



OVERVIEW & SCRUTINY COMMITTEE 1

STRATEGIC LEADERSHIP

Tuesday, 29 August 2006

10.00 a.m.

Conference Room 1,
Council Offices, Spennymoor

AGENDA and REPORTS

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ਜੇ ਇਹ ਦਸਤਾਵੇਜ਼ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦਾ ਹੈ, ਜਾਂ ਜੇ ਤੁਹਾਨੂੰ ਗੱਲਬਾਤ ਸਮਝਾਉਣ ਲਈ ਕਿਸੇ ਇੰਟਰਪ੍ਰੈਟਰ ਦੀ ਲੋੜ ਹੈ, ਤਾਂ ਤੁਸੀਂ ਸਾਨੂੰ ਦੱਸੋ।

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Democratic Services



01388 816166

AGENDA

1. APOLOGIES

2. DECLARATIONS OF INTEREST

To notify the Chairman of any items that appear later in the agenda in which you may have an interest.

3. MINUTES

To confirm as a correct record the Minutes of the meeting held on 13th June 2006. (Pages 1 - 4)

4. CUSTOMER SERVICES MODERNISATION PROGRAMME UPDATE

Report of Chief Executive. Siobhan Walsh, Corporate eGovernment Manager will also give a presentation in relation to this item. (Pages 5 - 14)

5. PERFORMANCE INDICATORS - ACTUAL OUTTURNS 2005/06

To consider the attached schedule. (Pages 15 - 24)

6. WORK PROGRAMME

Report of Chairman of the Committee (Pages 25 - 28)

7. ANY OTHER ITEMS WHICH THE CHAIRMAN DECIDES ARE URGENT

Members are respectfully requested to give the Chief Executive notice of items they would wish to raise under the heading not later than 12 noon on the day preceding the meeting, in order that consultation may take place with the Chairman who will determine whether the item will be accepted.

B. Allen
Chief Executive

Council Offices
SPENNYMOOR
18th August 2006

Councillor A. Gray (Chairman)
Councillor J.K. Piggott (Vice Chairman)

Councillors Mrs. K. Conroy, Mrs. J. Croft, B. Hall, J.G. Huntington, J.M. Khan, B. Meek, G. Morgan, Mrs. E.M. Paylor, G.W. Scott and Mrs. I. Jackson Smith.

ACCESS TO INFORMATION

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Item 3

SEDGEFIELD BOROUGH COUNCIL OVERVIEW & SCRUTINY COMMITTEE 1

Conference Room 1,
Council Offices,
Spennymoor

Tuesday,
13 June 2006

Time: 10.00 a.m.

Present: Councillor A. Gray (Chairman) and

Councillors Mrs. K. Conroy, B. Hall, J.M. Khan, G. Morgan,
Mrs. E.M. Paylor and J. Wayman J.P

Invited to Attend: Councillors Mrs. B. Graham and R.A. Patchett

In

Attendance: Councillors Mrs. B.A. Clare, V. Crosby, G.C. Gray, D.M. Hancock,
J.E. Higgin and G.W. Scott

Apologies: Councillors Mrs. J. Croft, K. Henderson, J.G. Huntington, B. Meek and
Mrs. I. Jackson Smith

OSC(1).1/06 DECLARATIONS OF INTEREST

Members had no declarations of interest to submit.

OSC(1).2/06 MINUTES

The Minutes of the meeting held on 10th April, 2006 were confirmed as a correct record and signed by the Chairman. (For copy see file of Minutes).

OSC(1).3/06 ANNUAL REPORT ON COMPLAINTS RECEIVED BY CORPORATE COMPLAINTS STAFF

Consideration was given to a report of the Chief Executive outlining the complaints/issues received by the Corporate Customer Relations staff in the Chief Executives Department in the period 30th April 2005 to 30th March 2006. (For copy see file of Minutes).

It was reported that the number of complaints/issues dealt with by the Corporate Complaints staff had increased from 946 in 2004/05 to 1053 in 2005/06. It was pointed out that 30% of this increase was attributable to enquiries/complaints regarding matters that were the responsibility of other organisations and agencies.

The report identified the number of complaints received within each service area and the nature of the complaints.

The main area of complaint (52% of the total) related to housing maintenance, management, improvement and adaptation for the benefit of people with disabilities.

The main reason for complaints relating to housing maintenance related to repairs not being carried out within specified timescales. It was explained

that on occasions the resources were not available to complete every job within the timescale.

It was explained that in order to address this problem the budget for the 2006/07 financial year had been increased with £240,000 additional revenue funding being allocated to repairs and £355,000 additional revenue and capital funding being allocated to adaptations for the benefit of tenants who were elderly and/or disabled.

It was explained that the Corporate Complaints staff aimed to respond to 100% of complaints and enquiries within ten working days. It was reported that 98.8% had been achieved in 2005/06 compared with 97.25% in 2004/05.

The average time to respond to a complaint/enquiry in 2005/06 was 1.95 days compared with 2.3 days in 2004/05.

The Committee was also advised of the complaints procedure whereby complainants had the right to complain to the Local Government Ombudsman if they had exhausted the Borough's Complaints Procedure.

In 2004/05 30 cases had been investigated and decided by the Ombudsman. The Borough Council had been found not guilty of maladministration in any of these cases. In two cases the Council was able to reach a local settlement.

In 2005/06 26 cases were investigated and decided by the Ombudsman. The Council was found not guilty of maladministration and it was not necessary to reach a local settlement in any of the cases.

Specific reference was made to refuse collection. It was explained that the number of justified complaints received in relation to refuse collection had reduced by over 50%.

Members requested that a letter of appreciation be produced on behalf of Overview and Scrutiny Committee 1 and distributed to refuse collectors.

