



STOCKPORT
METROPOLITAN BOROUGH COUNCIL

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Scrutiny Committee

AGENDA

CORPORATE, RESOURCE MANAGEMENT & GOVERNANCE SCRUTINY COMMITTEE

Committee Room 2
Town Hall
Stockport

Meeting: Tuesday, 13 April 2010
Tea: 5.00 pm
Business: 6.00 pm

Substitutes

Councillors who require a substitute to be appointed should inform Democratic Services by 4.00 pm on Friday 9 April, 2010. Councillors who wish to arrange their own substitute should inform Democratic Services of the name of their substitute prior to the commencement of the meeting.

1. MINUTES

To approve as a correct record and sign the Minutes of the meeting held on 23 February, 2010 (Enclosed)

2. DECLARATIONS OF INTEREST

Councillors and officers to declare any interest which they may have in any of the items on the agenda for this meeting (including whipping declarations)

3. CALL-IN

To consider any call-in items

4. ESTATE STRATEGY

To consider a report of the Service Director (Legal and Property) (Enclosed)

The Executive Response to the Estates Management Strategy Scrutiny Review was considered by the Scrutiny Committee at its November meeting where it was requested that the Estates Strategy, when developed, should be submitted to the Committee for consideration. The Estates Strategy was approved by the Executive at its meeting on 15 March 2010 and is attached for consideration.

5. CUSTOMER CONTACT – STREET LIGHTING AND HIGHWAYS SCRUTINY REVIEW

To consider the final report of the Scrutiny Review Panel (Enclosed)

This report sets out the findings of the Scrutiny Review on ‘Customer Contact – Street Lighting and Highways’.

The Committee is requested to agree the report and recommend its approval by the Executive.

Officer Contacts: Rob Lloyd/Kevin Melling, Tel: 474 3032/5611, e mail: rob.lloyd@stockport.gov.uk/kevin.melling@stockport.gov.uk

6. PARTNERSHIP REPORTING TO SCRUTINY (Enclosed)

To update the Scrutiny Committee on a review of existing governance arrangements and the relationship between the Stockport Partnership with associated thematic boards, and Scrutiny Committees. To propose enhanced reporting arrangements between these partnerships and the associated Scrutiny Committees.

The Scrutiny Committee is invited to comment on the proposals

Officer contact: Joanna Foskett Tel: 474 3174 email: joanna.foskett@stockport.gov.uk

7. COMPLETED SCRUTINY REVIEWS PROGRESS REPORT (Enclosed)

To consider a report of the Assistant Chief Executive (Strategy and Democracy).

The Committee considers progress reports on an annual basis; this not only enables the Committee to monitor progress towards implementing agreed recommendations but also provides the Committee with an opportunity to monitor the effectiveness of its recommendations.

The Committee is invited to consider and comment upon progress made.

Officer contact: Steve Callender, Tel: 474 3184 email: steve.callender@stockport.gov.uk

8. AGENDA PLANNING (Enclosed)

To consider a report of the Assistant Chief Executive (Strategy & Democracy)

The report sets out planned agenda items for the Scrutiny Committee’s next meeting, Forward Plan items that fall within the remit of the Scrutiny Committee and progress with resolutions made by the Scrutiny Committee at previous meetings.

The Scrutiny Committee is invited to consider the information in the report and put forward any agenda items for future meetings of the Scrutiny Committee.

Officer contact: Steve Callender, Tel: 474 3184, email: steve.callender@stockport.gov.uk

Agenda Contact: David Clee, Tel: 474 3137 or e-mail: david.clee@stockport.gov.uk

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W przypadku gdybyś potrzebował pomocy odnośnie tej informacji, dostępne są usługi tłumaczeniowe. Prosimy dzwonić do Interpreting Unit pod numer 0161 477 9000.

যদি এই খবরগুলি সম্পর্কে আপনার কোন সাহায্য দরকার হয় তবে বিনা খরচে আপনার জন্য দোভাষীর ব্যবস্থা করা হতে পারে। মেহেরবানী করে স্টকপোর্ট ইন্টারপ্রিটিং ইউনিটে ফোন করুন টেলিফোন নম্বর, 0161 477 9000.

اگر آپ کو ان معلومات کے بارے میں مدد کی ضرورت ہے تو مفت ترجمانی کی سروس دستیاب ہے۔ براہ مہربانی انٹرپرائٹنگ یونٹ کو 0161 477 9000 پر فون کریں۔

خدمات ترجمہ رایگان این اطلاعات در صورت نیاز موجود میباشد. لطفا با شماره تلفن 0161 477 9000 یا واحد ترجمہ (اینترپرائٹنگ یونٹ) ما تماس بگیرید.

تنوفر خدمت ترجمہ شفویة اذا تطلبت مساعدة في فهم هذا المعلومات. نرجو الاتصال اربن رینیول علی رقم الهاتف: 0161 477 9000

**CORPORATE, RESOURCE MANAGEMENT AND GOVERNANCE SCRUTINY
COMMITTEE**

Meeting: 23 February 2010
At: 6.00 pm

PRESENT

Councillor Ben Alexander (Chair) in the chair; Councillor Lenny Grice (Vice-Chair); Councillors Richard Coaton, Stuart Corris, Philip Harding, Anthony O'Neill, Paul Porgess and Iain Roberts.

Councillor Maureen Walsh

The Chair and Councillors expressed thanks and appreciation for the service given by Councillor Walsh during her membership of the Committee.

1. MINUTES

The Minutes (copies of which had been circulated) of the meeting held on 11 January 2010 were approved as a correct record and signed by the Chair.

2. DECLARATIONS OF INTEREST

Councillors and officers were invited to declare any interests which they had in any of the items on the agenda for this meeting.

The following interest was declared:-

Personal

Councillor

Interest

Paul Porgess

Agenda Item 8 Draft Disability Equality Action Plan as his son resided in a supported tenancy.

3. CALL-IN

There were no call-in items to consider.

4. THIRD QUARTER 2009/2010 CORPORATE PERFORMANCE REPORT

The Corporate Director, Business Services and Assistant Chief Executive (Strategy & Democracy) submitted a report (copies of which had been circulated) providing an overview of the Council's performance and highlighting the risks to delivering the Council's priorities during the third quarter of the financial year (October 2009 to December 2009). It focused on areas of risk and future challenges. The Committee was informed that it was expected that two thirds of targets would be met or exceeded with a similar level showing improvement.

Following a number of questions, it was agreed that a detailed breakdown of potential cumulative efficiencies for 2009-10 should be circulated.

In response to questions relating to recruitment campaigns which took place during the summer months of 2009 against HR advice, further details were requested. Further consideration was being given in respect of the hiring of sessional registrars, however, recruitment had been restricted due to the limited field of potential applicants. In addition, an explanation was given with regard to pooled procurement arrangements with Trafford and Wigan Councils together with the approximate savings achieved. Further information was requested in respect of the savings accrued so far by Stockport.

With regard to the 2009 biennial survey and areas which had fallen below the desired level, improvement plans were being formulated and the overall results were positive when measured against other public sector organisations. Management recognised the need for improvement and to invest more time, improve recognition and pay attention to high standards of work that had been achieved.

RESOLVED – That the report be noted and that further information be provided in respect of:

- (i) A detailed breakdown of potential cumulative efficiencies;
- (ii) Recruitment campaigns which had taken place during the summer months against HR advice; and
- (iii) That further information be submitted detailing saving accrued so far by Stockport in respect of pooled procurement arrangements with Trafford and Wigan Councils.

5. THIRD QUARTER 2009/2010 REVENUE BUDGET MONITORING REPORT

The Corporate Director, Business Services submitted a report (copies of which had been circulated) updating the Committee on the Revenue Budget in the Third Quarter of 2009/10, identifying budget pressures and subsequent contingencies.

RESOLVED – (1) That the report be noted.

(2) That clarification be provided with regard to the reported deficit relating to Stockport Market.

6. THIRD QUARTER 2009/2010 CAPITAL PROGRAMME REPORT

The Corporate Director, Business Services submitted a report (copies of which had been circulated) updating the Committee on the Capital Programme outturn in the Third Quarter of 2009/2010.

RESOLVED – That the report be noted.

7. THIRD QUARTER 2009/10 TREASURY MANAGEMENT PERFORMANCE

The Corporate Director, Business Services submitted a report (copies of which had been circulated) detailing (i) Quarter 3 performance and activity of the Council's Treasury Management function for 2009/10; and (ii) how the economy had changed during the year and how the treasury management function has responded to this.

RESOLVED – That the report be noted.

8. DRAFT DISABILITY EQUALITY ACTION PLAN 2010-13

The Assistant Chief Executive (Strategy & Democracy) submitted a report seeking comments on the Draft Disability Equality Action Plan (DEAP) for the period 2010-13.

The Committee was informed that a wide range of consultation had been carried out with appropriate groups which had led to the identification of key issues and subsequent suggested actions which were detailed in the appendix to the report.

In response to questions regarding (i) the apparent increase in Asperger's Syndrome amongst young people, and (ii) target dates, it was reported specific figures relating to Asperger's were unavailable but could be circulated at a later date.

Regarding a question in respect of appropriate 'reasonable adjustments' to enable disabled employees to carry out their jobs, the Committee was informed that specific and close attention was given in order to alleviate problems as they arose. Management measures were in place in order to ensure that disabled employees could do their work more efficiently. The Council actively sought to recruit disabled people into its workforce and figures were constantly monitored. It was recognised however, that recruitment opportunities were restricted during times of economic recession.

The Committee requested a written response in respect of the link between the 'Positive About Disabled People Scheme' the Council was signed up to and the Stockport Back to Work programme together with the numbers of disabled people employed via the programme to date.

In response to the training of front line staff, the Committee was informed that refresher training was available and the various methods were outlined.

Following a question in respect of performance measures, the Committee was informed that the DEAP had been developed on the premise that proposed actions were achievable and would be completed within existing or future service budgets. The Council's Equality Scheme was being refreshed and would enhance existing arrangements while taking account of the potential enactment of the Equality Bill.

The Committee also asked for an update on the progress of the feasibility assessment for introducing audio guides and walking routes within some recreational areas.

RESOLVED - (1) That the report and comments of the Committee be noted.

(2) That an update report be submitted to a future meeting detailing progress and outcomes.

9. CUSTOMER CONTACT – STREET LIGHTING AND HIGHWAYS SCRUTINY REVIEW

The Assistant Chief Executive (Strategy & Democracy) and Service Director, Environment submitted a report (copies of which had been circulated) providing further information with regard to the scrutiny review on 'Customer Contact – Street Lighting and Highways'.

In addition, the Committee was provided with a demonstration on how the workflow system operated together with an explanation of how staff input and suggestions could positively affect outcomes and efficiency.

In response to a number of questions with particular regard to the increased use of new technology in alerting potential and existing problems, the Committee was informed of an open minded approach within the process which allowed for experimental schemes. The need was recognised for quick and accurate feedback once work had been undertaken, which would help evaluation and lead to improved practice.

Further questions were asked with regard to efficiency when compared to other authorities, future structural maintenance programmes, the standardisation of fittings such as light bulbs in street lamps, active working relationships with outside organisations such as the AA, RAC and United Utilities, geographical batching and the use of Gully wagons in Stockport.

The Committee was also informed that all staff had welcomed the new approach and were ready to submit suggestions which may lead to improvement of service provision. The need for managers to interact and consult with staff at all levels was essential as was the need to gain accurate appraisals of customer experiences.

In addition, the Committee welcomed and endorsed the unique approach taken by the Scrutiny Review Panel

RESOLVED – That the report be noted.

(2) That a further report be submitted to the April meeting detailing achievements and giving a clear illustration of the systems thinking approach.

9. RÉSUMÉS OF THE STOCKPORT PARTNERSHIP BOARD

RESOLVED – That the résumés of the meetings held on 8 December 2009 and 2 February 2010 be noted.

10. AGENDA PLANNING

A representative of the Assistant Chief Executive (Strategy & Democracy) submitted a report (copies of which had been circulated) setting out planned agenda items for the Committee's next three meetings, Forward Plan items that fell within the remit of

the Scrutiny Committee and progress with resolutions made at previous meetings.

RESOLVED – That the report be noted.

The meeting closed at 8.05 pm.

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Estate Strategy

Report of the Corporate Director, Business Services

1.0 PURPOSE

To obtain the Executive's approval to the overarching Estate Strategy for the management of the whole of the Council's land and property estate.

