



GREAT YARMOUTH
BOROUGH COUNCIL

Scrutiny

Date: Thursday, 18 July 2013

Time: 16:30

Venue: Supper Room

Address: Town Hall, Hall Plain, Great Yarmouth, NR30 2QF

AGENDA

Open to Public and Press

1 Apologies for Absence

To receive any Apologies

2 Declarations of Interest

You have a PERSONAL INTEREST in a matter being discussed at a meeting IF

- It relates to something on your Register of Interests form; or
- A decision on it would affect you, your family or friends more than other people in your Ward.

You have a PREJUDICIAL INTEREST in a matter being discussed at a

meeting IF

- It affects your financial position or that of your family or friends more than other people in your Ward; or
- It concerns a planning or licensing application you or they have submitted
- AND IN EITHER CASE a reasonable member of the public would consider it to be so significant that you could not reach an unbiased decision.

If your interest is only PERSONAL, you must declare it but can still speak and vote. If your interest is PREJUDICIAL, you must leave the room. However, you have the same rights as a member of the public to address the meeting before leaving.

3 Minutes 5 - 8

To confirm the minutes of the meeting held on 13 June 2013

4 Bus Station

The Committee will be given a verbal update on the progress carried out by Jeremy Wiggan from Norfolk County Council and Marie Hartley.

Bus Station Continued:

Details

5 Management Structure 9 - 10

The Committee will be asked to consider the attached reports which were presented to Cabinet and Council and to consider what questions need to be asked and any other further information that the Scrutiny Committee requires to progress the Management Structure Review

Our Council project and management restructure 11 - 30

Details

New Structure 31 - 32

Details

	<u>Report to Cabinet and Council - Appointment of Chief Execu...</u>	33 - 34
	Details	
	<u>Group Manager posts</u>	35 - 38
	Details	
6	<u>Performance Measures - 2012/13</u>	39 - 50
	The Committee are asked to consider the Performance Measures 2012/13 attached	
7	<u>Review of Ward Councillors</u>	51 - 54
	To consider the minutes of the Ward Members Working Group held on 24 April and 4 July 2013	
	<u>Ward Members WG Minutes 4 July 2013</u>	55 - 58
	Details	
8	<u>WORK PROGRAMME</u>	59 - 62
	The Committee are asked to consider the attached work programme	
9	<u>Any other business</u>	
	To consider such other business as may be determined by the Chairman of the meeting as being of sufficient urgency to warrant consideration.	

LARGER PRINT COPY AVAILABLE PLEASE TELEPHONE: 01493 846325

SCRUTINY COMMITTEE

13 June 2013 – 6.30 pm

PRESENT:

Councillor Stone (in the Chair); Councillors Castle, M Coleman, Collins, Fairhead, Field, Hacon, Hanton, Marsden, Shrimplin, J Smith and Wright.

Rob Gregory (Group Manager Neighbourhood and Communities), Mr S Mutton (Environmental Services Manager), Mr R Hodds (Cabinet Secretary) and Mrs K Smith (Senior Member Services Officer).

1. MINUTES

The minutes of the meeting held on 11 April 2013 were confirmed.

2. SCRUTINY SUB-COMMITTEE – BUS REVIEW

The Environmental Services Manager reported that he had been asked to look at two areas namely the cleanliness of the bus shelter and the pigeon droppings. He reported that he had spoken to Clear Channel and that they had stated that they clean the shelters every 14 days however they would not be cleaning all town centre sites every 7 days and would be converting their vans to have water tanks and brushes so that they could clean the shelters. He reported on the anti pigeon roosting measures which would cost £8,000, he already had £6,000 and Jeremy Wiggan at Norfolk County Council had offered to pay the difference and that GYB Services had agreed to cover the cost of Jet cleaning the bus station so the manager of Market Gates would now be ordering the spikes. The Committee were also informed that the Clear Channel Contract was due to expire in the near future and that the cleaning regime would now be included in the new contract.

The Group Manager (Neighbourhoods and Communities) reported that the Culture, Sport and Leisure Manager had visited the bus station site along with the Senior Member Services Officer to consider the possibility of displaying the Silent Hobo mural hoardings at the site. The hoardings had previously been displayed around the St Georges Chapel during the renovations works. The area highlighted for artwork under Market Gates would require 13 of the mural boards. Seachange Arts has estimated the costing for the transportation, installation and display as £1950 without insurance. It was agreed that it may reduce costs to use GYB Services van for transporting and then for installing.

RESOLVED:

That Jeremy Wiggan and Rob Gregory be requested to provide an update at the July meeting.

3. OUTSIDE BODIES

The Committee considered reports on the following outside bodies:-

- Norfolk Waste Partnership - noted
- Norfolk and Suffolk Energy Alliance - noted
- British Resort's Association - this item was deferred.

RESOLVED:

That the Scrutiny Committee note and accept the above Outside Bodies reports.

4. WORK PROGRAMME

The Cabinet Secretary stated that the Ward Councillors Role would be included on the Work Programme.

Concern was expressed at the amount of items on the work programme as it was felt that more work could be achieved with less items.

A Member asked if the Vauxhall Bridge Project could be added to the work programme.

It was pointed out that there were three main topics on the Work Programme for reviewing namely the Management Structure, Senior Management Performance and Efficiency Support Grant and that these may take some time to carry out.

It was agreed that the following items would be removed from the work programme:-

- Outside Bodies
- Night Time Economy
- PIP's

RESOLVED:

That the Scrutiny Committee note the Work Programme and that the Cabinet Secretary together with the Chairman and Vice-Chairman agree the dates for each of the Work Programme items and to discuss the review items with the relevant officers/members.

5. DATE OF NEXT MEETING

It was agreed that the next meeting would be held on Thursday, 18 July 2013 at 6.30 pm.

6. CLOSURE OF MEETING

The meeting ended at 7.10 pm.

“Our Council” Project and Management restructure – Consultation responses

At the Staff Briefings on the 24th October 2012, the Leader invited responses to the proposals for restructuring the senior management team at the Council. The deadline for responses was the 20th November, and over 20 responses were received. The Project Board considered the responses to the consultation at its meeting today.

UNISON has prepared a response, which, at their request, is being circulated in full. The Service Unit Managers also met to prepare a collective response, which has been summarised as follows:

- 1. SUMS would like further consultation on what will be in the service groupings*
- 2. They have no comment on the proposed overall structure*
- 3. They have no comment on Unison’s proposal other than it should be fully considered.*

The responses to the consultation fell into two main categories, those which dealt with the overall structure, and those which suggested changes to the service groupings under each Group Manager.

Given the volume of responses and the level of detail included, it was agreed that the Project Board would focus on those responses which suggested amendments to the overall structure rather than the services under each individual Manager.

The proposal that the Council move to a management structure consisting of a Chief Executive, 3 Directors and 11 Manager posts, was generally received positively. Comments included:

“It is pleasing to see both the principles behind the proposed structure and the structure itself bringing together services that share common work flows”

“The size and number of manager posts seems far more appropriate for a council the size of GYBC”

“I agree with the new 11 departments and the teams that sit within them although I have concerns that these teams may still work in ‘silos’.

Some respondents suggested alternatives to the proposed structure. These are listed below, and the reasons for accepting or rejecting them are included following discussion at the Project Board:

Alternative Proposal	Response from the Project Board
Retaining the Head of Department title, rather than renaming to Directors	The posts will be expected to operate at a more strategic level both within the organisation and outside the organisation, with other public and private sector bodies, deputising for the Chief Executive as and when necessary. These are significantly different roles to those that are currently undertaken by the Heads of Services, and the designation of “Director” reflects the greater span of responsibility and the breadth of services within the role.
Reduction of the number of new Manager posts to nine (with associated service groupings and cost savings)	The posts have been created to try to provide an even spread of responsibility, in terms of profile of services, budget and management responsibility. The reduction would potentially result in inequality between services, and a wider span of control than could reasonably be expected while maintaining core operational

	responsibility.
Growth portfolio is too large for one Manager, and should be split.	The Project Board agreed to recommend to Cabinet that the Growth Portfolio should be split. One grouping is proposed to consist of Strategic Planning, Economic Development and Enterprise GY, the other of Property Services, Construction Services and Market. As this would give the Director of Resources, Governance and Growth 5 direct reports, it is proposed that the Tourism and Marketing service grouping be moved under the director of Customer Services. There is an estimated £9k reduction in the level of savings identified in 4.2.3 and 4.3.1 as a result of this proposal.
Retention of Service Unit Manager posts, without the creation of Manager Posts (UNISON response)	In this proposal each Director would have between 7 and 8 direct reports, which would be very difficult to manage operationally. In addition, the Director posts are designed to pick up more of the strategic elements currently contained within the Managing Director and Deputy Managing Director posts. There is a strong thread through from the Chief Executive to the Group Managers, enabling better delivery of the Council's objectives and improved performance management, which would be diluted in this alternative proposal.
Creation of three Assistant Head of Department posts, rather than 11 Manager posts (UNISON response)	UNISON's proposal would require a greater span of control for either the Head or Assistant Head, in terms of the number of direct reports. It is not clear from the proposal whether the Head or Assistant Head would take operational and strategic responsibility for the services. It would either be taking a matrix management approach, whereby the Head was responsible for strategic elements and the Assistant Head was responsible for operational elements, or a line management approach, whereby the Head and Assistant Head managed different services within the Department. In the former it would be difficult to separate the operational from the strategic, leading to confusion and duplication; in the latter there would be little difference between the roles, so effectively there would be 6 Heads of Department.

With regard to the service specific proposals, the Project Board would like to thank those who have responded to the consultation, and to reassure them that their proposals will be considered. However, in order to ensure that these are considered in full, it is proposed that the final service groupings are determined following appointment of the Chief Executive, Directors and Manager Posts. As these are operational decisions, the Project Board agreed that it would be best for these to be delegated to officers, with further consultation being carried out as structures are finalised, in accordance with our agreed protocols.

