

additional papers 1

Overview and Scrutiny Committee

Tue 6 Sep
2011
7.00 pm

Council Chamber
Town Hall
Redditch



www.redditchbc.gov.uk

Access to Information - Your Rights

The Local Government (Access to Information) Act 1985 widened the rights of press and public to attend Local Authority meetings and to see certain documents. Recently the Freedom of Information Act 2000, has further broadened these rights, and limited exemptions under the 1985 Act.

Your main rights are set out below:-

- Automatic right to attend all Council and Committee meetings unless the business would disclose confidential or “exempt” information.
- Automatic right to inspect agenda and public reports at least five days before the date of the meeting.
- Automatic right to inspect minutes of the Council and its Committees (or summaries of business undertaken in private) for up to six years following a meeting.
- Automatic right to inspect lists of background papers used in the preparation of public reports.
- Access, upon request, to the background papers on which reports are based for a period of up to four years from the date of the meeting.
- Access to a public register stating the names and addresses and electoral areas of all Councillors with details of the membership of all Committees etc.
- A reasonable number of copies of agenda and reports relating to items to be considered in public must be made available to the public attending meetings of the Council and its Committees etc.
- Access to a list specifying those powers which the Council has delegated to its Officers indicating also the titles of the Officers concerned.
- Access to a summary of the rights of the public to attend meetings of the Council and its Committees etc. and to inspect and copy documents.
- In addition, the public now has a right to be present when the Council determines “Key Decisions” unless the business would disclose confidential or “exempt” information.
- Unless otherwise stated, all items of business before the Executive Committee are Key Decisions.
- (Copies of Agenda Lists are published in advance of the meetings on the Council's Website:
www.redditchbc.gov.uk

If you have any queries on this Agenda or any of the decisions taken or wish to exercise any of the above rights of access to information, please contact

**J Bayley and M Craggs
Overview and Scrutiny Support Officers**

**Town Hall, Walter Stranz Square, Redditch, B98 8AH
Tel: (01527) 64252 Extn: 3268 / 3267 Fax: (01527) 65216
e.mail: jess.bayley@bromsgroveandredditch.gov.uk /**

michael.craggs@bromsgroveandredditch.gov.uk

Minicom: 595528

Welcome to today's meeting.

Guidance for the Public

Agenda Papers

The **Agenda List** at the front of the Agenda summarises the issues to be discussed and is followed by the Officers' full supporting **Reports**.

Chair

The Chair is responsible for the proper conduct of the meeting. Generally to one side of the Chair is the Committee Support Officer who gives advice on the proper conduct of the meeting and ensures that the debate and the decisions are properly recorded. On the Chair's other side are the relevant Council Officers. The Councillors ("Members") of the Committee occupy the remaining seats around the table.

Running Order

Items will normally be taken in the order printed but, in particular circumstances, the Chair may agree to vary the order.

Refreshments : tea, coffee and water are normally available at meetings - please serve yourself.

Decisions

Decisions at the meeting will be taken by the **Councillors** who are the democratically elected representatives. They are advised by **Officers** who are paid professionals and do not have a vote.

Members of the Public

Members of the public may, by prior arrangement, speak at meetings of the Council or its Committees. Specific procedures exist for Appeals Hearings or for meetings involving Licence or Planning Applications. For further information on this point, please speak to the Committee Support Officer.

Special Arrangements

If you have any particular needs, please contact the Committee Support Officer.

Infra-red devices for the hearing impaired are available on request at the meeting. Other facilities may require prior arrangement.

Further Information

If you require any further information, please contact the Committee Support Officer (see foot of page opposite).

Fire/ Emergency instructions

If the alarm is sounded, please leave the building by the nearest available exit – these are clearly indicated within all the Committee Rooms.

If you discover a fire, inform a member of staff or operate the nearest alarm call point (wall mounted red rectangular box). In the event of the fire alarm sounding, leave the building immediately following the fire exit signs. Officers have been appointed with responsibility to ensure that all visitors are escorted from the building.

Do Not stop to collect personal belongings.

Do Not use lifts.

Do Not re-enter the building until told to do so.

The emergency Assembly Area is on Walter Stranz Square.

Declaration of Interests: Guidance for Councillors

DO I HAVE A "PERSONAL INTEREST" ?