2.0 BACKGROUND

- 2.1 On the 26th October 2009 the Executive received a report from the Corporate Director, Business Services setting out a Blue Print for an Estates Strategy. This followed receipt of a report from the Corporate, Resource Management and Governance (CRMG)_Scrutiny Committee on the Estate Management Review it had undertaken during 2009. Whilst the Council currently has asset management strategies for housing, non-housing and school properties, it does not have an overarching Estates Strategy for the management of the whole of the Council estate and how it can work constructively with its partners in addressing the needs of the Borough. The CRMG Scrutiny Committee's review resulted in a number of recommendations on what should be included in an overarching strategy and these were included in the approved Blue Print.
- 2.2 This report is in response to the resolution of the Executive requesting the Corporate Director, Business Services to prepare a detailed Estates Strategy for consideration by the Executive. The final report is attached at Appendix 1 and the Executive is requested to approve the Strategy.
- 2.3 The Council's land and property estate should be utilised effectively in the provision of quality services to the public and to provide the ability to pursue wider objectives, including stimulating regeneration, reducing environmental impact, encouraging community activity and providing leisure and educational facilities. In addition, the Council needs to see that its estate resources consume minimal capital and are managed as efficiently as possible, with surplus assets disposed of to yield receipts and reduce running costs.
- ### **3.0 A NEW ESTATE STRATEGY.**
- 3.1 The Estate Strategy sets out to create a long term vision and strategy to guide the development and management of the Council's estate over

a 10/15 year period and provide a clear direction as to the policies and priorities for land and property issues.

- 3.2 The Council needs land and buildings to deliver frontline services and back office functions; but they should also have a positive impact on the localities within the Borough and this can lead to conflicting demands placed on the Council's estate. For example the Council's property estate should be utilised to provide services to the public and to provide the ability to pursue wider objectives, including stimulating regeneration, reducing environmental impact, encouraging community activity, providing leisure and educational facilities. However the Council also needs to ensure that its property resource consumes minimal capital and is managed as efficiently as possible, with surplus assets disposed of to yield receipts and reduce running costs. The number of competing expectations about public sector land and property can make prioritisation very difficult.
- 3.3 A clear strategy which sets out how a strategic approach will be taken with the Council's land and property portfolio will assist in ensuring that the right resources are directed to the right priorities. The Estate Strategy will sit alongside the other Corporate Strategies that address finance, human resources, information and ICT which show how the council will utilise all its assets to deliver value for money and quality services to the public.
- 3.4 The new Estate Strategy is attached at Appendix 1. It demonstrates how the Council will ensure that there is a holistic and strategic approach taken with regard to decisions relating to property and land. This Strategy is based on identified best practice and the Audit Commission's recommendations.
- 3.5 In line with these recommendations, the aims of the Strategy are to:
- Ensure that effective planning and management of land and property in the estate contributes to the transformation, development and improvement of the Authority;
 - Ensure properties used remain fit for purpose and driven by a culture of challenge;
 - Allocate land and property in line with the Council's approved policies, strategies and plans;
 - Provide a strategy for disposal of surplus assets and expenditure on repair and maintenance.
 - Direct land and property resources towards high priority areas to support Stockport's aim of being attractive and thriving and a leading green borough with safe and strong communities;
 - Produce a 10 year plan and annual budget which ensure that spending commitments do not exceed resources available;
 - Work with external partners to share and optimise land and property resources, improve services, and deliver value for money;

- Utilise performance measures to assess the effectiveness of the Council's estate by using a combination of performance indicators, benchmarking and year on year comparison;
 - Demonstrate value for money and generate efficiencies;
 - Make sure appropriate levels of funding for maintaining and investing in the estate are provided.
- 3.6 The Council's estate is complex and it is recognised that the Audit Commission's report on Asset management specifically stated that their report did not concern the specific issues with regard to housing or education. However to enable the Council to take a holistic view of its estate, the Council's estate strategy will provide direct links with the aspirations of the Housing and Education agenda to ensure that decisions are made for the best interests of the whole community
- 3.7 Following the recommendation of the CRMG Scrutiny Review, the Executive agreed that the Corporate Leadership Team should establish a strategic group of senior officers, led by the Corporate Director, Business Services, with a mandate to ensure that there is a corporate approach to addressing land and property issues. An Estates Strategy Group chaired by the Corporate Director (Business Services) and including other Corporate Directors has been constituted, and now meets regularly to ensure that property is viewed as a corporate resource and that property decisions are made in accordance with the Estate Strategy.
- 3.8 The Executive also endorsed the Estate Management structure identified in Appendix 2 (Framework for Asset Management) and this has been introduced. The structure provides that the Executive and in particular the Executive Councillor, Finance will have a vital role in addressing the Council's property issues. In addition the CRMG Scrutiny Committee will continue to have a strong scrutiny role of the property function. The Estate Management structure receives support from the Managing Director of NPS (Stockport), the Service Director (Legal and Property) and the Head of Property and Procurement.
- 3.9 The structure allows for the property needs and aspirations of each directorate and of the Council's partners to be identified and will allow the scrutiny of opportunities for shared use of buildings and the identification of potential surplus properties. The structure identifies that the Council's property assets are a high priority, reflects the substantial value that is tied up in property and allows for better planning to join up local services and improve public access.
- 3.10 The CRMG Review identified a need to take the strategic approach to managing land and property into the partnership arena. Endorsed by the Partnership Board a Partnership Estates Group (PEG) had been set up under the auspices of the Public Services Resources Board. The PEG held its initial meeting on 12 February, at which terms of reference were agreed and a number of partners outlined their land and property

issues. It was agreed to commission a review to be undertaken by NPS (Stockport) which would map out the public sector estate across the Borough and begin to identify opportunities for more efficient use, including the sharing of accommodation and ideas around rationalisation.

- 3.11 The Estates Strategy Action Plan, provided in Appendix 3, lists ongoing property reviews and key strategic issues to be addressed through the implementation of the Estate Management structure. The progress and update of actions will be reported to the Asset Management Group and the Estates Strategy Group.
- 3.12 Strategic asset management and planning is essential to the delivery of the objectives and priorities of the Estate Strategy. The Council's Corporate Asset Management Plan 2009/10 is being reviewed and a 3 year plan will be presented to Executive at its meeting in April 2010. The Plan will set out a structured approach that seeks to ensure best value for money from assets in servicing the strategic needs of the Council. It is a plan of actions or programmes to deliver the vision and objectives of the Estate Strategy built around available resources. It will set out known issues; outline the plan for identifying areas for improvement, arrangements for delivery and the associated financial resource implications. The Plan will be updated on an annual basis to ensure that agreed programmes and actions are continuously monitored and developed.
- 3.13 The Estate Strategy will ultimately provide better outcomes for local people and the Use of Resources element of the Comprehensive Area Assessment will assess how the Council uses its property assets by determining whether it is:
- thinking strategically about how property assets help achieve objectives
 - holding no more property than is necessary, and using what is held in a different manner; and
 - working with partners and community groups to ensure property assets are used for the benefit of the local community.

4.0 RECOMMENDATION

- 4.1 The Executive is asked to approve the Estates Strategy contained in Appendix 1 of the report.

Further information

To discuss this report or for further information please contact Barry Khan, telephone number 0161 474 3202 or by e-mail barry.khan@stockport.gov.uk

Stockport MBC

Estate Strategy

1 Aim and Objectives

1.1 The aim of the Estate Strategy is to set out how the Council wishes to structure and manage its estate now and in the future and to ensure this approach optimises the availability and use of all land and property resources to facilitate the achievement of the Council's priority outcomes

1.2 In fulfilling this aim the key objectives of the Estate Strategy are as follows:

- Ensuring that effective planning and management of land and property in the estate contributes to the transformation, development, regeneration and improvement of the Borough;
- Ensuring properties used remain fit for purpose and driven by a culture of challenge;
- Allocating land and property in line with the Council's approved policies, strategies and plans;
- Providing a strategy for the disposal of surplus assets and the expenditure on repair and maintenance.
- Directing land and property resources towards high priority areas to support Stockport's aim of being attractive and thriving and a leading green borough with safe and strong communities;
- Producing a medium to long term plan and an annual budget which ensure that spending commitments do not exceed resources available;
- Working with external partners to share and optimise land and property resources, improve services, and deliver value for money;
- Utilising performance measures to assess the effectiveness of the Council's estate by using a combination of performance indicators, benchmarking and year on year comparison;
- Demonstrating value for money and generating efficiencies;
- Making sure appropriate levels of funding for maintaining and investing in the estate are provided.
- Providing direction for carbon reduction measures from the Council's estate.

1.3 In practice the Estate Strategy is very much a part of the Council's mainstream activity, and whilst this document seeks to bring together in one place the major components of the strategy, elements of it are evident in a range of Council documents such as the Council Plan, Corporate Asset Management Plan, Capital Strategy and monitoring reports, and of course throughout the Council's activities, processes and culture.

2 Principles

2.1 There are a number of guiding principles which underpin the application and ongoing development of an Estate Strategy which is integrated with the Council's service/business planning process:

2.2 A Corporate and Strategic Approach

All Council land and property is treated as a corporate asset/resource to support the delivery of the Sustainable Community Strategy and the Council's priorities. Corporate property incorporates all operational property and civic buildings, parks, leisure, heritage, community, Housing Revenue Account (HRA), schools (excluding Voluntary Aided schools) as well as non operational land and property, surplus property and the tenanted non residential portfolio (including the Investment portfolio). Corporate property includes property which is managed on the Council's behalf by associated bodies.

The adoption of a Corporate Landlord approach to the management of land and property will assist in delivering high performing asset management. The objectives of the Corporate Landlord role are to:

- Increase financial transparency
- Improve expenditure monitoring
- Provide a Corporate approach to prioritisation
- Improve consistency in compliance with statutory requirements
- Link more closely to information on condition and remaining useful life
- Enable greater planning of maintenance expenditure
- Enable better linkage with strategic planning and rationalisation
- Ensure value for money
- Reduce risk

The Council's corporate property approach has been recently enhanced, in accordance with best practice guidelines, with the appointment of the Head of Property and Procurement post. This role provides strategic advice on property to the Council, and, as the client to NPS to co-ordinate delivery of property management and facility management functions. Working together this approach provides the operational role for the Corporate Landlord. Further consideration is to be given to strengthening the role of Business Services Directorate as the Council's Corporate Landlord for all land and property (excluding Schools, Highways and Housing) to enable better management of the Council's estate.

The Corporate Landlord function should provide support to all services in identifying the asset implications of service planning, and in providing supporting property related data to assist in service decision making. The Head of Property and Procurement will work with Heads of Service and NPS to identify areas of underutilisation, issues of suitability and how these may be addressed through effective asset management planning. This reinforces the principle that assets are provided and to be

used in a way that maximises the contribution they make to the achievement of the authority's corporate and service objectives.

2.3 Managing Assets to Provide Better Value for Money

The Council will promote, achieve and demonstrate value for money in its use of property resources. It will demonstrate that individual assets and groups of assets are performing at their optimum, meeting service objectives and expectations of customers.

The Estate Strategy will provide the framework for challenging decisions as to the use, retention or disposal of land and property to ensure that decisions are taken on the basis of long term strategic considerations rather than short term, operational priorities. The approach will require improved utilisation, increased intensity of use of retained portfolio and reduction (elimination when possible) of required maintenance.

The Estate Strategy will promote opportunities to release capital, reduce revenue costs of the portfolio and enhance income. The Strategy will produce a building rationalisation plan which will inevitably mean a reduction in the number of buildings in the Council's portfolio.

The real challenge for developing a strategy will be to:

- Only operate from property assets that are affordable
- Only own or operate property assets that are effective in supporting objectives (directly or indirectly) and
- Treat as surplus and available for disposal those properties that do not support objectives

2.4 Challenging Under use and efficiency of property

The Estate Strategy requires the need to challenge under use and efficiency of property held by the Council. Currently NPS work with service directorates to encourage better use and there is evidence that services are willing to give up surplus property and are open to sharing property.

The development of a vision around service hubs, and the strategy that guides its future delivery will reflect the geographic requirements of the Borough, and will establish the overall service need across all public, private and voluntary providers. There are two key elements in taking this forward:

- Identifying and establishing how services are delivered in the future, both individually and collectively.
- Developing asset management strategies to direct land and property resources to meet service needs.

