Sedgefield
BOROUGH COUNCIL

STRATEGIC LEADERSHIP OVERVIEW AND SCRUTINY COMMITTEE

Tuesday,

25 March 2008

10.00 a.m.

Council Chamber,
Council Offices,
Spennymoor

AGENDA
and
REPORTS

01388 816166

Sedgefield
BOROUGH COUNCIL

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العربية **(Arabic)**

إذا أردت المعلومات بلغة أخرى أو بطريقة أخرى، نرجو أن تطلب ذلك متا.

বাংলা **(Bengali)**

যদি আপনি এই ডকুমেন্ট অন্য ভাষায় বা ফরমেটে চান, তাহলে দয়া করে আমাদেরকে বলুন।

(中文 (繁體字)) **(Cantonese)**

如欲索取以另一語文印製或另一格式製作的資料，請與我們聯絡。

हिन्दी **(Hindi)**

यदि आपको सूचना किसी अन्य भाषा या अन्य रूप में चाहिये तो कृपया हमसे कहे

polski **(Polish)**

Jeżeli chcieliby Państwo uzyskać informacje w innym języku lub w innym formacie, prosimy dać nam znać.

ਪੰਜਾਬੀ **(Punjabi)**

ਜੇ ਇਹ ਜਾਣਕਾਰੀ ਤੁਹਾਨੂੰ ਕਿਸੇ ਹੋਰ ਭਾਸ਼ਾ ਵਿਚ ਜਾਂ ਕਿਸੇ ਹੋਰ ਰੂਪ ਵਿਚ ਚਾਹੀਦੀ, ਤਾਂ ਇਹ ਸਾਥੋਂ ਮੰਗ ਲਓ।

Español **(Spanish)**

Póngase en contacto con nosotros si desea recibir información en otro idioma o formato.

اردو **(Urdu)**

اگر آپ کو معلومات کسی دیگر زبان یا دیگر شکل میں درکار ہوں تو براۓ مہربانی ہم سے پوچھئے۔

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 12th February 2008. (Pages 1 - 4)

4. **CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM (CRM) UPDATE**

    Report of Chief Executive. (Pages 5 - 8)

5. **BEST VALUE PERFORMANE INDICATOR 11A - PROGRESS UPDATE**

    To consider the attached presentation regarding the percentage of top paid 5% of local authority staff who are women. (Pages 9 - 10)

6. **WORK PROGRAMME**

    Report of Chairman of the Committee. (Pages 11 - 14)

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.

<div style="text-align:right">

B. Allen
Chief Executive

</div>

Council Offices
SPENNYMOOR
12th March 2008

Councillor A. Gray (Chairman)
Councillor B.F. Avery J.P (Vice Chairman)

Councillors D.R. Brown, V. Chapman, D. Farry, T.F. Forrest, Mrs. J. Gray, B. Haigh, T. Hogan, Ms. I. Jackson and B.M. Ord.

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SEDGEFIELD BOROUGH COUNCIL
STRATEGIC LEADERSHIP OVERVIEW AND SCRUTINY COMMITTEE

Council Chamber,
Council Offices,   Tuesday,
Spennymoor   12 February 2008   Time: 10.00 a.m.

Present: Councillor A. Gray (Chairman) and

Councillors B.F. Avery J.P, D.R. Brown, D. Farry, Mrs. J. Gray, B. Haigh,
T. Hogan and B.M. Ord

In
Attendance: Councillors P. Gittins J.P., G.C. Gray, Mrs. S. Haigh, D.M. Hancock,
Mrs. S. J. Iveson and Mrs. E. Maddison

Apologies: Councillors V. Chapman, T.F. Forrest and Ms. I. Jackson

SL.29/07   **DECLARATIONS OF INTEREST**
No declarations of interest were received.

SL.30/07   **MINUTES**
The Minutes of the meetings held on 8th and 22nd January 2008 were
confirmed as correct records and signed by the Chairman.

SL.31/07   **OVERVIEW AND SCRUTINY REVIEW GROUP REPORT: SICKNESS**
MANAGEMENT - PROGRESS ON ACTION PLAN
The Committee considered a report detailing the progress being made in
implementing the actions/recommendations that had been agreed by
Cabinet, following the Overview and Scrutiny Review of Sickness
Management. (For copy see file of Minutes)

Alan Boddy, Head of Organisational Development and Helen Darby,
Human Resources Manager (Strategy) attended the meeting to outline
progress and respond to any queries.