- AGREED :*
- 1. That the Annual Report be received and published on the Borough's website.*
 - 2. That a letter of appreciation be distributed to refuse collectors. .*

OSC(1).4/06 REVIEW OF AREA FORUMS

The Principal Democratic Services Officer presented the report of the Review Group, which had been established to examine Area Forums operations to determine their effectiveness with a view to making changes that would strengthen community involvement. (For copy see file of Minutes).

The Chairman of the Review Group was also present at the meeting to answer any queries.

It was explained that the Council recognised the importance of keeping communities informed and involved. The purpose of Area Forums when they were established was to provide an opportunity for communities to interact with the Council on issues of local importance. Community involvement was a key role of Area Forums.

It was explained that the Review Group had gathered information and evidence through meetings, presentations by officers, visiting Area Forum meetings, discussions with Council partners and Residents Associations and questionnaires.

Throughout the review process, the Review Group had taken into account the following initiatives that were being developed by the Council and partner organisations that would have an effect on community engagement:

- Local Area Frameworks
- Local Improvement Plan
- Streetsafe Review

The proposals, which had been identified to focus Area Forums to meet their aims and objectives, were set out in the report.

Recommendations had been formulated by the Review Group for consideration by Cabinet. Those recommendations were identified in the report.

Specific reference was made to the appointment of a non Councillor as an additional Vice-Chairman. Members were of the opinion that Chairmen and Vice-Chairmen required experience and expertise at chairing meetings.

It was explained that Area Forums would continue to have a Chairman and Vice-Chairman from Members of Sedgefield Borough Council. In the absence of the Chairman, the Vice-Chairman who was a Sedgefield Borough Councillor would chair the meeting. The appointment of a non Councillor as an additional Vice-Chairman reflected the importance of community involvement.

Detailed discussion took place in relation to the venues of Area Forums. It was pointed out that in order to encourage community engagement the venues needed to be accessible to the public.

RECOMMENDED : That the report and recommendations contained therein be submitted to Cabinet for consideration.

OSC(1).5/06 REVIEW OF RECRUITMENT AND RETENTION

The Principal Democratic Services Officer presented the report of the Review Group that had been established to examine the recruitment and retention of staff at Sedgefield Borough Council. (For copy see file of Minutes).

It was explained that there had been a general perception that high numbers of staff were leaving the Council whilst at the same time difficulties had been experienced in recruiting staff to some posts, particularly in specialist areas.

As part of the review process staff turnover was quantified and levels compared to those of other local authorities both locally and nationally. The review also identified whether there were particularly posts or sections where recruitment was difficult.

The Review Group had gathered evidence and information through meetings, presentation by officers and considering statistical and comparative information.

Recommendations had been formulated by the Review Group for consideration by Cabinet. Those recommendations were identified in the report.

Reference was made to market force supplements. It was explained that in cases where it was difficult to recruit to posts as a result of the salary offered, market force supplements could be given.

Members queried whether staff leaving the authority as a result of family commitments could have been retained if support was offered from the authority. In response it was explained that the Council had adopted family friendly policies.

AGREED : That the report and recommendations contained therein be submitted to Cabinet for consideration.

OSC(1).6/06 WORK PROGRAMME

Consideration was given to a report of the Chairman of the Committee setting out the Committees work programme for consideration and review of staff (for copy see file of Minutes).

Members were updated on the current position in relation to the review of Sickness Management and Inform.

Specific reference was made to anticipated items. It was pointed out that all reports relating to the Audit Service would now be considered by the Audit Committee.

AGREED : That the Work Programme be noted.

ACCESS TO INFORMATION

Any person wishing to exercise the right of inspection, etc., in relation to these Minutes and associated papers should contact Mrs. L. Walker Tel 01388 816166 Ext 4237 email lwalker@sedgefield.gov.uk

Item 4

REPORT TO OVERVIEW AND SCRUTINY COMMITTEE 1

29 AUGUST 06

REPORT OF THE CHIEF EXECUTIVE

Portfolio Name: Strategic Leadership

TITLE OF REPORT

CUSTOMER SERVICES MODERNISATION PROGRAMME UPDATE

1 SUMMARY

1.1 This report follows the approval of Scrutiny and Overview Committee 1 on the 14th June 2005 to adopt the role of programme assurance in overseeing the delivery of the Council's Customer Services Modernisation Programme.

2 RECCOMENDATION

2.1 That Scrutiny and Overview Committee 1 notes the progress made to date and continues to monitor the Council's progress in delivering the DCLG (Department of Communities and Local Government) Priority and Transformational Service Outcomes and in meeting the Government's National e-Service Delivery Standards.

3 APPROACH

CUSTOMER SERVICES MODERNISATION PROGRAMME OBJECTIVES

3.1 The Council is addressing the Government's modernisation agenda in the following ways:

3.1.1 Developing and delivering a modern day Customer Services function that provides seamless access to all customer-facing services whether through face-to-face, telephone, Internet or other access modes.

3.1.2 Re-engineering business processes and exploiting new technology to enable Customer Service Staff to resolve 80% of customer enquiries at the first point of contact.

3.1.3 Developing an accessible, informative and up to date web site that provides information, electronic service request forms, on-line payments and other self-service facilities that can also be used by intermediaries (e.g., Citizens Advice) on behalf of customers that do not have the means to electronically transact with the Council.

- 3.1.4 Providing Internet facilities for Council Members to engage in electronic democracy functions and to allow members of the public enhanced access to their elected representatives.
- 3.2 The Council's strategy is part of a wider countywide partnership strategy that aligns closely to the Cabinet Office's 'Transformational Government' White Paper, the Gershon Efficiency Review and the Durham Local Area Agreement approach.
- 3.3 **'Durham Connects'** brings together the county and district authorities to co-operate on e-Government and customer service developments underpinned by a shared vision:
- 3.4 **"Working together and across all boundaries to deliver quality, joined-up, customer-focused services"**
- 3.5 The Durham Connects brand is scalable, enabling other public sector and non-public sector organisations to join-up their approaches for the benefit of all customers. Partnership working is delivering economies of scale in building the necessary infrastructure and is enabling partners to pool scarce skill sets.