The development and ultimate delivery of the vision will require commitment and involvement from all directorates and service areas across the Council, and with its partners in the public, voluntary and

private sector. This will be managed through the Asset Management Framework (see Appendix).

The process of asset review will be to:

- Review land and property currently occupied by Service Directorates to ensure a corporate approach to ownership and use of Council resources.
- Consider options to co-locate local services not only between Council services, but with other public sector organisations and partners.
- Consolidate, rationalise and develop the existing estate. Centralise the location of services where suitable to enable rationalisation of property held by the Council and consolidation of the civic estate.
- Undertake spatial analysis of the estate, on the basis of whether Directorates that can work together are located in a similar area. This should result in the reduction of the amount of space used and in the duplication of services. There is a need for services to work together to explore synergies on service delivery that may encompass developing co-location opportunities.
- Review the Council's let property estate, investment portfolio and tenanted non residential property to provide a long term strategy to maximise the benefit of the portfolio and identify a clear programme to improve performance.
- Consider potential options to utilise Council land and property resources to support economic development and regeneration priorities.

The asset review process will potentially identify a variety of options for the future of asset management. These options may involve capital or revenue investment, working with other partners, identification of underperforming assets and disposal. Decisions at this stage will be considered by the Asset Management Group and where strategic decisions are needed by the Estates Strategy Group.

Any new developments will be funded from capital receipts together with options for use of long term finance (prudential borrowing) or external funding sources where a suitable business case is made. Emerging projects should be based on whole-life costs to ensure developments are sustainable and deliver Value for Money, taking into account Council and community priorities.

Opportunities available to the Council within its existing estate include:

- Re-allocation of space
- Re-modelling and refurbishment of existing space
- Improved space management
- Extension of an existing building where suitable
- New build on Council land
- Disposal of surplus land or property

Opportunities outside the Council's direct sphere of influence:

- Collaboration between partners
- Acquisition of new development land or existing buildings, subject to approved business case.
- Partnership with other public sector bodies, and, the private sector

2.5 Civic Office Accommodation Strategy

The Council has developed an Office Accommodation Strategy and progression of Phase One to rationalise the number of office buildings and the development of a new civic building is underway. This strategy recognised that elements of the Council's current office accommodation was not wholly fit for purpose, and, the need to reduce the number of corporate buildings from eleven to three, consolidating within the main office buildings at Civic headquarters. The reduction in space requirement is being brought about through more efficient use of space and the implementation of new ways of working options and improved IT and communications systems.. Better use and cost effective management of office space will be achieved through refurbishment and re-organisation to deliver a suggested target utilisation of 7.5m² per person and a target maximum allocation of workstations to full time employees of 0.75 to 1. Improving the overall working environments and addressing, where possible, areas where the property impacts on service delivery, are key considerations.

Continued progress on Civic Accommodation strategy will include consideration of the next phase of development at Stopford House taking into account opportunities for back office re-structuring and working with other public organisations on co-location of services. The exploration and feasibility assessment of options for the next phase of office development at the Civic Centre, possibly linked to wider partnership with other public sector organisations to deliver thematic services.

It is anticipated that the delivery of the accommodation strategy will be ongoing throughout the period of this Strategy, and will be managed strategically through the organisational arrangements in place for the delivery of asset management.

2.6 Adopt Common Standards

The adoption, implementation and management of common standards across the Council's corporate estate will ensure the efficient and effective use of resources. There are four main components to be addressed, as follows:

- Adopt New Ways of Working across all services to maximise the use of existing and new space.

- Adopt common standards for space occupation to maximise use of resource and reduce costs.
- Investigate the costs, benefits and risks of moving to a full Corporate Landlord model. This will include the adoption of service level occupational agreements for the occupation of property by services to help drive efficient and managed use of resources.
- Adopt corporate common standards for day to day management of property, develop guidance on disposals, acquisitions and shared use.

2.7 Day to day planned maintenance/Statutory responsibilities

For the general operational estate day to day maintenance is controlled centrally using the Single Property Budget (SPB). Some directorates have historically held miscellaneous property that lies outside Single Property Budget control and this has created management and resource issues. For example, Parks and Car Parks have been held and managed outside the Single Property Budget. All operational property should be held and managed corporately to minimise costs and maximise the use of resources and a detailed assessment of financial and property implications should be completed.

There is a need to reduce planned and reactive maintenance costs of the portfolio and improve the stock condition of property used for service delivery. There is significant demand placed upon the SPB with limited resources to meet current planned and reactive maintenance requirements. A review to identify core operational property and the implementation of the Building Maintenance Strategy will ensure that available financial resources for planned and reactive maintenance expenditure are directed in a managed, prioritised, and co-ordinated way. Any buildings that are inherently unsuitable should be identified, along with consideration of alternative uses, including disposal.

Lead responsibility for compliance sits centrally. Operationally responsibility sits with NPS. All property used or occupied by services should be controlled for compliance purposes on a centralised basis to minimise risks and reduce liabilities.

2.8 Investment Portfolio, Tenanted Non Residential Property (TNRP) and Miscellaneous Non- Operational Assets

The Single Property Budget corporately controls the revenue from the Council's Investment property portfolio together with income from tenanted non residential properties. However, some Directorates have historically held other non operational property and TNRP. The need for all non operational property linked to corporate priorities should be identified together with a plan to improve performance. These properties should be held corporately to: maximise revenue generating opportunities; optimise the use of assets; minimise management costs,

and; identify opportunities for obtaining capital receipts from underperforming assets.

2.9 Property Data Management

All property information should be managed effectively, corporately and centrally to provide a comprehensive record of Council assets. This will help to underpin the development and delivery of the Estate Strategy. The Corporate Property Database (ELF System) is developed and managed by NPS and is used to support the Estate Strategy Group, the Asset Management Framework and Council services in the effective delivery of services.

2.10 Performance Management

Performance management will be directed at the performance of the property in terms of the Council's objectives and achieving value for money. Performance measurement and benchmarking will encompass the performance of buildings, property services performance (NPS), property contribution to services and its contribution to sustainable communities.

2.11 Consultation

Decisions made regarding the allocation of resources within the Estate Strategy will be informed and influenced by the various consultation exercises undertaken by the Council with users, partners and stakeholders. Further consultation with the Stockport Partnership Board and Public Services Resources Board will assist in directing the use of property resources to support the Council's and partner activities.

2.12 Equality

This and other key strategies will be the subject of an equalities impact assessment giving consideration to this particular agenda. Every effort will be made to ensure that there is no potentially adverse impact on any specific disadvantaged group.

2.13 Improvement

The Council is always seeking to improve performance wherever possible, particularly in priority areas; the Estate Strategy will promote and support the achievement of improvements in service delivery and the use of resources. The Strategy will support the development of: co-location opportunities; new asset creation in growth areas, and; improvements to customer contact.

2.14 Funding

The Strategy will provide the structure to develop the appropriate level of revenue and capital resources to support the Council's agreed land and property portfolio.

2.15 Partnership and Collaborative Working

In delivering the Estate Strategy the Council will seek to work effectively with partner organisations within the Borough in support of the Community Strategy and the Local Area Agreement, with other local authorities (particularly within AGMA) and with the relevant regional and national agencies.

2.16 Priorities

The Strategy will support service improvement and delivery against the Council's priorities and performance targets as set out in the Council Plan. Asset reviews may raise a variety of options for future asset management including capital or revenue investment, joint working with partners, rationalisation and disposal of assets. Decisions will examine strategic and service need for property and will inform the overall vision and strategy for property. The business case for new projects should be based on robust whole life costs to ensure developments are affordable, sustainable and will deliver value for money taking account of priorities.

2.17 Sustainability

The Estate Strategy is a key component of the Council's drive to ensure all the Borough's resources are utilised and managed in a sustainable manner. Environmental sustainability and climate change will be of paramount importance in the design of new buildings, refurbishment of existing property and in the management of energy use.

3 Framework for Asset Management

The Governance model for corporate asset management is provided in the Appendices. A strategic group of officers will form the Estate Strategy Group led by the Corporate Director, Business Services, ensuring that there is a corporate approach to addressing land and property issues. The Asset Management Group (AMG) will comprise senior officers representing each Directorate. The AMG will consider the operational reviews undertaken by the Directorate working groups to help develop and deliver the Estate Strategy. The AMG will also review the Council's Corporate Asset Management Plan. The financial implications of the reviews will be considered by the Strategic Capital Group.

4 Estate Strategy Action Plan

The Estate Strategy Action Plan provided in the Appendices, provides an initial list of ongoing property reviews and strategic issues to be addressed. The Plan will be further developed and updated, and progress on actions will be reported to the Asset Management Group, Estate Strategy Group and elected members.

5 Policies

There are a number of policies which will underpin the application and ongoing development of the Estate Strategy.

- 5.1 Adopting a Corporate Approach to Property
- 5.2 Challenging Under Use and Efficiency
- 5.3 Adopting Common Standards
- 5.4 Acquisition and Disposal of Land and Property
- 5.5 Strategic Framework for Property Resource Allocation
- 5.6 Building Maintenance Strategy Planning and Procurement
- 5.7 Equality and non discriminatory access to services
- 5.8 Carbon Management Plan

6 Elements

There are a number of core elements that will support the delivery of the Estate Strategy, as follows:

- 6.1 **Corporate Asset Management Plan**
The Council's annual AMP will be reviewed in 2010 taking account of the developing Estate Strategy.
- 6.2 **Civic Office Accommodation Strategy**
The further development of the Strategy will support the Estate Strategy, taking into account opportunities for back office restructuring, adopting common standards and working with other public organisations on co-location of services.
- 6.3 **Carbon Management Plan**
The Carbon Management Plan sets out the Council's objectives in relation to carbon management, an inventory of emissions, identification of opportunities to reduce its carbon emissions and how the plan will be monitored and reviewed. Following the introduction of the CRC Energy Efficiency Scheme and NI 185, a new carbon management plan will be prepared in 2010.
- 6.4 **Single Property Budget**
The SPB is the corporate landlord budget for the management of the Council's land and property estate.

6.5 Relationship with NPS

There is an opportunity to review the service level agreement with NPS to maximise the benefit and performance of property services provided to the Council.

Review

The Estate Strategy will be updated in 2011. It will be subject to a fundamental review every 3 years thereafter. The reviews will include seeking the views of stakeholders, partners and other relevant interested parties.

Consultation

When this strategy is fundamentally reviewed, the views of partners and other relevant bodies will be sought. Details will also be made available on the Council's website and the views of focus groups representing the residents and businesses of the Borough will be ascertained. The Estate Strategy, in supporting the Council Plan and Community Strategy, will therefore be influenced by the views of those who have contributed to the objectives, priorities and targets set out in those plans.

