

The Arc
High Street
Clowne
Derbyshire
S43 4JY

Date: 12th May 2016

Dear Sir or Madam

You are hereby summoned to attend a meeting of the Customer Service and Transformation Scrutiny Committee of the Bolsover District Council to be held in the Council Chamber, The Arc, Clowne on Monday 23rd May 2016 at 1000 hours.

Register of Members' Interest - Members are reminded that a Member must within 28 days of becoming aware of any changes to their Disclosable Pecuniary Interests provide written notification to the Authority's Monitoring Officer.

You will find the contents of the agenda itemised on page 2.

Yours faithfully




Assistant Director of Governance and Monitoring Officer

To: Chairman and Members of the Customer Service and Transformation Scrutiny Committee

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CUSTOMER
SERVICE
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CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

Monday 23rd May 2016 at 1000 hours in the Council Chamber, The Arc,
Clowne

Item No.		Page No.(s)
	<u>PART A – FORMAL</u> <u>PART 1 OPEN ITEMS</u>	
1.	<u>Apologies for Absence</u>	
2.	<u>Urgent Items of Business</u> To note any urgent items of business which the Chairman has consented to being considered under the provisions of Section 100(B) 4(b) of the Local Government Act 1972	
3.	<u>Declarations of Interest</u> Members should declare the existence and nature of any Disclosable Pecuniary Interest and Non Statutory Interest as defined by the Members' Code of Conduct in respect of: a) any business on the agenda b) any urgent additional items to be considered c) any matters arising out of those items and if appropriate, withdraw from the meeting at the relevant time.	
4.	Minutes of a meeting held on 18 th April 2016.	3 to 6
5.	List of Key Decisions & Items to be Considered in Private. <i>(Members should contact the officer whose name appears on the List of Key Decisions for any further information).</i>	To Follow
6.	Corporate Plan Targets Performance Update – January to March 2016 (Q4 – 2015/16)	7 to 16
7.	Scrutiny Work Plan	17 to 20
8.	Scrutiny Review – Selection and Scoping	21 to 32

CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

Minutes of a meeting of the Customer Service and Transformation Scrutiny Committee of the Bolsover District Council held in the Council Chamber, The Arc, Clowne on Monday 18th April 2016 at 1000 hours.

PRESENT:-

Members:-

Councillor R. J. Bowler in the Chair

Councillors P.M. Bowler, C.P. Cooper, M.G. Crane, R.A. Heffer, A. Joesbury, D. McGregor (from Minute No. 0936), J.E. Smith and E. Stevenson.

Also in attendance in respect of Minute No. 0936, was Councillor M.J. Ritchie (Portfolio Holder for Housing and IT)

Officers:-

S.E.A. Sternberg (Assistant Director – Governance and Monitoring Officer),
P. Campbell (Assistant Director – Community Safety and Head of Housing (BDC))
and A. Brownsword (Governance Officer)

0931. APOLOGIES

An apology for absence was received from Councillor R. Turner.

An apology was also received from Councillor J. Wilson (Signatory to Agenda Item No. 6 – Call in of Executive Minute No. 0821, New Bolsover – Local Lettings Policy)

0932. URGENT ITEMS OF BUSINESS

There were no urgent items of business.

0933. DECLARATIONS OF INTEREST

There were no declarations of interest.

CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

0934. MINUTES

Moved by Councillor R.A. Heffer and seconded by Councillor A. Joesbury

RESOLVED that the minutes of a meeting of the Customer Service and Transformation Scrutiny Committee held on 15th February 2016 be approved as a true and correct record.

0935. LIST OF KEY DECISIONS AND ITEMS TO BE CONSIDERED IN PRIVATE

Members considered the List of Key Decisions and Items to be Considered in Private document.

Moved by Councillor R.A. Heffer and seconded by Councillor J.E. Smith

RESOLVED that the List of Key Decisions and Items to be Considered in Private document be noted.

Councillor D. McGregor entered the meeting during the following item of business.

0936. CALL IN OF EXECUTIVE MINUTE NO. 0821, NEW BOLSOVER – LOCAL LETTINGS POLICY

The Chair presented the item and asked Councillor Crane to outline the reason for the Call In.

Councillor Crane asked for clarification of the words 'appropriate weight' in Executive recommendation 0821(1)(a). The Assistant Director – Community Safety and Head of Housing (BDC) explained that each person who wished to move permanently from New Bolsover would need to apply through the Choice Based Letting System. They would be awarded approximately 10 extra points which was the equivalent to the points awarded for sharing a bathroom and other facilities with non family members.

Councillor Crane noted that in his opinion, those persons from New Bolsover who wished for a permanent move should not be treated any differently to those who were already on the waiting list.

The Chair asked if there was a compromise that could be reached and Councillor Crane felt that removal of the words 'appropriate weight' and assurance that everyone on the waiting list be treated the same would be a good compromise.

CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

The Assistant Director – Community Safety and Head of Housing (BDC) felt that there were a possible 7 to 10 households who would want to move away. Those with arrears would not be entitled to a permanent move.

The Portfolio Holder for Housing and IT felt that they should be treated differently as the Council was going to carry out works to the properties which would cause major disruption. The same system had been used when the Tarran Bungalow schemes had been in place.

The Assistant Director – Community Safety and Head of Housing (BDC) noted that the idea had been proposed as it would help the Council. This was a multi million pound investment of local, regional and national importance. A number of empty properties in a block were needed before work could begin. It would also help tenants as the work would be very intrusive. Most tenants wanted to stay and benefit from the works, but some would find it difficult to cope e.g. those who worked night shifts, had breathing difficulties or young children. The works would cause a lot of inconvenience, therefore it was appropriate to award additional points. The Choice Based Letting system was very transparent. There was also the issue of cost as the Council was footing the bill for removal. If people only moved once, there would only be half the cost.

Councillor Crane congratulated the Authority on pulling the scheme together and obtaining the funding, but felt that giving extra points was not being fair to those already on the waiting list. Extra points were already given to people vacating a 3 bedroomed house for a smaller property. The costs of moving were built in to the cost of the scheme. People who lived on council estates all had to live with some level of disruption e.g. ambulances visiting sheltered accommodation. The cost of moving was built in to the scheme.