THE NATIONAL SERVICE DELIVERY STANDARDS

- 3.6 The National eService Delivery Standards (NeSDS) programme sets efficiency benchmarks for local authorities with the objective of delivering:
 - 3.6.1 Customer focused service delivery
 - 3.6.2 Best practice driven performance levels
 - 3.6.3 Compatibility with professional bodies and other government departments
 - 3.6.4 The definition of the role of each service area in terms of overall customer care
 - 3.6.5 The Streamlining of delivery of services to customers and the interface between front and back office functions/services
- 3.7 The standards are being endorsed to all Councils by the Government and cover
 - 3.7.1 Customer Services,
 - 3.7.2 Housing,
 - 3.7.3 Adult Services,
 - 3.7.4 Highways,
 - 3.7.5 ICT Services,
 - 3.7.6 Human Resources,
 - 3.7.7 Trees,
 - 3.7.8 Property Services,
 - 3.7.9 Building Control
 - 3.7.10 Environmental Health.
- 3.8 Local Authorities who adopt the Standards will be able to:
 - 3.8.1 Identify where to start in moving towards the delivery of more efficient services.
 - 3.8.2 Determine how much progress they have made to date.

- 3.8.3 Identify clearly what 'excellent services' look like and determine the work the authority has to do in order to achieve the delivery of an excellent service.
 - 3.8.4 Prioritise the services that are important, allowing them to focus their effort and resources on achieving realistic improvements relevant to the Gershon Agenda, IEG (Implementing e-Government) and CPA (Comprehensive Performance Assessment).
 - 3.8.5 Measure and assess progress to date in comparison with other Authorities.
 - 3.8.6 Clearly identify the corporate areas in which the authority is in need of assistance or has best practice experience to share.
 - 3.8.7 Plan for the delivery of faster, more joined-up and integrated services overall.
- 3.9 The Council's Modernisation Taskforce have been made aware of the national standards and is working with the Business Transformation Team to conduct self-assessments using the IDeA's ESD-Toolkit.
 - 3.10 Following self-assessment, each service area will be reporting on progress against the standards at future Modernisation Taskforce meetings.
 - 3.11 All of the Service Standards are available to download at http://intranet.sedgefield.gov.uk/businesstransformation/national_estandards_ds.htm

PRIORITY SERVICE & TRANSFORMATIONAL OUTCOMES (PSTO) POSITION STATEMENT

- 3.12 On 29 April 2004, the Government announced the publication of a guidance document entitled 'Defining e-government outcomes for 2005 to support the delivery of priority services and a National Strategy transformation agenda for local authorities in England'.
- 3.13 The PSTOs are based on seven-shared priorities agreed between Central and Local Government and can be closely mapped to the local priorities outlined in our own Community Strategy:
 - 3.13.1 Raising standards across our schools;
 - 3.13.2 Improving the quality of life of children, young people, families at risk and older people;
 - 3.13.3 Promoting healthier communities by targeting key local services, such as health and housing;
 - 3.13.4 Creating safer and stronger communities;
 - 3.13.5 Transforming our local environment;
 - 3.13.6 Meeting local transport needs more effectively;
 - 3.13.7 Promoting the economic vitality of localities.
- 3.14 Linked to the above priorities, the Government is taking the implementation of the PSTOs across all UK local authorities very seriously. Whilst some of the priorities are not the direct service delivery responsibility of District Council's e.g. Education, the Government wants two-tier authorities to join up services via deep-linking County Council and District Council websites. The PSTO's have also been factored into Corporate Governance Assessment (CPA). The KLOE (Key Line of Enquiry) for 'CPA the harder test' has had an additional question added, which requires achievement of all of the priority outcomes for

a level 3 assessment. In short, it means that an authority that has not achieved them cannot progress beyond level 2.

Key Question
3.3 Does the council, with its partners, have the capacity it needs to achieve change and deliver its priorities?
Inspection Focus
<p>Evidence that</p> <ul style="list-style-type: none"> the capacity of councillors, management, staff, and organisational development is sufficient to ensure clear leadership and support the achievement of priorities; existing financial capacity is sufficient to achieve the council's objectives, sustain performance, and promote improvement; and financial management arrangements are secure ICT resources and e-government are used to support delivery of priorities and greater choice for service users the council works with partnerships to enhance its financial and other capacity so as to achieve its ambitions and priorities full account is taken of diversity, user focus and human rights issues in decision making and achieving outcomes the council, with its partners, has the capacity to respond flexibly to changing circumstances and emerging challenges