7 Linkages

7.1 The Estate Strategy does not exist in isolation; it is a key part of the Council's overall policy framework and will have links to a number of other corporate policies and strategies, in particular:

- Council Plan
- Capital Strategy
- Asset Management Plan
- Procurement Strategy
- Local Development framework
- Information Management Strategy
- Human Resources Strategy

7.2 The Estate Strategy will also support the delivery of major partnership and service strategies and plans, including:-

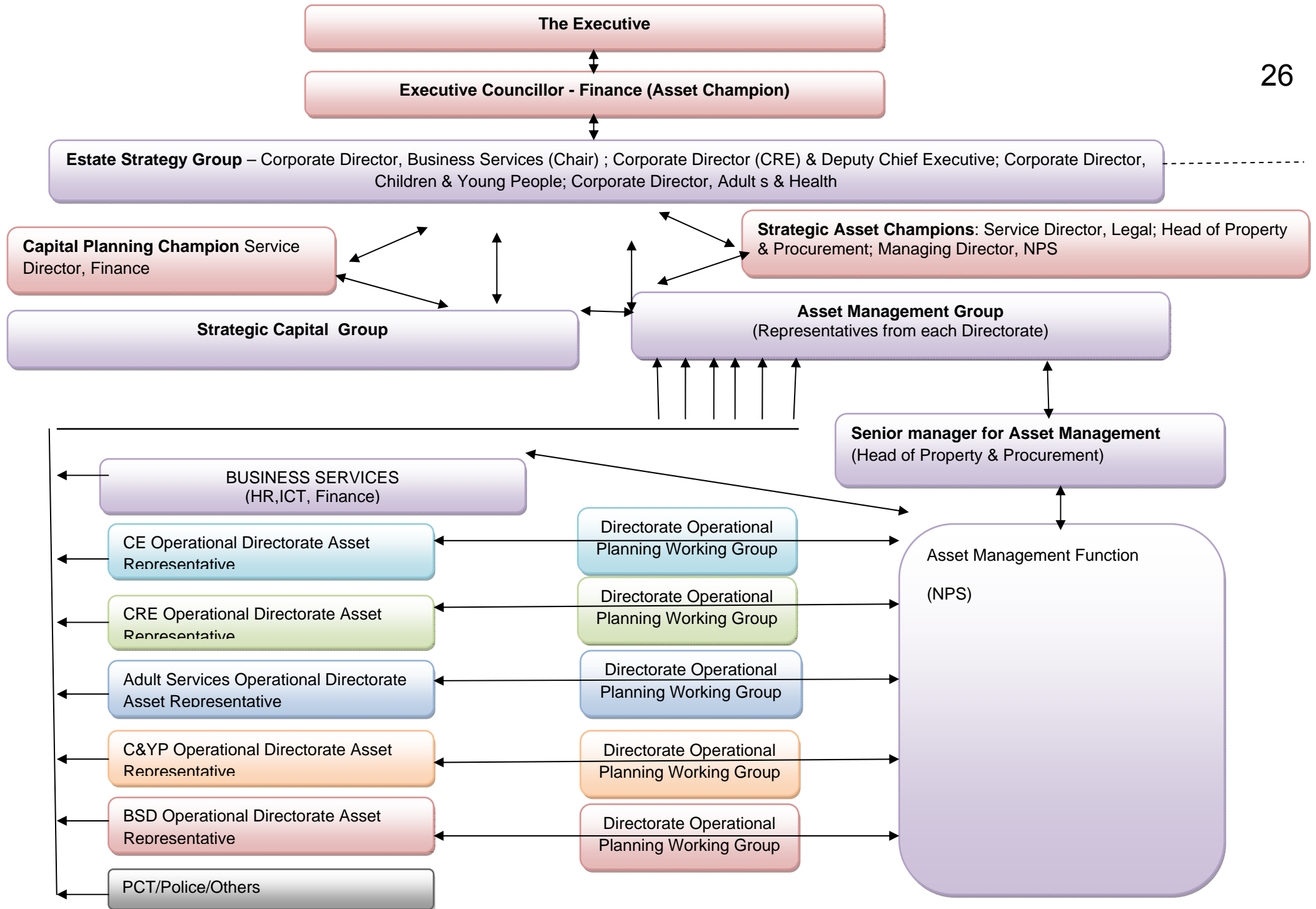
- Community Strategy
- Local Area Agreement
- Housing Strategy
- Children and Young People's Strategic Plan
- Economic Development Strategy
- Town Centre regeneration strategies
- Stockport Office Strategy
- Conservation & Heritage Strategy

7.3 The Estate Strategy will have particular implications for other resources including HR and ICT including:-

- Wide Area Network (linking into new buildings)
- New Ways of Working

Appendices

Framework for Asset Management – Governance Model
Estate Strategy Action Plan



ESTATE STRATEGY ACTION PLAN

ACTIONS	ISSUE	OUTPUTS	LEAD OFFICER	TIMETABLE
Strategic Plan for future provision of Sport and leisure	Strategic review provision of sport & leisure centres. Review dual site management arrangements and provision of facilities.	Provision of better facilities in priority areas. Asset management improvements.	David Brayshay	June 2010
Use of Resources Action Plan	See Action Plan	Achieve Level 3	Murray Carr	April 2010
Secondary Schools Programme	Need for a strategy for investing in the provision of new and modernisation of existing school property.	Possible reduction in the number of schools; capital receipt generation; investment in new schools; improvements to stock condition.	Stephen Bell	
Community Buildings Review	Review of community type buildings across borough. Includes parks and pavilion properties; museums, market, community buildings and grounds maintenance depots.	Rationalise portfolio, efficiencies and improvements to assets used by service.	Peter Ashworth/ Murray Carr/David Brayshay	September 2010
Rationalisation Strategy	Office rationalisation; centralise the location of services; back office restructuring; review of under utilised, obsolete, redundant property.	Increased efficiencies; rationalise stock; reduced backlog maintenance; disposal of surplus, redundant, obsolete stock, and, assets that do not contribute to priorities. Capital receipts.	Murray Carr/Carol Summers	Phase 1 Civic Accommodation project – February 2011 Phase 2 Civic accommodation project - 2014. Rolling programme of reviews
Asset Management Plan 2010-13	Prepare new AMP by April 2010	New 3 year AMP	Brian Ormerod	April 2010
Reduce maintenance backlog	Prepare strategy to categorise assets for investment need; rationalise portfolio (see Strategy above); prioritise investment.	Operational Property and Building Maintenance Planning strategy. Reduce maintenance costs and liabilities; VFM; improvements to maintenance standards to priority operational property.	Murray Carr/Carol Summers	June 2010
Miscellaneous Non Operational Assets & Tenanted Non-Residential Property Review	Review miscellaneous non operational land assets held by Directorates and TNRP.	Improved strategic asset management; performance; cost savings; capital receipt generation;	Murray Carr/Brian Ormerod	September 2010

Front Line service provision	Review options for co-location and co-provision.	Improving the customer experience and delivery of services.	Murray Carr/Asset Management Group	October 2010
Civic Centre Phase 1	Complete construction and occupation of new civic building 2011	Centralised CRE offices in new office building; Create efficiencies; New ways of working; Improved working environment; Regeneration	Barry Khan	February 2011
Civic Centre Phase 2	Provide new accommodation for PCT and Police to deliver opportunities for Total Place approach to service delivery.	Total Place agenda Co-location of services. Provision of new office and conference facilities.	Barry Khan	2014
Centralisation of Storage and Equipment	Records and Information Governance Group review: identification of storage and files (Phase 1); audit of costs and options for centralised storage incl. equipment, general storage (Phase 2)	Property cost savings; improved information storage management; reduction in space used.	Jen Re/Murray Carr	Phase 1 - March 2010 Phase 2 – September 2010
Stopford House Canteen	Review of canteen. Service options incl: relocate; cease; modify.	Savings and efficiencies; Link to Phase 2 Civic centre development; improved service; VFM	Murray Carr/Nic Cox	June 2010
Review of space capacity – Civic buildings	Sweating assets to maximise use and VFM	Reduction in running costs; improved performance & VFM;	Brian Ormerod/Murray Carr	April 2010
Centralisation of Internal and External Meeting Bookings	Currently bookings done by each Directorate. Review options to centralise system.	Improved asset management; cost savings; maximise use of meeting space resources	Business Services	September 2010
Provision of appropriate accommodation for H M Coroner	Presently located in temporary accommodation in Mount Tabor. Review of accommodation options and finalise project.	Provision of appropriate accommodation for immediate and long term needs.	Sue Heap	Review - April 2010

Governance and Accountability of Strategic Partnerships: Enhancing the role of Scrutiny Committees

Report of Assistant Chief Executive, Strategy and Democracy

1. PURPOSE OF THE REPORT

To update Scrutiny Committees on a review of existing governance arrangements and the relationship between the Stockport Partnership with associated thematic boards, and Scrutiny Committees.

To propose enhanced reporting arrangements between these partnerships and the associated Scrutiny Committees.

2. IDENTIFIED ISSUES

Stockport has well established and effective partnerships and Scrutiny Committees. Relationships exist between these groups that have evolved in the past two years. There is however no consistent approach across each thematic board and each Scrutiny Committee regarding how information, plans and progress on issues are shared and Councillors kept informed.

Members of Scrutiny Committees have raised concerns on a number of occasions about the access elected members, and the public, have to agendas, reports and minutes of the Partnership Board and thematic partnership boards.

Democratic accountability of partnerships is increasingly important as the role of partnerships has been enhanced through the *Local Government and Public Involvement in Health Act 2007*. In addition we need to take account of the introduction of the Duty to Involve representatives of local people.¹

More recently the Audit Commission published a best practice guide to partnership working which challenged authorities to assess how well elected members on scrutiny challenge the Local Strategic Partnership arrangements and its partners. Completion of the assessment locally identified a need for Stockport to develop further scrutiny of partnerships.

3. CURRENT ARRANGEMENTS

Scrutiny Committees currently receive resumes of meetings of the Stockport Partnership Board and the thematic partnerships. These provide information on matters considered by the partnership and officer contact details. They allow the Committees to request reports or obtain more information on items direct from officers as appropriate.

¹ Creating Strong, Safe, and Prosperous Communities Statutory Guidance July 2008

² Working Better Together, <http://www.audit-commission.gov.uk/nationalstudies/localgov/workingbettertogether/Pages/workingbettertogether.aspx>

Whilst the resumes are seen to be useful, elected members consider that without access to the agenda and reports for the meetings they do not have sufficient information to enable them to gain any meaningful insight into the issues being considered and dealt with by the Stockport Partnership, any of the thematic partnership boards or indeed where they could add value.

The engagement of Scrutiny Committees with each thematic partnership also varies across each. For example a formal protocol exists setting out the relationship between the Safer Stockport Partnership and the Adults and Communities Scrutiny Committee, and arrangements are in place for representatives of that partnership board to attend Scrutiny Committee meetings twice yearly. There is however no such formal arrangement in place with regard to any other thematic partnership. This results in planned formal reporting of one thematic board to the relevant Scrutiny Committee but scrutiny of other boards takes place on a more adhoc basis.

It is also noted that as not all thematic boards' agendas and associated papers are circulated via publicly accessible web pages it is difficult for elected members to assess which areas they would suggest for further scrutiny review.

3.1 PROPOSED ARRANGEMENTS

To provide for enhanced transparency, accountability through Scrutiny, and stronger partnership governance arrangements, the following arrangements were agreed by the Stockport Partnership Board at the meeting of 2nd February. These will introduce a level of consistency into the availability of information and the engagement between Scrutiny Committees, the Stockport Partnership Board and thematic partnerships.

- Agendas and reports (except those containing exempt information according to an agreed criterion) of the Stockport Partnership Board and thematic partnerships will be made available through the electronic @gendas service. This means all papers will be available for public and all elected member viewing.
- Resumes will continue to be submitted to Scrutiny Committees to provide regular feedback on the work of the Board and thematic partnerships
- Arrangements will be made for representatives of the Partnership Board and thematic partnership boards to attend the relevant Scrutiny Committee on a planned basis to present at the very least an annual report (generally once a year). This would enable Scrutiny Committees to engage with and examine the work of each partnerships. Additional attendance and information could be requested by a Scrutiny Committee on a relevant area of focus of a thematic partnership boards' work should the need arise but should be a considered and agreed request of the Committee. (and not of an individual elected member)

Full terms of reporting are included at appendix 1, with a proposed schedule of reporting at appendix 2.

RECOMMENDATIONS:

Scrutiny Committees are asked to:

- Endorse the Scrutiny arrangements proposed in section 3.1 and the supporting appendices, subject to any comments or considerations the committee may have.

APPENDIX 1

Strategic Partnership Reporting to Scrutiny Committees Terms of Reporting

Purpose of Reports

To enhance the democratic accountability of, and public involvement in, partnership working in Stockport.

