

CORPORATE SERVICES POLICY AND REVIEW PANEL

Meeting held on Thursday, 19th March, 2015 at the Council Offices,
Farnborough at 7.00 p.m.

Voting Members

Cr. Jacqui Vosper (Chairman)
Cr. Barbara Hurst (Vice-Chairman)

Cr. D.M.T. Bell	a	Cr. D.S. Gladstone	a	Cr. B. Jones
Cr. D.E. Clifford				Cr. G.B. Lyon
Cr. A.H. Crawford				Cr. P.F. Rust

Apologies for absence was submitted on behalf of Crs. D.S. Gladstone
and B. Jones .

1. MINUTES –

The Minutes of the Meeting held on 15th January, 2015 were approved
and signed by the Chairman.

2. OFFICE CO-LOCATION PROJECT UPDATE –

The Panel welcomed Mr. Andrew Colver, Head of Democratic
Services, who had been invited to the meeting to provide an update on the
progress of the Office Co-Location Project.

Mr. Colver reminded the Panel that the project had taken a number of
years to put in place and was developed at a time of financial pressure. The
Panel reflected on what office co-location with Hampshire County Council and
Hampshire Police had delivered in 2012/13, this included an income of over
£200,000 per year, improved IT, improved electrical and facilities
infrastructure, a more efficient building and use of space and more integrated
work with the Police and the County Council. However, there had also been
some implications on the Council Offices with the introduction of the project as
changes had been made to teams and service locations. There had been a
reduction in the amount of storage although this may need to be reviewed
again in the future. There was also a discussion on the staff Café, the running
of which was in the process of being re-tendered. It was noted Hampshire's
workstyle arrangements seemed to be working effectively.

Other issues arising from the project were the demand for and pressure
on the Council Offices' larger meeting rooms. Also, the Council car park was
well used and often full. It was explained that the current situation was
manageable and the car park was monitored. Concerns were raised by
Members in relation to the opening of the Vue Cinema in Farnborough Town

Centre and the added pressures this could put on the Council Offices Car Park.

Possible future phases of the project were addressed and it was explained that there had been further discussions with both Hampshire County Council and the Police to build on their existing arrangements. Farnborough Aerospace Consortium, which was based at the Council Offices, had shown an interest in extending its stay and establishing a more formal agreement.

The success of the work of the Farnborough Safer Neighbourhoods Team at the Council Offices had encouraged more interest from Hampshire Police. It was noted that Hampshire Constabulary Estates Strategy envisaged the closure of Aldershot Police Station in 2016, leaving a proposal for Council Offices a Police front of house facility, together with 24/7 operation, and the Targeted Patrol Team working out of the Offices.

Hampshire Children's Service was also interested in opening a front of house service. Other facilities needed for the integration of this service were a number of meeting rooms, 'family rooms' and an extension of the County's current space to the ground and second floor. Hampshire Registration Service had been in the process of reviewing its service provision, which involved registering births, deaths, marriages and citizenships. The impact of these potential services on the Council Offices included the introduction of an office and use of the Council Chamber and other meeting rooms, weekend working, a separate new entrance and there would be a requirement to licence the Chamber for marriages. These ideas had been based on arrangements at Test Valley Borough Council, where the two services had worked well together.

Members questioned the idea of the Council Offices containing three front of house desks for the different services. The possibility of having one triage-style desk to manage all three arrangements was discussed, however, it was said that while Hampshire might be interested in a shared facility, the Police were keen to have a separate area due to the nature of their activities.

It was explained that Office Co-Location had strong links with Rushmoor's key priorities. It was part of the 8 Point Plan for sustainability through income generation and better use of assets and also, the ICT Digital Strategy, Channel Shift and smarter working.

The Panel was informed that the current discussions with partners focused on identifying and assessing requirements. It was noted that there had been strong interest from the Police for further co-location. Hampshire had been looking at options and possibilities to ensure that services would be provided effectively. Mr. Colver advised the Panel that the project would be implemented in phases. It was hoped that arrangements with the Police would be confirmed in April 2016 and those with Hampshire, beyond 2017. In order to facilitate these potential changes, development of certain areas was being considered. For example, if the reception area offered an increased range of

services, the volume of people could also increase. There was also a discussion that involved the possible use of other Council premises, particularly in Aldershot, as drop-in areas.

It was concluded that co-location had been a success, with tenants happy and interested in developing further integration. It was noted that Rushmoor would focus on delivering a good return whilst maintaining and improving services delivered from the Council Offices.

The Panel **NOTED** the presentation and **AGREED** to invite Mr. Colver to report any progress at the next mid-cycle meeting.

3. **CORPORATE HEALTH AND SAFETY –**

The Panel received a presentation from Mr. Colin Alborough, Environmental Health Manager, and Mr. Roger Sanders, Principal Health and Safety Officer, on the Council's Corporate Health and Safety Service. The overall purpose and aim of the Service was described as 'promoting and maintaining good standards of occupational health, safety and welfare within our corporate workplace environments to enable good business'. It was explained that the framework enabled the Council, as one of the biggest employers in the Borough, to support good business, reduce corporate risk and claims and promote good health and safety with contractors and partners.