Criteria for Judgement	
Level 2	Level 3
<ul style="list-style-type: none"> In most areas, the council has the people, skills and capability it needs to deliver its priorities. The council is taking steps to ensure that councillors and staff are representative of local communities. The council has a financial strategy and sufficient financial capacity to deliver its priorities, or has robust plans to achieve this within the required timescale. Financial reserves are sufficient to provide for contingencies. The council has bid successfully for external funding in line with its priorities. The council's asset management strategy is effectively implemented. The council has sufficient ICT resources to deliver its priorities. There is progress towards realising the benefits from e-government. Competencies for e-government-based change are embedded in the organisation. The council uses ICT to improve access to services. It has achieved the required priority outcomes for e-government, including the availability of online facilities at all times. The council has taken steps to build financial and other capacity through the strategic use of partnerships. The council considers the diversity, user focus and human rights implications of decisions or actions. It monitors its performance and shares the information internally. It recognises the benefits of a diverse workforce and community. The council has taken steps to gather intelligence to enable it to respond effectively to changing circumstances. 	<ul style="list-style-type: none"> The council is self-aware about capacity and has the people, skills and suppliers it needs to deliver its priorities. Capacity of key post-holders, councillors and officers is sufficient to provide consistent leadership, challenge and support across the council. The council has a strategy to develop skills. It takes swift steps to address weaknesses. The council regularly monitors its workforce to ensure it is representative of the community. The council has a robust financial strategy and sufficient financial capacity that supports delivery of its priorities. It maintains reserves in line with the corporate and community plans and risk assessment, including contingencies. It bids for funding in line with priorities within a robust risk management framework. It has invested widely to achieve service improvements. Its asset management strategy complements partners' strategies creatively and efficiently to achieve council and community ambitions. The council uses ICT effectively throughout its activities and partnerships. It uses e-government to deliver objectives and service improvements, to gather information about community needs, and to join up services in collaboration with partners. ICT provides real-time management information about service use. The council understands the levels of internet usage in the community and is working with partners to help improve access. The council has achieved the 'required' and 'good' priority outcomes for local e-government. The council works effectively with a variety of partnerships across sectors to build and sustain financial, staffing and leadership capacity. The council is innovative with partners and can point to key successes which have improved the area. The council has a strategic and integrated approach to diversity, human rights and user focus evident in its policy development, employment practices and service delivery. The council champions and promotes these to its staff, partners and the wider community. The council has good relevant intelligence about its area which enables it to predict and respond to change. The council communicates these plans well to the public, and engages with communities and the public to increase capacity.

Corporate Assessment KLOE – February 2006

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3.15 For the Council to realise its vision for Customer Services and to deliver many of the DCLG's Priority and Transformational Service Outcomes, it must implement a number of core change-enabling corporate systems. These systems will help the council to deliver service improvements to its customers as well as deliver administrative efficiencies.

4 UPDATE ON PROGRESS

Customer Relationship Management (CRM) and Enterprise Workflow

4.1 The Council has procured a CRM solution in partnership with the 7 other Durham Councils and has employed a dedicated Project Manager to oversee the delivery of the solution across all service departments. The CRM solution will enable the Council to deliver County Council services and will allow customer services staff to have a single view of customers. Ultimately, CRM will improve our relationship with customers and local businesses by enabling the Council to become more responsive to customers needs.

4.2 One of the main challenges with the project has been staff availability to take forward the project as well as the dependency on the Partnership's Programme Office (a shared resource across the 8 partners) to progress the project with new products or information. Both these factors are causing slippage to the Council's original CRM Project Plan.

4.3 The Council has commenced its CRM testing phase and early testing with customer services and back office staff has highlighted some usability and

functionality issues. These have been forwarded to the Partnership Programme Office Development Team to be resolved.

4.4 We are now embarking on the second phase of testing which will lead to the system being rolled across the following first phase services: -

- Street Scene
- Anti Social Behaviour
- Licensing
- Democratic Services

Website Content Management System (CMS).

4.5 Content management is more than simply managing the Council's website. It provides an integrated environment that manages the publishing of all content, whether static or transactional, on all access channels. This would include the publishing of electronic forms and the re-purposing of content for non web-based interfaces such as SMS text messaging, digital television, kiosks and other mobile devices.

4.6 The efficient management of web content is seen as an essential step by the Government towards the mainstreaming of websites as a low cost access channel for services.

4.7 The implementation of the CMS was successful however there are three main issues with the system:

4.7.1 Speed, general users often complain about the speed it takes for pages to load when creating / editing content. This is to be resolved through new server provisions in ICT.

4.7.2 Reliance on 3rd party for future developments

4.7.3 Little feedback about the website from staff to help understand / identify new requirements.

Electronic Records and Document Management System (ERDMS)

4.8 The Comprehensive Performance Assessment (CPA) requires Information management to be taken seriously by every local authority given its significance to resource management and performance improvement.

4.9 Information management is about making it easy to find information—whether an officer or member is writing a committee report at home, or answering a customer query in the Customer Contact Centre. The easier information is to find, the more likely it is to be re-used, and the greater the value the council and its customer base benefits from that resource.

4.10 Every member of staff in Sedgfield Borough Council has some responsibility for information management. Implementing information management involves organisational culture change, because the way we do our everyday work has to change. This fundamental need for a shift in culture will be supported through the implementation of the Council's Organisational Development Strategy.

4.11 The Council has employed a dedicated Information Management Project Manager who will be overseeing the improvement of information processes across all departments through the implementation of appropriate policy and

a Corporate Electronic Records and Document Management System (ERDMS).

4.12 The remit of the ERDMS Project is to ensure that stakeholders have access to adequate Records Management Functionality, Information Security and Data Quality legislative requirements.

4.13 Preparatory Work is underway including an Electronic Records Collection Inventory and a Fileplan based on the Local Government Classification scheme but adapted to suite Sedgefield's specific filing requirements. The objective is to ensure Sedgefield has done everything possible to shorten implementation times of an ERDMS.

4.14 Four ERDMS suppliers are currently being evaluated on system functionality and cost. Presentations for 3 external Suppliers took place during the week beginning 17th July. A team representing different departments scored the systems.

4.15 An existing supplier to the Council is currently developing its solution and their presentation is scheduled for the 31st August.

4.16 The Project Board is monitoring the project risks. These include delays to proposed timescales, stability of systems, budget and what constitutes 'fit for purpose' for the Council. Actions are being taken to alleviate Risk such as comparisons of cost and evaluation of areas of functionality.