Reports will provide

A summary of partnership performance in the previous 12 months including:

PI data
Summary actions/ initiatives
Examples of real outcomes (Case Studies)

A summary of and rationale for partnership priorities for the next 12 months
Summaries of planned actions

Role of Committee Members

To comment on and challenge areas of under performance
To comment on and challenge priorities and planned actions
Identify issues for more detailed scrutiny

Accountability

Comments of the committee will be reported back to the partnership, and responses sought as appropriate
More detailed reports on issues identified by the Committee will be programmed into the annual work programme

Exceptions and Decisions

This regular reporting should not replace reports on specific decisions which would normally go before the committee
Strategic Plans identified as part of the Partnership's Policy Framework will be brought to the committee prior to endorsement by the Partnership Board for comment

Reporting Frequency

Annually, to commence in municipal year 2010/11 with reports covering 2009/10

Reporting Format

A standard report template will be used to ensure the agreed content is included in a clear and concise format
Reporting will be the responsibility of the lead council officer. Scrutiny committees should work with lead officers to identify and invite relevant partners to be involved in the process

APPENDIX 2

Provisional Schedule of Reporting

Dates >>	2010									2011					
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	April	May	Jun
By Scrutiny Committee															
Adults and Communities				SSP		SCP					SSP		AESEP		
Health						HWBP									
Children									CT						
Economy and Environment											EP		EA		
CRMG									SPB						

Rationale for timings

To align with 6 monthly reporting to GONW, renegotiation of LAA and CAA process
 Dates already agreed and in operation
 flexible
 flexible
 Proposed to align with publication of educational attainment results
 flexible
 flexible but proposed to align with AESEP to allow joint reporting to SPB
 flexible but proposed to align with EA to allow joint reporting to SPB

Glossary

SPB – Stockport Partnership Board
 SCP – Stronger Communities Partnership
 CT – Children Trust
 EA – Economic Alliance Partnership

SSP – Safer Stockport Partnership
 HWBP – Health and Wellbeing Partnership
 EP – Environment partnership
 AESEP – Adult Education, Skills & Employment

AGENDA ITEM:

COMMITTEE: CORPORATE, RESOURCE MANAGEMENT & GOVERNANCE SCRUTINY COMMITTEE

DATE: 13TH APRIL 2010

REPORT OF: ASSISTANT CHIEF EXECUTIVE (STRATEGY, AND DEMOCRACY)

REPORT TITLE: COMPLETED SCRUTINY REVIEWS: PROGRESS UPDATE

1.0 INTRODUCTION

- 1.1 This report sets out progress on recommendations made by Scrutiny and agreed by the Executive.
- 1.2 The following reviews have been completed by the Committee since 2005/06:

The Stockport Compact – a review exploring the impact the Stockport Compact is having on relationships between local statutory and voluntary and community sector organisations

Printing Services – a review examining the role of the Council's in-house Print Service and the Council's printing needs.

The Future of Sport & Active Recreation - a review to assess the current effectiveness of the Council's approach to managing its sports and recreation services by identifying challenges, lessons learned and opportunities for improvement

Stockport Direct: A More Responsive Service – a review examining how enquiries are dealt with by the Contact Centre and the desirability, feasibility and options for providing feedback to residents or members on the enquiry.

Procurement – a review exploring ways to encourage and support local procurement within the constraints imposed by legislation consider the degree of collaborative working across Greater Manchester and the implications of the drive towards sustainable procurement for the Council's Procurement Strategy.

Estates Management Strategy – a review examining the way the land and property assets of the Council are managed at a strategic level, looking at how a strategy for the management of the estate could be developed, and identifying the issues that the strategy would need to address.

- 1.3 Progress reports are only included where implementation of a review's recommendation is still awaited or is ongoing and so updates do not appear for all reviews. Where significant progress has been made in implementing a review's recommendations or where the situation has changed sufficiently to make the recommendations redundant, progress with these reviews is not reported.

- 1.4 Where executive responses to reviews have been reported to the Committee within the last 6 months, progress reports have not been requested as part of this exercise. Progress reports for these reviews will be included in a future report or sooner, if the Committee has requested. The report details at Appendix A progress made on outstanding actions agreed by the executive and other bodies in response to recommendations in those reports.
- 1.5 For ease of reference the following table outlines the position for each review:

Title of Review	Progress Report attached	Explanation
The Stockport Compact	Yes	
Printing Services	No	Progress was reported to the Committee in June 2008 and June 2009. The Committee indicated further progress reports were no longer necessary.
The Future of Sport & Active Recreation	No	Monitoring of the recommendations from this review is now being undertaken by the Environment and Economy Scrutiny Committee
Stockport Direct: A More Responsive Service	Yes	
Procurement	Yes	
Estates Management strategy	No	The Executive response was submitted to the Committee in November 2009. The Committee will be consulted on the Estates Strategy in due course.

Further information

To discuss this report or for further information please contact Steve Callender, telephone number 0161 474 3184 or by e-mail on steve.callender@stockport.gov.uk

APPENDIX A

The following table lists those actions agreed by the Executive (or other bodies to whom recommendations were made), which, at the date of this progress report are still outstanding. The table shows: the original recommendation made by the Committee, the response agreed by the Executive or other relevant body, what progress had been made the last time progress was reported to the Scrutiny Committee, the current position, and any future action.

Scrutiny Committee: Corporate, Resource Management and Governance
Review title: The Stockport Compact
Date completed: April 2006
Officers responsible for response: Carol Morrison, Assistant Director Community Development and Customer Services
Date response(s) agreed: June 2006
Date of last progress report: November 2008
Date of this progress report: April 2010

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
<p>Recommendation 1 That the Compact be rewritten as a short, visionary document setting out the principles as to how partners will engage, behave and work together. The Compact should point the way to separate, specific Codes of Practice on the key themes identified within this report which will provide clear guidance and assistance and enhanced communication</p>	<p>Executive - It is valuable that the final report of the Scrutiny Committee demonstrates that the local experience of the effectiveness of the Compact mirrors the national picture. Those findings being that Compacts are frequently too general in approach to be of practical use in guiding and strengthening relationships between organisations in the statutory and voluntary sectors.</p> <p>The recommendation that the Stockport Compact be rewritten, as proposed by the review, is welcomed and endorsed.</p> <p>Stockport Partnership Board – The Board welcomed the findings of the review and the proposal to rewrite the Stockport Compact as a short visionary document, designed to inform a number of more detailed and effective Codes of Practice.</p>	<p>Following approval by the Stronger Communities Partnership the redrafted Stockport Compact has been sent out for initial consultation with key managers and contacts across the voluntary and community sector, including MOVES (meeting of voluntary sector executives), the Council, PCT, NHS, and the Police.</p> <p>This initial response has been very positive and the Stockport Compact has now been amended to include the relevant feedback.</p>	<p>The redrafted Stockport Compact was published and launched at a special Stronger Communities Partnership event in held in July 2009.</p>	<p>Action completed</p>

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
<p>Recommendation Two</p> <p>That the Stockport Partnership review the membership and terms of reference of the Compact Steering Group to ensure it contains senior representatives from each of the key voluntary, community and statutory sectors and agree new terms of reference for the Group to include responsibility for the rewriting of the Compact, overseeing the development of the Compact Codes of Practice, and ensuring the effective implementation of the whole Compact.</p>	<p>Executive - In order to drive the proposed Action Plan forward and achieve the intended outcome of effective partnership working in and between the Sectors, it is agreed that the membership of the Compact Steering Group should be revised and consist of senior representatives of appropriate organisations.</p> <p>Within the body of the report it is suggested, though this is not contained within the actual recommendations, that the Executive Member, Communities, should chair the Compact Steering Group. It would certainly raise the profile of the Compact if the Council's representation of the steering group is led by the Executive Member: Communities, either directly or through their nominated representative.</p> <p>It is, however, a matter for the Stockport Partnership to determine either the Chair of the Steering Group or the process by which the chair is agreed. The Executive Member: Communities agrees to support the work in this way if the Stockport</p>	<p>The Steering Group is working well and has been further expanded to include a representative from Children and Young Peoples Services. Progress reports from the Steering Group are included as a standing item on the Stronger Communities Partnership agenda and views from the partnership have guided the work of the Steering Group.</p>		<p>Action completed.</p>

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
	<p>Partnership so wishes.</p> <p>The Stockport Partnership Board endorsed the proposal to review the membership of the Steering Group and Board members have been asked to nominate a senior representative from their organisation or network to join the Compact Steering Group.</p> <p>At its meeting to consider the Compact Scrutiny Report the Board also agreed proposals to establish the Stronger Communities Partnership. The Partnership aims to strengthen the role of the voluntary and community sector by providing strategic direction and co-ordination across the various task groups and networks. Consequently it was agreed that the new Terms of Reference would be produced by the Compact Steering Group for consideration by the Stronger Communities Partnership.</p>			
<p>Recommendation Three That the Stockport Partnership Board, through a reformed Compact Steering</p>	<p>Executive - For capacity reasons the role of the Steering Group could not include the actual work of developing the recommended Codes of Practice and it is agreed that this function would need to be carried out</p>	<p>It was agreed that the format for the Codes of practice would follow that used by the Code of Practice on Participation and Consultation. Using this</p>	<p>The formal launch event for the revised Stockport Compact in July 2009 also included a number of workshop discussions designed to consult on,</p>	<p>Action completed</p>

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action 41
<p>Group, charge a number of its existing multi agency Task Groups with the development of the following Codes of Practice:</p> <p>Community Groups Consultation and Communication Diversity, including Black & Minority Ethnic Groups Funding & Commissioning Partnership Working Training & Support Volunteering</p>	<p>elsewhere. The report highlights the existence of other multi-agency groups which participate in the Stockport Partnership and it is agreed that they should, where possible, be commissioned to carry out the work.</p> <p>It is important, however, to recognise that some of these groups are predominantly made up of volunteers and the Steering Group will need to be sensitive to the particular capacity and support needs of group members and in some cases, the group themselves to carry out this work. The Steering Group should consult on these proposals with the suggested bodies and report any difficulties of resourcing to the Stockport Partnership Board.</p> <p>The Stockport Partnership Board felt that it would be sensible to charge existing task groups with the development of the Codes of Practice. However two new groups will need to be established in the absence of existing ones looking at the issues of Funding and Commissioning and Partnership Working.</p>	<p>format the Volunteer Liaison Group, supported by SCVS, were commissioned to draft the Code of Practice on volunteering and a sub group of the Compact Steering Group was set up and commissioned to draft the Funding and Commissioning Code of Practice.</p> <p>The Codes of practice contain very detailed standards designed to guide joint working on a day to day basis. The three draft Codes of Practice have also been circulated for initial consultation and feedback with key managers and contacts across the voluntary and community sector, including MOVES (meeting of voluntary sector executives), the Council, PCT, NHS, and the Police.</p> <p>Feedback from the initial consultation has been collated and fed back to the relevant task groups to amend the draft documents</p>	<p>and further develop, the Compact Codes of Practice.</p> <p>At the same time there has been a reorganisation of the Stronger Communities Partnership in line with the Local Area Agreement work. This has resulted in the creation of the Thriving Third Sector Sub Group. As this group has been established to monitor LAA indicators NI6 – support for Volunteering and NI7 – environment for a thriving third sector, it made sense to merge the membership of the Compact sub group with this sub group. The 2010/11 work programme covers all aspects of work that contribute to achieving the long term aims of the Stockport Compact.</p> <p>As part of this approach</p>	

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
	<p>The Board felt that the Stronger Communities Partnership would be ideally placed to oversee the work of the various task groups and champion the work of the Stockport Compact and its related Codes of Practice.</p> <p>The Board also recommends that the issue of mediation be addressed during the development of the Codes of Practice. This issue was picked up in the body of the report but not in the final recommendations. However the Board felt that it was for the Compact Steering group to decide on the most appropriate mechanisms for introducing a mediation process.</p>	<p>to reflect any concerns or additional elements.</p> <p>The draft standards from the Funding and Commissioning Code of Practice have also been used as the basis for the discussions at a focus group held with voluntary sector organisations. The focus group was held as part of the current Adults and Communities Scrutiny review looking at ways of improving and simplifying tendering processes used by the Council and PCT.</p>	<p>the sub group is chaired by Cllr Ann Smith, the Compact Champion, and responsibility for leading on the Compact Codes of Practice will be taken on by SCVS (Stockport Community and Voluntary Services)</p>	
<p>Recommendation Four That a communication strategy be developed to promote the Compact and Codes of Practice using a range of media and targeted at all levels of staff/volunteers and that the Stockport Compact website be</p>	<p>The need for a communication strategy is agreed in principal but issues of resourcing will need to be considered by the total membership of the Partnership Board.</p> <p>The Stockport Partnership Board agreed this proposal on the basis that it be included in the Action Plan produced by the Steering group, and for the resource implications to be identified.</p>	<p>The Communications Strategy has now been produced and will be presented to the Stronger Communities Partnership for comment and agreement.</p> <p>There has been a delay in launching the Stockport Compact Website pending the review of the role and remit of the Stronger Communities Partnership. It was agreed that the launch of</p>	<p>The Stockport Compact now has its own web presence on the Stronger Communities Partnership website. The Thriving Third Sector Sub Group will continue to develop and promote this site.</p> <p>The Sub Group work plan includes the development of a Third Sector Strategy in 2010 which will bring together all the different</p>	<p>Action completed.</p>

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
developed as a prime source of information and advice on all elements of the Compact.		the Compact website should co-inside with the launch of the Stronger Communities Partnership.	strands of work that contribute to a thriving environment for the third sector and will provide a vehicle for further developing and promoting the aims of the Compact and use of the website.	
<p>Recommendation Five That Stockport Council, Stockport PCT, Stockport NHS Foundation Trust and Stockport Police each commit £5,000 over a 2 year period to support the development and promotion of the Compact and associated Codes of Practice.</p>	<p>Executive - It is understood that the necessary improvements to the Compact will have to be resourced. It is, however, unclear from the report as to how the need for £20,000 over two years has been costed, how it will be used, whether any in-kind contributions would be appropriate and where the responsibility for its administration would lie.</p> <p>It is suggested that further information on these points is prepared and submitted to the Partnership Board for its consideration when the full report is presented. This information should also take account of the potential resourcing issues highlighted in the response to recommendation 3 above.</p> <p>As outlined above the Stockport Partnership Board have agreed that</p>	No further action required.		

