareness Training



26 (9%) members of staff attended Mental Health Awareness training. Run by Corporate Medical Services, our Occupational Health provider. This follows on from the success of 2 Manager sessions in 2017/18. The aim of this session is to deliver an overview of mental health and wellbeing in the workplace, including how to support your own resilience and mental wellbeing.

Two further sessions are being held in July 2019 for a further 32 members of staff and further manager sessions are being procured.

13.7 GDPR and Data Protection



245 (85%) members of staff attended In-house training to introduce the new data protection legislation that came in to force in May 2018.

14 Job and service specific Learning & Development

Job and service specific training and development needs should to be agreed by line managers and funded through service budgets. HR does not hold this data centrally.

15 Conclusion

This concludes the report on workforce matters for 2018/19, highlighting areas of focus. We would welcome feedback on this and any other HR matters of interest for future reporting.

AUTHOR: Estelle Rigby, Interim HR Manager

estelle.rigby@rushmoor.gov.uk

01252 398420

HEAD OF SERVICE: Karen Edwards, Corporate Director

OVERVIEW AND SCRUTINY COMMITTEE WORK PLAN

The purpose of the work plan is to plan, manage and co-ordinate the ongoing activity and progress of the Council's Overview and Scrutiny Committee. It will be updated regularly and presented to each meeting of the Committee. It will include issues that are currently being actioned as well as those that will be subject to future work.

The Committees Terms of Reference are as follows:

- to perform all overview and scrutiny functions on behalf of the Council;
- to appoint such formal sub-committees and informal task and finish groups as it considers necessary to assist it in discharging its functions;
- to prepare and approve the overview and scrutiny work programme so as to ensure that the Committee's time is effectively and efficiently utilised;
- to undertake investigations into such matters relating to the Council's functions and powers as:
 - (1) may be referred by the Council, Committees, the Cabinet, or the Leader; or
 - (2) the Committee may consider appropriate; or
 - (3) have been referred to the Committee pursuant to the "call-in" procedure set out in the Overview and Scrutiny Procedure Rules in Part 4 of this Constitution. (These can be decisions taken by the Cabinet, a Cabinet Member, key decisions taken by an officer or under joint arrangements).
- to monitor and review the performance of the Council and services against relevant performance indicators and adopted plans;

- to review and/or scrutinise decisions proposed to be made (pre-decision scrutiny) or actions taken in connection with the discharge of any of the Council's functions;
- to review existing policy and strategy with a view to securing continuous improvement in the way in which the Council's functions are exercised, having regard to a combination of economy, efficiency and effectiveness;
- to make reports and/or recommendations to the full Council and/or the Cabinet in connection with the discharge of any functions;
- to review and/or scrutinise any matter affecting the area or its inhabitants;
- to discuss initiatives put forward for consideration by individual members of the Committee and any relevant 'call-for-action' in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution; and
- to consider petitions referred to the Overview and Scrutiny Committee in accordance with provisions set out in the Petition Scheme set out in Part 4 of this Constitution.

(A) ISSUES CURRENTLY BEING PROGRESSED BY THE OVERVIEW AND SCRUTINY COMMITTEE

ISSUE (PURPOSE OF REVIEW)	TASK AND FINISH GROUP (MEMBERSHIP 2019/20)	TIMETABLE	CURRENT WORK	STATUS
To monitor the performance and activities of Registered Providers	Task and Finish Group established consisting of: The Chairman (Cllr M.D. Smith), Vice-	2019/20	The programme for 2019/20 will be agreed by the Group at its first meeting of the year.	Green

Last Updated Monday 8th July, 2019

ISSUE (PURPOSE OF REVIEW)	TASK AND FINISH GROUP (MEMBERSHIP 2019/20)	TIMETABLE	CURRENT WORK	STATUS
working in the Borough.	Chairman (Cllr Mrs D.B. Bedford) and Cllrs T.D. Bridgeman, M.S. Choudhary, R.M. Cooper and K. Dibble.			
To scrutinise the performance of SERCO against the contract specification for: <ul style="list-style-type: none"> • Waste collection • Fly tipping • Recycling • Customer interface 	Environmental Services Contract Task and Finish Group has been set up consisting of: The Chairman (Cllr M.D. Smith), Vice-Chairmen (Cllr Mrs D.B. Bedford and Cllr J.B. Canty) and Cllrs Veronica Graham-Green, C.P. Grattan and Nadia Martin.	July, 2019	A final meeting of the Group was held on 27th June, 2019. A report is being prepared for the Committee meeting on 18th July, 2019 with the Group's recommendations.	Green
To review the Council's approach to investment in	N/A	2019/20	The Committee was provided with an initial briefing on 1st November, 2018 where the following areas for consideration were identified:	N/A