- Where the item relates or is likely to affect your **registered interests** (what you have declared on the formal Register of Interests)

OR

- Where a decision in relation to the item might reasonably be regarded as affecting **your own** well-being or financial position, or that of your **family**, or your **close associates** more than most other people affected by the issue,

you have a personal interest.

WHAT MUST I DO? **Declare the existence, and nature, of your interest and stay**

- The declaration must relate to specific business being decided - a general scattergun approach is not needed
- **Exception** - where interest arises only because of your membership of another **public body**, there is no need to declare unless you **speak** on the matter.
- You **can vote** on the matter.

IS IT A "PREJUDICIAL INTEREST" ?

In general only if:-

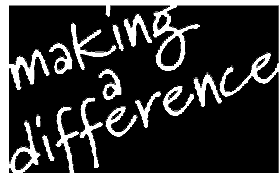
- It is a personal interest **and**
- The item affects your **financial position** (or conveys other benefits), or the position of your **family, close associates** or bodies through which you have a **registered interest** (or relates to the exercise of **regulatory functions** in relation to these groups)

and

- A member of public, with knowledge of the relevant facts, would reasonably believe the interest was likely to **prejudice** your judgement of the public interest.

WHAT MUST I DO? **Declare and Withdraw**

BUT you may make representations to the meeting before withdrawing, **if** the public have similar rights (such as the right to speak at Planning Committee).



Overview and Scrutiny

Tuesday, 6th September, 2011

7.00 pm

Committee Room 2 Town Hall

Committee

Agenda

Membership:

Cllrs:	Phil Mould (Chair)	Bill Hartnett
	Mark Shurmer	Gay Hopkins
	(Vice-Chair)	Brenda Quinney
	Peter Anderson	Alan Mason
	Andrew Brazier	Luke Stephens
	Simon Chalk	
	Andrew Fry	

5. Executive Committee Minutes and Scrutiny of the Forward Plan

(Pages 1 - 12)

To consider the minutes of the latest meeting(s) of the Executive Committee and also to consider whether any items on the Forward Plan are suitable for scrutiny.

(Minutes to follow).

(No Specific Ward Relevance);

9. Performance Report for the Services Within the Remit of the Corporate Management Portfolio

(Pages 13 - 18)

To consider the content of a written report regarding the performance of services within the remit of the Corporate Management Portfolio.

This additional agenda pack contains information about Business Transformation and ICT services.

The Portfolio covers the following areas:

- Internal systems;
- Support services;
- Administration;
- Audit;
- Finance;
- Human Resources;
- IT; and
- Conduct of Council business.

(Report attached).

(No Specific Ward Relevance);



Executive Committee

23rd August 2011

MINUTES

Present:

Councillor Carole Gandy (Chair), Councillor Michael Braley (Vice-Chair) and Councillors Greg Chance, Brandon Clayton, Malcolm Hall and Jinny Pearce

Also Present:

Councillors Peter Anderson, Andrew Brazier and David Bush

Officers:

E Cartwright, K Cook, K Dicks, S Hanley, C John, T Kristunas, I Ranford, G Revans, L Tompkin and D Wright

Committee Services Officer:

D Sunman

52. APOLOGIES

Apologies for absence were received on behalf of Councillors Juliet Brunner and Debbie Taylor.

53. DECLARATIONS OF INTEREST

There were no declarations of interest.

54. LEADER'S ANNOUNCEMENTS

The Chair advised the Committee that the following item of business, scheduled on the Forward Plan to be dealt with at this evening's meeting, had been rescheduled to a later meeting of the Committee:

- ICT Policies

The Chair also advised that she had accepted the following matters as Urgent Business:

- Learndirect;

.....
Chair

(Not on the Forward Plan for this meeting)

- Comments from the Overview and Scrutiny Committee from its meeting on 16th August 2011, which refer to Item 12
- Shared Services Board Minutes from its meeting on 18th August 2011, which refer to Items 19 – 22

(Not meeting the publication deadline)

55. MINUTES

RESOLVED that

the minutes of the meeting of the Executive Committee held on 12th July 2011 be confirmed as a correct record and signed by the Chair.

56. LEARNDIRECT

The Committee was informed that Officers had been in extremely positive talks with the Principal of New College regarding the provision of an adult learning service.

Officers reported that these talks were ongoing and requested that any decision on provision of the service be deferred to a later meeting of this Committee.

RESOLVED that

a decision be deferred to a later meeting of this Committee to allow discussions with New College regarding provision of an adult learning service to continue.