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
	the Steering Group produce a detailed Action Plan highlighting the relevant cost implications for the Board to consider at a future meeting.			
<p>Recommendation Six That the Compact Steering Group provide regular updates to the Stockport Partnership Board through the Formal Agreement reporting process and that an annual evaluation of the Compact and its impact be produced for the Partnership Board and the relevant Scrutiny Committee of the Council.</p>	<p>Executive - The recommendation provides a means of ensuring momentum and profile for the reinvigorated Compact and is therefore agreed.</p> <p>Stockport Partnership Board - It will be the role of the newly established Stronger Communities Partnership to oversee the work of the Compact Steering Group and various task groups, and provide update reports on these and other voluntary and community sector issues to the Stockport Partnership Board. The Partnership will also provide regular progress updates to the Stockport Partnership Board and produce an annual evaluation report for the Scrutiny Committee</p>	<p>As outlined previously progress on the Stockport Compact is discussed as a standing agenda item at each meeting of the Stronger Communities Partnership. Members of the Stockport Partnership will also be invited to comment on the redrafted Compact and Codes of Practice through the launch event.</p>		<p>No further action required</p>

Scrutiny Committee:	Corporate, Resource Management and Governance Scrutiny Committee
Review title:	Stockport Direct: A More Responsive Service
Date completed:	January 2008
Officer responsible for response:	Adrian Moores; Denise Rankin
Date response(s) agreed:	June 2008
Date of last progress report:	February 2009
Date of this progress report:	April 2010

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
Recommendation One That a forum be established including representatives of the Contact Centre and all back office services provided through Stockport Direct and e-Services to meet at least quarterly to address service issues	The Executive agrees that regular liaison between the Contact Centre staff, the relevant support services and the services providing the back office functions, is vital.	Annual front/back office meeting held in December. Bi-monthly liaison meetings between front and back office functions continue.	Regular front back office meetings continue to take place between Managers. Staff visit back offices and go on site visits. Back offices provide skills clinics to Contact Centre staff.	

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
	<p>There is already in place an annual Front/Back office conference to discuss major issues, subsidised by bi monthly individual meetings between Contact Centre Team Manager's and their respective Back Office contacts. Additionally the Contact Centre Manager and or the Head of Customer Services will meet with Back Office Service Manager's and Heads of Service to resolve issues which require escalation. Heads of Service are in agreement with these contact, liaison, and problem solving arrangements.</p>			
<p>Recommendation Two That acknowledgement letters/e-mails are amended to include a sentence asking members of the public to call back after two weeks if their request/issue has not been dealt with within that time</p>	<p>The Executive feels that the implementation of its response to recommendation 2 should ensure that residents are completely clear about when an enquiry or service</p>	<p>No further action required.</p>	<p>No further action required.</p>	

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
<p>period and to quote the reference number in order to avoid duplicate requests and that this to be implemented immediately.</p>	<p>request will be resolved.</p>			
<p>Recommendation Three That all services using the Contact Centre be instructed to immediately refer back to the Contact Centre any enquiries/service requests that have been sent to the wrong service so that they can be re-allocated correctly</p>	<p>The Executive fully agrees with this recommendation.</p>	<p>This is now happening.</p> <p>The issues are largely with regard to Grounds Maintenance who are now referring any request back to the Contact Centre as appropriate.</p> <p>Additionally, the instances of this have reduced since the introduction of the GIS into the Contact Centre. See recommendation 6.</p> <p>Parks and Recreation still act as a co-ordinating point however, for the rare cases where Contact Centre staff cannot identify who owns a piece of land.</p> <p>SLA's have been</p>	<p>This continues to happen.</p> <p>Continued use of GIS has helped to reduce the need for enquires to be reallocated further. Work continues to further develop the new electronic terrier system in NPS and once this is complete we will assess how we can use this in the Contact Centre to assist with identifying land ownership.</p>	

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
		updated to reflect that back office functions, must refer enquiries back to the Contact Centre where they have received service requests that they cannot deal with.		
<p>Recommendation Four That a process be introduced to ensure that where a Member uses the Contact Centre as a first point of contact regarding an enquiry or service request, the Member is advised as to which officer in the service department has been allocated the job and their contact details.</p> <p>That clear guidelines are produced for Members regarding the methods available for raising issues, including via the Contact Centre and directly with Area Conditions Officers. This should include information as to how issues raised via the Contact Centre will be dealt with, but this should not be</p>	<p>The Executive fully agrees with this recommendation.</p> <p>The Senior Democratic Services Officer in Member Services, will work with colleagues in Customer Services and Back Office functions to draw up clear guidelines on this.</p> <p>S/He will also disseminate these guidelines and be a key point of contact for advice to Members.</p>	<p>Contact Centre has been working with Democratic Services, to ensure a co-ordinated approach to dealing with members enquiries.</p> <p>Additionally a separate procedure has been piloted to deal with member enquiries at the Contact Centre which enables it to track the progress of each enquiry more proactively and ensure members are updated accordingly.</p> <p>When cases are logged on the ICT system, staff do not have the details of which officer the case will be referred to.</p>	<p>A separate tel number to be used by elected members only will be made available from 6th April in the Contact Centre. The number is 217 6199. Calls coming into this number, will be given a higher priority than normal incoming calls and is only for use by elected members. The Contact Centre or the Officer in back Office, will continue to keep members aware of progress that is being made on their enquiry.</p> <p>Democratic Services will also continue to be an access channel for Member enquiries.</p>	

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
the only avenue available to Members		However, generally, where an enquiry is complicated or the timescales aren't met then either the Chaser function at the Contact Centre will be aware and keep the member updated, or the officer dealing with the enquiry will contact the member directly.		
<p>Recommendation Five That the project to transfer information relating to land ownership, particularly in relation to grounds maintenance responsibilities, to the GIS system be progressed as a matter of urgency and be made available within the Contact Centre.</p> <p>That in order to facilitate the contact centre as first point of resolution for customer contact, consideration be given to building on the work that has been done with regard to Street Lighting and the GIS by populating the GIS</p>	<p>The Executive agrees with this recommendation.</p> <p>Historical paper records of Highway associated verges that the Council is responsible for are currently being sorted, with a view to plotting both the locations and work details onto the GIS system.</p> <p>Once loaded and accessible, further checks will then be made to ensure that the records captured truly</p>	<p>The GIS is now available in the Contact Centre for Parks & Recreation, Streetlights and Land Ownership, which has enabled staff to accurately plot at first point, thus improving the quality of the descriptions sent through on a job eg land owner/streetlight ref number</p>	<p>Continued use of GIS has helped to reduce the need for enquires to be reallocated further. Work continues to further develop the new electronic terrier system in NPS and once this is complete we will assess how we can use this in the Contact Centre to assist with identifying land ownership. The completion of the project in NPS is currently due Autumn 2010.</p>	

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
<p>with additional relevant information, for example in relation to tree management responsibilities.</p> <p>That, pending the introduction of the GIS into the Contact Centre, Parks, Sport and Recreation act as a 'clearing house' and take responsibility for ensuring that enquiries in relation to issues where land ownership is unclear are referred to the correct agency for action.</p> <p>That whilst the Contact Centre will undertake the initial triage, the services responsible for grounds maintenance – Highways, Parks & Recreation and Stockport Homes - agree a permanent mechanism to address service requests where land ownership is unclear</p>	<p>reflect the needs of the users of the system. The system will be a live system and subject to amendments as and when deemed necessary. Once live it will then be possible to incorporate any recommendations made with regard to tree management along with other envelopes of land that the council may own, but are managed by other Services or third party organisations such as Stockport Homes.</p> <p>The initial load is a significant and time consuming piece of work, with the initial transfer of existing records expected to be available sometime in November 2008. In the meantime arrangements are now in place for Parks and Recreation to act as the clearing</p>			

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
	house for enquiries that come into the Contact Centre where land ownership cannot be established.			

Original Recommendation	Agreed response from Executive	Last reported progress	Current position	Future action
<p>Recommendation Six That a review is undertaken of the Out of Hours service and is reported to the Corporate Resource Management and Governance Scrutiny Committee. The review should address issues of value for money, infrastructure, capacity, IT systems and telephony and customer service standards</p>	<p>The Executive agrees that this should be done. Internal Audit has agreed to carry out the review.</p>	<p>The agreed Improvement Plan is attached for information.</p>	<p>The Contact Centre telephony system is being used in the Control Room at Enterprise House. This went live on 1st March 2010. Call volumes can now be monitored to analyse trends and current performance which will inform next steps. Next meeting with Contact Centre and Control to take place on 15th April 2010.</p>	
<p>Recommendation Seven That all the above recommendations are completed by 30th June 2008 unless otherwise stated</p>	<p>With the exception of recommendation 6 for the reasons outlined, and recommendation 2 which constitutes continuous development, all tasks agreed in this response are on track for completion by the end of July 2008</p>			

Scrutiny Committee: Corporate, Resource Management and Governance Scrutiny Committee
Review title: Procurement Scrutiny Review
Date completed: June 2008
Officer responsible for response: Martin Gleave
Date response(s) agreed: November 2008
Date of this progress report: April 2010

Original Recommendation	Agreed response	Current Position	Future action
<p>Recommendation One</p> <p>(a) The Committee recommends that the Council sign up to SME friendly concordat, and ensure that the principles contained in the concordat are applied throughout the Council's tendering and contracting arrangements; and</p> <p>(b) The Committee also recommends that the Executive Councillor (Finance) should examine the barriers that exist for local suppliers to win contracts with the local authority and take action to remove them.</p>	<p>Yes, this will be implemented together with including principles of sustainability and sustainable procurement.</p> <p>In 2006/7 35% of Council procurement was within the Borough. The executive welcomes feedback from local suppliers and the cost of tendering and reduction in documentation are areas that will be investigated.</p>	<p>The principles of the concordat are already implemented in the Council's contractual arrangements. A suitable event to formally launch the Concordat has to be identified.</p> <p>The 2009/10 figure is that 36% of the Council's expenditure is within the Borough, and with the introduction of the Due North electronic tendering system, the processes have been streamlined.</p>	
<p>Recommendation Two</p> <p>(a) That the Business Procurement section of the Council's website be reviewed and updated to provide the fullest information for companies wishing to do business with the council, including contact details</p>	<p>Parts of the update have been completed and more details of contracts and tender opportunities will be added.</p>	<p>The Council's Business Procurement website has been updated with the required information and additional links to relevant documentation, when the council website was revamped and relaunched in</p>	<p>Updates on how to do business with the Council will be revised as necessary.</p>