Subject: “Our Council” Project and Management restructure

Report to: Cabinet (21st November 2012)
Council (27th November 2012)

Report by: Leader of the Council

SUBJECT MATTER/RECOMMENDATIONS

Recommendations to Cabinet and Council

1. To approve the voluntary departure of the Managing Director subject to a successful internal appointment.
2. To approve the voluntary departure of the Head of Planning and Business Services.
3. To establish an Appointments Panel, consisting of the Leader of the Council, Deputy Leader, Portfolio Holder for Transformation, Leader of the Opposition, and Deputy Leader of the Opposition, supported by the East of England Local Government Association, to appoint to the Chief Executive post.
4. To approve the new management structure for the Council, as set out in Appendix 2.
5. To amend para 12.8 of the Constitution as follows:

“Proper Officer” Provisions

Local Government legislation from time to time requires local authorities to appoint “proper Officers” for specific purposes. The Chief Executive, Directors, Head of Paid Service, s151 officer, Monitoring Officer (and any persons authorised by them) are all designated by the Council as the proper Officers for functions within their service plans or terms of appointment.

“OUR COUNCIL”

Contents

1. Overview
2. Work streams
3. Structure proposals
4. Financial Implications
5. Risk Analysis
6. Timetable

Appendix 1 – Current Structure

Appendix 2 – New Structure Proposals

Appendix 3 – Equality Impact Assessment

1. Overview

1.1 Following the elections in May 2012, the new Administration set four priorities:

- Promoting economic growth and job creation
- Protecting and supporting vulnerable people
- Creating and engaging with healthy, vibrant communities
- To be an ambitious and enterprising Council

1.2 The new Administration also recognised the significant financial challenge posed by an unprecedented reduction in its ongoing revenue funding from Government, having to find in the region of £3.2 million savings per annum. Reserves (currently in excess of £5m) will be used in the first year to meet any shortfalls until the full savings are delivered.

1.3 In June 2012, a Project Board was established to oversee a radical programme of service review, cultural change and the exploration of opportunities to generate income and identify savings. The Project Board is made up of the following members: Cllr Trevor Wainwright, Leader of the Council, Cllr Bernard Williamson, Cabinet Portfolio Holder Transformation, Richard Packham, Managing Director, Jane Ratcliffe, Deputy Managing Director, Donna Summers, Service Manager Finance and Neil Mercer, a change management advisor to provide an additional resource within the HR team.

1.4 The role of the Project Board is as follows:

- Overseeing the compilation of a project plan
- Commissioning work for officers of the council, working groups (including elected Members) and where appropriate external sources with a view to delivering a balanced budget from April 2013 and onwards
- Leading the restructuring of the Council and developing new ways of working
- Communicating the work of the Board
- Listening to the views of staff and councillors
- Ensuring maximum engagement of staff and councillors
- Engaging with external stakeholders

1.5 The Project Board identified a number of success indicators (outcomes) as follows:

- Financial savings of £3.2m
- A flatter structure that would deliver an effective, strategic operational management team
- A structure that would facilitate the further development of Systems Thinking across the Council
- Staff teams that reflect workflows which are designed to meet customer demand effectively
- A 'can do' culture that empowers staff to find ways of continually improving services
- A Council that is fit for purpose for the 21st century with a flexible and highly skilled team sharing a common set of behaviours.

2. Work Streams

2.1 The Project Board established work streams, led by Heads of Service, which are working with staff across the whole Council to identify our strengths and weaknesses. The work streams and their outcomes to date are listed below:

2.2 HR – Lead Neil Mercer

2.2.1 *Managing the next round of voluntary severance and an overall review of HR processes, policies and support packages* in particular those relating to voluntary severance, early retirement and redeployment – to include support for staff in developing new skills, finding new employment (within or outside the Council) and pre-retirement courses.

2.2.2 The Council received 56 expressions of interest in voluntary severance from staff. To date, 30 have been accepted, 3 declined, 19 are dependent on the Council to be able to ensure the work is covered and 4 have been withdrawn. However, some of these posts may need to be backfilled so the level of saving will reduce. Expressions of Interest will continue to be accepted for voluntary severance by 31 May 2013 and staff will be informed that this option is still open to them.

2.3 Communications – Lead Jane Beck

- 2.3.1 *Communications and Engagement: to ensure that there is a consistent and effective flow of information between the Project Board, work-stream leads, staff, trade unions, councillors and external stakeholders.*
- 2.3.2 This work stream has instigated a number of suggestions which have included changing EMT briefing notes, the use of Yammer and intranet message of the day. It is currently improving the Council's internet service and will be reviewing how we share and respond to external stakeholder views.

2.4 Impact Assessments – Lead Richard Packham

- 2.4.1 *Impact Assessments (risk, equalities etc.): testing our proposals with external partners and residents.*
- 2.4.2 This work stream has identified key corporate stakeholders and developed a template for equality impact and risk assessments. This team will co-ordinate its work stream; however the communications work stream will take the lead in working with external partners to ensure that communications with them are consistent.

2.5 Behaviours – Lead Jane Ratcliffe

- 2.5.1 *Behaviours and values: using priorities and systems thinking principles to identify how we need to work together in the future.*
- 2.5.2 At the SUMS meeting in September a session was held to identify the behaviours and culture that the organisation would wish to adopt moving forward. Alongside this, the Nolan principles (an ethical code which sets standards for people in public office) are already embedded within our Constitution, and these will be reiterated as a key message to all staff working within the transformed organisation.

2.6 Systems Thinking/External Environment – Lead Robert Read

- 2.6.1 *Ensuring that the new organisation structure and services in it are designed using systems thinking principles and providing advice on systems thinking implications for other work streams.*
- 2.6.2 This work stream has mapped workflows to produce a 'System Picture' of the Council. This was used as part of the methodology to design the proposed new structure. It has reviewed what has worked well and not so well in previous System Thinking work and has begun a review of customer demand which will continue to improve service delivery and reduce waste across services following the restructure.

2.7 Income Generation – Lead Seb Duncan

- 2.7.1 *Income generation: reviewing existing fees and charges, considering new options for charging and identifying opportunities to sell services. This will include a review of the discretionary services which we may currently be providing at no charge.*
- 2.7.2 This work stream will also consider options for Cost Savings Groups (CSG), which allow the Council to sell services e.g. financial expertise to charities and non-profit making organisations. It is anticipated that no income will be recorded in the budget for 2013-14, but as income becomes more certain, it will be built into future years' budgets.

2.8 Shared Services – Lead Peter Warner

- 2.8.1 *Shared Services: talking to neighbouring councils about opportunities to share services.*
- 2.8.2 This work stream looked at who has done what over the last two years in relation to collaborative working, and produced a summary of options for further exploration. The conclusion by this work stream was that there were no significant new options to explore at present, so this work stream has been discontinued. However, work will continue to identify reciprocal arrangements that can improve resilience.

2.9 Finances – Lead Seb Duncan

- 2.9.1 *Financial modelling and detailed scrutiny: building a model to test various savings options and a process for detailed scrutiny of all budget codes.*
- 2.9.2 This work-stream will produce a financial model which will be versatile enough to analyse options. The model will also produce changes to financial reporting to Council and EMT. Work will commence with SUMS to understand what financial information is required by them and to map these requirements into the new structure.

2.10 Contract Reviews – Lead Jane Beck

- 2.10.1 *Testing the rationale underpinning current arrangements with GY Sports and Leisure Trust and GY Borough Services and exploring the potential for savings.*
- 2.10.2 Consultants Gordon Mackie have been appointed to carry out a review of the GYBS contract. The aim is to understand the service and to financially test the cost by preparing a 'ghost bid' to ascertain what the service should really

cost the Council. The Council spends over £7m per annum with GYBS, which is the most significant single contract operated by the Council.

- 2.11 Outcomes of the work streams have been used to develop the proposed new structure. The Project Board meets weekly to ensure the timetable is kept on track.

3. Structure Proposals

- 3.1 The current management structure has evolved over a period of time, following the departure of a number of senior managers, with the Executive Management Team and Service Unit Managers taking on additional areas of responsibility on a piecemeal basis. The voluntary severance process has identified a number of individuals at a senior management level who are considering leaving the Council. The current structure is set out at Appendix 1, with a Managing Director, Deputy Managing Director, 5 Heads of Service and 27 Service Unit Managers. The Project Board has identified a need to have a flatter structure that would deliver an effective and strategic operational management Team.
- 3.2 As a result, a new proposed structure has been designed by the Executive Management Team in consultation with Service Unit Managers, the 'Our Council' Project Board and Cabinet Members. It reflects much of the work already done to redesign services using systems thinking and seeks to maximise synergies and savings by bringing similar or related work streams or processes together, for example Tourism, Marketing, Communications and the Town Centre.
- 3.3 The new structure ensures that the Council retains sufficient management capacity if the Cabinet approves the departure of the Managing Director and Head of Planning and Business Services. The restructure also proposes the deletion of the post of Head of Regeneration and Environment which has been vacant for more than 12 months.
- 3.4 The proposal is to reduce the number of senior managers (Directors and Heads of Service) from seven to four (Chief Executive and 3 Directors) with the 4 new posts being filled internally. The other main feature of the new structure is to create 11 new Manager posts with a broader and more strategic brief than the existing Service Unit Managers. These posts will also be recruited internally.

3.5 The full proposed new structure is set out at Appendix 2.

3.6 The table below illustrates the Council's relatively large senior management team before the restructure. It also shows the Council's management team after the restructure and by comparison if the HRA's staff are excluded.