57. BUDGET PREPARATION GUIDELINES 2012/13; INITIAL ESTIMATES AND PROJECTIONS FOR 2013/14 AND 2014/15

Members received a report which outlined recommended guidelines for the preparation of the 2012 /13 estimates and the projections for 2013/13 and 2014/15 for endorsement prior to their issue to budget holders.

RECOMMENDED that

the proposed Budget Preparation Guidelines, as detailed in Appendix A to the report, be approved.

**58. JOINT ENVIRONMENTAL ENFORCEMENT STRATEGY;
REVISED FIXED PENALTY NOTICE SUMS AND WASTE AND
STREET SCENE PUBLICITY PLAN 2011-2013**

The Committee received a report which sought approval for:

- a Joint Environmental Enforcement Strategy;
- the revised Fixed Penalty Notice Sums; and
- the Waste and Street Scene Publicity Plan 2011-2013.

RECOMMENDED that

- 1) **Members approve and adopt the Joint Environmental Enforcement Strategy, as attached to the report at Appendix 1; and**

RESOLVED that

- 2) **Members approve and adopt the recommended levels for Fixed Penalty Notices as set out in Appendix 2 to the report, on the basis that these amounts will form part of the Council's fees and charges and will be subject to future adjustment by Executive as part of the annual review of fees and charges; and**
- 3) **Members approve the three-year Waste and Street Scene Publicity Plan 2011 – 2013 as set out in Appendix 3 to the report.**

**59. SOLAR PANEL SCHEME - OPTIONS FOR INTRODUCING
SOLAR PANELS AT HOUSING SITES IN REDDITCH**

Members considered a report which outlined options for introducing solar panels at housing sites in Redditch.

Officers reported that any work undertaken would specifically benefit the Council.

Members were informed that choice of suitable sites would be the subject of a feasibility study by the contractors chosen to tender for the entire solar PV project. However, within the tender process, contractors will be asked to prioritise St David's House and the category 'A' sheltered housing schemes, i.e. Arthur Jobson House, Harry Taylor House and Ibstock House.

Sheltered schemes had been prioritised because the communal areas had high daytime demand and would be the areas most likely to be occupied during the day when solar generation would be highest.

RECOMMENDED that

- 1) **up to £275,000 Capital Funding be allocated from the Housing Revenue Account (HRA) for the purposes detailed below: and**

RESOLVED that

- 2) **further photovoltaic (PV) be provided at housing sites, as detailed in the report;**
 - 3) **sheltered schemes be designated as priority schemes but that any RBC-owned landlord supply scheme may be chosen for investment;**
 - 4) **the Committee note the changes to the Feed In Tariff Scheme (FITS) and be aware that external factors might impact on the Council's plans; and**
 - 5) **authority be delegated to the Climate Change Manager to manage all Council Solar PV schemes; performance and financing arrangements to be reported annually to the Executive Committee, in line with other energy efficiency projects, such as the Salix funded initiatives.**
60. **ROXBORO HOUSE - OUTCOME OF THE INVESTIGATIONS INTO THE FUTURE OF ROXBORO HOUSE**

Members considered a report on the investigation of potential options for retention, disposal and redevelopment of Roxboro House.

Officers reported that following investigation of all options it had been established that none of the preferred housing providers would be interested in developing the building. Soft market testing had also been carried out and viewings arranged for a number of organisations. However, Officers had found that organisations were not willing to commit to the project until the property is declared surplus.

Officers outlined the support for, and consultation with, residents that had been ongoing throughout the process and would continue until all residents had been rehoused. Members were informed that Roxboro House currently had ten residents and that feedback from those who had already moved had been positive.

RESOLVED that

- 1) **Roxboro House be declared surplus to requirements of the Council's housing stock with effect from 19th September 2011;**
- 2) **Worcestershire Property Services be authorised to progress the disposal of the complex and management arrangements of the complex when closed; and**
- 3) **Statutory Home Loss Payments (as required by the Land and Compensation Act 1973) and Disturbance Allowances be duly authorised for those tenants who have been affected and who have been re-housed in alternative accommodation as a result of the closure of Roxboro House; and**

RECOMMENDED that

- 4) **as a consequence of 3) above, budgetary provision be made from the Housing Revenue Account to fund the costs of Home Loss Payments and any Disturbance Allowance (estimated to be £74,400).**

61. WINYATES ESTATE - INSULATION AND HEATING IMPROVEMENTS

The Committee considered a report regarding insulation and heating improvements to a number of properties on the Winyates Estate.