The Assistant Director of Community Safety and Head of Housing (BDC) noted that there was no comparison between occasional ambulance visits and a full 3 year building programme. The scheme would cost around £10 million and the HLF funding was for £2 million. The majority of the costs would be met from the Bolsover District Council HRA Account. Therefore, the Council had a responsibility to reduce the costs wherever possible.

Members felt that costs needed to be taken into account and asked why the total of 10 points had been chosen. The Assistant Director – Community Safety and Head of Housing (BDC) noted that it was hoped to give some priority, but not absolute priority. The number of points could be looked at, but awarding points ensured transparency.

A discussion took place and it was ascertained that if the matter was referred back to the Executive, it would be heard on 25th April 2016. The Assistant Director –

CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

Community Safety and Head of Housing (BDC) also pointed out that the original proposal was to have a 'package' where some people would move within Bolsover, some would return to their own home after using a temporary decant in New Bolsover and others would be rehoused elsewhere in the District. The proposal from Councillor Crane introduced a different option of using other properties for the period of the works. Doing this would cost the council in the region of £12,000 over three years in terms of lost rent.

Moved by Councillor D. McGregor and seconded by Councillor R. A. Heffer

RESOLVED that the matter be referred back to the Executive for reconsideration as the Committee did not think that it was fair that anyone who wanted to permanently move out of New Bolsover should be treated any differently to anyone already on the waiting list.

(Governance Officer)

The meeting concluded at 1110 hours.

Bolsover District Council

Customer Service and Transformation Scrutiny Committee

23rd May 2016

**Corporate Plan Targets Performance Update – January to March 2016
(Q4 – 2015/16)**

Report of the Assistant Director – Customer Service and Improvement

This report is public

Purpose of the Report

- To report the quarter 4 outturns for the Corporate Plan 2015-2019 targets.

1 Report Details

1.1 The attached contains the performance outturn for those targets which sit under 'providing our customers with excellent service' and 'transforming our organisation' aims as of 31st March 2016. (Information compiled on 10th May 2016)

1.2 A summary by corporate plan aim is provided below:

1.3 Providing our Customers with Excellent Service

- 16 targets in total (1 target previously withdrawn – C16)
- 15 targets on track with **C02, C03, C06, C07, C10, C12** and **C15** achieving their annual targets for 2015/16.
- **C14** - 'Carry out 99% of emergency repairs within 6 working hours'. Recommendation to be made to Executive on 13th June 2016 to change the wording of this target to 'Attend 99% of repair emergencies within 6 working hours' to reflect more accurately what the target is intended to achieve i.e. to resolve the problem initially and then carry out a separate repair if required.

1.4 Transforming our Organisation

- 14 targets in total (1 target achieved previously – T02)
- 11 targets on track including 2 targets (**T07** and **T12**) previously extended. Target **T13** has achieved its annual target for 2015/16.
 - **T12** – a further request to extend this target to 31st March 2017 will be made to Executive on 13th June 2016 to reflect the need that the assessment works for the Built Facilities Plan needs to be undertaken during the winter months.
- 1 target achieved (behind target) – **T03** 'Establish interest from the market to work in partnership to develop a delivery method for the development and/or

refurbishment of key council-owned assets and report back to Members by October 2015’.

- 1 target not started yet (T04) – within timescale. No concerns raised by respective lead officer.

2 Conclusions and Reasons for Recommendation

- 2.1 Out of the 30 targets 26 are on track, 2 have been achieved (1 this time, 1 previously), 1 has not started and 1 has been withdrawn.
- 2.2 This is an information report to keep Members informed of progress against the corporate plan targets noting achievements and any areas of concern.

3 Consultation and Equality Impact

- 3.1 Not applicable to this report as consultation was carried out on the original Corporate Plan.

4 Alternative Options and Reasons for Rejection

- 4.1 Not applicable to this report as providing an overview of performance against agreed targets.

5 Implications

5.1 Finance and Risk Implications

No finance or risk implications within this performance report.

5.2 Legal Implications including Data Protection

No legal implications within this performance report.

5.3 Human Resources Implications

No human resource implications within this performance report.

6 Recommendations

- 6.1 That early progress against the Corporate Plan 2015-2019 targets be noted.

7 Decision Information

Is the decision a Key Decision? (A Key Decision is one which results in income or expenditure to the Council of £50,000 or more or which has a significant impact on two or more District wards)	No
District Wards Affected	Not applicable

Links to Corporate Plan priorities or Policy Framework	Links to all Corporate Plan 2015-2019 aims and priorities
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8 Document Information

Appendix No	Title
1.	Corporate Plan Performance Update – Q4 January to March 2016
Background Papers (These are unpublished works which have been relied on to a material extent when preparing the report. They must be listed in the section below. If the report is going to Cabinet (NEDDC) or Executive (BDC) you must provide copies of the background papers)	
All details on PERFORM system	
Report Author	Contact Number
Kath Drury, Information, Engagement and Performance Manager on behalf of Assistant Director – Customer Service and Improvement	01246 242280 / 217641

Report Reference –

Bolsover District Council
Corporate Plan Targets Update – Q4 January to March 2016