PRIORITY SERVICE & TRANSFORMATIONAL OUTCOMES PROGRESS SUMMARY

4.17 The following table summarises the Council's progress against the 'required' and 'good' PSTOs:

Number of complete 'required' & 'good' PSTOs	Status at 20/12/2004	Status at 21/06/05	Status at 28/12/2005	Status at 31/03/2006
	11 (20%)	23 (43%)	30 (56%)	41 (76%)
TOTAL	54 (100%)			

5 PROJECT MANAGEMENT OF THE COUNCIL'S E-GOVERNMENT AND ICT CAPITAL PROGRAMME

5.1 The successful implementation of the modernisation agenda is underpinned by effective Programme and Project Management, which again is being aligned to the Council's Organisational Development Strategy. Effective Project Management addresses the common causes of public sector project failure:

- 5.1.1 Lack of co-ordination of resources and activities
- 5.1.2 Lack of communication with interested parties, leading to products being delivered which are not what the user/customer expected
- 5.1.3 Poor estimation of costs, leading to projects taking more time and costing more money than expected
- 5.1.4 Insufficient measurables, e.g. milestones and deliverables

- 5.1.5 Inadequate planning of resources, activities and scheduling
- 5.1.6 Lack of control over progress so that projects do not reveal their exact status until too late.
- 5.1.7 Lack of quality control, resulting in the delivery of products that are unacceptable or unusable.

5.2 The adoption of Project Management (PRINCE2) principles has already started with the Modernisation Taskforce. The first stage involved the allocation of funds from the 2006-2007 Capital Programme whereby funding was determined on the strength of the business case which outlines:

- 5.2.1 The reasons for wanting to commission a project, outlining objectives and links to corporate objectives.
- 5.2.2 The procurement and/or implementation options.
- 5.2.3 The benefits expected to be delivered.
- 5.2.4 The risks and how these could be mitigated.
- 5.2.5 The project timescales
- 5.2.6 Costs and investment appraisal that sets out the potential suppliers of the product/solution and the indicative costs associated with hardware, software, consultancy, training etc.

5.3 All progress associated with commissioned projects is captured through Highlight Reports. These are produced by the Project Managers for each Project Board at agreed intervals and are also monitored by the Modernisation Taskforce.

6 RESOURCE IMPLICATIONS

6.1 Since 2001, £900,000 has been received from the Department of Communities and Local Government for implementing e-Government. During the same period the Council has invested almost £3m into new technology and e-government solutions. Whilst no further funding is expected from Central Government the Council will be required to make significant investments in rolling out access to service solutions. In 2006/07, the council contributed £900,000 from its Capital Programme.

7 CONSULTATIONS

7.1 This report has been developed through consultation with the Council's Modernisation Taskforce.

8 OTHER MATERIAL CONSIDERATIONS

8.1 Links to Corporate Objectives

8.1.1 The Customer Services Modernisation Programme is about improving access to services through electronic means and as such it is key to the council's stated ambition to make its services accessible.

8.2 Risk Management

8.2.1 Failure to deliver on the Government's Priority and Transformational Outcomes could impact on the Council's CPA Corporate Assessment Score. This risk is mitigated by the governance role of Scrutiny and Overview Committee 1 in overseeing the delivery of the Programme.

8.3 **Health & Safety**

8.3.1 There are no additional Health & Safety Implications.

8.4 **Legal and Constitutional**

8.4.1 No additional Legal and Constitutional issues have been identified.

8.5 **Equality and Diversity**

8.5.1 Equality and Diversity considerations are an inherent part of e-Government. Electronic delivery of services is a key contributing factor to the Council's corporate priority to ensure fair access to services regardless of religion, sex, race, gender etc as set out in the Corporate Plan and Corporate Equality Plan.

9 **OVERVIEW AND SCRUTINY IMPLICATIONS**

9.1 A further progress report for the period September 2006 – February 07 will be submitted to Overview and Scrutiny Committee 1 in February 2007.

10 **LIST OF APPENDICES**

N/A

Contact Officer Siobhan Walsh
Telephone Number 01388 816166 Ext 4411.
E-mail address swalsh@sedgefield.gov.uk

Wards: **ALL**

Key Decision Validation: [Insert if appropriate]

Background Papers:

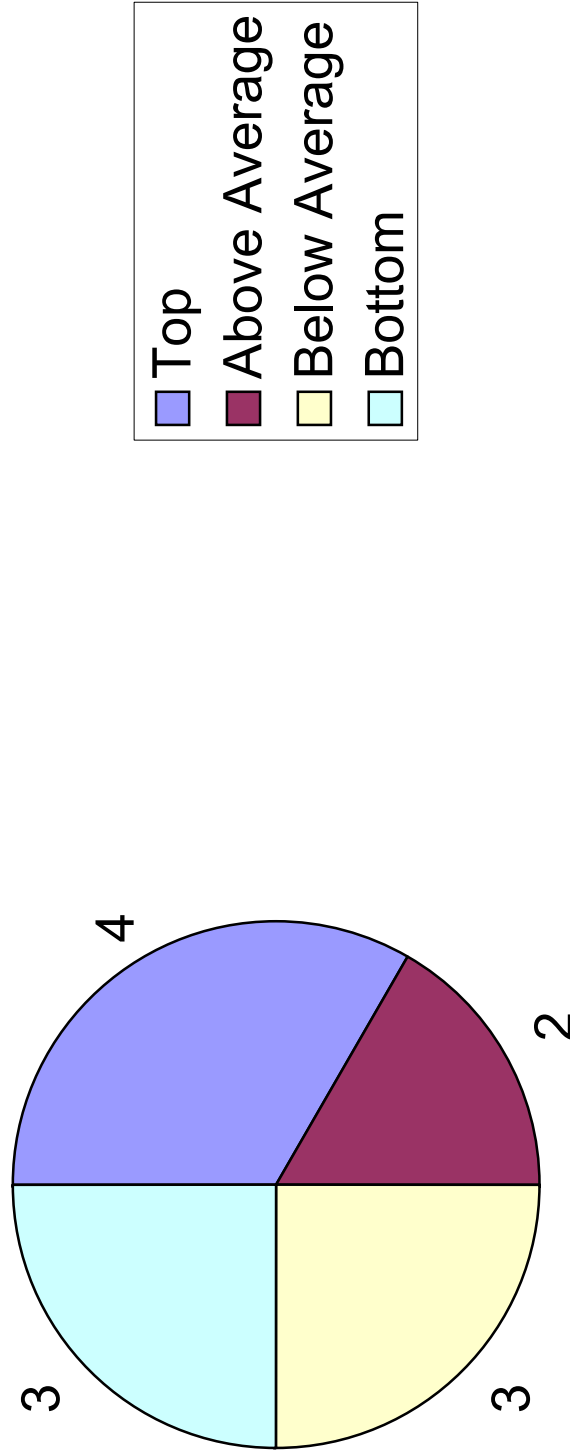
Gershon Review - Independent Review of Public Sector Efficiency
Releasing resources to the front line (July 2004)
ODPM 'Defining e-government priority services & transformation outcomes in 2005
for local authorities in England' (April 2004)
Customer Services Modernisation Programme (2005)
Delivering Efficiency in Local Services (ODPM – January 2005)
Sedgefield's IEG6 Statement (March 2006)
National e-Service Delivery Standards (DCLG – April 2006)
Cabinet Office - Transformation Government White Paper (November 2005)