	Staff	Population	Staff : popn	Senior mgmt
* Gt Yarmouth BC - current budgeted structure	440	97,300	1 : 221	1xCX, 1xDCX, 5xHoD, 27xSUM
* Gt Yarmouth BC - proposed structure	384	97,300	1 : 253	1xCX, 3xDir, 11xManager,
* Gt Yarmouth BC - proposed structure excl HRA	284	97,300	1 : 343	1xCX, 3xDir, 7xManager,
Breckland	272	130,500	1 : 480	1xCX, 1xDCX, 1xHoD, 3xAD, 11xSUM
Broadland	301	124,700	1 : 414	1xCX, 1xDCX, 8xSUM
Kings Lynn & West Norfolk	655	147,500	1 : 225	1xCX, 1xDCX, 4xExD
North Norfolk	323	101,500	1 : 314	1xCX, 2xHoD, 13xSUM
* Norwich	844	140,200	1 : 166	1xCX, 2xHoD, 2.5xSnrSUM
South Norfolk	400	124,000	1 : 310	1xCX, 1xDCX, 2xHoD, 34xSUM
* Suffolk Coastal & Waveney	819	239,600	1 : 293	1xCX, 3xHoD, 9xSUM

* Housing Authorities

CX = Chief Executive

DCX = Deputy Chief Executive

Dir = Director

HoD = Head of Department

AD = Assistant Director

ExD = Executive Director

SnrSum= Senior Service Unit Manager

SUM = Service Unit Manager

All data has been extracted from the relevant Authorities' website

- 3.7 The dismissal or appointment of the Head of Paid Service is covered in the Local Authorities (Standing Orders) (England) Regulations 2001. Para 5 states that the dismissal or appointment of the Head of Paid Service shall be “exercised by the authority itself”.
- 3.8 The advice from nplaw is that the departure of the Managing Director is not a dismissal under the Regulations, as he will be leaving the organisation on a voluntary basis, and there is no redundancy situation. As such, the ability to agree to the departure becomes a Cabinet decision as there are operational and budgetary implications of the departure. Cabinet on the 21st November will therefore need to agree whether the expression of interest from the Managing Director can be accommodated.
- 3.9 The expressions of interest process has allowed for departures to be accommodated in other parts of the Council where the post can be backfilled internally. Should the Managing Director’s expression of interest be approved, it is proposed that the Chief Executive post will be advertised on a two year fixed term basis with the intention of appointing the successful candidate permanently if and when Members deem this appropriate. This post will be ring-fenced to the existing Executive Management Team. The East of England Local Government Association (EELGA) have agreed to oversee an appointments process in which Members will decide which candidate should be recommended to Council on the 10th January 2013 for appointment.
- 3.10 The Deputy Managing Director post is being deleted from the structure. If Council approve the new structure proposals the Deputy Managing Director will be put “at risk”, however she will retain full employment protection rights.
- 3.11 The Head of Planning and Business Services has expressed an interest in voluntary departure. Again, nplaw have advised that Cabinet will have the authority to approve this departure.
- 3.12 The Council’s Redundancy and Redeployment policy states that “when a job is redesigned and the new duties/responsibilities are allocated to a post as part of a restructure, the existing post holder may be slotted in, provided that:
- the majority of the work of the new job will be in common with their job
 - the pay grade of the new job will be the same as the old job, or up to one grade higher or lower, and

- the level of responsibility for management/supervision has not changed significantly”

- 3.13 Under the Council’s policies it is possible to “slot in” the three remaining Heads of Service to the new Director posts. However, given the seniority of these posts, it is proposed that they undergo an assessment process as part of the slotting in procedure.
- 3.14 The Council’s Constitution requires that “Proper Officer” appointments are made by full Council. Currently all staff on the Chief Officer grade are treated as Proper Officers. For the purposes of this restructure “Proper Officer” will be redefined to include the Head of Paid Service, Monitoring Officer, S151 Officer, Chief Executive and Directors. It is likely that some of these posts will be fulfilled by the same person (i.e. the Chief Executive will normally also be the Head of Paid Service). The new Manager posts, unless they fulfil a statutory role, will not be considered “Proper Officers”. This will require an amendment to the Council’s constitution.
- 3.15 The eleven new Manager posts will be advertised internally, with the opportunity to apply being ring-fenced to the current Service Unit Managers (SUMs). It is expected that the posts vacated by the successful applicants, together with other unoccupied SUM posts, will be deleted in order to deliver the required savings. The roles of the remaining SUMs will be looked at as part of the service-wide reviews after the Managers have been appointed in 2013.
- 3.16 The meeting of full Council on the 27th November will be asked to approve the final structure, following consultation with staff and Unions. Council on the 10th January will be asked to approve the appointment of the Chief Executive and Directors.
- 3.17 The Project Board has identified that the new postholders will require support and development to ensure that they are fully effective in their new roles, and propose that a budget for training and development, as appropriate, is established in the 2013/14 budget. This fund will not only be used to support new postholders, but also to develop and empower all staff for progress through the organisation.

6. Financial Implications

4.1 Executive Management Team

- 4.1.1 The current budgeted cost of the Executive Management Team, is £620k. The costs represent the full cost of the posts (including Employers NI and pension contributions).
- 4.1.2 The cost of the proposed new Executive Management Team is estimated at £382k, again including on costs. This will potentially change following the review of salary levels being undertaken by EELGA.
- 4.1.3 Ongoing savings generated by the Executive Management Team are estimated at £237k should the voluntary departure of the Managing Director and Head of Planning and Business Services be approved. The split between the General Fund and the Housing Revenue Account of these savings is estimated at £205k to the General Fund and £32k to the HRA. The deletion of the Head of Regeneration and Environment post will also be made at the same time.
- 4.1.4 The cost of the departures of the Managing Director and Head of Planning and Business Services are estimated to be £210k (subject to finalisation of the date of departure).
- 4.1.5 The cost of the departures will therefore be repaid within one year from the savings generated by the deletion of the posts.

4.2 Service Unit Managers

- 4.2.1 The budget cost of the Service Unit Managers is £1,387k, including on costs.
- 4.2.2 The estimated cost of the new Manager posts and Service Unit Managers included as part of the proposed restructure is £1,276k, including on costs.
- 4.2.3 Savings of £111k will be generated following the restructure, which are estimated to be split £48k to the General Fund and £63k to the HRA.
- 4.2.4 Four posts at Service Unit Manager Level will be deleted as part of the restructuring process. Two of which have already been delivered following an earlier restructure within Community Housing, the costs of which have already

been borne by the HRA, and two through Expressions of Interest. The cost of voluntary severance for these two posts is estimated at £58k (charged to the General Fund), meaning that the cost of departures will be repaid in 1.2 years.

4.3 Conclusions

- 4.3.1 Total ongoing savings of £348k will be generated through the restructure of the Executive Management Team, with a total cost of £268k for the voluntary severance packages.
- 4.3.2 The General Fund will receive ongoing savings of £254k, against a one off cost of £268k. The one off cost will be met from the Council's reserves.
- 4.3.3 The Housing Revenue Account will receive ongoing savings of £95k, with the costs of the earlier restructure already having been met from the Housing Revenue Account reserves.
- 4.3.4 The proposed restructure is therefore affordable, and will make a significant contribution towards the Council's overall £3.2m savings target.

5. Risk Analysis

5.1 The risk analysis for this project is included within the Corporate Risk Assessment Register and is updated regularly. The current appraisal for risk is shown below:

Vulnerability	Trigger	Consequence	Mitigation	Current Score	Target Score	Action Plan/ Progress Update
Change Management	System Thinking 'Our Council' Project	<ul style="list-style-type: none"> - Service Delivery is affected during implementation - Staff resource needed to undertake review - Taking eye off other areas 	<ul style="list-style-type: none"> - Project Initiation - Business Case - Approval by Cabinet and EMT - Monitoring of project plan by Project Board - Ongoing assessment of the project risks 	Likelihood = High Impact = Critical (B2)	Likelihood = High Impact = Marginal/ Moderate (B3)	<ul style="list-style-type: none"> - Continual review and monitoring assessing outcomes - Project Board

5.2 Within this assessment the individual risks within the project need to be considered. These include:

- Reduction within Senior Management Team – losing Deputy Chief Executive post and two Heads of Department
- Loss of knowledge and skills at senior level

6. Proposed Timetable for Restructuring: October 2012 – April 2013

October	
Structure drafted by EMT	5 th & 12 th
Structure to informal cabinet	15 th
HoDs to have 1-to-1s with SUMs re. new structure	15 th -19 th
Deadline for staff to confirm they wish to leave	17 th
Advertise posts internally to replace 'conditional' leavers	From 18 th
Prepare announcement about 'unconditional' leavers	18 th
SUMs meeting to discuss new structure	22 nd
Meet with Unison	22 nd
Prepare press release for submission after staff briefing	22 nd
Staff briefing: including proposed restructure	24 th
Formal consultation period begins	24 th
Deadline for papers for November CMB/EMT	31 st
November	
EELGA to design and/or evaluate specs for top three tiers	3 rd
CMB/EMT: project plan, structure with rationale and senior expressions of interest to be discussed.	5 th
Deadline for papers to Cabinet	12 th
Project board meet to consider feedback on proposals	21 st
Cabinet meeting	21 st
Proposals to full Council	27 th
December	
Appointment to Chief Executive and Director posts	3 rd onwards
Staff briefing	4 th
Deadline for papers to Cabinet	10 th
Cabinet to recommend to Council appointment of Chief Executive and Director posts	19 th
2013	
Council to approve appointment of Chief Executive and Directors	10 th Jan
Recruitment to new Manager posts	14 th Jan
New structure takes effect	1 st April

FINANCIAL IMPLICATIONS:

At this stage it is not possible to determine the level of savings to be achieved through the voluntary severance process, as the full reorganisation of the Council will not be completed until May 2012. This will be closely monitored by the Project Board and the s151 Officer to ensure that the level of savings required is delivered.

LEGAL IMPLICATIONS:

The appointment of the Chief Executive and Directors are appointments for full Council, and will need to be approved by Council in January.