Members were informed that the properties involved had been built in the 1970's to the Wimpey No Fines method of construction, which have external walls that cannot be insulated in the traditional method as they do not have cavities to fill.

Officers reported that the properties are within an area identified by the Department of Energy and Climate Change (DECC) as being suitable for inclusion in the power suppliers and the Country's power generators Community Energy Savings Programme (CESP) obligation, which provides finance towards improvements towards insulation and heating systems in properties that are privately owned, owned by social landlord or the Council.

E-ON, the power company, had made an offer to part fund a scheme to provide external wall insulation, loft insulation and the replacement of the original gas central heating boilers to 339 properties on Winyates Estate.

RECOMMENDED that

- 1) up to £300,000 be vired from within earmarked Housing Capital resources for the purposes indicated below; and

RESOLVED that

- 2) the improvements to the 339 properties on Winyates Estate be provided, as detailed in the report; and
- 3) Officers be authorised to enter into a contact with E-ON, on the terms indicated in the report, for the provision of heating and insulation improvements to the Winyates Estate.

62. DISCRETIONARY HOUSING PAYMENT - REVISED POLICY

Members considered a report that proposed amendments to the existing Discretionary Housing Payment Policy and update the working arrangements of the scheme in light of new guidance and changes in Housing Benefit calculation.

RECOMMENDED that

- 1) the Discretionary Housing Payment Policy set out in Appendix 1 or the report be approved;
- 2) the new working arrangements for Discretionary Housing Payments to be agreed, as detailed in the report;
- 3) the appropriate level of support be to continue to make payments up to the permitted total; and
- 4) the necessary budget be made available to support the chosen option.

63. EMPLOYMENT POLICIES - REVIEW

The Committee received a report which sought approval for the following revised employment policies which had been developed in conjunction with Trade Union Representatives:

- Time Off for Public Duties Policy
- Volunteering Policy

Members noted the comments of the Overview and Scrutiny Committee on the Volunteering Policy from its meeting on 16th August 2011.

RECOMMENDED that

the Employment Policies , attached to the report at Appendices 1 and 2, be approved, namely

- **Time Off for Public Duties; and**
- **Volunteering.**

64. OVERVIEW AND SCRUTINY COMMITTEE

The Committee received the minutes of the Overview and Scrutiny Committee held on 26th July 2011.

With reference to Minute 52 Members considered the following recommendation that

“the previous best value performance indicator BV84, which measured the total amount of waste collected (kg per head) be incorporated into the quarterly performance monitoring report.”

RESOLVED that

- 1) **the report be noted; and**
- 2) **the recommendation of the Overview and Scrutiny Committee to add the previous best value performance indicator (BV84) to future quarterly performance reports be approved.**

65. WORCESTERSHIRE SHARED SERVICE JOINT COMMITTEE

The Committee received the minutes of the meetings of the Worcestershire Shared Services Joint Committee held on 11th and 23rd June 2011.

RESOLVED that

the minutes be noted.

66. MINUTES / REFERRALS - OVERVIEW AND SCRUTINY COMMITTEE, EXECUTIVE PANELS ETC.

There were no minutes or referrals under this item.

67. ADVISORY PANELS - UPDATE REPORT

The Committee received an update on the work of the Advisory Panels and similar bodies.

RESOLVED that

the report be noted.

68. ACTION MONITORING

The Committee received an Action Monitoring report.

RESOLVED that

the report be noted.

69. EXCLUSION OF THE PUBLIC

RESOLVED that

under S.100 I of the Local Government Act 1972, as amended by the Local Government (Access to Information) (Variation) Order 2006, the public be excluded from the meeting for the following matter on the grounds that it involves the likely disclosure of exempt information as defined in the relevant paragraph 4 of Part 1 of Schedule 12 (A) of the said Act, as amended:

- **Shared Service Business Case – Land Drainage (as detailed at Minute 70 below);**
- **Shared Service Single Business (as detailed at Minute 71 below);**
- **Shared Service Business Case – Car Parking (as detailed at Minute 72 below); and**
- **Shared Service Business Case – North Worcestershire Emergency Planning Service (as detailed at Minute 73 below).**

70. SHARED SERVICE BUSINESS CASE - LAND DRAINAGE SERVICE

The Committee received a report on the Shared Services Business Case – Land Drainage, which had been considered by the Shared Services Board on 18th August 2011.