Examination by Statutory Officers

	Yes	Not Applicable
1. The report has been examined by the Councils Head of the Paid Service or his representative	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. The content has been examined by the Councils S.151 Officer or his representative	<input type="checkbox"/>	<input type="checkbox"/>
3. The content has been examined by the Council's Monitoring Officer or his representative	<input type="checkbox"/>	<input type="checkbox"/>
4. The report has been approved by Management Team	<input type="checkbox"/>	<input type="checkbox"/>

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Overview and Scrutiny Committee 1 - Best Value Performance Indicator Quartiles - Actual Outturns 2005/2006



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PI Ref	Description	KPI	2002/2003 Outturn	2003/2004 Outturn	2004/2005 Outturn	2005/2006 Outturn	Target Achieved	Target 2005/2006	Future Targets			Performance Trend	Current Quartile	Responsible Officer	Comments
									Target 2006/2007	Target 2007/2008	Target 2008/2009				
Best Value Performance Indicators															
Achieve continuous improvement and innovation in service delivery															
BVPI 157	Percentage of interactions enabled for electronic delivery of those that can be delivered electronically	Ⓟ	26.30%	50%	79.35%	100%	✓	100%	N/A	N/A	N/A	Top	Top	S. Walsh	This performance indicator will be deleted by ODPM from 1st April 2006.
Be open, accessible, equitable, fair and responsive															
BVPI 002[a]	The level of the Equality Standard for local government to which the Authority conforms		1	1	1	2	✓	2	3	3	4	Improving	N/A	A. Boddy	Impact Assessments on all functions classed as priority 1 on the Council's schedule have now been completed. The Council is now able to declare itself as at Level 2 of the Equality Standard for Local Government.
BVPI 002[b]	The quality of an Authority's Race Equality Scheme (RES) and the improvements resulting from its application		N/A	26.30%	47.4%	47.4%	*	58%	79%	58%	100%	No Change	Below Average	A. Boddy	Further work is required to gather evidence of measurable improvements made through the implementation of the Race Equality Scheme.
BVPI 011[a]	Percentage of top-paid 5% of local authority staff who are women		11.90%	10%	12.24%	13.04%	*	14%	14.5%	13.5%	14.5%	Improving	Bottom	A. Boddy	Although this is slightly below target it represents a performance improvement of 0.8%. The performance of this indicator is difficult to predict due to the size of the top 5% being affected by overall staff numbers.

PI Ref	Description	KPI	2002/2003 Outturn	2003/2004 Outturn	2004/2005 Outturn	2005/2006 Outturn	Target Achieved	Target 2005/2006	Future Targets			Performance Trend	Current Quartile	Responsible Officer	Comments
									Target 2006/2007	Target 2007/2008	Target 2008/2009				
BVPI 011[b]	Percentage of top-paid 5% of local authority staff who are from an ethnic minority		2.40%	2%	4.08%	6.50%	✓	4.10%	4.5%	5.0%	5.5%	Improving	Top	A. Boddy	An excellent outturn, with top quartile performance being achieved.
BVPI 011[c]	Percentage of the top paid 5% of staff who have a disability		N/A	N/A	N/A	4.35%	N/A	Baseline TBE	4%	4.50%	5%	N/A	N/A	A. Boddy	This indicator has improved in year, however, there is no benchmark data available yet to compare with Council performance.
BVPI 016[a]	Percentage of staff declaring they meet the Disability Act as a percentage of ratio of total workforce		8.50%	4.10%	4.60%	2.36%	✓	5.00%	2.50%	3.00%	3.50%	Declining	Above Average	A. Boddy	This performance indicator is measured via a questionnaire
BVPI 017[a]	Percentage of staff from ethnic minorities as a ratio of total workforce		0.70%	1.80%	0.20%	0.30%	✓	0.30%	0.35%	0.40%	0.45%	Improving	Above Average	A. Boddy	Target achieved, representing above average performance nationally.
BVPI 156	Percentage of authority buildings in which all public areas are suitable for, and accessible to, disabled people		26.30%	26%	74%	74%	✱	80%	100%	100%	100%	No Change	N/A	R. Scougall/J. Wilkinson	Properties within the Housing portfolio have been completed as far as reasonably practicable. Additional investment of £25k is planned to provide further enhancements at some properties. All non- Housing properties will be completed in 2006/7