The Committee was given details of the Council's current sickness
absence statistics and measures that had been put in place to manage
both short and long term absences. A copy of the presentation had been
circulated to the Committee. (For copy see file of Minutes)

It was pointed out that all the recommendations detailed in the Action Plan
had been implemented and it was therefore proposed that the Plan should
be formally signed off. Absence statistics would still be reported to the
Committee as part of the Performance Indicator half yearly and yearly
reports.

A question was raised on whether any consideration had been given to introducing financial incentives for good attendance. It was reported that the introduction of incentives had been considered as part of the sickness management review, however it was not felt to be appropriate. Instead, managers were encouraged to speak to those members of staff with excellent attendance records to show their appreciation.

Members made specific reference to Local Government Reorganisation as being a potential cause of stress.

It was reported that officers were aware that some employees may be worried regarding their future employment as a result of Local Government Review and consequently the need to communicate information to employees as quickly as possible was seen as vitally important. It was pointed out that the Council had a Communication Strategy in place. It was also reported that guidance on dealing with the transfer of staff was expected to be issued by the Department of Communities and Local Government in June 2008.

Officers were aware that the number of staff suffering from stress may increase over the forthcoming year and consequently the Council was developing more proactive ways in identifying stress. A stress diagnostic tool was being piloted within the Leisure Services Department and would be rolled out to other departments. It was pointed out that 200 managers had received training in dealing with stress. The training enabled managers to carry out stress risk assessments.

Members noted that anyone diagnosed with stress would be immediately referred to Occupational Health and offered specialist counselling. It was noted that the Council's contract with Company Health was currently being re-negotiated and the provision of stress accessible counselling for employees would be a key component.

It was queried whether staff were allowed sick leave to undergo cosmetic surgery. It was explained that if the surgery had been recommended for medical reasons the Council would allow the staff to have paid sickness absence leave for the operation and recovery period. If it was purely for cosmetic reasons, staff would be required to take annual leave.

Clarification was sought on what constituted a trigger point. It was explained that a trigger point was either a sickness absence of more than twelve days in any twelve month period, or four or more periods of sickness absence in any twelve month period.

AGREED: *That the Committee is satisfied that the actions following the Overview and Scrutiny Review have been implemented and that sickness will continue to be monitored through the six monthly performance indicator reports.*

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SL.32/07   WORK PROGRAMME

Consideration was given to the Work Programme for Strategic Leadership Overview and Scrutiny Committee. (For copy see file of Minutes)

The Committee was reminded that at its meeting on 20th November 2007, consideration had been given to a schedule of performance indicators relating to the Strategic Leadership portfolio and concern had been expressed regarding the Council's performance in respect of CPC 03 - Percentage of non-council housing capital projects within 5% budgeted cost and CPC 04 – Percentage of non- council Housing Capital Projects within 5% of projected timescale.

It was explained that the number of non-council housing capital projects had been significantly reduced.

It was pointed out that Cabinet at its meeting on 1st November 2007 had reduced the budget for the Council Offices at Green Lane by around 75% from just over £400,000 to £100,000.

In the period from 1st April 2007 to date, 3 projects had been completed. CPC 03 was presently at 67% (2 out of 3 projects completed within +/- 5% of budgeted cost. The project outside of the figures actually saved the Council 11.6% of the proposed budget) and CPC 04 was at 100% - all 3 projects had been completed within +/- 5% of the projected timescale. As a result of the reduction in budget, it was only envisaged that a maximum of 3 further projects would be completed this year.

AGREED: That the information in respect of Performance Indicators CPC 03 and CPC 04 and the Work Programme be noted.

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**REPORT TO STRATEGIC LEADERSHIP
OVERVIEW AND SCRUTINY COMMITTEE**

25TH MARCH 2008

REPORT OF THE CHIEF EXECUTIVE

CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM (CRM) UPDATE

1.   Summary

1.1 This report follows the report to the Overview and Scrutiny Committee 1 on the 29th August 2006 and the report to Strategic Leadership Overview and Scrutiny on the 11th October 2007. It updates the progress of the roll out of the CRM system across the Authority.

2.   Recommendation

2.1 That Overview and Scrutiny Committee notes the progress on the roll out of the CRM system and continues to monitor the progress in meeting the Council's customer service modernisation programme.