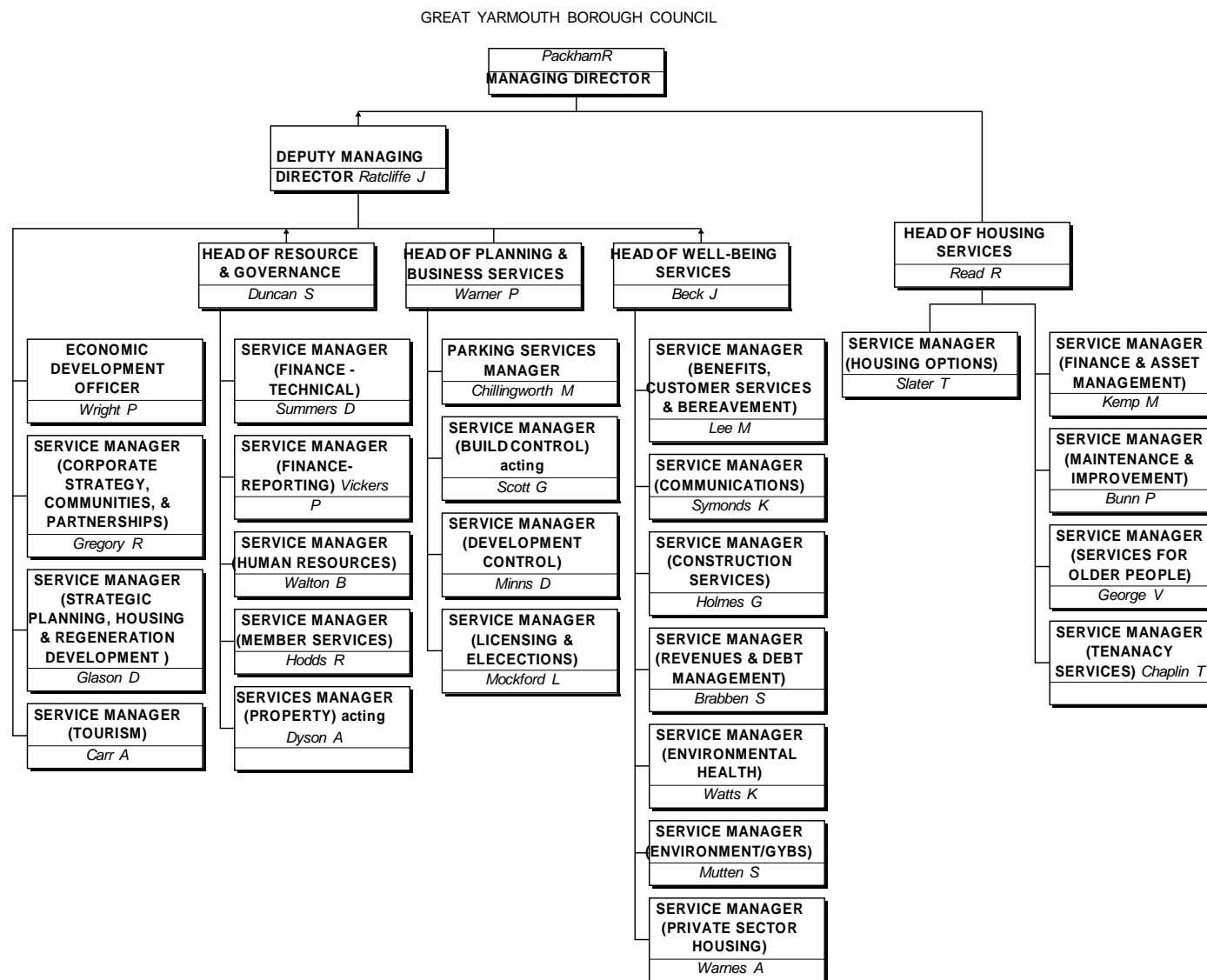
EXECUTIVE MANAGEMENT TEAM CONSULTATION:

This report has been considered by EMT on the 22nd October 2012.

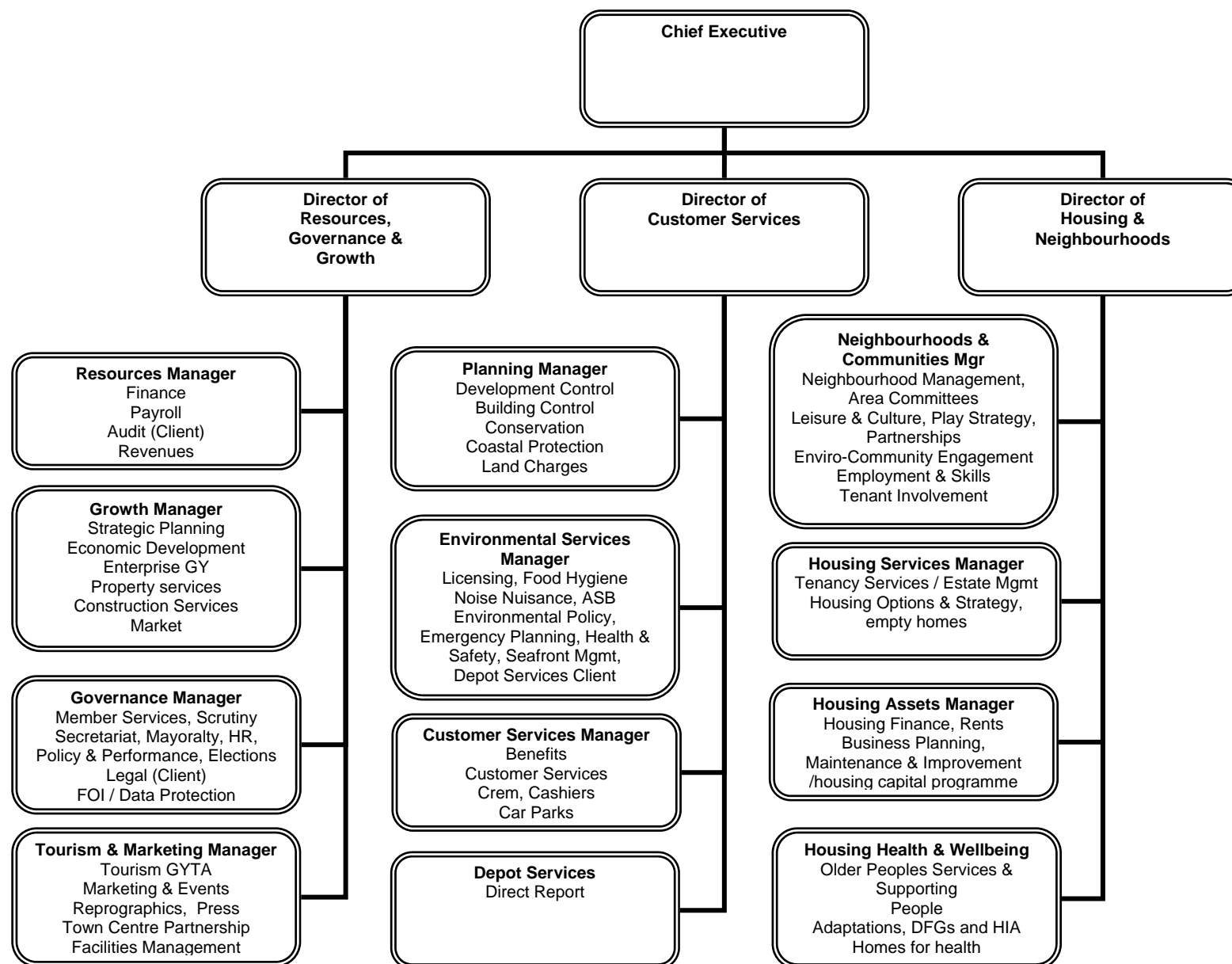
RECOMMENDATIONS

Does this report raise any legal, financial, sustainability, equality, Crime and Disorder or Human Rights issues and, if so, have they been considered?	Issues	
	Legal	Y
	Financial	Y
	Risk	Y
	Sustainability	Y
	Crime and Disorder	N
	Human Rights	N
	Every Child Matters	N
	Equality	Y
	EqIA Form completed	

Appendix 1 – Current Structure



Appendix 2 – New Structure Proposals





“Our Council” Project and Management Restructure Review 2012

Service being assessed	“Our Council” Project and Management Restructure
Who will be involved in completing this assessment?	Donna Summers, SUM Finance
Date of Review	25/10/12
Date of Next Review	25/10/13
What is the purpose of the service?	<p>The main purpose of this process is to:</p> <ul style="list-style-type: none"> - achieve financial savings of £3.2m per annum; - deliver a flatter structure that will deliver an effective, strategic operational management team - deliver a structure that would facilitate the further development of Systems Thinking across the Council - utilise staff teams that reflect workflows which are designed to meet customer demand effectively - have a ‘can do’ culture that empowers staff to find ways of continually improving services - have a Council that is fit for purpose of the 21st century with a flexible and highly skilled team sharing a common set of behaviours
Is this assessment being undertaken because of changes to the service? If so what are they?	Assessment being undertaken as part of Council's need to deliver the process above and to deliver £3.2m savings.
<p>The purpose of this review is to understand how services can help the Council to meet its duties under Equalities legislation. The duties can be summarised as</p> <ol style="list-style-type: none"> 1. Eliminate discrimination 2. Advance equality of opportunity 3. Foster good relations between different parts of the community 	<p>Ensure that employees subject to action under this procedure will receive consistent and fair treatment.</p> <p>This process will be applied objectively according to the work and circumstances of the employee concerned and is designed to ensure that all employees are treated consistently and fairly, on grounds of gender, race, disability, age, sexual orientation, religion or any other recognised grounds.</p> <p>Recognised staff representatives are being consulted at each step of the process. Policies and procedures around employment terms and</p>