Be responsible with and accountable for public finances

PI Ref	Description	KPI	2002/2003 Outturn	2003/2004 Outturn	2004/2005 Outturn	2005/2006 Outturn	Target Achieved	Target 2005/2006	Future Targets			Performance Trend	Current Quartile	Responsible Officer	Comments
									Target 2006/2007	Target 2007/2008	Target 2008/2009				
BVPI 008	Percentage of invoices paid in 30 days	⌘	88%	95.70%	93.70%	96.60%	No	98%	98.00%	98.00%	98.00%	Improving	Top	H. Moses	Although the target for 2005/06 was not achieved, a year on year improvement of nearly 3% was made
BVPI 009	Proportion of Council Tax collected in year	⌘	94.60%	94.90%	95.30%	95.40%	✱	95.50%	95.60%	95.70%	95.80%	Improving	Bottom	C. Jennings	We marginally failed to meet the target for 2005/06. However, we improved over last year and, given the significant staffing problems during the year, this represents an excellent performance.
BVPI 010	Proportion of Business Rates collected in year	⌘	97.90%	99.10%	99.20%	99.10%	✱	99.20%	99.20%	99.20%	99.20%	Declining	Below Average	C. Jennings	Although we marginally failed to meet the demanding target, we expect to have maintained top quartile performance.
Consult with service users, customers and partners															
BVPI 003	Percentage of citizens satisfied with the overall service provided by the authority		Not Measured	60%	N/A	N/A	N/A	N/A	75%	N/A	N/A	N/A	N/A	J. Miller	Statutory Survey to be carried out in 2006/07.
BVPI 004	Percentage of those making complaints satisfied with the handling of the complaint		N/A	36%	N/A	N/A	N/A	N/A	45%	N/A	N/A	N/A	N/A	J. Miller	Statutory Survey to be carried out in 2006/07.
Invest in our people [employees]															

PI Ref	Description	KPI	2002/2003 Outturn	2003/2004 Outturn	2004/2005 Outturn	2005/2006 Outturn	Target Achieved	Target 2005/2006	Future Targets			Performance Trend	Current Quartile	Responsible Officer	Comments
									Target 2006/2007	Target 2007/2008	Target 2008/2009				
BVPI 012	Number of working days/shifts lost to the Local Authority due to sickness absence	Days	12.8 days	13.9 days	12.9 days	11.2 days	✓	12 days	10.7 days	10.2 days	9.7 days	Improving	Below Average	A. Boddy	This year's outturn represents an improvement of 13% on 2004/05, and means the Council is no longer performing in the bottom quartile nationally for this indicator. The Council continues to work closely with its Occupational Health Advisor, Company Health, to try and reduce sickness levels.
BVPI 014	Percentage of employees retiring early as a percentage of the total workforce	%	0.12%	0.50%	0.73%	0%	✓	0.70%	0.60%	0.50%	0.40%	Improving	Top	A. Boddy	There have been no early retirements this year, leading to top quartile performance.
BVPI 015	Percentage of local authority employees retiring on grounds of ill health as a percentage of the total workforce	%	0.60%	1.00%	0.49%	0.47%	✓	0.43%	0.43%	0.40%	0.37%	Declining	Bottom	A. Boddy	There were the same number of ill health related early retirements this year as last year. Although the percentage has improved since 2004/05 this is slightly above target.
Corporate Plan Performance Indicators															
Achieve continuous improvement and innovation in service delivery															

PI Ref	Description	KPI	2002/2003 Outturn	2003/2004 Outturn	2004/2005 Outturn	2005/2006 Outturn	Target Achieved	Target 2005/2006	Future Targets			Performance Trend	Current Quartile	Responsible Officer	Comments
									Target 2006/2007	Target 2007/2008	Target 2008/2009				
CP 27	Percentage of service plans completed against corporate guidance		N/A	N/A	New PI 05/06	100%	✓	100%	N/A	N/A	N/A	N/A	A. Boddy	Service Plans are complete against corporate guidance. A rolling programme of service plan review is to commence as part of an ongoing quality check of service plans by all departments, scheduled to commence August 2006 and this indicator is therefore suggested to be deleted for 2006/07.	
CP 29	Percentage of customers satisfied with the outcome of legal services		N/A	N/A	New PI 05/06	98%	✓	98%	98%	98%	N/A	N/A	D. Hall	No Comment	
CP 35	Percentage of Priority Service Outcomes delivered		N/A	N/A	New PI 05/06	76%	✱	100%	100%	100%	N/A	N/A	S. Walsh	When 100% is reached this performance indicator will be deleted	
Be responsible with and accountable for public finances															
CP 24	Percentage of non-housing capital projects within 5% of budgeted cost		N/A	New PI 05/06	68%	56%	✱	75%	80%	85%	Declining	N/A	J. Wilkinson	Results from a small sample - only 4 projects outside 5% which amount to a sum of only £27,000.	