ISSUE (PURPOSE OF REVIEW)	TASK AND FINISH GROUP (MEMBERSHIP 2019/20)	TIMETABLE	CURRENT WORK	STATUS
commercial properties, including an assessment of the opportunities taken and the outcomes.			<ul style="list-style-type: none"> • The strategic framework for asset management/investment • High level aspirations • A list of the properties • Financial implications in terms of investment, IRR and projections • Percentage of occupation • Terms of leases, including the responsibilities of the owner and the lessees • Agents used • Are new tenant incentives used • Any benchmarking data with neighbouring or other authorities who have adopted similar strategies <p>A report was presented to the Committee at its meeting in May, 2019 which set out a review of commercial property investments. An independent external review is being undertaken of the property portfolio and a report on the findings will be made to the Committee at a future meeting.</p>	

ISSUE (PURPOSE OF REVIEW)	TASK AND FINISH GROUP (MEMBERSHIP 2019/20)	TIMETABLE	CURRENT WORK	STATUS
To review the Council Tax Support Scheme	Council Tax Support Task and Finish Group established, consisting of Cllrs M.D. Smith, Mrs D.B. Bedford, A.H. Crawford, Veronica Graham-Green, Mara Makunura and M.J. Roberts.	June 2019 – January 2020	A meeting of the Task and Finish Group was held on 18th June, 2019. At this meeting it was agreed that a further meeting would be held on 1st August, 2019 to consider the options going forward. The Group would also be receiving data on other authorities' schemes, welfare benefits take up and demands on Citizens' Advice and foodbanks.	Green
Educational Attainment	A Task and Finish Group has been set up consisting of: The Chairman (Cllr. M.D. Smith), (Vice-Chairman) Cllr. L. Jeffers and Cllrs. Gaynor Austin, Mara Makunura, Nadia Martin and C. Stewart.	2019/20	An initial presentation was given on the results for 2018 at key stages 2 and 4 and some background was provided on the educational attainment issues in the Borough. A Task and Finish Group has been set up to progress the review and a meeting has been arranged for 24th July, 2019. The meeting will review the current data and be asked to scope the process.	Green

(B) ISSUES EARMARKED FOR SCRUTINY BUT NOT YET COMMENCED

ISSUE	CURRENT POSITION	PROPOSED TIMETABLE
Procurement Strategy	Potential area for scrutiny of the delivery of proposed outcomes set out in the strategy. Once the draft has been prepared the Committee will undertake some pre-decision scrutiny	Draft prepared – Strategy to be presented in 2019/20

OVERVIEW AND SCRUTINY COMMITTEE

WORK FLOW – MAY 2019- MARCH 2020

DATE	ITEMS
18th July, 2019	Moor Road Playing Fields Project Environmental Services Contract Task and Finish Group – Feedback Workforce Report 2018/19
12th September, 2019	
24th October, 2019	Performance Framework – Committee role
12th December, 2019	Quarter 2 Performance Monitoring Safer North Hampshire <ul style="list-style-type: none"> • Fear of crime as a result of street lights being turned off • Rough Sleepers Street Drinkers - Update Rushmoor Property Portfolio
30th January, 2020	Governance Structure (Scheduled for July, 2019)
26th March, 2020	Quarter 3 Performance Monitoring Town Centre markets and Car Boot Performance Reports
Potential Future Items for Committee	Procurement Strategy Climate Change
Potential Items for Scrutiny at T&F	Income Generation

OVERVIEW AND SCRUTINY COMMITTEE

Progress Meetings 2019/20

(Circulate the Cabinet Forward Plan, the Committee Work Plan and notes of the previous Committee meeting to each meeting of the Progress Group)

DATE	NOTES/ACTIONS	OUTCOMES
5th March, 2019	<ul style="list-style-type: none"> • Cabinet Champions • Governance Structure • Educational Attainment 	<ul style="list-style-type: none"> • The Group asked that a request for ideas for Cabinet Champion roles was made via the nominations to membership of groups form circulated to groups at the beginning of the Municipal Year. • The Group noted that that a root and branch review was proposed of the Constitution, a scoping paper which would be picked up at the first meeting of the Municipal Year alongside a presentation on the Governance Structure. • At present information was being obtained from local schools and this would be considered as part of the scoping work.
3rd July, 2019	<ul style="list-style-type: none"> • Governance Structure • Parking Issues • IT Services 	<ul style="list-style-type: none"> • It was agreed that the presentation on Governance would be postponed to a meeting later in the year. • Two requests from Councillors were received concerning parking issues in the Borough, these related to North Camp Town Centre and the Aldershot Lido. The item relating to North Camp and the wider parking issues would be included on the Agenda for the 18th July and the issues relating to the Lido would be raised with the Head of Operational Services

Last Updated Monday 8th July, 2019

		<ul style="list-style-type: none"> Town centre markets and car boot sales 	<ul style="list-style-type: none"> A request was received from Cllr Sophie Porter concerning IT services, in particular the LoveRushmoorApp and the need to ensure that services were in line with the new IT Work Plan. It was noted that the Rushmoor 2020 Task and Finish Group could pick the issue up as part of their work. At the request of the Chairman the Committee would review the performance of the town centre markets and car boot sales as part of performance monitoring.
12th August, 2019			
26th September, 2019			
29th October, 2019			
16th January, 2020			
13th February, 2020			
Items for Future Progress Meetings			

NOTE: The above list will be updated in July 2019.