Members noted the recommendations of the Shared Services Board.

RECOMMENDED that

- 1) the shared Land Drainage Service proposals detailed in the Business Case at Option 3 be approved, in accordance with the previously agreed Project Initiation Document dated 22nd June 2011;**
- 2) the three Councils agree this new service be known as the “North Worcestershire Land Drainage Service”; and**
- 3) all initial set up costs be met from within existing budgets.**

(During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public prior to any debate on the grounds that information would be revealed relating to consultations or negotiations, or contemplated consultations or negotiations in connection with labour relations matters arising between the authority and employees of, the authority. However, there is nothing exempt in this record of the proceedings.)

71. SHARED SERVICE BUSINESS CASE - SINGLE BUSINESS CASE

The Committee received a report on the Shared Services Single Business Case, which had been considered by the Shared Services Board on 18th August 2011.

Members noted the recommendations of the Shared Services Board.

RECOMMENDED that

subject to any matters detailed under the separate records below,

- 1) the Single Business Case proposals be approved in respect of shared services for the following seven**

services:

- **Community Services**
 - **Customer Services**
 - **Environmental Services**
 - **Financial Services**
 - **Legal and Democratic Services**
 - **Planning and Regeneration**
 - **Secretariat and Directorate Support Services; and**
- 2) **Members note the detail within the Operational Shared Services Agreement and that subject to the change of date in Section 14, which will remain blank until agreement has been reached by Full Council and the need for the Appendices to be populated, recommend that it be endorsed by and signed on behalf of the Full Council.**

(During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public prior to any debate on the grounds that information would be revealed relating to consultations or negotiations, or contemplated consultations or negotiations in connection with labour relations matters arising between the authority and employees of, the authority. However, there is nothing exempt in this record of the proceedings.)

72. SHARED SERVICES BUSINESS CASE - CAR PARKING

The Committee received a report on the Shared Services Business Case – Car Parking, which had been considered by the Shared Services Board on 18th August 2011.

Members noted the recommendations of the Shared Services Board.

RECOMMENDED that

- 1) **Option 2 (to “extend Wychavon District Council’s Service to include Bromsgrove District Council”) be chosen as the preferred option for the future delivery of the shared Parking Service;**
- 2) **Bromsgrove District Council should introduce Civil (Decriminalised) Parking Enforcement in partnership**

with Wychavon District Council;

- 3) **authority be delegated to the Head of Environmental Services to exercise the Council's civil parking enforcement powers within the District of Bromsgrove, when civil parking enforcement within the District comes into effect;**
- 4) **the Council enter into a Deed of Arrangements with the Parking and Traffic Regulations Outside London Adjudication Joint Committee for the functions in relation to adjudicators under Part 6 of the Traffic Management Act 2004;**
- 5) **authority be delegated to the Head of Legal, Equalities and Democratic Services to sign any necessary agreements or other documents to enable the introduction of civil parking enforcement within the District; and**
- 6) **up to £75,000 be made available within Bromsgrove District Council's budgets to meet the set up costs of Civil Parking Enforcement.**

(During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public prior to any debate on the grounds that information would be revealed relating to consultations or negotiations, or contemplated consultations or negotiations in connection with labour relations matters arising between the authority and employees of, the authority. However, there is nothing exempt in this record of the proceedings.)

73. SHARED SERVICE BUSINESS CASE - NORTH WORCESTERSHIRE EMERGENCY PLANNING SERVICE

The Committee received a report on the Shared Services Business Case – Emergency Planning, which had been considered by the Shared Services Board on 18th August 2011.

Members noted the recommendations of the Shared Services Board.

RECOMMENDED that

the proposal in respect of a shared Emergency Planning service be approved as detailed in the Business Case under Option 3 (for a North Worcestershire Shared Service).

Executive Committee

23rd August 2011

(During consideration of this item Members discussed matters that necessitated the disclosure of exempt information. It was therefore agreed to exclude the press and public prior to any debate on the grounds that information would be revealed relating to consultations or negotiations, or contemplated consultations or negotiations in connection with labour relations matters arising between the authority and employees of, the authority. However, there is nothing exempt in this record of the proceedings.)