Original Recommendation	Agreed response	Current Position	Future action
<p>for officers where appropriate, within three months; and (b) That, recognising the resource implications involved, the work to develop e-tendering solutions be welcomed and supported.</p>	<p>AGMA Procurement Hub is currently looking to expand its current basic system, and expand into larger contracts, were appropriate</p>	<p>late 2009. The Due North Electronic tendering system is going to be used for all future tenders in Stockport.</p>	<p>Further modules of the Due North system, for example, Pro-Evaluate, will be used as they become available.</p>
<p>Recommendation Three That consideration is given to holding a joint Stockport/Chamber of Commerce/Business Link event for local businesses providing guidance on how to tender for large procurement contracts.</p>	<p>This will be looked into, to see how practical it is and were appropriate an event will be organised.</p>	<p>As part of Stockport Boost, a Tender Tips Workshop was held at Edgeley Park on May 19 2009, for local businesses.</p>	
<p>Recommendation Four That the Executive consider holding an annual Meet The Buyer event, learning from the experience of this years event and building on it by consideration of the involvement of other partners and local businesses in the event.</p>	<p>An event to be organised at a venue that is accessible by public transport, to be held annually is agreed. The format, time and location to be decided. Other key areas of business that may be looked at may include, "Living with the credit crunch".</p>	<p>A Public Sector Meet The Buyer Event was held at Edgeley Park on March 11 2009 and also on March 3 2010. In addition a Private Sector Meet The Buyer Event was held on October 6 2009, also at Edgeley Park.</p>	<p>It is the intention that the Pubic Sector Meet The Buyer event, as well as a separate Private Sector Event, will be held each year, if funding allows.</p>
<p>Recommendation Five That the Council's approach to collaborative working be endorsed but, having regard to the significant developments occurring in this area, the Executive be urged to be mindful of the need to ensure that the interests of Stockport</p>	<p>It is important that the Council engage its major partners, such as the PCT and AGMA, and avoid "cost shunting" between organisations. The North West Improvement & Efficiency Partnership may also offer opportunities.</p>	<p>The AGMA Procurement Hub and AGMA Collaborative Services Group has identified areas that collaborative procurement will bring benefits to Stockport. The NWIEP has facilitated a number of these projects.</p>	<p>Collaboration in the City Region on shared services and collaborative projects is continuing.</p>

Original Recommendation	Agreed response	Current Position	Future action
Council, council taxpayers and the business community are protected.			
Recommendation Six That the Executive introduce a gateway review process for all major procurement projects with immediate effect.	The Council is participating in the AGMA Project Review Group that is looking at Gateway Reviews, and what is required to implement them.	A Gateway Review is being undertaken on the Fleet Management Contract that expires in January 2011.	It is likely that a further Gateway Review will be undertaken on the SEMMS project.
Recommendation Seven That the Policy Unit capture and catalogue the excellent work being done around sustainable procurement and ensure that it is widely publicised by September 2008.	Darren Pegram and Louise Richardson to document the Sustainable Procurement workshop being held on October 31, as well as other sustainable works	Examples of sustainable procurement innovation. -PQQs introduced to incorporate environmental issues within all tendering processes. -NW Environment Business Award won for public sector in 2008. -Environment Board agreed process for all Directorates to report on ongoing progress on sustainability matters. -New civic building case study to be produced and circulated upon completion.	EMAS (Environmental Management Accreditation System) is being applied for.
Recommendation Eight That the Corporate, Resource Management and Governance Scrutiny Committee receive an annual monitoring report on procurement activity.	A report to be produced on the progress of the implementation of the action plans of the Procurement & Commissioning Strategy 2008-10	Action Plans on Commissioning, Construction and sustainability have been written and an update report on procurement activity is being compiled.	

COMMITTEE: CORPORATE, RESOURCE MANAGEMENT AND GOVERNANCE
SCRUTINY COMMITTEE

DATE: 13TH APRIL 2010

REPORT OF: ASSISTANT CHIEF EXECUTIVE (STRATEGY AND DEMOCRACY)

REPORT TITLE: AGENDA PLANNING

1) PLANNED AGENDA ITEMS

13th April 2010

Item	Type/Purpose
4 th Quarter Corporate Performance report	Performance report
4 th Quarter Revenue Budget Monitoring report	Performance report
4 th Quarter Capital Programme report	Performance report
4 th Quarter Treasury Management performance	Performance report

2) RELEVANT ENTRIES IN APRIL 2010 FORWARD PLAN

Decision Reference	Subject Area for Decision	Expected Date of Decision	Decision Maker
FIN 79	Corporate Asset Management Plan 2010/11 to 2013/14	April – July 2010	Executive

3) PROGRESS ON SCRUTINY COMMITTEE RESOLUTIONS

Date/ Minute No.	Resolution	Progress	Person Responsible
10 th November 2009 Minute 10 refers	That the Executive Response to the Estate Management Strategy Scrutiny Review report be noted, and the Strategy be submitted to a future meeting of the Committee for consideration.	The Estate Strategy is included on the agenda for this meeting	Barry Khan
23 rd February 2010-03-23 Minute 8 refers	That an update report be submitted to a future meeting detailing progress on the delivery of the Disability Equality Action Plan 2010 - 12	To be included in the Committee's Work Programme for 2010/11	Steven Longden

**Customer Contact – Street Lighting and Highways
Scrutiny Review**

**Corporate, Resource Management and Governance Scrutiny
Committee**

March 2010

Foreword and Acknowledgements



The Corporate, Resource Management and Governance (CRMG) Scrutiny Committee selected customer contact as a topic for review as it felt that the way in which customer queries was handled needed to be looked at in detail. The Committee believes that the way in which this review has been undertaken is unique. It has formed part of a wider review that is being undertaken by the Council through the Business Improvement, Transformation and Efficiency (BITE) programme and therefore the recommendations and conclusions from this review include both past, ongoing and future areas of focus and improvement.

The review has been undertaken between September 2009 and March 2010. During this time 3 panel meetings have been held, 3 updates have been given to the CRMG Committee and a week-long on-site intervention has been undertaken. The review topic was selected partly to follow up on a previous review, which focused on the Contact Centre, and partly to scrutinise a 'Systems Thinking' review that was being proposed for the Street Lighting and Highways services.

Following Systems Thinking principles, the review has very much evolved as information has become available. Early on in the review it was acknowledged that there wouldn't be enough time to carry out a detailed review of the Highways function, although this will still be followed up through the BITE programme. It was therefore agreed that Street Lighting would be the main focus of the review.

Undertaking the review following Systems Thinking principles has allowed the panel to focus on the things that add value to the overall customer experience, whilst investigating the areas where processes could be improved. Using this methodology means that recommendations won't necessarily follow the normal format. As the review has progressed changes have, and will, be made to the Street Lighting process. This allows improvements to be made as they are discovered.

I would like to thank all the members of the Panel drawn from the Corporate, Resource Management and Governance Scrutiny Committee for their work over the review period. I would also like to thank all officers of the Council and Solutions SK who very much assisted in providing any information required. I would also like to extend a special thanks to those officer who gave up there time to undertake the detailed analysis required for this review.

I look forward to receiving the Executive's response to the Committee's recommendations.

Councillor Lenny Grice
Vice-Chair, Corporate, Resource Management and Governance Scrutiny Committee

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1 Executive Summary

- 1.1 The Corporate, Resource Management and Governance Scrutiny Committee selected Customer Contact as the topic for review. This was chosen as members felt that more could be done to improve the customer contact experience following a previous review (The January 2008 review entitled 'Stockport Direct: A more responsive service).
- 1.2 The review was expanded to cover the whole customer contact process from first point of communication with the Council to the resolution of the reported service request/issue. As a Systems Thinking review was already being proposed in the areas of Street Lighting and Highways the scrutiny review aligned with that.
- 1.3 The reviews covering Street Lighting and Highways haven't come to a formal conclusion. The aim of the report is to close off the review from a scrutiny point of view. This will allow the committee to undertake a new review in 2010/11, with periodic updates given on the current review.
- 1.4 During the review, the Committee:
 - Was given an overview of Systems Thinking principles;
 - Heard about the 5-day Systems Thinking scoping exercise that took place in October 2009. (Members of the panel were also invited to attend the week long intervention to gain first hand experience);
 - Was given an overview of the process flowchart for Street Lighting; and
 - Heard from the lead officers on the review, who gave updates and answered questions.
- 1.5 The Committee has made a number of recommendations, which set out the way forward for the Systems Thinking reviews of both Street Lighting and Highways.

2 The Committee recommends:

2.1 Recommendation One:

The Executive be advised of the progress of the Systems Thinking intervention in Street Lighting and Highways and the progress of the scrutiny review and note that future updates will be provided as the Systems Thinking review develops further.

2.2 Recommendation Two:

That the panel remains in formal existence to monitor progress and developments relating to the review and meets with the review team when necessary.

2.3 Recommendation Three:

That a progress report on Street Lighting and Highways is provided to the Corporate, Resource Management and Governance Scrutiny Committee and this takes place in 6-9 months.

2.4 Recommendation Four:

The Executive be recommended that a presentation is made to the Scrutiny Co-ordination Committee on the Systems Thinking Review of street lighting and highways. It is also recommended that the invitation is extended to Scrutiny

Committee vice-chairs and all other members of the Council to share the method and learning from the Systems Thinking approach and encourage its use in future reviews.

2.5 Recommendation Five:

The Executive be recommended that as a part of any future Systems Thinking Scrutiny reviews, where appropriate, the views and direct experiences of members on the way in which services are delivered are captured as part of the review process.

3 The review

3.1 Introduction

3.1.1 In June 2009 the Scrutiny Committee selected a review of customer contact. At the outset this was intended to be a follow-up to a previous contact centre review that took place in 2008, as Councillors felt some of the recommendations would benefit from further review. Following discussions the focus of the current review was directed towards the overall customer experience, from initial contact to resolution. This includes the Contact Centre but allows the review to focus on the complete process.

3.2 Methodology

3.2.1 The Committee established a Scrutiny Review Panel to undertake the review comprising:

Cllr Lenny Grice
Cllr Peter Burns
Cllr Richard Coaton
Cllr Helen Foster-Grime (to February 2010)
Cllr Iain Roberts (from November 2009)
Cllr Maureen Walsh (to February 2010)

4 Panel Meetings

4.1 The Panel met three times between September 2009 and March 2010 to carry out the review.

4.2 The Review followed the timetable detailed below:

Meeting 1 – 14th September 2009:

- Background to the review
- Overview of Systems Thinking
- Background statistics on Street Lighting and Highways
- Scope of the review

Systems Thinking Intervention – week commencing 19th October 2009

- On-site work in the Contact Centre and Enterprise House
- Officer group formed and members invited to view the process
- Statistics and other information gathered to support the review

- Flow chart of the 'work' devised

Meeting 2 – 12th November 2009:

- Update on the Systems Thinking intervention that took place week commencing 19th October 2009
- Future direction of scrutiny review

Meeting 3 – 16th April 2009:

- Final review report to Executive

5 Background to Street Lighting

- 5.1 Stockport Council created the company Solutions SK (a wholly owned company) to assist in the delivery of some of the services it offers to residents who live in the borough. One of the services under its management is the maintenance and repair of the 32,000 lighting columns, 4,500 illuminated signs and 1,200 illuminated bollards that exist in the Stockport area.
- 5.2 This repair and maintenance function is overseen by the Managing Agent and managed by specialist lighting staff within Solutions SK. The operational service is delivered both by Solutions SK lighting Division and Acorn Lighting Services (Alliance Lighting Partner).
- 5.3 The street lighting service has an annual budget of around £2,500,000 of which around £1,000,000 is used for both maintenance and reactive repairs and the remainder being used for street lighting energy costs
- 5.4 The service adopts a preventative maintenance approach and throughout the year undertakes the following cyclical activities:
- **Bulk change and clean** - A third of the borough's street lights (approx 11,000 units) are changed, cleaned and visually inspected annually. Clean only work is restricted to sites that are prone to lens staining.
 - **Electrical testing** – A sixth of the council's street lights are electrically tested every year as part of a combined inspection regime for lamp changing and electrical testing. Whilst undertaking the test, electrical components (capacitors) are also replaced. This is necessary to ensure that the lantern is running efficiently and enables the council to benefit from a lower energy charging tariff.
 - **Visual structural testing** – Bulk change and clean activities that include electrical testing incorporate visual structural assessments.
- 5.5 In addition to preventative maintenance activities the service also responds to faults on a reactive basis as follows:
- **Scouting** – The introduction of the "Find and Fix" scouting crews have proved to be successful. The crew operate during the evenings in the autumn/winter period. The crew are empowered to make repairs to all defects that they find during an evening inspection and typically repair around 2,500 faults per year.

- **Public Enquiries** – Faults reported by the public via Stockport Direct are processed as reactive repairs with operational crews attending during normal working hours. On average we attend to around 6,000 faults per year.

5.6 Current Performance Indicators (BV215a) show that the street lighting service fixes faults on average within 3 days.

5.7 Enquiries received by the Contact Centre in a twelve month period relating to the whole of the lighting assets exceeded 11,000.