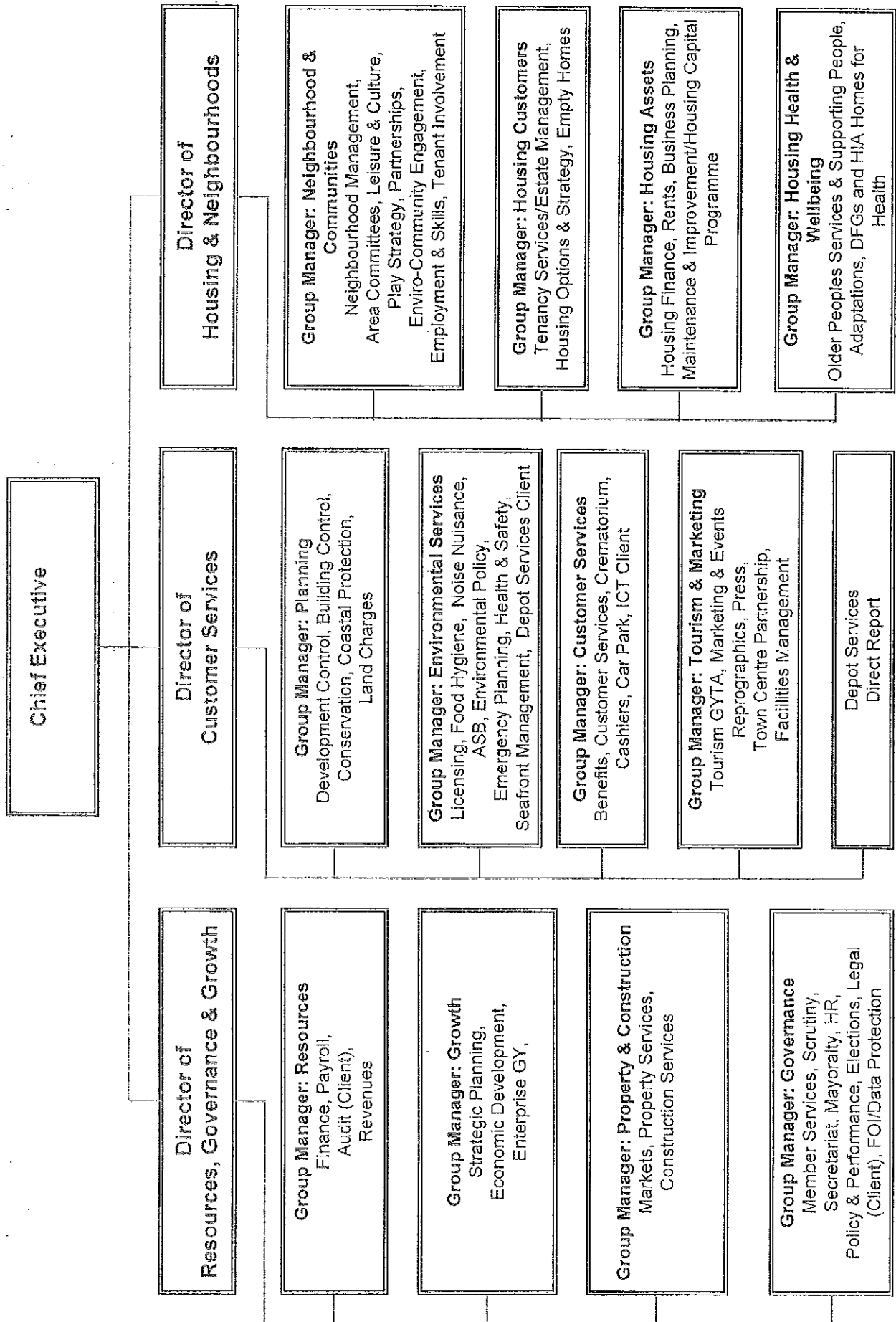
“Our Council” Project and Management Restructure Review 2012

How does this service help the Council to do this, in particular in relation to the categories specifically mentioned in legislation - Race, Gender/Sex, Disability, Age, Religion/Belief, Gender Reassignment, Sexual Orientation, Pregnancy & Maternity and in respect of Duty 1 only – Marriage and Civil Partnerships?	<p>conditions were agreed and established prior to the start of the project.</p> <p>The Project will deliver improvement in services to the community, as it will stream line service delivery to the Customer by changing how services work together.</p>
How will you know that service is working as it should?	The purpose of the process will be achieved. The new structure will be in place and the savings required will be achieved.
What data have you used to help you make this assessment?	
Is there any additional data that you need to collect to help in continuous improvement?	N/A
How have you ensured that this service has been designed from a customer's perspective and how have you involved customers in that process?	<p>In June 2012, a Project Board was established to oversee a radical programme of service review, cultural change and the exploration of opportunities to generate income and identify savings. The Project Board is made up of the following members: Cllr Trevor Wainwright, Leader of the Council, Cllr Bernard Williamson, Cabinet Portfolio Holder Transformation, Richard Packham, Managing Director, Jane Ratcliffe, Deputy Managing Director, Donna Summers, Service Manager Finance and Neil Mercer, a change management advisor to provide an additional resource within the HR team. The Project Board established work streams, led by Heads of Service, which are working with staff across the whole Council to identify our strengths and weaknesses. The work streams, particularly Communications, will ensure there is a consistent and effective flow of information between the Project Board, work stream leads, staff, trade unions, councillors and external stakeholders. The Impact Assessment work stream was also</p>

“Our Council” Project and Management Restructure Review 2012

	<p>established to test our proposals with external partners and residents.</p> <p>The Systems Thinking work stream reviews services from a customer perspective and this has been used as the main basis for the new structure proposals, in particular, by analysing how services are delivered to the customer.</p>
Has any other consultation been carried out, including to ensure that we have taken into consideration the needs of those not currently using the service?	<p>Staff briefings are held on a regular basis and there have also been regular discussions with Unison. Work streams were established and all staff were invited to volunteer to be part of these working groups.</p> <p>Cllr Wainwright and Cllr Williamson have spoken to all staff at staff briefings and at SUMS meeting and have said they are willing to talk to staff either individually or as a group to discuss their concerns. All SUMS were spoken to on a 1:1 basis with their HOD regarding the new proposals.</p> <p>EMT send out weekly emails updating staff on the content of their meeting.</p>
What is, or what do you expect to be the impact of the way you work on different parts of the community, including those covered by equality legislation?	<p>Through this process customer service will be strengthened. The restructure will strengthen the management team and ensure that savings do not impact on front line service delivery.</p>
On the basis of what you have found out, which of these options will you now follow	<ul style="list-style-type: none"> • No major changes • Adjust the policy • Continue the project • Stop and remove the policy
What now needs to be done and by who?	<ul style="list-style-type: none"> • The Project Board has commenced a formal consultation period with staff and has circulated the proposed structure.
Signed off by	Donna Summers, Service Manager Finance

New Structure Proposals Following Consultations with Staff and the Trade Union



Subject: Appointment of Chief Executive and Directors

Report to: Cabinet – 19 December 2012
Council – 20 December 2012

Report by: Change Manager

SUBJECT MATTER/RECOMMENDATIONS

To agree the following appointments:-

Jane Ratcliffe	-	Chief Executive
Seb Duncan	-	Director of Resources, Governance and Growth
Jane Beck	-	Director of Customer Services
Robert Read	-	Director of Housing and Neighbourhoods

1. INTRODUCTION/BACKGROUND

At the Council meeting on 27 November 2012 it was agreed “that the appointment of the Chief Executive and three Directors be confirmed at the special meeting of Council on 20 December 2012”.

The Council’s Deputy Managing Director and three Heads of Department were invited to apply for the new Chief Executive position. The Deputy Managing Director was the only applicant.

An Appointments Panel, consisting of the Leader of the Council, Deputy Leader, Portfolio Holder for Transformation and Regeneration, Leader of the Opposition and Deputy Leader of the Opposition met on 3 December 2012 to consider the application.

The selection process included psychometric testing, a presentation, mock advisory session, case study and final interview. It was overseen by the East of England Local Government Association.

The Appointments Panel concluded, by a majority decision, that they should recommend to full Council that Jane Ratcliffe, Deputy Managing Director, should be appointed as the Council’s new Chief Executive on a two year, fixed-term contract.

The Council's three Heads of Department were invited to apply for the new Director posts. Interviews were undertaken by the Leader of the Council, Deputy Leader and Leader of the Opposition on 5 December 2012. The Panel concluded that they should recommend the following appointments to full Council:-

- Seb Duncan – Director of Resources, Governance and Growth
- Jane Beck – Director of Customer Services
- Robert Read – Director of Housing and Neighbourhoods

In accordance with statutory requirements, all Cabinet Members have been advised of the proposed appointments and have raised no objections.

FINANCIAL IMPLICATIONS:

Detailed in report to Cabinet on 21 November 2012

LEGAL IMPLICATIONS:

Detailed in report to Cabinet on 21 November 2012

EXECUTIVE BOARD OR DIRECTOR CONSULTATION:

RECOMMENDATIONS:

Does this report raise any legal, financial, sustainability, equality, crime and disorder or human rights issues and, if so, have they been considered?	Issues	
	Legal	Yes
	Financial	Yes
	Risk	Yes
	Sustainability	Yes
	Crime and Disorder	No
	Human Rights	No
	Every Child Matters	No
	Equality	Yes
	EqlA Form completed	No

W:\Central services\Member Services\MemberServices\Robin Hodds\Reports\Report to Cabinet and Council - Appointment of Chief Executive and Directors.doc

Subject:

Group Manager Appointments

Is this decision for:

Cabinet	Yes	Is it a Key Decision?	No
Single Member	No	Is it a Key Decision?	No
		Portfolio Holder:	Cllr Wainwright
or a Key Decision for an Officer			No

Date for Decision:6th February 2013**For publication****Report by:**

Seb Duncan, Director of Resources, Governance and Growth

Matter for decision

1. To approve the appointment of the 12 Group Managers as set out below:

Growth – David Glason
 Neighbourhoods and Communities – Rob Gregory
 Planning – Dean Minns
 Environmental Services – Kate Watts
 Housing Services – Trevor Chaplin
 Resources – Donna Summers
 Governance – Linda Mockford
 Tourism & Marketing – Alan Carr
 Customer Services – Miranda Lee
 Housing Assets – Mark Kemp
 Housing, Health and Wellbeing – Vicky George
 Property - Andy Dyson

Existing relevant Council policies
The Constitution requires that Deputy Chief officers are appointed by a committee of the Council
Budget details
Within budget
Consultations
The new structure has been fully consulted upon with Members, Staff and Unison
Financial Implications
Within budget
Legal Implications
Within budget
Executive Management Team Consultation
The interview panel consisted of the Chief Executive designate and three Directors.
Possible options and recommendations
The appointments have been made following a recruitment process, following Council policies and guidelines.
Background Papers
Report to Council on new structure.