3.   Approach

3.1 In the report of the 11th October 2007 Members will be aware that the CRM system had been rolled out across street scene services and freedom of information.

3.2 Work was on-going with the Council's anti-social behaviour team and the partnership office looking at a rollout of the CRM system across their service by end of January 2008.

3.3 Once this area of work had been concluded a review was to be undertaken as to which services should be targeted next for CRM rollout.

4. Current rollout position

4.1. As at 29th February we now have 67 service requests on the system. This would have been more but 4 service requests had to be removed from the system due to the Housing Partnership with Mears as drainage work is now being dealt with through the Orchard system

4.2 The rollout of the system for the Council's anti-social behaviour is due to go live on the 1st April 2008. The decision to put back the go-live date was operational to avoid the need to enter 10 months of historical data into the CRM to allow for proper reporting of the years figures.

Customer services have recently developed a correspondence Log, Call Back Request, Thank You and Satisfaction Survey service requests and these are being used within the section.

5. Upgrade of the Oracle CRM Software

5.1 The CRM software requires an upgrade and this work has been on-going since December 2007. This was required as the current version being used will not be supported by Oracle after June 2008 so development has not been possible during this period.

5.2 The New version is due to go live on the 25th March 2008 as the system will need to be down for 2 days. The Easter weekend was identified as the best time to carry out the upgrade whilst affecting the least number of users.

5.3 A full risk assessment has been carried out to identify and manage out any risks highlighted.

5.4 The amount of service requests on a monthly basis are as follows

Sept 07	Oct 07	Nov 07	Dec 07	Jan 08	Feb 08
4,225	4,916	4,547	2,758	5,298	6,299

6 Improvements in the Service to the Customer

6.1 Work is progressing to fit a system to all refuse vehicles, that will allow the raising, or closing down of service requests from the vehicle. This development will give customer services much faster information when dealing with customer enquiries.

7   Future Development

7.1 A meeting was held on 23rd January 2008 to discuss raising Council Tax and Housing Benefit Service Requests via the CRM and the integration of Anite and RB Live with the CRM. It was agreed that a project plan be written with a view to start the project in April 2008.

7.2 Work has commenced on mapping out the corporate complaints area.

7.3 The development over the next 12 months will slow down as work commences on bringing together the processes for the new Authority but as yet no firm decisions have been made.

7.4 Work is currently being carried out with regards to the Integration of the environmental health system (Flair) with the CRM.

7.5 Work is continuing on the project to use the GIS system for reporting data from the CRM in a graphical format.

7.6 Work is ongoing with regards to address information on the CRM that would enable Business (Trade) requests to be dealt with through the system.

8   Financial Considerations

8.1 None associated with this report

9   Consultation

9.1 This report has been developed through consultation with the CDEGP programme office

10   Other material considerations

10.1 Links to corporate Objectives

10.1.1 The CRM is about improving the service to the customer through electronic means and as such it is key to the Council's stated ambition to make it's services accessible.

10.2 Risk management

10.2.1 The CRM is now a business critical system for the Authority and has a fully developed disaster recovery system in place to address any system failures.

10.3 Health and Safety

10.3.1 There are no additional health and Safety implications.

10.4 Legal and Constitutional

10.4.1 No additional Legal and Constitutional issues have been identified

10.5 Equality and Diversity

10.5.1 Equality and Diversity considerations are an inherent part of the CRM. 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.

11   OVERVIEW AND SCRUTINY IMPLICATIONS

11.1 A further progress report for the period March 2008- Sept 2008 will be submitted to Strategic Leadership Overview And Scrutiny Committee in Sept 2008

Contact officers: Jeremy Miller/Joanne Keller
Telephone No: (01388) 816166 ext 7709/7795
Email Address: jmiller@sedgefield.gov.uk
                    jkeller@sedgefield.gov.uk

Background Papers:

Customer Services Modernisation Programme (2005)
Report to Overview and Scrutiny Committee 1 29th August 2006
Report to Strategic Leadership OSC Oct 11th 2007

Development of Women within Sedgefield Borough – BVPI 11a

Head of Organisational Development

Performance Indicator Definition

"Percentage of top-paid 5% of local authority staff who are women"

The top-paid 5% [of earners] are identified by ranking staff according to their gross FTE* pay

* Full Time Equivalent

Current Position

- Percentage appears to have declined from 11.48% at end of financial year 06/07 to 5% at the start of March 2008.
- However, number of women in senior positions has not changed during 2007/08
- The number of people within the top 5% fluctuates due changes in total numbers of employees