Mr. Alborough explained to the Panel that the responsibility for health and safety was retained through the existing management structure. Part of the role of the service was to provide central advice and support and develop policies and procedures, including risk assessments. Rushmoor had a strong relationship with partners and had worked closely with each of them during health and safety cases. Building a closer relationship with colleagues was also important as there was an intention for the service to support managers and staff with decisions. It was noted that the service was monitored regularly through an annual audit programme and accident investigations, a report was also prepared each quarter for the Directors' Management Board to consider.

The Panel was shown graphs that showed the number of requests received for advice and services from Rushmoor; the number of accidents and incidents that had occurred were also recorded on graphs. The graphs showed that the number of advice requests had increased since 2011/12 and the number of accidents and incidents occurring each year had decreased significantly between 2011 and 2014.

Pictures of incidents that had previously occurred were shared with Members. The Panel heard how each situation was dealt with and what work had been done to avoid any future incidents of a similar nature.

Results of a staff surveys completed in 2013 and 2014 were shared with the Panel. It was noted that the same questions had been used both years and each result had shown an increase in staff satisfaction, concerning corporate health and safety, than had been recorded the previous year. While

there had been an upward movement in the percentages of positive responses, it was noted that only 73% of staff had felt that safety was a high priority at Rushmoor. Mr. Alborough assured staff that this result had shown the health and safety team that there was room to improve on the service they provided. The Panel heard that the results of these surveys had been used to target work with different members of staff, for example, work had been done throughout the year with middle managers to improve their health and safety knowledge. These figures had also been used to prepare the service plan for the current year, which had focused on improving and developing current plans. Members were advised that the survey was anonymous and answers could not be divided into service departments. The detail of the survey was questioned and Mr. Sanders informed the Panel that the survey had initially been based on national models but there was scope to review the questions for future years.

The HSE Inspection carried out in 2012 was mentioned, it was noted that this had focused particularly on waste collection as well as an inspection of one of the Council's contractors, Veolia Environmental Services. Recommendations included how to provide evidence of training received. There was also a concern regarding the amount of noise created during glass collection, which had been a problem nationally. This concern had led to Rushmoor investigating ways in which noise could be reduced during the process of glass collection. This work had included a wheelie bin that had been adapted to reduce the speed of glass when being poured into the bin; it had been found that this change in angle had reduced the noise measure by five decibels. Other improvements made since the HSE Inspection had included the introduction of an E-learning portal that enabled staff to complete different health and safety modules online. It was stated that the modules had the ability to be adjusted to become job specific or more general as necessary. The module training ended with multiple choice questions that would determine whether the individual had passed the training or not.

Finally, Mr. Alborough concluded that the Corporate Health and Safety Service had been able to provide 24/7 competent cover to support and advise others as well as being able to work with partners to deliver appropriate controls. Members were informed that work to normalise health and safety would continue.

The Panel **NOTED** the presentation

4. **SYSTEMS THINKING UPDATE –**

Mr. Ian Harrison, Director of Resources, introduced the item to the Panel which involved an explanation of the history of systems thinking and information surrounding the current systems thinking programme of work. Ms. Lorraine Murray and Ms. Hannah Shuttler, Systems Thinking Analysts, were introduced to the Panel.

Systems thinking was described as a way of changing the way of thinking about the design and management of work with the aim of putting the

customer and their experience at the centre. It was noted that the approach was developed in the 1940s by Toyota and built around five core principles of management:

- Better service costs less
- Good people want to do a good job
- Use measures, not targets
- Change will not happen unless you first understand and then change the work
- Change should be led by management but done by the staff

A brief explanation of the process followed by the in-house systems thinking team was provided to Members: ‘thinking’ focused on working out assumptions, ‘system’ focused on how those assumptions can affect the system and ‘performance’ focused on the consequences, it was heard that following the process assisted staff to “do better things”. The work that had been carried out with the Council’s Bereavement Service was given as an example.

Members were informed that systems thinking was one of only two initiatives that appeared in both the 8 Point Plan and the organisational development programme; this link between the two emphasised the role systems thinking played in achieving sustainability for the Council.

The Panel was given examples of how systems thinking had developed services within the Council. Housing Options had used systems thinking to reduce the housing waiting list and therefore, the length of time residents had had to wait to be assigned housing.

The Systems Thinking Analysts answered a number of Members’ questions and informed the Panel of future work that was set to take place; this included a number of events to develop the internal systems thinking capacity and skills.

The Panel **NOTED** the presentation.

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

The Panel noted the Report of the Meeting held on 13th January, 2015.

6. **WORK PROGRAMME –**

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

The Meeting closed at 9.40 p.m.

JACQUI M. VOSPER
CHAIRMAN