Notes:

- (1) Non confidential reports to Executive must be publicly available for five days beforehand.
- (2) Non confidential reports dealing with key decisions to be taken by a single Executive Member or Officer must be publicly available for five days before the decision is taken. Whether or not such a report is confidential, a copy must be given as soon as practicable to the relevant Overview and Scrutiny Chairman.

For Member Services Department Use

Report No.

LD4

Date circulated to Members of Council

Expiry of call in

Called in

Subject
Decision
Reasons
Options Considered and Rejected
Conflict of Interest

Does this report raise any legal, financial, sustainability, equality, Crime and Disorder or Human Rights issues and, if so, have they been considered?	Issues	
	Legal	Y
	Financial	Y
	Risk	N
	Sustainability	N
	Crime and Disorder	N
	Human Rights	N
	Every Child Matters	N
	Equality	N
	EqIA Form completed	n/a

1. Background

- 1.1 Following the decision of full Council on the 27th November to restructure the management of the Council, and the subsequent appointment of the Chief Executive and Directors, interviews were held for the posts of Group Managers in January 2013.
- 1.2 The interview panel consisted of the Chief Executive designate and the 3 directors, and there were 23 applications for 12 posts. There was a very strong field of internal applicants, and decisions were made based on a scoring matrix which matched the skills of the candidates to the person specification.
- 1.3 The Group Manager posts are legally defined as “deputy Chief Officer” posts, as they report to a “non statutory chief officer” (which is in turn defined as someone who reports to the Head of Paid Service, who in this authority is the Chief Executive). As such, the appointment to the posts is required to be done by a committee or sub-committee of the Council. This report therefore recommends to the Cabinet the appointment of the following individuals to the Group Manager posts:

Growth – David Glason

Neighbourhoods and Communities – Rob Gregory

Planning – Dean Minns

Environmental Services – Kate Watts

Housing Services – Trevor Chaplin

Resources – Donna Summers

Governance – Linda Mockford

Tourism & Marketing – Alan Carr

Customer Services – Miranda Lee

Housing Assets – Mark Kemp

Housing, Health and Wellbeing – Vicky George

Property - Andy Dyson

- 1.4 The appointment will be provisionally from the 18th February, after the expiry of the call in period. However, it is proposed that the successful applicants act up into the roles from the 1st February, and are paid the relevant honorarium in the interim period.

Performance Measures

Subject: **Performance Measures – 2012/13 Year End Outturn Figures**

Information to: Scrutiny Committee – 18th July 2013

The following report refers to the year end outturn figures for all the Council's performance measures for 2012/13. It summarises performance in 2012/13 (1st April to 31st March inclusive).

Performance measures are made up of measures arising from System Thinking interventions, statutory National Indicators (NIs) and local indicators (some previously Best Value Performance Indicators – BV)

The tables provide the following for the performance measure: Description of measure/indicator; service purpose; 2012/13 outturn figure; current performance/trend data and commentary



GREAT YARMOUTH
BOROUGH COUNCIL

The Council's Performance Report 2012 – 2013

PERFORMANCE MEASURES

Performance Measures

Performance and trends

For a number of years we measured our performance using a set of performance indicators each of which had targets for improvement. There were two main types of indicators: National Indicators (NIs) required by central government and Local Performance Indicators measuring how well specific Council services were performing.

Information relating to all types of indicator was reported to the Council's Executive Management Team and Scrutiny Committee within the quarterly performance report. All indicators were reported in the annual performance report. The national indicators were largely statistical data, some were relevant for the Council, and others were not. At best these national indicators showed a partial picture of the authority, but were bureaucratic and costly in terms of officer time. They did represent a high level health check which contributed to our Use of Resources and Managing Performance inspections, but were not useful in planning service improvement.

Central government in 2011 published their 'Single Data List', which replaced the National Indicator Set in April 2011. This data set lists every piece of data that central government requires from councils. The single data list does not have a role in performance management of local authorities but is a tool with which to keep a check on the amount of data that central government requests from local government. The single data list is simply a catalogue of all central governments' data.

In recent years we have undertaken System Thinking interventions in many of our service areas. Through our system/lean thinking reviews we have learnt that national indicators are not the primary focus or driver for decision making in the operational running of our services. This is because our systems thinking reviews demonstrate that the NIs alone doesn't necessarily drive improved performance for our customers and at worst actually reduce customer service by causing us to focus on the wrong things. Therefore, we have now adopted a new approach which does not use targets as a basis for monitoring.

Performance Measures

From April 2012 we started to produce a new type of performance report, which will need to demonstrate two things to Members:

- that our services are at least adequate and that they are improving
- that resources are being applied effectively

This will involve three different types of performance measures:

1. 'Real time' measures that tell us what is happening now – critically, they assess the extent to which we are meeting the core purpose of the service – are we giving customers what they really want. Typically, these measures will relate to.
 - Demand analysis – how much demand are we getting and what proportion is preventable or failure demand
 - Capability analysis – how often are we able to meet the customer's demand first time
 - Capacity analysis – how long did we take from start (customers first contact) to finish (the point at which the customer's demand was met or determined)
2. Qualitative measures based on System Thinking principles and on observation.
 - Is there a clearly defined purpose for the service; do staff understand it and focus on those things that meet purpose
 - Are staff reflecting on the service and identifying improvements by eliminating waste from the system
 - Have managers actually gone into the work and seen for themselves the point at which the service is actually delivered.
3. Retrospective measures (or rear view indicators) because they represent a state of play after the service has been delivered. They quantify the effectiveness or efficiency of service delivery but should not be used to lead change improvements.
 - Management accounts: revenue and cost (budget monitoring)
 - Customer satisfaction and staff morale
 - Previous national and local performance indicators

Performance Measures

The Council will continue to use several of the old national and local indicators to measure performance, but the main focus will be on 'measures' to show how services are improving and delivering better services to its customers. These measures will focus on providing improved service delivery and continuous improvement across a service.

2012/13 Performance and Trends

The following performance measures, made up of measures arising from System Thinking interventions, statutory National Indicators (NIs) and local indicators (some previously Best Value Performance Indicators – BV) are meant to give a comprehensive overview of how the authority as a whole is performing and cover most Council functions.






The tables provide the following information:

- Description of measure/indicator
- Service purpose
- 2012/13 outturn figure
- Current performance/trend data, see key below
- Commentary

Key:

Key to 'Arrows'

The arrows reflect trends in performance between 2012/13 and 2008/09.

-  Performance is showing continuous improvement trend, compared to previous years
-  Performance trend is up, compared to previous year
-  Performance trend is no change, compared to previous year(s)
-  Performance trend is down, compared to previous year
-  Performance is showing continuous downward trend, compared to previous years

Performance Measures

Performance Measure	Service Purpose	2012/13 Actual	Trend
PM001a: Processing of planning applications - Major applications	To ensure all planning applications are treated in a timely and balanced manner.	65%	↑
<p>Commentary: There were only 23 applications during the period, 15 of which were processed within the timescale. Approval from the applicants' point of view (as opposed to a refusal within timescale) saves a resubmission and lost time. It is a balance that has to be weighed between performance targets, achieving a quality outcome and being customer focused. Government guidance now states that applications should be done in a timely manner, which we strive to achieve. The outturn figure of 65% is above the English average.</p>			
PM001b: Processing of planning applications - Minor applications	To ensure all planning applications are treated in a timely and balanced manner.	83%	↑
<p>Commentary: Approval from the applicant's point of view (as opposed to a refusal within 8 week period) saves a resubmission and lost time. It is a balance that has to be weighed between performance targets, achieving a quality outcome and being customer focused. Current performance is above the English district average.</p>			
PM001c: Processing of planning applications - Other applications	To ensure all planning applications are treated in a timely and balanced manner.	88.64%	↓
<p>Commentary: Government guidance now states that applications should be done in a timely manner, which we strive to achieve. It is a balance that has to be weighed between targets, achieving a quality outcome and being customer focused. Although performance is down on the previous years figure it is above the English district average.</p>			
PM002a: Percentage of appeals allowed against the decision to refuse planning applications.	To ensure all planning applications are treated in a timely and balanced manner.	26%	↑
<p>Commentary: There were 23 appeals during the financial year with 6 being allowed, this reflects the standard of decision making at all levels.</p>			

Performance Measures

Performance Measure	Service Purpose	2012/13 Actual	Trend
PM002b: Number of appeals against planning application refusals.	To ensure all planning applications are treated in a timely and balanced manner.	23	↑
Commentary: There were 681 planning applications considered during the year, only 3.38% went to appeal, with less than 1% being granted.			
PM003: Percentage of Land Charges search returns sent within 10 working days.	To ensure all land searches are completed accurately and in a timely manner.	96.88%	↓
Commentary: Performance was down in the first quarter due to sickness in the small team, with one member of staff on long term sick. However, performance for the other 3 quarters was at 100%.			
PM005a: Right Time Indicator (the time taken to process housing and/or council tax benefit).	To provide a benefit service that helps claimants to live in decent housing and to minimise barriers to work	Measure Deleted	N/A
Commentary: This measure has been removed by the Department of Works & Pensions (DWP) and is no longer required to be reported to them for statistical purposes. The Council already measures new claims and change of circumstance, so this measure does not add any value to the Council.			
PM005b: Average time taken to process new claims for housing and/or council tax benefit	To provide a benefit service that helps claimants to live in decent housing and to minimise barriers to work	26 days	↓
Commentary: There has been a heavy increase in workloads and caseload, due to the current economic situation, which has seen performance drop to its highest level since 2008/09.			
PM005c: Average time to process and change in circumstances for housing and/or council tax benefit claims	To provide a benefit service that helps claimants to live in decent housing and to minimise barriers to work	9 days	↓
Commentary: The heavy increase in workloads and caseload, due to the current economic situation, has seen performance drop for the second year running.			