Recruitment

- Since April 2007, two posts above the 5% threshold (PO3) have become vacant
- Both of these posts were held by men
- One of these posts was filled and the other remains vacant (not yet advertised)
- The post which was filled was advertised internally and received two male applicants, one of which was appointed

Context

- Some factors to consider…
  - Local Government Re-organisation – joint recruitment
  - Historically stable Management structure – low turnover
  - Consultancy project in 2004 identified no major concerns
  - Training and Development opportunities provided by Sedgefield make our employees desirable to other organisations

Current Practices

- Comprehensive Equalities Policies in place
- Policies such as Flexible Working and Home Working in place
- Commitment to individual training and development for all employees e.g. North East Excellent Managers Programme
- Gender Equality Scheme data monitored and reported on annual basis
- Equal Pay ensured through fair and transparent grading structure
- Exit interview information collated and monitored
- Investors in People status achieved
- INRAs completed on Recruitment and Selection process and Work Life Balance

Future Developments

- Local Government Re-organisation
- Accreditation for Level 3 of Equality Standard
- Change to performance indicator reporting methods

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**STRATEGIC LEADERSHIP
OVERVIEW & SCRUTINY COMMITTEE**

25 MARCH 2008

**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 period to 31st March 2009.

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. Overview & Scrutiny Committees should normally 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.

    A workshop was held for Overview & Scrutiny Members on 20th February 2008 to discuss the role of the Committees within the period leading to the establishment of a new Unitary Council in April 2009. One element of the

workshop was to consider a number of options for undertaking scrutiny reviews within this period. Members supported undertaking a State of the Borough Review, which would look at achievements within each of the Council's ambitions. The Review would provide a benchmark for future assessment, highlight areas for improvement and make recommendations to the new council where appropriate.

It was proposed that Overview & Scrutiny Committees establish Review Groups to examine each of the Council's ambitions as follows:-

Committee	Review Groups
Healthy Borough with Strong Communities O&S Cttee	• Healthy Borough Review Group • Strong Communities Review Group
Prosperous and Attractive Borough O&S Cttee	• Prosperous Borough Review Group • Attractive Borough Review Group

The final reports from each of these reviews would be combined to form a single State of the Borough report.

Strategic Leadership O&S Cttee has responsibility for issues such as corporate governance and resource management rather than direct responsibility for scrutiny of the Council's ambitions. This Committee would therefore not be required to establish review groups to undertake the State of the Borough Review. However, Members were keen to ensure all scrutiny members had the opportunity to contribute to these important reviews.

The principle of co-option to review groups across committees is well established for crosscutting issues and it is proposed that this practice be extended to allow members to contribute to the Review of their choice. The following criteria would however apply to ensure a balance across the review groups.

- Only members of an Overview & Scrutiny Committee can be a member of a Review Group.
- A member can only be a member of 1 Review Group
- Review Groups would have a maximum of 9 members
- Review Groups should be chaired by a member of the parent committee
- Review Groups should be politically balanced in accordance with the number of Overview & Scrutiny members
- All 5 geographical areas should be represented in each Review Group

5. **Business for Future Meetings**
The Committees Work Programme for the period leading to the establishment of a new Unitary Council in April 2009 is attached for consideration.

Members are requested to review the Committee's Work Programme and identify, where necessary, issues that they feel should be investigated by the Committee. The Work Programme will need to be carefully managed to ensure that the most important issues are considered in the limited time available.

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: Jonathan Slee
Telephone No: (01388) 816166 ext 4362
Email Address: jslee@sedgefield.gov.uk

Ward(s):   Not ward specific

Background Papers   None

STRATEGIC LEADERSHIP OVERVIEW & SCRUTINY COMMITTEE

WORK PROGRAMME

Ongoing Reviews • *No reviews currently ongoing*
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

June 2008* • *Annual Report on Complaints Received by Corporate Complaints Staff* • *Performance Indicators – 2007/08 Year End Performance*
September 2008* • *Recruitment & Retention (Update)*
October 2008* • *No items identified*
November 2008* • *Half Yearly Report on Complaints Received by Corporate Complaints Staff* • *Half Yearly Performance Report*
January 2009* • *Equality and Diversity Corporate Equality Plan – Progress Update*
February 2009* • No items identified

*Meeting dates subject to approval at Annual Council in May 2008