Aim – Providing our Customers with Excellent Service

Key Corporate Target	Directorate	Status		Progress	Target Date
C 01 - Retain Customer Service excellence accreditation year on year.	Transformation	On track		Q4 (2015-16) - Electronic assessment evidence submitted end of March 2016. On-site assessment to take place on 11/04/16 and 12/04/16. Programme put together and communicated to those involved and generally to staff. Update given to Improvement Group on 22/03/16.	Sun-31-Mar-19
C 02 - Achieve an overall biennial external satisfaction rate of 85% or above for services provided by the Contact Centres.	Transformation	On Track		Q4 - Survey completed, results show 89% satisfaction with the Face to Face service, 87% satisfaction with the telephone service and 93% with the Meet & Greet Service giving an overall satisfaction with the service of 89% . The Customer Satisfaction Index score is not yet known until the full report is available. The final report with findings will be published on the Contact Centre webpage along with an Improvement Plan based on customer comments. 2015/16 Target Achieved	Sun-31-Mar-19
C 03 - Achieve an overall annual satisfaction rate of 80% or above for leisure, recreation and cultural activities and services.	Transformation	On Track		Q4 - Of the service areas measured 89.9% average satisfaction rate was scored. (Facilities 97% Sports development 82.5%) Overall average satisfaction across the service for the year = 89.3% 2015/16 Target Achieved	Sun-31-Mar-19
C 04 - Promote the Council website and increase (unique) visitor numbers by 7% year on year.	Transformation	On track		Q4 - Q4 - Statistics from Google Analytics for the period January 1 to March 31 2016 show a 88.24% increase in new unique users of the website. Now we have a full year of stats,	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
				we will analyse these further to see if they are accurate.	
C 05 - Implement the new EU Regulations on Data Protection within the timescales stipulated by the Information Commissioners Office.	Transformation	On track		Q4 (2015/16) - Still awaiting EU implementation (Regulations expected to take force in June 2018 - Source: ICO). However work is underway to improve our internal data protection processes in-line with the new regulations. For example we are currently developing a database of personal data held by the Council which is one of the proposed regulations.	Sun-31-Mar-19
C 06 - Prevent homelessness for more than 50% of people who are facing homelessness each year.	Operations	On track		Q4 April - March 2016 - 282 approaches from people seeking homeless assistance, of which 174 cases were prevented from being homeless - 62% prevented cases. 2015/16 Target Achieved.	Sun-31-Mar-19
C 07 - Install 150 new lifelines within the community each year.	Operations	On track		Q4 April - March 2016 - 242 units of careline equipment installed. 2015/16 Target Achieved	Sun-31-Mar-19
C 08 - Process all new Housing Benefit and Council Tax Support claims within an average of 20 days.	Operations	On track		Quarter 4 data = 19.00 days Quarter 3 data = 19.54 days Quarter 2 = 16.76 days Quarter 1 = 16.86 days	Sun-31-Mar-19
C 09 - Process changes to Housing Benefit and Council Tax Support within an average of 10 days.	Operations	On track		Quarter 4 data = 6.63 days Quarter 3 data = 7.81 days Quarter 2 = 7.12 days Quarter 1 = 8.98 days	Sun-31-Mar-19
C 10 - Carry out 300 disability adaptations to Council houses each year.	Operations	On track		Q4 April - March 2016 - 386 adaptations completed. 2015/16 Target Achieved	Sun-31-Mar-19
C 11 - Fully deliver the equality objectives identified in the Single	Transformation	On track		Q4 - good progress continues against the action plan. Notable action this quarter - Equalities Impact Assessment Guidance	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
Equality Scheme by March 2019.				refreshed, published and taken to Improvement Group to raise awareness.	
C 12 - Ensure a minimum of 50% of clients experiencing Domestic Violence each year are satisfied with the support they received.	Operations	On track		Q4 – 41 new referrals were received during Q4, 15 of which were high risk. 4 did not engage with the service. Positive responses were received from 35 (85%) service users who were asked: • Did the service meet with your requirements? • Did the service make a difference? • How satisfied are you with the service you have been given?	Sun-31-Mar-19
C 13 - Reduce average relet times of Council properties (not including sheltered accommodation) to 20 days by March 2019.	Operations	On track		Q4 (2015/16) - 26.5 days (30 if sheltered are included) - This shows an improvement of the previous quarter. Historically the final quarter has shown poorer performance, there are two reasons for this. Firstly, the indicator (based on the old BVPI) measures actual days and not working days so the winter break has an impact also people do not want to move before Xmas. Secondly, there are an increased number of vacancies during this period.	Sun-31-Mar-19
C 14 - Carry out 99% of emergency repairs within 6 working hours.	Operations	On track		Q4 (2015/16) 91% call out and completion of emergencies within 6hrs. From April 2016 a new reporting tool will be used to monitor all emergencies when logged and when an operative attends the property. Recommendation to be made to Executive on 13th June 2016 to change the wording of this target to “Attend 99% of repair emergencies within 6 working hours”. This reflects that in the case of an emergency the initial action is to resolve the problem, with the repair carried out separately. For example a leak - the emergency action would be to stop the leak which may be by isolating some pipework. A repair job to	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
				replace the failed item may follow.	
C 15 - Ensure a minimum of 50% of clients receiving parenting support each year express a positive outcome.	Operations	On track		Q4 - Year to date - 26 attendees (25 completed the course). Three courses completed in the year and 90% of those who have completed an evaluation form are satisfied.	Sun-31-Mar-19

Aim – Transforming our Organisation

Key Corporate Target	Directorate	Status		Progress	Target Date
T 01 - Retain accreditation against the Investors in People (IIP) extended framework by July 2015 and full external assessment in 2018.	Transformation	On track		Q4 - Report considered by SAMT, further discussions and options to be put forward to Members. (Accreditation retained in June 2015)	Tue-31-Jul-18
T 03 - Establish interest from the market to work in partnership to develop a delivery method for the development and or refurbishment of key council-owned assets and report findings back to Members by October 2015.	Operations	Achieved (behind target)		Q4 (2015/16) – Approval received from Executive to set up a Joint Venture, details currently being worked through. The Business Executive Group continues to work with Officers and Members to bring forward a second Joint Venture model to secure the future of Pleasley Vale Mills.	Sat-31-Oct-15
T 04 - Access the potential revenue impact and develop an action plan to address issues arising from the implementation of the Minimum Energy Standards on commercial properties by April 2018.	Operations	Not Started		Q4 (2015/16) Project not started. Well within timescale. Placed on the Asset Management Group Agenda for discussion at future meetings	Mon-30-Apr-18
T 05 - Initiate a build programme	Transformation	On track		Q4 (2015/16) Build programme is progressing well, however	Sat-31-

