

		AGENDA ITEM 8
		ES/005/12
Committee:	Executive Scrutiny Committee	
Date:	31 January 2012	
<u>FORWARD LOOK</u>		
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Purpose of Report

The purpose of this report is to set out the Committee's latest work programme for its consideration, and to consider two scoping documents for External Communications and Corporate Human resources issues (appended to this report). A further report outlining other potential future scrutiny items will be circulated to Members in advance of the meeting.

**Executive Scrutiny Committee:
Schedule 2011/2012 (provisional)**

Meeting	Topic	Approach	Current status
2012			
Ongoing throughout 2011/12	Transformation Programme Scrutiny Review (ES-SCR-003)	Full Committee and Task and Finish Groups	This Forward Look document sets out the proposed timetable for consideration of further topics as part of the ongoing review, and the arrangements for monitoring the Transformation Programme: Beyond 2012/13.
Date to be agreed	Transformation Programme Scrutiny Review: Shared Services	Full Committee	To consider the Essex Shared Services Strategy 2011-16. A scoping document will be prepared by Mark Hobson, Shared Services
Date to be agreed	Partnerships (ES-SCR-002)		Dan Gascoyne to present on: Partnerships, Impact of the Localism Bill, Locality Boards and the Essex Partnership Forum refresh A scoping document will be presented to a forthcoming meeting of the Committee
Date to be agreed	Transformation Programme Scrutiny Review: Beyond 2012/13	Full Committee	To consider the future plans for the Transformation Programme beyond Transitional State 3, scrutiny arrangements for commissioned services including the different types of delivery vehicles and Target Operating Models. Commissioned Services are key in terms of checking the arrangements and scrutiny adding value to the commissioned services.
Date to be agreed:	Transformation Programme: Property Strategy	Full Committee	Councillor Derrick Louis to attend Committee

31 January 2012	Absence Management	Full Committee	The Community Wellbeing and Older Persons Policy and Scrutiny Committee undertook a review into Absence Management for its' relevant Directorate. The Executive Scrutiny Committee awaited the outcome of this scrutiny before continuing with their review. The final scrutiny review report was agreed at the Community Wellbeing and Older Persons Policy and Scrutiny Committee on 9 December. A copy of this report was presented at the 25 January 2011 meeting of the Executive Scrutiny Committee, along with absence figures for all service areas. The Committee agreed (25 January, minute 6) that the topic would be referred to the Scrutiny Board, with a view to discussing each Policy and Scrutiny Committee reviewing their respective directorate absence statistics. The Scrutiny Board has subsequently agreed that the Community and Older People P & SC undertakes this task on behalf of all P & SC's and has established a Task and Finish Group which will report to Executive Scrutiny. Therefore, the corporate review of absence management to be presented by Adam Bowles, Head of HR has been postponed.
31 January 2012	Coroner's Service	Full Committee	The Committee considered report ES/030/11 on 24 May, and agreed that further information should be brought to a future meeting (minute 40).
31 January 2012	Forward Look	Full Committee	The Executive Scrutiny Committee will receive an appendix (to be tabled) containing potential scrutiny items for 2012. These have been discussed by the Chairman and Vice-Chairmen of the Committee

28 February 2012	External Communications	Full Committee	The Committee will consider a scoping document (ES-SCR-01/12) will be considered by the Committee at its 31 January 2012 meeting
28 February 2012	Corporate Human Resources issues	Full Committee	The Committee will consider a scoping document (ES-SCR-02/12) will be considered by the Committee at its 31 January 2012 meeting
Standing Items			
31 January 2012	Quarterly Budget Reports	The Committee will receive quarterly financial reviews.	The 2011/12 Financial Review as at the First Quarter was presented at the 19 July meeting; Second Quarter at the meeting on 1 November 2011.
31 January 2012	Performance Management		The Executive Scrutiny Committee takes an overview of the performance scorecard and referrals to other Policy and Scrutiny Committees. At its 15 February (ES/005/11, minute 7) and 26 April (ES/022/11, minute 33) meetings the Committee considered the new arrangements for reporting performance.
	Equality Impact Assessments (ES-SCR-004)	Full Committee	A scoping document setting out the suggested areas of focus for this review was agreed on 23 June 2011 (ES/041/11). Committee received an update on 29 November 2011.
	Refresh of EssexWorks Corporate Vision (ES-SCR-006)	Full Committee	The Committee considered the refreshed EssexWorks Corporate Vision on 29 November 2011, following previous consideration of this topic at the 23 June meeting.
	Member support, development and effectiveness (ES-SCR-005)	Full Committee	The Executive Scrutiny Committee considered this topic at its 29 November 2011 meeting. The main areas of focus were:

			<ul style="list-style-type: none"> • Member Development Charter • Member effectiveness • Support for Members • Information and communication for and with Members <p>A scoping document setting out the suggested areas of focus was agreed on 23 June 2011 (ES/045/11). An update will be received during 2012.</p>
	Quarterly Performance Reports/Policy and Scrutiny Committee Scorecard Referrals	To review the periodic referrals from the EssexWorks Corporate Plan Directorate Scorecards.	<p>Referrals are considered by the Committee at the next appropriate meeting.</p> <p>The last report the Committee received of this nature was on 26 April 2011.</p>
3 April 2012	Capita Resourcing		<p>The final report prepared by a Task and Finish Group convened from the Central Services Policy and Scrutiny Committee was presented for consideration on 25 January 2011. Report ES/024/11 containing an update from the Task and Finish Group was presented on 26 April 2011 where it was subsequently agreed that the topic would be brought to the 3 April 2012 meeting for continued monitoring.</p>
26 June 2012	Customer Satisfaction, Complaints and Public Relations		<p>The Executive Scrutiny Committee considered report ES/029/11 at its meeting on 24 May meeting, with Duncan Wood, Head of Research and Intelligence in attendance to introduce the report, answer questions and provide an update. The Committee agreed that a report providing details of the current performance in this area would be brought to the June 2012</p>

			meeting (minute 42, 2011).
Completed Scrutiny Reviews by the Executive Scrutiny Committee			
25 January 2011	Facilities Management Overspend	The full Committee agreed the summary report	At its 30 November meeting the Committee requested further information about the Facilities Management Service overspend detailed in the Financial Review as at the Half-Year stage 2010/11. A summary report containing details of the overspend was presented at the 25 January meeting.
24 May 2011	Risk Management and contracting arrangements (report ES/33/10)	The full Committee undertook the review.	The Committee monitored the scrutiny review recommendations at 24 May 2011 meeting and received a response from Councillor Louis, Cabinet Member for Major Projects and Commercial Services (ES/031/11). The Committee found that the recommendations had all been accepted, and good progress had been made against them. The Committee agreed that no further action was required in relation to this topic.
29 November 2011	Essex People Strategy 2012 and beyond including staff survey results (ES-SCR-007)	Full Committee	Adam Bowles, Head of Corporate HR and Keir Lynch, Executive Director for Transformation were in attendance to provide an update on the Essex People Strategy, focusing on 2012 and beyond, and include details of the staff survey results and collection methods. A scoping document setting out the areas of focus for this review was agreed at the 23 June 2011 meeting (ES/044/11). The Central Services Policy and Scrutiny Committee originally considered the Essex People Strategy at its September 2009 meeting.

Executive Scrutiny Appendix 1

Policy and Scrutiny Scoping Document

Committee	Executive Scrutiny Committee	
Topic	External Communications Review	Ref: ES-SCR-01/12
Objective	To assess the outcomes, resources, effectiveness and quality of the work of External Communications at Essex County Council and to make recommendations for improvement, where considered necessary. A key focus is the delivering better value for money and focused use of available resources in the provision of external communications.	
Reasons for undertaking review	To ensure a clarity and consistency of messages reflecting the values of the Authority. To ensure External Communications deliver an impartial positive image of the Authority as a responsible, innovative, and forward thinking authority. To ensure, and be assured that management structures are appropriate to need. There have been concerns expressed about the quality of some communications with customers.	
Method <ul style="list-style-type: none"> • Initial briefing to define scope • Task & Finish Group • Commission • Full Committee 	<p>Full Committee on 28 February.</p> <p>To consider whether a Task and Finish Group approach is required.</p>	
Membership <i>Only complete if Task and Finish Group or Commission</i>	N/A	

<p>Issues to be addressed</p>	<ol style="list-style-type: none"> 1. How has the Transformation process effected delivery of external communications; how is the team resourced now compared to a year ago? 2. How are External Communications using e-communication and social media to more effectively and cost-efficiently deliver their service? How are these being further developed? 3. How is the professionalism of the External Communications team measured and evaluated? 4. Are there any plans to share External Communications with Districts/Boroughs? Or is this occurring already? 5. How will communications with Members be improved? 6. In the past the reputation and impartiality of the External Communications team has been called into question; how has this been addressed? 7. Is there a Business Plan for External Communications? 8. Does External Communications have data on their customer base? 9. What is the current budget for external communications? What is forecast expenditure this year? Is it over- or underspent? How does it compare with previous years? 10. The quality of correspondence with customers 11. What is the relationship with broadcast media like at the present time? 12. How do you ensure that vulnerable people who cannot or are not able to access the internet are catered for? 13. What is the current management structure? Are there any plans to recruit in the short-, medium-, and long-term?
<p>Sources of Evidence and witnesses</p>	<p>Head of External Communications</p> <p>Assistant Chief Executive, Strategic Services</p> <p>Website Content and Strategy Manager</p> <p>Cabinet Member/Cabinet Member Deputy</p> <p>Customer base</p>
<p>Work</p>	<p>Scoping document to be agreed at 31 January 2012 meeting</p> <p>The Head of External Communications will be invited to attend the</p>