The Meeting commenced at 7.00 pm
and closed at 8.25 pm

Portfolio Holder Annual Report

Portfolio: Business Transformation
Portfolio Holder: Councillor Michael Braley

Year: 2010/11

1. Executive Summary

1.1. Please provide a summary of progress over the last year (no more than one page).

ICT

- Supported departments in their ICT elements of transformation and shared services.
- Procured new corporate telephone system
- Upgraded Microsoft Office application to 2003 version across all able PC's.
- Trialled replacement for PC devices with new solution called 'Sunray' to allow ongoing refresh of old kit be more cost effective.
- Freedom of Information requests - Response times reduced and 99.3% of requests responded to within the target of 20 days.
- Data Protection training now provided monthly and is open to all RBC staff.
- Data cleansing across all departments- 6 have completed their data cleanse, 34 are in currently in progress and all the others are scheduled (82 in total) . Target completion for all teams – April 2012
- Trained 100 people on the staff Intranet named 'Orb', which has increased the use of the Orb 10 fold. Total Orb hits since launch is now 7,691,223
- Developed applications on the Orb with 5 teams including custom calendars, lists, shared spreadsheets, file systems and notifications.
- Completed 10 Global Surveys, 2 Staff Award polls, 40+ Corporate Working groups, 100+ Social announcements, 150+ News announcements
- Increased external ratings of the council website from 1 to 2 stars.
- Launched new layout of 'About Your Redditch' section of internet site and started to place more information into this area.
- Reduced spelling mistakes on website from 1000 to less than 10 across the 5,000 pages.
- Upgraded Planning and application (Uniform) to the latest release.
- Upgraded Total Land Charges application to the latest release.
- Upgraded Revenues and Benefits (IBS) system to the latest

- Supplied weekly property updates to the national gazetteer and 410 new property updates to the royal mail.
- Reduced number of helpdesk calls by 10% (time taken to actually fix calls is still proving a large challenge).

Transformation

- Delivered systems thinking training to 4th^h Tier managers
- Recruited Transformation Programme Manager
- Cabinet and Executive Members received overview briefings of the Systems Thinking methodology
- Services which have been shared have been delivered using the Shared Services Framework
- Scheduled the scoping work for Housing Services & Environmental Services
- Continued to deliver system thinking training and support to GMT
- Supported Revs & Bens transformation
- Delivered systems thinking briefings to all staff

2. Performance

2.1. Please detail areas of good performance over the past year.

- Improved external ratings (Socitm) for the council's web site.
- Improved technical infrastructure for the authorities systems.

2.2. Please detail key performance indicators that are of concern

Key Performance Indicators – Areas of Concern			
PI Ref	PI Description	Explanation and/or corrective action.	Impact on budget

3. Revenue Budget

3.1. Explain problem areas – what has been done, what is planned to be done – impact on priorities, key deliverables

Revenue Budget – Areas of Concern			
Budget Code	Description	Explanation and/or corrective action.	Impact on performance and priorities

4. Capital Budget

4.1. Explain problem areas – what has been done, what is planned to be done – impact on priorities, key deliverables

Revenue Budget – Areas of Concern			
Budget Code	Description	Explanation and/or corrective action.	Impact on performance and priorities
99998152C0202	Budget for replacement of old PC's and Laptops.	There is one year left of a fairly small capital allowance for replacing PC's that are old (up to 8 years). A new bid will be entered or this could become part of the revenue costs of providing ICT facilities for the council to operate efficiently.	Many departments report very slow performance from their old PC's, they also fail on a regular basis impacting on their ability to deliver their service to the public and increasing costs of ICT support to them (to resolve helpdesk calls).

5. The Year Ahead

5.1 ICT and Business Transformation

- Assist all departments with the ICT elements of their transformation and shared services.
- Take ICT through its own Transformation process.
- Reduce helpdesk response times and the amount of outstanding helpdesk calls.
- Continue to develop the Internet service to deliver more and improved online services to customers.
- Action all Freedom of Information requests within time limit.
- Implement Government Code of Connection policies to enable continued use of secure network between external government departments.
- Ensure shared services are delivered using the Shared Service Framework
- Ensure the Shared Service & Transformation Programme is delivered
- Provide further systems thinking training where required
- Ensure Intervention teams for transformation are supported.
- Commence Transformation for Housing
- Commence Transformation for Environmental Services
- Commence Transformation for Planning Services