Key Corporate Target	Directorate	Status		Progress	Target Date
for the new Clowne leisure facility by December 2015 and complete by December 2016.				the project is around 3 weeks behind schedule at present due largely to the excavation into rock taking longer than anticipated, along with poor weather conditions. The contractors are confident they can pull this back over the coming stages of development (they have been asked to provide detail of when and how they will achieve this). The pools are now formed in concrete with the next key phase being steel erection, roof and floor creation.	Dec-16
T 06 - Introduce alternative uses to 20% of garage sites owned by the Council by March 2019.	Operations	On track		Q4 - 40+ sites considered for development. These are at different stages, Rogers Avenue, Creswell started, Planning permission sought/prepared for 4 other sites - viability being checked for others. Sites also identified for the next tranche.	Sun-31-Mar-19
T 07 - Produce a Procurement Strategy by March 2016.	Growth	Extended		Q4 Next step for the draft to be presented to SAMT.	Fri-30-Sep-16
T 08 - Fully deliver the electoral changes to District and Parish wards as a result of the Local Government Boundary Commission for England's electoral review by 1 December 2018.	Growth	On track		Q4 The LGBCE for England has made its presentation to Council on 2nd March 2016. A consultant has been engaged to assist with the response.	Sat-1-Dec-18
T 09 - Reduce the percentage of rent arrears by 10% through early invention and effective monitoring by 2019.	Operations	On track		Q4 The baseline figure (April 2015) is £562,328 (2.7% of the annual rent roll) and a reduction in Council Housing Tenants arrears by 10% by March 2019. If 10% reduction the figures will be £506,095. At the end of Quarter 4 the figure stands at 2.5% (£533,431.48) which is a decrease of 8%. The impacts of Government policies on welfare reform, and rent reduction are likely to make his target significantly more	Sun-31-Mar-19

Key Corporate Target	Directorate	Status	Progress	Target Date
			challenging. (Note: this target is a reduction in the percentage rather than the monetary value - this is common in measuring rent arrears and allows comparisons with other, and over time. A reduction from 2.8% to 2.6% is measured as $((2.8 - 2.6) / 2.8) \times 100 = 8\%$).	
T 10 - Reduce the level of Former Tenants Arrears by 10% through early intervention and effective monitoring by 2019.	Operations	On track	Q4 The baseline figure is £570,254 and a reduction in former Council housing tenants arrears by 10% by March 2019 if 10% is collected then that will be £513,227. At the end of Quarter 4 the figure was £623,676.20 which is an increase of 9% - the majority of these are newly arising (i.e. people being evicted or leaving their tenancy with debt). So far this financial year £58,385.89 former tenancy arrears has been collected and £77,317.60 written off which has been a reduction of £135,703.49.	Sun-31-Mar-19
T 11 - Through successful delivery of projects within the Transformation programme achieve total income/savings of £600,000 by March 2019.	Transformation	On track	Q4 (2015/16) - The Transformation Programme 2015-2019 was agreed and communicated to employees/members in late September 2015. The current programme identifies potential savings of £393,000 to date for BDC as well as many non cashable service improvements. Some projects are in the very early stages and yet to quantify the savings. This is a four year programme and savings will be recorded as achieved and confirmed by Finance.	Sun-31-Mar-19
T 12 - Develop a series of	Transformation	Extended	Q4 The following are being progressed and on track; Subsidy	Sat-31-

strategies and plans to support the ambition of a sustainable leisure service by March 2016.			<p>Reduction Plan Marketing Plan The following is complete: Sport Development and Physical Activity Plan, however Sport England and Derbyshire Sport are delivering a new Sport, Physical Activity and Active Recreation Plan in July 2016. We now have an extension until Mar 2017 to complete this work. Having been granted an extension previously for the Built Facilities Plan as we are governed by the external consultant market, we have now appointed and are due to hold the first steering group meeting this month. We need to ask for a further extension however as part of the assessment works have to be completed during the winter months (when pitches are at their worst) - therefore we request an extension of 3 months until Mar 2017.</p> <p>Recommendation to be made to Executive on 13/06/16</p>	Dec-16
T 13 - Increase on-line self service transactions dealt with by the Contact Centre by 20% each year.	Transformation	On track	<p>Q4 (2015/16) On line transactions = 183. Achieved to date = 555 = 40% increase based on 2013/14 baseline data. Q3 (2015/16) On line transactions = 98. Achieved to date = 372 = 25% increase. Q2 (2015/16) On line transactions = 145. Achieved to date = 274 = 39% increase. Q1 (2015/16) On line transactions = 129 = 31% increase Baseline data from 2013/14 was 396 online transactions.</p> <p>2015/16 Target Achieved</p>	Sun-31-Mar-19
T 14 - Achieve the Member Development Charter by December 2018.	Growth	On track	<p>Q4 – PDPs almost fully completed, report taken to Member Development Working Group outlining top training needs identified by members. Member Development Working Group signed up to East Midlands’ regional briefing events. Awaiting further details from East Midlands Councils before writing to members. Member Development Programme for 2016/17 in planning stages.</p>	Mon-31-Dec-18

Customer Services and Transformation Scrutiny Committee

2016/17 Work Plan

Suggestion	Reason or further information	Will this piece of work make a difference? How?	Is this subject currently under review elsewhere? Or has it been under review in the last few years?	Take forward as a piece of work for the Committee for 2016/17. Yes or No
Council Tax on Houses of Multiple Occupation	There are a number of properties with several residents that only pay Band A Council Tax. Should the Authority look to increase Council Tax in registered HMO's?	Increase income to council	No	Yes – investigate whether can be done under legislation. Are bonds reviewed?
Impact of Universal Credit	Considering the impacts 6 months after implementation (came into effect on 23 rd November 2016).	See what the impact on the service provided by Revs and Bens.	Reviewed DHP Policy	Yes.
Transformation and Joint Working budgets.	Mentioned to Members at a recent Budget Scrutiny Committee – there is a target to make £450k savings over three years. Scrutiny could consider whether there savings are likely to be achieved and how.		Looked at through Budget Scrutiny	Not a scrutiny priority – consider at a later date. Explore the meaning – yes.

Non-priority – unaffordable services	Mentioned to Members at a recent Budget Scrutiny Committee – With government grant continuing to reduce, the Authority must consider which services it can continue to provide.	Savings		Yes – need to go through services to see if there is anything to review.
Enabling Services to be provided to Communities	Mentioned to Members at a recent Budget Scrutiny Committee – looking at alternatives to providing some services.	Considered as above		
Vehicle Procurement	Given the long lead in times and the fact that leases are often extended at additional cost.	Savings to the council Officer time	No	Yes – low priority – consider in a few months once some of the other issues have been dealt with.
Sheltered accommodation/Flats – heating costs	High heating costs.	Difference to housing costs for elderly residents.	Yes, investigate whether boilers are being changed in flats.	Yes – ask if flats are getting new adjustable system. See report considered by Exec in March 2016.