Programme	<p>Committee for its 28 February 2012 meeting, if the scoping document is approved, to provide initial evidence. It is envisaged that the review may need to be conducted over the course of several meetings.</p> <p>Potentially a Task and Finish Group approach may be adopted.</p>		
Indicators of Success	<p>Recommendations for improvement to External Communications at ECC</p>		
<p>Meeting the CfPS Objectives</p> <ul style="list-style-type: none"> • <i>Critical Friend Challenge to Executive</i> • <i>Reflect Public voice and concerns</i> • <i>Own the scrutiny process</i> • <i>Impact on service delivery</i> 	<p>The Committee will be fulfilling its role as a Champion in the Council's Scrutiny Process.</p> <p>Action taken by the Committee to monitor the performance of External Communications will reflect upon both current service delivery and future improvements.</p> <p>The Committee will carry out its role as a critical friend to the Executive.</p>		
<p>Diversity and Equality</p> <p><i>Diversity and Equality issues are to be considered and addressed.</i></p>	<p>Have any equality impact assessments been undertaken?</p>		
Date agreed by the Committee			
Future Action	<p>To be determined after 31 January 2012</p>		
Governance Officer	<p>Robert Fox</p> <p>01245 430526</p>		
Service Lead Officer(s)	<p>Eleri Roberts, Head of External Communications</p> <p>01245 430650</p>		

Executive Scrutiny Appendix 2

Policy and Scrutiny Scoping Document

Committee	Executive Scrutiny Committee	
Topic	Corporate Human Resources Review	Ref: ES-SCR-02/12
Objective	To assess and analyse the outcomes and effectiveness of HR policy at the Authority and to make recommendations for future improvement, where the Committee considers it necessary.	
Reasons for undertaking review	The Committee wishes to ensure, and be assured that the policies developed by Corporate HR, given the current financial climate, are fit-for-purpose, monitored and continually developed and improved through necessary consultation and negotiation. The Committee will consider, amongst other issues, redundancy policy; the <i>My Performance</i> framework; Pay and Rewards; and Learning and Development/Training.	
Method <ul style="list-style-type: none"> • <i>Initial briefing to define scope</i> • <i>Task & Finish Group</i> • <i>Commission</i> • <i>Full Committee</i> 	<p>Full Committee on 28 February 2012</p> <p>To consider whether a Task and Finish Group approach is required</p>	
Membership <i>Only complete if Task and Finish Group or Commission</i>	N/A	

<p>Issues to be addressed</p>	<ul style="list-style-type: none"> • Effective monitoring of the Corporate HR function. Are service areas better able to manage and monitor resources given the changes made within the Authority? • The ECC redundancy policy and associated redundancy matrix • The My Performance framework (including data) • Pay and Rewards • Learning and Development/Training
<p>Sources of Evidence and witnesses</p>	<p>Head of Corporate HR</p> <p>Executive Director for Transformation</p> <p>Cabinet Member/Cabinet Member Deputy</p>
<p>Work Programme</p>	<p>Scoping document to be agreed at 31 January 2012 meeting</p> <p>The Head of Corporate HR and the Executive Director for Transformation will be invited to attend the Committee for its 28 February 2012 meeting, if the scoping document is approved, to provide initial evidence. It is envisaged that the review may need to be conducted over the course of several meetings and possibly be referred to Task and Finish Groups.</p>
<p>Indicators of Success</p>	<p>Identification of, and recommendations for improvement</p>
<p>Meeting the CfPS Objectives</p> <ul style="list-style-type: none"> • <i>Critical Friend Challenge to Executive</i> • <i>Reflect Public voice and concerns</i> • <i>Own the scrutiny process</i> • <i>Impact on service delivery</i> 	<p>The Committee will be fulfilling its role as a Champion in the Council's Scrutiny Process.</p> <p>Action taken by the Committee to monitor Corporate Human Resources will reflect upon both current service delivery and future improvements.</p> <p>The Committee will carry out its role as a critical friend to the Executive.</p>

Diversity and Equality <i>Diversity and Equality issues are to be considered and addressed.</i>	To be considered		
Date agreed by the Committee			
Future Action	To be determined after 31 January 2012		
Governance Officer	Robert Fox 01245 430526		
Service Lead Officer(s)	Adam Bowles, Head of Corporate HR 01245 430122		