

**Committee:** SCRUTINY COMMITTEE 1 : COMMUNITY AND HOUSING

**Date:** 17 November 2004

**Agenda Item No:** 4

**Title:** PERFORMANCE MANAGEMENT REPORTING  
JULY TO SEPTEMBER 2004




**Author:** Michael Dellow (01799) 510310

### Summary

- 1 The provisional performance Management results for July to September 2004 are attached at Appendix A. The results remain provisional at this stage because of the difficulty of adapting this quarterly reporting to the timing of the five Committee cycles during the year.

### Background

- 2 The table below gives a snapshot of the results so far presented. The ✕ in the fourth column indicates data that is not yet available for one reason or another. Work is continuing on assembling the data for complete presentation to Members in due course. Everything is still subject to final checks.

Performance Indicator Series	Total				✕
Corporate Management - CM	4	0	0	0	4
Environment & - EC	9	6	0	2	1
Finance & Assets - F	8	3	0	2	3
Housing Services - H	6	4	0	2	0
Human Resources - HR	6	3	0	1	2
Corporate Governance - CG	7	4	2	1	0
Customer Services - CS	5	2	1	0	2
Development Services - DS	7	1	2	3	1
Strategy & Performance – SP	11	2	5	1	3
<b>SUB -TOTAL</b>	<b>63</b>	<b>25</b>	<b>10</b>	<b>12</b>	<b>16</b>
Best Value - BV	21	5	7	2	7
<b>TOTAL</b>	<b>84</b>	<b>30</b>	<b>17</b>	<b>14</b>	<b>23</b>

- 3 Appended to the tables of indicators at Appendix A is an example of new monthly indicators being developed in an effort to provide more up-to-date information on matters of particular importance. This one relates to staff turnover i.e. the numbers of leavers during the preceding 12 months.

FOR INFORMATION































**Committee:** Scrutiny Committee  
**Date:** 17 November 2004  
**Agenda Item No:** 5  
**Title:** ROLE OF MEMBERS ON OUTSIDE BODIES  
**Author:** Mick Purkiss (01799) 510430

### **Summary**

- 1 This report reminds Members of the previous decision regarding Outside Bodies and suggests that an evaluation of the value to the Council of such involvement be included in a short annual report.

### **Background**

- 2 On 16 June 2004 Scrutiny Committee 1 requested that a questionnaire be sent to all Members to seek views on the value of the Council's involvement with Outside Bodies.
- 3 The Council is represented on 64 named outside bodies and only three Councillors do not fulfil such a role. However, despite questionnaires being sent out on two occasions only 14 responses were received.
- 4 These responses were considered at the Scrutiny meeting on 22 September and it was agreed that Members on Outside Bodies should produce an annual short report on the work of the organisation.
- 5 The Chairman is concerned that the Council should continue to review the value of attending the Outside Bodies and has suggested that the annual short report should include a brief evaluation of the value to the Council of attendance and involvement with the relevant organisation.

RECOMMENDED that such evaluation should form part of the short annual report.

Background Papers: Responses to Questionnaires.



**Meeting:** Scrutiny One Committee

**Date:** 17<sup>th</sup> November 2004

**Agenda Item:** 6

**Title:** Work Programme:  
Communications within Uttlesford District Council

**Author:** Ian Orton (01799) 510 402

## **1.0 Summary**

- 1.1 This report informs Scrutiny One Committee of the existing arrangements for communications within Uttlesford District Council. The report recommends that the existing Communications and Consultation Strategy is examined by Executive Management Team and a report arising from these examinations is examined by Scrutiny One Committee as part of the 2005/06 Work Programme.

## **2.0 Background**

- 2.1 Within Uttlesford District Council communications are managed by the Public Relations and Communications Officer. Communications are split into internal and external methods of communicating the policies, services and messages of the authority. There are a raft of means that underpin communicate within the authority ranging from electronic that will communicate a message to every desk through to the ever popular Grapevine, which it is hoped to revive in the future.
- 2.2 Internal communications within the authority are the most straight forward with the principal means of communicating to staff and Members being via:
- Team Brief – a monthly information sheet which is circulated to all staff. Team Brief is designed to inform staff and is a means of communicating information. Managers team brief staff and the information cascades down into the organization. Team Brief is not a staff magazine.
  - Global e-mails – this method is used to get across a piece of information quickly. It is the most cost effective method of communicating, as staff tend to read and delete global news, it is not common to download and print off global e-mails. As virtually all staff now have access to computers it ensures access to all staff. The use of global e mail tends to avoid the comment that “ nobody tells me what is happening “ ,
  - Staff briefings – examples being twice yearly meetings with the Chief Executive and Leader, briefings by the Chief Executive to staff, and

training sessions directed towards different sections of staff within the organization. In addition all staff have team meetings at least monthly where the sharing of information both up and down the organization is the key part of the meetings.