Suggestions for the Work Plan in the form of briefing or update.

- 1. Transformation Programme Update and Future Plans**
- 2. Revisit the recommendation made in the *impact of welfare reform on the Contact Centres* review to assess the impact of the automated cash machines.**

Customer Service and Transformation Scrutiny Committee

Work Programme – 2016 - 2017

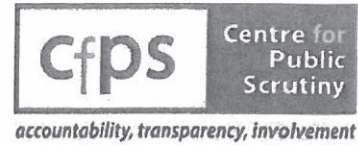
Date of Meeting	Items	Lead Officer	Notes
23rd May 2016, 10.00 am	<ul style="list-style-type: none"> • Quarter 4 Performance Monitoring • Scrutiny reviews 2016/17 – selection and scoping exercise 	Jane Foley – JAD – Customer Service & Improvement Claire Millington, Scrutiny Officer	
27th June 2016, 10.00 am	<ul style="list-style-type: none"> • 		
25th July 2016, 10.00 am	<ul style="list-style-type: none"> • Quarter 1 Performance Monitoring 		
19th September 2016, 10.00 am			
17th October 2016, 10.00 am	<ul style="list-style-type: none"> • 		
14th November 2016, 10.00 am	<ul style="list-style-type: none"> • Quarter 2 Performance Monitoring 		
12th December 2016, 10.00 am	<ul style="list-style-type: none"> • 		

16th January 2017, 10.00 am	•		
13th February 2017, 10.00 am	• Quarter 3 Performance Monitoring		
13th March 2017, 10.00 am	•		
18th April 2017, 10.00 am	•		
15th May 2017, 10.00 am	• Quarter 4 Performance Monitoring		

Customer Service & Transformation Scrutiny Committee Membership

Councillors; -

Managing a Scrutiny Review



Skills Briefing 3

August 2011

Report authors: Luke Petherbridge and Peter Herlinger

Contact: Ed Hammond, (020) 7187 7369, ed.hammond@cfps.org.uk

This briefing is one of a series exploring the skills required by members for effective scrutiny. Together the papers are designed for use by new members or anybody involved in scrutiny who is seeking to better understand the skills that will assist them in attaining best practice. This paper will specifically examine the process of managing a “task and finish” scrutiny review.

Overview and scrutiny committees play an important role in monitoring performance and delivering effective accountability, but work carried out at committee is often only the tip of the iceberg. Real impact for the scrutiny function tends to come through the commissioning and reporting of task and finish groups, carrying out time-limited scrutiny reviews. Scrutiny reviews are conducted, amongst other reasons, in order to examine a specific policy’s impact, or to evaluate service provision in the local area more generally.

Contents

1. Setting objectives - defining when it is appropriate to devote resources to considering an item
2. Scoping - how to project plan a review topic- different lengths of and types of review and different possible methodologies
3. Evidence gathering - how to weigh and evaluate evidence and how to cope with the unexpected.
4. Bringing together findings and formulating recommendations
5. Monitoring the implementation of recommendations in the future.

1. **Setting objectives - defining when it is appropriate to devote resources to considering an item**
 - 1.1 The resources available to scrutineers are limited. It is therefore vital before any item is deemed worthy of detailed scrutiny that a decision is made as to the appropriateness of such a study being launched. Our report on work programming, "A cunning plan?" published in 2011, explores this in some detail.
 - 1.2 Why do it? Sorting out your objectives - What makes a topic worthy of detailed study? Before devoting resources to a review it might be worthwhile asking if there is a simple underlying problem that scrutiny can help to resolve. Is, for instance, a problem in service delivery traceable to a simple fault, which is relatively easy to put right? In this case, a full-blown scrutiny review may not be required. A scrutiny review needs to be able to add value – to add a unique perspective and deliver results which, arguably, no other local decision-maker could.
 - 1.3. If a scrutiny review is to be undertaken, what are its aims to be? These are normally likely to be structured around documenting the existing situation, highlighting difficulties and opportunities and making suggestions for improvements. Sometimes this will involve a tightly focused piece of work – sometimes a wider approach will need to be taken. For example, such reviews may involve outside organisations. The degree of co-operation possible from these organisations is a factor in the feasibility of a review, and its likely complexity (the "working with partners" skills briefing paper touches on these issues). It is likely that there will be constraints and limitations on any review which will be reflected when the terms of reference are drawn up.
 - 1.4 Cost effectiveness - Any scrutiny review needs to be cost effective. The focus of scrutiny needs to be on making recommendations that are value for money and that deliver tangible improvements to services, although some scrutiny work may be able to suggest opportunities for cost efficiencies as well. The fresh eyes that scrutiny brings to a given subject make it easier for members to identify new ways of working that might be less apparent to officers. If a subject being suggested for a scrutiny review relates to a service that is high-performing, has recently gone through an executive-led review, or where user satisfaction is particularly high, the value of a review should be questioned.
 - 1.5 Timespan, member availability and other risks - Scrutiny reviews are usually carried out by a small group of members, away from the landscape of formal committee meetings. Clearly the availability of members willing and able to undertake a review under these arrangements needs to be established before a review can get started. Members should be selected (either by volunteering or by group nomination) on the basis of their areas of interest and expertise. There also needs to be clarity and realism about the likely amount of time

they will need to dedicate to the work – scrutiny reviews need active involvement from all members.

- 1.6 The nature of a particular issue might mean that a review has to be concluded within a certain time span to be relevant. Members need to understand the pressure under which this may put them to read papers, attend meetings, and actively contribute to the group's business. If the timespan is too tight, it might make sense to think of other ways to conduct the work, such as a one-off, single item "challenge panel" meeting. Whenever there are time constraints, there also needs to be sufficient officer resources in place at the appropriate time to make the deadline.
- 1.7 It could make sense for timescale to be considered alongside other potential risks (for example, political risks) when a review is being planned.
- 1.8 Scrutiny review groups, and their commissioning committees, need to plan work with these limitations in mind. It is no use starting an involved piece of work only for it to grind to a halt half way through – because of resource constraints, or political disagreement, or the nature of the debate having moved on.
- 1.9 Where will it go? – it makes sense to establish at the outset to whom recommendations will be addressed. Often this is likely to be executive members. At other times it could include an external partner. Bringing in those with responsibility early will be very helpful. These post holders will be able to provide information and guidance early on in a scrutiny review, which can help to influence the planning and scoping process for the review itself. Should these key people not be available in the short term to help in a review – or should they be ambivalent about the subject chosen - it might influence the scope and range of that review.