Performance Measures

Performance Measure	Service Purpose	2012/13 Actual	Trend
PM006a: Percentage of Council Tax Collected	To bill customers in a timely manner for them to pay their council tax in the correct timeframe and take appropriate action against those who do not pay	97.5%	↓
Commentary: Council Tax collection is down 0.2% compared with last year's outturn. The small reduction in collection may be a result of the continuing recession and economic climate.			
PM006b: Percentage of Business Rates Collected	To bill customers in a timely manner for them to pay their Business Rates in the correct timeframe and take appropriate action against those who do not pay	98.6%	↑
Commentary: Business Rate collection is up 0.5% compared with last year's outturn. The increase to the current collection rate has resulted in bringing them back to the level of 2010/11. Enforcement actions on arrears have been closely monitored and managed which has resulted in the increase.			
PM007a: Average void time	Make my new home suitable for me (arrived at from the customer's perspective).	59.15 days	↓
Commentary: Actions are in place to improve over 2013/14. The impact of the bedroom tax is being monitored.			
PM007c: Time taken for Housing Options to match property	Make my new home suitable for me (arrived at from the customer's perspective).	20 days	N/A
Commentary: This is a new measure that we will monitor on a monthly basis over 2013/14. The impact of the bedroom tax is also being monitored.			

Performance Measures

Performance Measure	Service Purpose	2012/13 Actual	Trend
PM008b: Rent arrears of current tenants as a proportion of the rent roll.	To help tenants pay their rent on time.	1.24%	↑
Commentary: Performance continues to be strong despite economic circumstances. The end of year figure was higher than expected although still below last year's outcome. The impact of welfare reform will be monitored for 2013/14.			
PM008c: Local authority rent – Rent and arrears collected as a percentage of rent due and arrears brought forward.	To help tenants pay their rent on time.	99.67%	↑
Commentary: Performance continues to be strong despite economic circumstances. Performance continues to improve compared with the same period last year (99.23%). The impact of welfare reform will be monitored for 2013/14.			
PM009c: Food safety - Percentage of food businesses moved down a risk rating band after assessment (Band A high risk – Band E low risk)	To ensure food for public consumption is safe.	36%	N/A
Commentary: The outturn indicates a higher level of downward movement, which will with time plateau as businesses have inherent risk that is considered as part of the risk rating, we will therefore never achieve "No risk". The figure shows downward movement indicating that input from officers at initial assessments is achieving the identified outcome. This figure needs to be considered as part of the overall picture of movement, which shows that currently 47% of businesses are remaining within the same risk band, in an ideal world, with no business operator changes, we would expect this to sit at 100%.			
PM009d: Food safety - Percentage of food businesses moved up a risk rating band after assessment (Band A high risk – Band E low risk)	To ensure food for public consumption is safe.	17%	N/A
Commentary: We have seen 17% upward movement in risk rating after assessments. If we were achieving our purpose with all food businesses, we expect to see this figure at 0%. We are therefore exploring each individual case where we have seen an upward move, and we have established that in some cases this is due to officer inconsistency with scoring, this is being addressed by internal training. We will continue to explore reasons for upward movement on a case by case basis to try to understand where improvements can be made.			

Performance Measures

Performance Measure	Service Purpose	2012/13 Actual	Trend
PM010: The number of working days/shifts lost due to sickness absence.	To help GYBC do the right thing at the right time in the right way.	10.34	↓
Commentary: Sickness absence levels have increased in comparison to 2011/12. However sickness absence in 2011/12 was unusually low and the figure for 2012/13 is broadly comparable to 2009/10 and 2010/11.			
PM011a: Percentage of new reports of abandoned vehicles investigated within 24 hours.	To remove all genuinely abandoned vehicles as quickly as able.	98.52%	↓
Commentary: Performance remains at a high level, with only 2 abandoned vehicles reported not investigated within 24 hours. There has been a further reduction in the number of abandoned vehicles reported, with 135 reported in 2012/13 compared to 349 in 2007/08.			
PM011b: Percentage of abandoned vehicles removed within 24 hours of the authority being legally able to do so.	To remove all genuinely abandoned vehicles as quickly as able.	53.33%	↓
Commentary: There has been a reduction in the number of abandoned vehicles ordered for removal and therefore a small number missing the target has a large effect on the percentage. 15 vehicles were removed during 2011/12 compared to 27 in the previous year and 137 in 2007/08. Across Norfolk there has been a reduction in abandoned vehicles. Whilst the Recovery agent is responsible for removing vehicles in a timely way, due to the small numbers of vehicles now recovered they are concentrating their efforts in other areas of their business which will ultimately impact on the recovery times. We are now dealing with Untaxed vehicles and clamping them when required and also combating Vehicles for Sale on the Highway that are causing a danger or nuisance to others, although Abandoned Vehicles are always dealt with as a priority.			
PM012a: Percentage of Contact Centre calls dealt with at first point of contact.	To deliver an effective and efficient service to all our customers, where possible, dealing with the customer enquiry at the first point of contact.	73.45%	↑
Commentary: With nearly 95,000 telephone calls taken during the year, the outturn figure indicates a high level of enquiries which are dealt with at the first point of contact.			

Performance Measures

Performance Measure	Service Purpose	2012/13 Actual	Trend
PM012b: Percentage of Contact Centre calls answered as a percentage of all calls offered.	To deliver an effective and efficient service to all our customers, where possible, dealing with the customer enquiry at the first point of contact.	86.67%	↑
Commentary: Performance has continued to improve and has been sustained at a high level throughout the year.			
PM013b: Number of complaints received at Stage 2 of 'Complaints procedure'	To ensure 'complaints' are dealt with promptly, effectively and in a fair way.	4	↓
Commentary: A very small number of complaints were escalated to stage 2 of the Council's complaints process. During 2011/12 only 3 complaints went to stage 2 (1.23% of all complaints).			
PM014a: Percentage of Freedom of Information, Data Protection and Environmental Information requests responded to within the statutory timescales.	To ensure all valid requests for information are treated in a timely and accurate manner.	87%	↓
Commentary: There has been a slight dip in performance. The Council has received 532 requests for information during the financial year, compared to 508 in 2011/12, this continues the year on year increase in the number of requests for information received.			
PM014b: Number of Freedom of Information, Data Protection and Environmental Information requests where response was not satisfactory and have resulted in request moving to stage 2.	To ensure all valid requests for information are treated in a timely and accurate manner.	16	↓
Commentary: Current performance is slightly above trend average. The 16 cases that went to stage 2 were resolved at this stage, with no cases going any further, see PM014c.			

Performance Measures

Performance Measure	Service Purpose	2012/13 Actual	Trend
PM014c: Number of Freedom of Information, Data Protection and Environmental Information requests where response was not satisfactory and respondent has reported to the Information Commissioner.	To ensure all valid requests for information are treated in a timely and accurate manner.	0	↑
Commentary: There were no cases reported to the Information Commissioner during the financial year.			
PM015a: Percentage of Ombudsman complaints responded to within specific timescales	To ensure all valid requests for information are treated in a timely and accurate manner.	100%	↔
Commentary: Although only a small number of Ombudsman complaints have been received, all were dealt with within the specified timescale.			
PM015b: Number of Ombudsman complaints received.	To ensure all valid requests for information are treated in a timely and accurate manner.	4	↑
Commentary: Only 4 Ombudsman complaints have been received during 2012/13, none of the cases were found against the Council.			
PM016a: Building Regulation 'Full Plans' applications checked within 15 working days	To ensure that the environment in which we live is a safe and healthy place.	82.9%	↔
Commentary: Performance is slightly below anticipated outturn figure, although it's within trend data for the last 3 years. The section lost a member of staff at the start of the year which has had an effect of service delivery.			
PM16b: Inspection of dangerous structures carried out within two hours of report being received.	To ensure that the environment in which we live is a safe and healthy place.	81.82%	↓
Commentary: Ideally all reported dangerous structures will be visited within two hours, occasionally a decision is taken that we do not need to inspect until the following day (6 of the 33 reported dangerous structures was visited on the following day as all had been reported by members of the public who confirmed they did not think there was a need for an immediate inspection).			

LARGER PRINT COPY AVAILABLE PLEASE TELEPHONE: 01493 846325

WARD MEMBERS' WORKING GROUP

24 April 2013 – 6.00 pm

PRESENT:

Councillors Castle, M Coleman, Fairhead and J Smith.

An apology for absence was received from Councillors Hacon, Hanton and T Wainwright.

Mrs L Mockford (Group Manager – Governance), Mr R Hodds (Member Services Manager and Scrutiny Officer) and Miss H Notcutt (Neighbourhood Manager).

1. APPOINTMENT OF CHAIRMAN

RESOLVED:

That Councillor J Smith be appointed as Chairman of the Working Group.

2. ROLE OF WARD COUNCILLORS

The Member Services Manager and Scrutiny Officer reminded the Working Group that his report on the Role of Ward Councillors had been considered by the Scrutiny Committee at its meeting on 28 February 2013. He reported that the role Ward Councillors should play in community leadership and strategic decision making had become a pressing issue for local authorities in the context of current policy and legislative changes.