6 Systems Thinking Approach

6.1 The scrutiny review adopted the councils ‘Systems Thinking’ approach. This method is key to the Council’s Business Improvement, Transformation and Efficiency (BITE) Strategy for delivering continued service improvements and efficiencies.

6.2 The Systems Thinking method is a different and challenging approach. It requires employees at all levels to challenge their existing thinking and beliefs about the management and design of services.

6.3 The approach centres on getting an “outside in perspective” of current service. Those involved in the process must experience and build a picture of what it is like to be a customer in their system from the first point of contact through to end delivery.

6.4 In practical terms this involves spending time “in the work” to understand how the whole system is designed, why it is designed in this way, challenging the management thinking that has created the design, and understanding the impact this has on the service experienced by the customer.

6.5 This involves gaining an understanding of the following information from a customer’s perspective:

Purpose	Discussing and agreeing why the service exists from a customer perspective as well as identifying what matters to the people it serves
Demand	Understanding the types of demands that customers place on the system and challenging whether they are demands we want (value) or those that suggest that something has gone wrong for the customer (preventable). Time is spent understanding the split in volume between the two types as high levels of preventable demand highlight failings within the system.
Capability	Identifying the measures required to understand how well the service performs from a customer perspective. E.g. the length of time it takes to fix a streetlight? These can be used in conjunction with existing data to help baseline and learn about current performance.
Flow	Studying how the service currently operates and responds to customer demands. This involves building a picture of the current process from start to finish from a

Causes of Problems	customer perspective and identifying where there are wasteful activities and problems in the flow. Utilising any observations and learning to help understand which features of the system negatively impact on its performance from a customer perspective. This covers a whole range of areas that contribute to the current design of the system, including structure, roles and responsibilities, policies and procedures and IT.
Why do the problems exist	Understanding and challenging the current design of the service to reveal the thinking behind why these features exist and the impact they have on performance for the customer. This will allow individuals to understand how current thinking has caused the design of the existing system as well as understand the causes of wasteful activity and scope for improvement.

7 Systems Thinking Intervention

7.1 The initial scoping exercise took place over a 5-day period week commencing 19th October 2009. Members of the review team were as follows:

- Phil Badley – Service Director, Organisation Development
- Kevin Melling – Head of Streetscene
- Adrian Moores – Head of Customer Services
- Denise Rankin – Contact Centre Manager
- Mark Pickering – Solutions SK Highways/Lighting Business Manager
- Christine Scholes – Organisation Development Consultant
- Steven Baylis – Organisation Development Consultant
- Richard Moir and Steve Maddocks - Vanguard (External company)

7.2 The approach followed the method detailed in section 6 of this report and was supported by two consultants from Vanguard. This support was part of the Council's strategy to transfer Vanguard's expertise on the Systems Thinking method to internal employees in order to become self sufficient in its application of future transformation work

7.3 All members of the panel were invited to attend the 5 day Systems Thinking intervention, along with the Executive members for Customer Focus and Transportation. This enabled members to share their views and experiences of the service and learn more about the approach and the key findings from the week.

8 Outcomes and Learning

8.1 The week successfully enabled the leaders to learn and understand how the current system performs from a customer perspective as well as understanding what causes it to perform in this way. This allowed the leaders to make an informed choice regarding making improvements in the current system.

8.2 Whilst the street lighting system continues to perform well in comparison to other authorities, the leaders found that there were a lot of resource expended on non essential activity both at the start of the process as well as after the fix had been

made. For example there were a number of duplicate checks that took place in the back office as well as reworking of information that had been passed from the contact centre to the back office.

8.3 The exercise helped reframe the traditional management view that “all work is work that needs to be done”. This transformed the leadership’s view of the work that touches the system with a lot of demand now being seen as preventable.

8.4 The next phase now has two key objectives for continuous improvement. The first is to develop a more efficient break fix system for street lighting. The second is to work on preventing streetlights from failing.

8.5 Key learning by those involved in the week includes:

- Using data from sample days taken randomly from the last twelve months the team identified that the average time for a streetlight to be fixed is 3.5 days with a maximum fix time of up to 5.8 days. This compared well with the out-turn data reported within BVPI215a.
- The team identified the true level of activity that was performed by both the maintenance and break fix systems. The maintenance team routinely maintains 1/3 of its assets on an annual basis (11,000 streetlights). The purpose of this three year rolling programme is to help reduce the number of streetlights that break. What the team learnt was that they attend to around 8500 faults each year (identified in 5.5 above). The service is therefore visiting annually around 60% of the lighting stock.
- The team established from sample data collected that a high number of faults reported, had no faults found when the crew attended. This could be caused by a number of factors including poor maintenance of asset numbers and incorrect information from customers. This is a wasteful use of resource that drives in unnecessary calls from customers and affects employee morale.
- The jobs received get checked and reworked by employees in the back office with 60% of them not having all the correct necessary information. Jobs could also be batched and waiting for up to two days. All these activities had been designed into the current system, but do not add value to the process and contribute to additional unnecessary cost and delays.
- There are up to 5 checks by management that occurred after the streetlight had been fixed. These checks helped ensure the cost requested by the contractor was actually correct. These management checks contributed to two thirds of the total repair cost.
- The team identified that the current measures may inhibit learning and improvement of the current system. The new measures that were identified that may be introduced include;
 - Date of last visit to street lighting column
 - Length of time that streetlight remains fixed

- Length of time to fix
- Number of steps within the process
- The review initially focused on Street Lighting and Highways. At the end of the week the leaders felt that the focus of the review should be on Street Lighting, where it had been easier to understand and see the scope for improvement.

8.6 The weeks scoping had enabled the leaders to gain a greater understanding of how the Highway system performs from a customer perspective. The weeks scoping identified that the Highways system was far more complex in its design than Street Lighting, for example due to the involvement external companies such as United Utilities, and as a result would take more investigation before making any changes to the system.

8.7 As a result it was agreed that a more detailed piece of work would be undertaken in this area as part of the BITE programme. This has been scheduled to take place in May 2010. The Committee will be kept updated on the progress made on this longer term piece of work, as per the recommendations contained in the paper.

9 Next stage

9.1 The next stage involves experimenting in a controlled environment to work on removing the problems and causes of waste that exist in the system and to establish whether a Systems Thinking approach leads to better outcomes for customers than the existing design.

9.2 For example this may include getting data to understand the root cause of why we turn up to columns where no fault exists. Once this has been established the team can then look at removing the cause to prevent this occurring. This would include capturing data around the current impact this has in the existing system e.g. affect on employee morale, customer calls chasing fixes and cost.

9.3 It would also require the introduction of a number of measures to establish whether the changes had the desired impact to the customer with no detrimental affect on cost.

9.4 This stage will be undertaken by the operational employees who currently undertake the essential value work. This will mean that the team will comprise of a member from the contact centre, a streetlight repair crew and an operational manager. Other employees will be asked to get involved as appropriate with the operational leaders sharing the learning through weekly debriefs.

9.5 The intention is that this method will become embedded into the way employees think and work within the system. Should this prove to have better outcomes than the existing design and management of work then steps will be taken to extend the improvements across the service. Ultimately, this will enable employees to continually work on improving and challenging the way the work is undertaken in order to deliver a service that matters to the customers it serves.

10 Outcomes/achievements so far

10.1 Quick wins

- Fault Notice modified – Existing fault notice used when faults require United Utilities to attend has been amended to include a date when inspected and an anticipated repair date which then encourages further service requests to be made if the fault is still evident after this date.
- All columns to have new asset identification numbers added during cyclical and reactive maintenance visits
- All replaced lamps to have date replaced written on the lamp casing. This will help to identify longevity problems with lamps and any underlying faults that are not attributable to lamp failure.
- Full appreciation of total “end to end” cost and the potential savings benefits.
- Breakdown of “silo” working approach to lighting maintenance with a team approach adopted over the full process.
- Additional closure information has been identified and is currently being incorporated into changes that will give Contact Centre staff a better understanding of the repairs undertaken.
- Investigation work undertaken into systems operated by other councils which allow online identification of fault and enquiry generation by customer.

10.2 Experimental Work Undertaken

- Electronic remote monitoring nodes have been installed on 20 columns in the Heaton Moor area. Experiments are now ongoing on the data that these can provide and the potential for fault diagnosis in advance of failure or immediately after failure occurs.
- LED lanterns have been installed on a recent improvement project – energy and life time maintenance requirements are now being closely monitored.
- Experiments are ongoing with mobile phones to simulate online facilities. Contact Centre staff are periodically issuing work instructions via text messaging direct to crews. This will lead to experiments that simulate customer/crew interaction via online systems. The ultimate benefit of these experiments will help to identify the scope/specification of future reporting systems that interface directly with operational repair teams.
- Data collected from these experiments will lead to further experiments being conducted by the operational team to reduce the back office contact currently being utilised to process lighting faults.

10.3 Potential Savings

- 10.3.1 From the initial work undertaken it has been acknowledged that by adopting the Systems Thinking approach to improving the “end to end” service, savings can be generated. Although the intervention is at a very early stage, we are already anticipating savings to be made throughout the process – “end to end”.
- 10.3.2 Initial findings suggest that a cash saving of around 15% should be possible associated with improvements made to the management of customer enquiries. In financial terms this will equate to around £60,000 per annum based on fault repairs undertaken.
- 10.3.3 In addition to the financial benefits we also anticipate customer experience improvements to be achieved by streamlining the number of actions that are not directly adding value to the process.
- 10.3.4 These are initial observations with the full extent of savings/improvements being captured on an ongoing basis throughout the intervention period.

10.4 Potential Future Savings

- 10.4.1 At this stage we cannot predict the full extent of future savings. However, we are confident that by adopting this approach further savings will be achievable. As mentioned previously the initial efforts will be focussed upon the “break/fix” part of the service and as it can be seen above significant savings are already being anticipated. We also anticipate further savings to be made when we then start investigating how we can reduce the number of faults developing in the first instance. Some of the future savings may require some initial investment to secure the maximum savings potential.

11 Conclusions

- 11.1 The work undertaken to date has had a significant impact upon all review team members. It has crossed internal boundaries, identified the full “end to end” process and given rise to a number of “quick wins” and experimental approaches with service improvements (see paragraph 10.2). Moreover, it is confidently expected that, by continuing this approach, future efficiencies both in terms of cash saving as outlined in paragraph 10.3 and process improvements will be generated within both Street Lighting and Highways.
- 11.2 This work is still in its infancy and will continue running in parallel with existing operations. To this end, an operational team has been established to continue to make improvements within Street Lighting and a separate team is being established to commence gathering data on the Highways work stream to determine the scope for the Highway intervention. In each case, the initial emphasis will focus upon existing “break/fix” regimes before moving across to the planned maintenance activities.
- 11.3 As this is, in reality, the beginning of an ongoing and significant piece of work, reports in progress and benefits achieved will continue to be made in line with recommendation 3. It has also been agreed that members will be kept informed of any significant trials that are undertaken in their ward areas in relation to the Systems Thinking intervention of Street Lighting.

Appendices

Appendix One – Committee Membership

Scrutiny Committee Membership

Cllr Ben Alexander (Chair)
Cllr Peter Burns
Cllr Richard Coaton
Cllr Stuart Corris
Cllr Helen Foster-Grime (Vice-Chair to November 2009)
Cllr Lenny Grice (Vice-Chair from November 2009)
Cllr Phillip Harding
Cllr Anthony O'Neil (From February 2010)
Cllr Paul Porgess
Cllr Iain Roberts (from November 2009)
Cllr Maureen Walsh (to February 2010)

Scrutiny Panel Membership

Cllr Peter Burns
Cllr Richard Coaton
Cllr Lenny Grice (Lead Councillor from November 2009)
Cllr Helen Foster-Grime (Lead Councillor to November 2009)
Cllr Ian Roberts (from November 2009)
Cllr Maureen Walsh (to February 2010)

Officer Support and Acknowledgements

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Contributions

Steve Houston, Corporate Director (Business Services Directorate)
Adrian Moores, Head of Customer Services
Denise Rankin, Customer Contact Manager
Steve Jones, Operations Director, Solutions SK
Mark Pickering, Head of Streetscene, Solutions SK
Christine Scholes, Organisational Development Consultant
Richard Moir, Vanguard
Steve Maddocks, Vanguard

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