2. Scoping - how to project plan a review topic - different lengths of and types of review and different possible methodologies

- 2.1 Much of the lead in scoping (another word for "project planning") is likely to be provided by the chair, on the basis of advice from the scrutiny officer (if there is one). Detailed information on chairing is provided in a separate skills briefing. Nevertheless, most of the councillors involved in a scrutiny review should have some say in the scoping exercise.
- 2.2 The chair is likely to seek early and quick agreement for a project plan setting out the direction and timings of that review. Putting the plan together will require some basic background research, and a meeting of the review group to narrow down the area under discussion. The plan might be able to sketch out where the issue is now, and where members might want performance to get to in the future, with scrutiny's

help. It should be possible to define some general outcomes at the start, on the basis of the initial research carried out.

- 2.3 If there is no agreed final desired outcome at the start then the review is more likely to be structured around the possible avenues for improvement. It might be prudent to allow time to test suggested improvements with interested parties to narrow down potential options.
- 2.4 If there is a feeling that there are plenty of examples of best practice elsewhere the project plan would be wise to build in time for these alternatives to be seriously examined. It might be that site visits would be desirable to make meaningful comparisons, or some desktop time put aside to carry out benchmarking or other kinds of research.
- 2.4 Involving the public and service users - In drawing up the plans the involvement of the public needs to be considered. Ideally many reviews would benefit from hearing a wide range of public views – although this will not be appropriate or relevant in all cases.
- 2.5 The aim is to ensure, when seeking to involve the community at large, that the right people are getting involved in the right way. Part of this is about effective publicity – part of it lies in ensuring that scrutiny is going out to where people already are, rather than expecting people to come to wherever scrutiny is. All these issues must be built into project plans to ensure maximum success.
- 2.6 The communications professionals in the town hall will be able to advise on the best way of presenting material to get it published or broadcasted, and community engagement officers (if your council has them) will be able to provide advice on direct dialogue with local people. It might be that early interaction with the public could lead to suggestions on how the scope of the review might be altered or extended to associated matters of public concern. It can help to assure that the subject under discussion is of genuine interest to local people
- 2.7 The public, if sufficiently motivated, may see the start of a review as the spur to start making some of its own investigations. Knowing that whatever they bring forward as evidence is likely to be seriously considered may spur them on. A project plan could plan for a truly collaborative investigation. This may seem a remote possibility, but a number of scrutiny reviews – including many which have received CfPS Good Scrutiny Awards – have actively sought to involve the public in this way, on an essentially joint basis. Scrutiny reviews in **Enfield** (young people), **North East** (ex-servicepeople and health inequalities), **Warrington** (cemeteries) and **Westminster** (young people's scrutiny panel) all demonstrate this work in action.

3. Evidence gathering

- 3.1 Working out how to gather evidence - The methodology of the review will need to be detailed in the project plan. The review could blandly call for evidence and see what turns up. The review will probably find it more beneficial to identify people, organisations and post holders that could contribute as expert witnesses.
- 3.2 Calling witnesses is not the only information-gathering technique. The internet and other desk-based research can be used to find things out. The drawback to this technique is that the opportunity for cross-examining is limited, and such desk-based research is often something carried out by officers. Members may feel that they lack the time, confidence or skills to carry it out themselves, but this will often not be the case. The scoping exercise (see above) may reveal opportunities to carry out member-led research that plays to the strengths of those on the review group, as well as building up their relevant skills.
- 3.3 When setting up the project plan the divisions of tasks between the various members of the scrutiny review can be established. It might be that the size of the group means that everybody is involved in every stage. However that might also be times when there is an obvious and sensible division of tasks, and individual members might be able to investigate particular points as “rapporteurs”, reporting back to the group as appropriate. There are risks in this approach – it can fragment the scrutiny process and does put a lot of onus on one member – but if it enables better utilisation of the limited resource then it should be encouraged.
- 3.4 This “rapporteur” process – and, indeed, the evidence-gathering process more generally – may lead to suggestions for improvements being developed as the review is under way. It may make sense to put these ideas to witnesses as the work progresses, to test out their viability in preparation for recommendations to be made. Some evidence may also lead you in a different direction to the one you had previously considered. These two factors emphasise the importance of flexibility in gathering evidence.
- 3.5 A project plan should also build in allowances for delays in the evidence-gathering process. Either through illness or other events certain tasks may slip. While any review group will want to report its results as soon as possible, a sensible project plan might allow some flexibility.
- 3.6 Working out how to weigh evidence - different sources of evidence will require that you place different weight on them, depending on their reliability, representativeness, authoritativeness and so on. No evidence should be discounted purely because it is anecdotal or parochial in nature – although this may mean that you don’t attach much weight to it on its own (although you may find it useful to see

whether other sources of evidence confirm it). All your evidence taken together, and weighed effectively, will allow you to build up a comprehensive picture of the issue you are investigating.