The Member Services Manager reported that developing an empowered role for Ward Members would require major changes to the way local authorities, political parties and communities work with elected members. These are long term issues, many of which are dependent on changes top the cultural of local authorities and local political groups. He stated that the development of a Ward Councillor compact, a voluntary two way agreement between the Council and elected members would help to define the future role and address issues about support development and performance standards. The Ward Councillor compact would set out the Councillors commitment to provide minimum levels of support and training for members and the Council's expectations of the Ward Councillor role encouraging basic minimum standards of activity and performance in each of the dimensions and functions of the job.

The Working Group gave consideration to tabled papers which set out a draft Ward Councillor Compact, a Role Profile of all Councillors and suggested activities to help Councillors fulfil the Compact and their constitutional role.

In discussing the Scrutiny Officer's report, together with the tabled papers with regard to the Ward Councillor Compact, the Working Group discussed the following issues:-

- A discussion on the “old” committee system whereby the Council’s functions were subject to a committee system with direct reporting to full Council that involved all Members of the Council in the decision making process. This system had been replaced in 1999 with a Cabinet system which had significantly changed the role of elected members in the decision making process.
- The possible appointment of part-time political assistants.
- The introduction of a mentoring/buddying system for new Councillors.
- To issue all Members of Council with an abridged version of the Council’s Constitution to possibly exclude the sections of the Constitution that relate to contractual and financial standing orders.
- The development of Ward Member activity within the community with a possibility of appointing Community Champions. This community engagement role would also include engagement with young people.
- The Working Group’s endorsement to the continuation of the Ward Budget Scheme which allows elected members to engage further with the public through this process.
- The need to enhance and development the Members’ Handbook issued to newly elected Members of Council.
- The issue of equipment required for Members to carry out their Council role effectively bearing in mind the forthcoming proposal to introduce a new Committee Management System which will require Members to use i-Pads/laptops in meetings rather than issue Members with hard copy agendas.
- How to deal with casework and on issues of engaging with the community.

RESOLVED:

(i) That the Scrutiny Committee and Cabinet be advised of the Working Group’s endorsement for the continuation of the Ward Budget Scheme.

(ii) That a further meeting of the Working Group be held to discuss in detail the following issues:-

- (a) A mentoring/buddying system for new Councillors.
- (b) To examine the content of the current Members’ Handbook issued to newly elected Members.
- (c) To discuss what equipment Members need to carry out their role as Councillors.
- (d) How to deal with casework and engaging with the community.
- (e) To fully examine the proposal to introduce a formal Ward Councillor Compact which would include a role profile of all Councillors and suggested activities to help Councillors fulfil the Compact and their constitutional role.

3. **CLOSURE OF MEETING**

The meeting ended at 7.00 pm.

LARGER PRINT COPY AVAILABLE PLEASE TELEPHONE: 01493 846325

WARD MEMBERS' WORKING GROUP

4 July 2013 – 6.00 pm

PRESENT:

Councillor J Smith (in the Chair), Councillors Castle, M Coleman and Fairhead.

Councillor Collins attended for Councillor Hacon and Councillor Stone attended for Councillor Plant.

Group Manager – Governance, Group Manager – Neighbourhood and Communities and Cabinet Secretary.

1. MINUTES

The minutes of 24 April 2013 were confirmed.

2. ROLE OF WARD COUNCILLORS

The Cabinet Secretary reminded the Working Group that this Group had been set up as a Sub-Committee of the Scrutiny Committee to fully examine the issue relating to the role of Ward Councillors. Accordingly, following the Working Group's initial meeting on 24 April, Members were now asked to give detailed consideration to the following issues:-

(a) A Mentoring/Buddying System for New Councillors

The Working Group agreed that it would be good practice to have a named officer who would provide a mentoring/buddying system for both new Councillors and existing Councillors. The Working Group also agreed that new Members should receive an induction with regard to community issues.

(b) Members' Handbook

The Working Group was asked to examine the content of the current Members' Handbook issued to newly elected Members.

The Working Group agreed the following recommendations:-

- To make use of the Council's design and print service to make the Members' Handbook more user friendly and also to reduce its size.
- The provision of a named officer who would be able to advise Members on "common" problems.

- The deletion of the List of Members together with their email addresses as this matter was duplicated in the details shown in the Members by Ward section of the handbook.
- Members' details to be linked to the website.
- Outside bodies' details to be amended.
- The inclusion of a comprehensive telephone directory.
- A directory of local groups to be included.
- The future format of the handbook to be A5 rather than A4.
- To investigate whether the handbook could be made available electronically.

The Working Group agreed that the Cabinet Secretary should produce a revised Members' Handbook for consideration by the Working Group at its next meeting.

(c) Members' Equipment

The Working Group discussed what equipment Members needed to carry out their role as Ward Councillors. The Group Manager (Governance) reminded the Working Group that most Members have now been issued with ipads but that in any event other Members would be provided with a laptop. The Chairman suggested that an investigation should be carried out with other local authorities to determine how they provide their information using the new technology available.

The Working Group were of the opinion that as the recent ipad technology had only been issued to Members very recently, it would be more appropriate to review this issue after six months' usage.

(d) Case Work and Engaging with the Community

The Working Group gave consideration on how to deal with case work and engaging with the community. The Group Manager (Neighbourhoods and Communities) reported that the Neighbourhood Managers would be able to provide Members with on the ground support in order to fulfil their role in the communities. The Working Group discussed the level of support currently being provided for the rural areas and it was acknowledged that the requirements of urban and rural Members was quite different.

The Group Manager (Governance) suggested that a dedicated Member Services Officer could be nominated in order to help with Members' case work.

The Chairman asked whether the recent Cabinet meeting with students from Caister High School had been well received and the Group Manager (Neighbourhoods and Communities) reported that this had been a very successful session and it was agreed that further details of youth involvement should be considered at the Working Group's next meeting.

(e) Ward Councillor Compact

The Working Group was asked to fully examine the proposal to introduce a formal Ward Councillor Compact which would include a rural profile of all Councillors and suggested activities to help Councillors fulfil the compact and their constitutional role.

The Cabinet Secretary pointed out that a significant amount of detail contained within a Ward Councillor Compact was in fact already included as an appendix to the current Council's constitution.

The Working Group agreed to request the Cabinet Secretary to submit details of the current appendix attached to the constitution relating to Members' role for consideration at the

Working Group's next meeting together with the provision of a simpler modified version of a proposed Ward Councillor Compact.

3. CLOSURE OF MEETING

The meeting ended at 7.10 pm.

SCRUTINY COMMITTEE

WORK PROGRAMME 2013/14

SUBJECT	ISSUES TO BE ADDRESSED	DATE OF SCRUTINY COMMITTEE	RESPONSIBLE OFFICERS/MEMBERS
Management Structure	To review the Management re-structure including all levels of management to examine the structure's resilience and if it is fit for purpose.	July 2013	Chief Executive Officer Leader
Efficiency Support Grant (ESG)	To review how the ESG will be spent on discretionary services or otherwise and what are the plans when ESG has ended.	September 2013	Director of Resources, Governance and Growth Deputy Leader
Senior Management Performance	To review the processes in place for reviewing Senior Management performance.	August 2013	Chief Executive Officer Leader
Tourism Review – Great Yarmouth Market Gates Travel Information Improvements	<ul style="list-style-type: none"> • Entrances to Great Yarmouth • Lack of toilets at the bus station • Signposting • Cleaning of pavements • Pigeon droppings • Shop doorways • Adshel Shelter 	Sub-Committee set up to report direct to Scrutiny Committee June/July 2013	Director of Customer Services J Wiggins (Norfolk County Council) Owners of Market Gates Network Rail First Bus Town Centre Partnership

SUBJECT	ISSUES TO BE ADDRESSED	DATE OF SCRUTINY COMMITTEE	RESPONSIBLE OFFICERS/MEMBERS
Review of Golden Mile Activities Including the Marina Centre	Review of area of Golden Mile including the Marina Centre.	TBA	Group Manager – Property Cabinet Member (Resources)
Budget Monitoring	Review and maintaining of Council's budget book.	Quarterly	Head of Resources, Governance and Growth
Review of Key Performance Indicators	To review and scrutinise existing services or functions of the Council.	Quarterly	Chief Executive Officer Leader
Town Centre Partnership Accounts & Report	To review the activities of the Town Centre Partnership.	Annual	Town Centre Manager
St George's Chapel and Pavilion	Structural faults found in Pavilion Café Building, and Consulting Engineers are investigating in consultation with the builders own engineers. Awaiting outcome of this investigation. Works to Chapel are almost complete. Review of overall situation to be considered in the Autumn.	August 2013	Conservation Officer Leader Peter Hardy
North Beach Area – Britannia Pier to Salisbury Road (Incl The Waterways)	Review of future use of this area.	TBA (NB: Yarmouth Area Committee to look at this first)	Group Manager (Property)

SUBJECT	ISSUES TO BE ADDRESSED	DATE OF SCRUTINY COMMITTEE	RESPONSIBLE OFFICERS/MEMBERS
Land Holdings	Review of ground rent and leases for land holdings owned by the Council (except South Denes).	October/November 2013	Group Manager (Property)
Role of Ward Councillors	Review of Role and Activity of Ward Councillors.	July 2013	Cabinet Secretary Group Manager (Governance) Group Manager (Neighbourhoods)
Vauxhall Bridge	Review of programme of works to refurbish the Vauxhall Bridge.	August 2013	Conservation Officer Director of Resources, Governance and Growth Chairman of GY Preservation Trust
Boarded Up Derelict Houses	To review the reasons for the number of Boarded Up Houses in the Borough and possible future courses of action to bring them back into use.	September/October 2013	Director of Housing and Neighbourhoods Group Manager (Housing Services)

Ref: REGH/JB

W:\Central services\Member Services\MemberServices\Robin Hodds\Misc\SCRUTINY COMMITTEE WORK PROGRAMME 2013-14 (Re 14.06.13).doc