- In addition there are the more informal means of communicating like staff suggestions and the open door policy practiced by senior managers.
- 2.3 Underpinning all these methods of internal communications is the concept that communications will be a two way process. Staff will be informed of the workings of the organization and have the opportunity to comment back up the chain. Team Brief is a vehicle for managers to communicate with staff who in return can pass comments back which will be referred to EMT and the Chief Executive. Communications that are a one-way street do not work, there has to be the opportunity for staff to respond to the workings of the organization.
- 2.4 External communications are again usually promoting or defending the policies and services of Uttlesford. The authority will promote its policies and services by the use of press releases that aim to communicate a set message about what the authority is doing or plans to do.
- 2.5 External communications often involve outside organizations seeking a view from the authority about existing or future services or comments in response to complaints from the public. The existing policy transfers this type of communication to the Press Officer or the Chief Executive if the complaint was of a service nature or to the Leader if it is political.
- 2.6 Uttlesford is slightly unusual in having a clear split between communications, managed by the Press Officer and consultation which was managed by the Performance Manager. The existing Consultation and Communications Strategy was written by the Performance Manager in preparation for CPA. This strategy is now a year old and the time is right to re-examine this policy to take account of changes within the authority.
- 2.7 This report recommends that during the next six months the Consultation and Communications Strategy is reviewed and a report taken to Executive Management Board. Scrutiny One Committee may consider including the new Consultation and Communications Strategy within the 2005/06 Work Programme,

#### RECOMMENDED

That Scrutiny One Committee:

- 1 Note the existing mechanisms for delivering communications within Uttlesford District Council

- 2 Comment on the suggestion that the existing Consultation and Communications Strategy is attached reviewed to take account of changes within the authority.
- 3 Include Consultation and Communications within the Work Programme for 2005/06

**Committee:** Scrutiny 1

**Date:** 17 November 2004

**Agenda Item No:** 7

**Title:** Best Value Review of Services to Young People

**Author:** Gaynor Bradley (01799) 510348

### **Summary**

- 1 This report seeks to update Members of the work undertaken to date on the Best Value Review of Young People.

### **Background**

- 2 The Best Value Review of Services to Young People commenced at the end of June 2004 and is due to be concluded in June 2005. As the District Council is only one of a number of organisations involved in the provision of services to young people in Uttlesford it is necessary for the theme of this review to be crosscutting. The aim is to assess the bigger picture to determine services available and the suitability and accessibility of these services.
- 3 In order to progress the review, a multi-agency working group has been established comprising representatives from Uttlesford District Council, Essex County Council Youth Service, Essex County Council Children and Families Service, Essex Council for Voluntary Youth Services, Uttlesford Primary Care Trust and Connexions. Additionally, some of the representatives are also involved in the Uttlesford Children and Young People's Strategic Partnership (CYPSP) that is the over-arching Group established to deliver the requirements of the Government Green Paper entitled "Every Child Matters". The CYPSP commissioned the Survey of 13 – 19 year old and Uttlesford Futures has requested that further work is undertaken to establish what gaps there are in the survey material and to develop an action plan and to look at the feasibility of conducting post survey interviews.
- 4 There is also another working group that representatives are involved in and that is the Birchanger, Elsenham, Stansted and Takeley (BEST) project group established to run a pilot programme of identifying issues for young people in

a particular area. The pilot is exploring the possibility of delivering projects via the Mountfitchet Secondary School and the Mountfitchet Romeera Leisure Centre. Whilst this is not strictly related to the Best Value Review, feedback from the project will be incorporated into the Review recommendations to further assist in shaping services for young people.

5 The following work has been undertaken to date.

- Information has been gathered on the range of services provided across the district.
- Outcomes of surveys undertaken on existing services have been collected.
- A survey, conducted by an independent research company, has been undertaken of the 13 – 19 age group
- The survey results were used as the basis for further consultation and prioritisation at a local democracy evening for young people and the Youth Forum has considered the results and commented on them.
- A survey is to be conducted amongst the 5 – 12 age group and this is currently underway in primary schools.

## 6 **Further Work**

In conjunction with Early Years and Primary Care Trust Colleagues it is intended to conduct a survey of the parents of the under 5 age group.

The Group is currently investigating the possibility of linking with the national Connexions card to achieve discounts for young people to use leisure and other facilities, although this is very much in the planning stage at the moment.

Visits to other areas by the Multi-Agency Working Group and the Member Group are being arranged to establish how services are organised elsewhere in the country.

## 7 **Early Outcomes**

Initial results indicate that young people would like to have a leisure card provided so that they can have discounted access to facilities. Additionally, they were very concerned about the standard of school toilets and wish to see an improvement in these facilities.

## 8 **Conclusion**

It is anticipated that the majority of the survey work will have been concluded by early January 2005. It is intended that the survey material will provide information for a number of agencies to benefit from and that ultimately the outcome of the Review will contribute towards the development of a district-wide strategy for the provision of young people's services.

Background Papers: Best Value Review Group Terms of Reference and Survey results.

