- 3.7 The project plan will have identified where information should be sought, and how. It is likely to have looked at providers and service users as the most interested parties. Those who have the expertise to provide evidence should do so (we discuss engaging with partners, and other organisations external to the council, in a separate briefing). Evidence from local experts will be extremely useful and will need to have a significant amount of weight placed on them. We explore in our skills briefing on engaging with partners exactly how people from outside the council can be persuaded to attend scrutiny meetings.
- 3.8 One of the most traditional forms of gathering evidence is through surveys conducted by the scrutiny review committee itself. Surveys can be conducted both verbally (person asking person) or self-recording (on paper or on the web). It is sensible to ensure that questions chosen to be asked are representative and the survey allows the flexibility for respondents to give full and frank opinions. It will be important when asking trade bodies to give evidence to establish if they are able to give answers that have universal support from their members or if they merely representing a summation of differing opinions. Surveys are usually most useful to get a broad overview of the public perception of a service, and allow more detailed investigations to be carried out based on your findings. How you carry them out will influence what weight you place on them when you come to consider your findings.
- 3.9 The most public form of evidence gathering is through formal interviews, getting witnesses to give their comments and views to the scrutineers. (The skills involved in questioning form the basis of another skills briefing). Questioning needs careful planning so that witnesses know what objectives the group is trying to achieve, and so that the group can target questions appropriately.
- 3.10 The members on the review will be able to bring their own thoughts and observations to the review. As sitting councillors they will have been made aware of what is happening in their ward by their constituents. Councillors will be keen to establish why. What will be of concern are cases where the normal monitoring by service providers shows no problems. As scrutineers, members may be able to undertake spot checks, doing random sampling, to get a better picture of how things currently work. Getting an accurate picture of frontline services – by talking to staff, residents, or others – can be a crucial way of getting hold of accurate, timely evidence about what really happens on the ground.. Again, the weight attached will depend on an accurate assessment based on these principles.

4. Bringing together findings and formulating recommendations

- 4.1 After all the evidence has been gathered it will be the task of the scrutiny review to move towards making recommendations. A thorough examination will have established the key issues, and identified some options for improvement. The review will have to reconcile all the comments that have emerged while gathering evidence.
- 4.2 The review should make a number of key findings of fact – building blocks on which recommendations can be constructed. Recommendations must refer to and reflect these findings to be taken seriously.
- 4.3 Developing firm findings will allow you to draw conclusions which can themselves form the basis of recommendations for action..This is often an organic process, and a meeting of the review group will often serve to very effectively tease out recommendations once the evidence-gathering phase is complete. As this happens, scrutineers will need to critically examine any proposals, and look at potential drawbacks or barriers to their implementation. It is possible that there will be more than one option to improve any specific area and therefore scrutineers should make suitable comparisons. For any proposed change there needs to be clearly identified benefits, which outweigh any risks or costs.
- 4.4 Scrutineers must think about the potential acceptability of any proposed improvements – principally, whether the outcomes being suggested are ones that would make a tangible, positive impact on the community. Scrutineers must be prepared to ground their recommendations in achievable reality, and to back them up with robust evidence if challenged.
- 4.4 The review report will need to be aware of the variety of groups who will be looking at the recommendations. These will include the executive, the full council, external agencies, and the press and service users. Not all recommendations need to be addressed to the council's Cabinet – it may be appropriate to direct some to partner agencies or to other bodies.
- 4.5 Ideally a final report should have the support of all scrutiny members involved in the investigation. Unanimity of recommendations carries a more powerful message. While there is a precedent for the production of "minority reports", it is far better to try to deal with any concerns about content by trying to incorporate those concerns into the final report.
- 4.6 A final report should give some form of action plan showing likely timescales to make changes. Setting timescales for the implementation of recommendations – and indicating what "implementation" will look like – is absolutely critical to ensuring success. It will make the

monitoring process described below much more straightforward. We explored this issue in more detail in our publications “Global challenge, local solutions” (2009) and “Green Light” (2010), but in brief the rule of thumb is to ensure that all recommendations should be SMARTER – specific, measurable, agreed, realistic, timed, evaluated and reviewed.

- 4.7 It is usual practice for reports and recommendations to be presented to the council’s Cabinet for agreement, but some recommendations may also be submitted to partners (this can happen directly – legally, recommendations do not need to be agreed by Cabinet or Full Council first). Whenever recommendations are submitted, it is good practice for the recipient to advise whether they will be accepted or rejected. If recommendations are rejected, a response should indicate the reasons why. Cabinet “noting” recommendations – as has happened in some instances – does not represent good practice, or reflect the respect that should be accorded to members for the work they have carried out on behalf of the authority and local people.
- 4.8 It is good practice, at the conclusion of a review and once the recommendations have been submitted to Cabinet and other decision-makers, to contact those who took part to advise them of the immediate outcomes. You can then follow this up, as recommendations are monitored in the future (see below) with more information on implementation at a later date.

5. Monitoring the implementation of recommendations in the future

- 5.1 It is common that the scrutiny review asks for a report six months or a year after its report’s publication to see what has happened as a result of its investigation. This will provide a useful “milestone” at which implementation can be judged.
- 5.2 Alternatively there could be in place a regular tracking system whereby the council at pre-defined intervals, maybe a fixed three or six month point, does a progress report on all scrutiny reports produced. Broadly reports could fall into one of three categories.
- Little progress or delays in implementation
 - Change recommended only at preliminary planning stage
 - Satisfactory progress being made.
- 5.3 This approach can provide an early warning where recommendations are not being implemented effectively. As we noted above, recommendations should be SMARTER, and recommendations fulfilling these criteria will be easier to monitor in the future. Where recommendations which have been accepted are not implemented, scrutiny could reopen the investigation to consider what has happened – although a one-off hearing on the subject is likely to be all that is needed.

- 5.4 Where recommendations have been agreed to, but implementation appears to have stalled, the relevant Cabinet member (or partners) should be held to account. This could involve an invitation to attend a committee meeting to discuss the matter in more detail, and/or the provision of written reasons for the failure to proceed successfully.

BOLSOVER DISTRICT COUNCIL
SCRUTINY PROJECT MANAGEMENT
REVIEW SCOPE

<u>NAME OF COMMITTEE:</u>	<u>SCRUTINY OFFICER:</u> Claire Millington
SUBJECT TO BE REVIEWED	
REASON(S) FOR THE REVIEW	
IDENTIFY APPROPRIATE CORPORATE PLAN AIMS, PRIORITIES AND TARGETS	CORPORATE PLAN AIM – PRIORITY –
DIRECTOR	
AIMS AND OBJECTIVES OF REVIEW	<i>Aim:</i> <i>Objectives:</i>
KEY ISSUES	

TIMESCALE	ESTIMATED	REVISED	ACTUAL
Commencement			
Interim Report/ Recommendations			
Finish			
Report			

METHOD(S) OF REVIEW:	
IMPLICATIONS: (legislative, regulatory, etc)	
DOCUMENTARY EVIDENCE: (Internal/External)	
STAKEHOLDERS	RELEVANT PORTFOLIO HOLDER MUST BE INVOLVED IN THE REVIEW
CONSULTATION/ RESEARCH:	
SITE VISITS	