PI Ref	Description	KPI	2002/2003 Outturn	2003/2004 Outturn	2004/2005 Outturn	2005/2006 Outturn	Target Achieved	Target 2005/2006	Future Targets			Performance Trend	Current Quartile	Responsible Officer	Comments
									Target 2006/2007	Target 2007/2008	Target 2008/2009				
CP 25	Percentage of non-housing capital projects within 5% of projected timescale		N/A	New PI 05/06	79%	56%	✘	83%	80%	85%	85%	Declining	N/A	J. Wilkinson	Results from a sample of small projects with programmed works over short time periods.
CP 28	Percentage of efficiency savings achieved against ODPM target		N/A	N/A	N/A	100%	✓	100%	100%	100%	100%	N/A	N/A	A. Rafiq	No Comment
Engaging local communities and promoting local democracy															
CP 21	Percentage of Member's training needs addressed		N/A	N/A	New PI 05/06	100%	✓	80%	N/A	N/A	N/A	N/A	N/A	A. Boddy	Performance indicator to be deleted 2006/07 as superseded by Organisational Development Plan
Invest in our people [employees]															
CP 22	Percentage of employees covered by Investors in People quality standards		100%	100%	100%	100%	✓	100%	100%	100%	100%	Top	N/A	A. Boddy	Re-assessment of the standard due to take place in October 2006.
Be open, accessible, equitable, fair and responsive															
LPI 19	Calls to main switchboard answered within 15 seconds [Council HQ]		92.35%	97.70%	67.45%	62.24%	N/A	New Baseline TBE	90%	95%	98%	Declining	N/A	J. Miller	This figure is up until the installation of the new consoles in reception on 20/03/06 as the reports are still under development.

PI Ref	Description	KPI	2002/2003 Outturn	2003/2004 Outturn	2004/2005 Outturn	2005/2006 Outturn	Target Achieved	Target 2005/2006	Future Targets			Performance Trend	Current Quartile	Responsible Officer	Comments
									Target 2006/2007	Target 2007/2008	Target 2008/2009				
LPI 20	Percentage of complaints responded to in ten working days		98.10%	99.40%	97.25%	98.86%	✱	100%	100%	100%	100%	Improving	N/A	J. Miller	11.5% increase in number of issues dealt with by Corporate complaints from previous year
LPI 21	Percentage of responses to MP / Ombudsman within 15 days		88.89%	76%	63.60%	77.42%	✱	100%	100%	100%	100%	Improving	N/A	J. Miller	Ombudsman and MP enquiries more than doubled from previous year from 11 to 31 cases
LPI 22	Response or holding response to letters within ten working days across the authority		86.94%	83%	75.10%	76.91%	✱	92%	90%	95%	100%	Improving	N/A	J. Miller	Data gathering to be extended to obtain a more representative sample. Depts also to be reminded of target

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Item 6

OVERVIEW & SCRUTINY COMMITTEE 1

REPORT OF CHAIRMAN OF THE COMMITTEE

WORK PROGRAMME

SUMMARY

This report sets out the Committee's current Work Programme for consideration and review.

RECOMMENDATIONS

1. That the Committee's Work Programme be reviewed.

DETAIL

1. In accordance with Overview & Scrutiny Procedure Rule 8 of the Council's Constitution, Overview & Scrutiny Committees are responsible for setting their own work programme.
2. Each Overview & Scrutiny Committee should agree a realistic, achievable and considered work programme on the understanding that, from time to time, more urgent or immediate issues may require scrutiny. Issues may, for example, be raised by Cabinet reports, Members' constituency business or be referred to Scrutiny by Cabinet in advance of a Cabinet decision.
3. The current Work Programme for this Committee is appended to the report which details:-
 - Scrutiny Reviews currently being undertaken.
 - Scrutiny review topics held in reserve for future investigation.
 - A schedule of items to be considered by the Committee for the next 6 meetings.
4. **Scrutiny Review**

The Committee should aim to undertake a small number of high quality reviews that will make a real difference to the work of the Authority, rather than high numbers of reviews on more minor issues. Each Overview & Scrutiny Committee should therefore aim to undertake two reviews concurrently. Any additional review topics that have been agreed by Members will be placed on a reserve list and as one Review is completed the Committee will decide on which review should be undertaken next.

Scrutiny reviews will be conducted by a Review Group established by the Committee comprising of 5-6 Members. In most cases the Review Group will be made up of Members from the establishing Committee. However, Members

may decide to conduct a review that cuts across the responsibilities of another Overview & Scrutiny Committee. In these cases Members should consider whether it would be appropriate to co-opt Members from the other relative Overview & Scrutiny Committee(s). If it is decided that the review is crosscutting the Chairmen and Vice-Chairmen of Overview & Scrutiny Committees concerned should decide which Committee should take the lead on the review and how many Members should be co-opted from other Overview & Scrutiny Committee(s). The number of Members to be co-opted will depend on the extent to which the responsibility of the topic is shared, however the Review Group should have no more than 6 members.

5. Business for Future Meetings

The Work Programme sets out a plan of when it is anticipated that certain items will be considered by the Committee. These items may include:-

- Best Value Service Improvement Plan updates
- Items which are submitted at regular intervals
- Issues identified by Members for consideration
- Any updates requested by Members

Members are requested to review the Committee's Work Programme and identify, where necessary, issues which they feel should be investigated by the Committee. It will not always be possible to anticipate all reports which will need to be considered by an Overview & Scrutiny Committee and therefore a flexible approach will need to be taken to work programming.

4. FINANCIAL IMPLICATIONS

None associated with this report.

5. CONSULTATION

Contact Officers: David Anderson
Telephone No: (01388) 816166 ext 4109/4362
Email Address: danderson@sedgefield.gov.uk

Ward(s): Not ward specific

Background Papers None

OVERVIEW & SCRUTINY COMMITTEE 1

WORK PROGRAMME

Ongoing Reviews

- *Inform*
- *Sickness Absence*

Future Reviews

The following review topics have been identified by the Committee for future review. As one review is completed Members will decide which review should be undertaken next.

- *No reviews identified*

ANTICIPATED ITEMS

10th October 2006

- *Annual Efficiency Report*

29th November 2006

- *No items currently identified*

9th January 2007

- *Review of Customer Complaints*
- *Equality and Diversity Improvement Plan – Progress Update*

23rd January 2007

- *Budgets*

13th February 2007

- *Human Resources Service Improvement Plan*

27th March 2007

- *No items currently identified*

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