SCRUTINY REVIEW OUTCOMES

CONCLUSIONS:	
RECOMMENDATIONS:	
DRAFT REPORT SENT TO DIRECTOR & ANY RELEVANT OFFICERS FOR COMMENT:	
DRAFT REPORT CONSIDERED BY PORTFOLIO HOLDER:	
SIGNED OFF BY COMMITTEE/CHAIR:	
SIGNED OFF BY SCRUTINY MANAGEMENT BOARD:	
REVIEW OF PROCESS/COMMENTS:	
EXECUTIVE CONSIDERED:	
OUTCOME:	
FOLLOW UP:	
DATE:	



The Arc
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Derbyshire
S43 4JY

Key Decisions & Items to be Considered in Private

To be made under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012

Published on: 13 May 2016

INTRODUCTION

The list attached sets out decisions that are termed as “Key Decisions” at least 28 calendar days before they are due to be taken by the Executive or an officer under delegated powers.

Preparation of the list helps Executive to programme its work. The purpose of the list is to give notice and provide an opportunity for consultation on the issues to be discussed. The list is updated each month with the period of the list being rolled forward by one month and republished. The list is available for public inspection at The Arc, High Street, Clowne, S43 4JY. Copies of the list can be obtained from Sarah Sternberg, Assistant Director – Governance & Monitoring Officer at this address or by email to sarah.sternberg@bolsover.gov.uk.

The list can also be accessed from the Council’s website at www.bolsover.gov.uk. The Executive is allowed to make urgent decisions which do not appear in the list, however, a notice will be published at The Arc and on the Council’s website explaining the reasons for the urgent decisions. Please note that the decision dates are indicative and are subject to change.

The names of Executive members are as follows:

Councillor A M Syrett - Leader
Councillor M Dooley – Deputy Leader
Councillor T Connerton
Councillor B R Murray-Carr
Councillor K Reid
Councillor J Ritchie

The Executive agenda and reports are available for inspection by the public five clear days prior to the meeting of the Executive. The papers can be seen at The Arc at the above address. The papers are also available on the Council’s website referred to above. Background papers are listed on each report submitted to the Executive and members of the public are entitled to see these documents unless they contain exempt or confidential information. The report also contains the name and telephone number of a contact officer.

Meetings of the Executive are open to the public and usually take place in the Chamber Suites at The Arc. Occasionally there are items included on the agenda which are exempt and for those items the public will be asked to leave the meeting. This list shows where this is intended and the reason why the reports are exempt or confidential. Members of the public may make representations to the Assistant Director – Governance & Monitoring Officer about any particular item being considered in exempt.

The list does not detail all decisions which have to be taken by the Executive, only “Key Decisions”. In these Rules a “Key Decision” means an executive decision, which is likely:

- (1) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council’s budget for the service or function to which the decision relates; or
- (2) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the District.

In determining the meaning of “significant” the Council must have regard to any guidance for the time being issued by the Secretary of State. The Council has decided that income or expenditure of £50,000 or more is significant.

The dates for meetings of Executive in 2016/17 are as follows:

2016	13 June	2017	3 January
	11 July		30 January
	5 September		27 February
	3 October		27 March
	31 October		24 April
	28 November		22 May

The Council hereby gives notice of its intention to make the following Key Decisions and/or decisions to be considered in private:

<i>Matter in respect of which a decision will be taken</i>	<i>Decision-maker</i>	<i>Date of Decision</i>	<i>Documents to be considered</i>	<i>Contact Officer</i>	<i>Is this decision a Key Decision?</i>	<i>Is this decision to be heard in public or private session</i>
Oxcroft House Refurbishment Contract To approve the contract for the refurbishment of Oxcroft House	Executive	June 2016	Report of Councillor A Syrett, Leader of the Council	Assistant Director – Property and Estates	Yes – involves savings or expenditure of £50,000 or more.	Private – relates to the Council's financial or business affairs
Site Acquisition, Clowne To consider the purchase of a development site	Executive	June 2016	Report of Councillor A Syrett, Leader of the Council	Assistant Director – Property and Estates	Yes – involves savings or expenditure of £50,000 or more.	Private – relates to the Council's financial or business affairs
CCTV To consider future options for CCTV in the District	Executive	June - October 2016	Report of Councillor J Ritchie, Portfolio Holder for Housing and IT	Assistant Director – Community Safety and Head of Housing (BDC)	Yes – involves savings or expenditure of £50,000 or more.	Public
Additional Car Parking To consider a report on additional car parking provision at The Arc.	Executive	June 2016	Report of Councillor A Syrett, Leader of the Council	Assistant Director – Property and Estates	Yes – involves savings or expenditure of £50,000 or more.	Private – relates to the Council's financial or business affairs
Pleasley Vale Mill	Executive	June 2016	Report of Councillor A	Assistant	Yes – involves	Private – relates to

<i>Matter in respect of which a decision will be taken</i>	<i>Decision-maker</i>	<i>Date of Decision</i>	<i>Documents to be considered</i>	<i>Contact Officer</i>	<i>Is this decision a Key Decision?</i>	<i>Is this decision to be heard in public or private session</i>
Pond To consider repairs to Plealsey Vale Mill Pond.			Syrett, Leader of the Council	Director – Property and Estates	savings or expenditure of £50,000 or more.	the Council's financial or business affairs
Hill Top, Shirebrook To consider a report concerning development at Hill Top, Shirebrook.	Executive	June 2016	Report of Councillor A Syrett, Leader of the Council	Assistant Director – Property and Estates	Yes – involves savings or expenditure of £50,000 or more.	Private – relates to the Council's financial or business affairs
Vehicle Replacements To approve the purchase of vehicle replacements utilised within Streetscene Services	Executive	June - October 2016	Report of Councillor B Murray-Carr, Portfolio Holder for Environment	Assistant Director – Streetscene	Yes – involves savings or expenditure of £50,000 or more.	Public
External Doors Contract To award the contract for external doors provision.	Executive	June 2016	Report of Councillor J Ritchie, Portfolio Holder for Housing and IT	Assistant Director – Housing and IT	Yes – involves savings or expenditure of £50,000 or more.	Public