

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 12th March 2018 at 1000 hours.

PRESENT:-

Members:-

Councillor R.J. Bowler in the Chair

Councillors Mrs P.M. Bowmer, P. Cooper, M.G. Crane, R.A. Heffer, A. Joesbury (from during Minute No. 0691), D. McGregor, J.E. Smith, E. Stevenson and R. Turner.

Officers:- S.E.A. Sternberg (Head of Corporate Governance and Monitoring Officer), L. Hickin (Strategic Director – People), J. Wilson (Scrutiny & Elections Officer) and A. Bluff (Governance Officer).

0684. APOLOGIES

There were no apologies for absence.

0685. URGENT ITEMS OF BUSINESS

There were no urgent items of business to consider.

0686. DECLARATIONS OF INTEREST

There were no declarations of interest made.

0687. MINUTES – 12TH FEBRUARY 2018

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

RESOLVED that the Minutes of a Customer Service and Transformation Scrutiny Committee held on 12th February 2018 be approved as a correct record.

0688. ADDITIONAL ITEM OF BUSINESS

The Chair advised the Committee of a presentation that would be provided to the meeting by the Strategic Director – People in relation to the Transformation agenda. This would be considered in exempt business after agenda item 5; List of Key Decisions and items to be considered in Private.

0689. LIST OF KEY DECISIONS AND ITEMS TO BE CONSIDERED IN PRIVATE

Committee considered the List of Key Decisions and items to be considered in Private document.

CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

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.

0690. THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985

Moved by Councillor R.J. Bowler and seconded by Councillor J.E. Smith

RESOLVED that under Section 100(A)(4) of the Local Government Act 1972 (as amended), the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in the stated Paragraph of Part 1 of Schedule 12A of the Act and it is not in the public interest for that to be revealed.

Councillor A. Joesbury entered the meeting during the following item of business.

0691. PRESENTATION BY THE STRATEGIC DIRECTOR – PEOPLE EXEMPT PARAGRAPH 3

Committee considered a presentation provided by the Strategic Director – People in relation to an In House Procurement Unit option.

A detailed discussion took place with Members suggesting alternative options for consideration as part of the report to Executive.

Moved by Councillor J.E. Smith and seconded by Councillor R.J. Bowler

RESOLVED that the presentation be noted.

The Strategic Director – People left the meeting.

OPEN ITEM

0692. WORK PLAN 2017/2018

Committee considered their Work Plan 2017/18.

The Scrutiny & Elections Officer noted that questions raised in advance by Members in relation to the Performance reports had worked well for all Scrutiny Committees and this should continue.

Members were requested to complete the relevant form from their Scrutiny pack if they had any suggestions for topics to submit to the Scrutiny Conference

The formal meeting concluded at 1130 hours and Members then met as a working party to continue their review work. The working party concluded at 1230 hours.

CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

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Members:-

Councillor R.J. Bowler in the Chair

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Officers:- S.E.A. Sternberg (Head of Corporate Governance and Monitoring Officer), L. Hickin (Strategic Director – People), J. Wilson (Scrutiny & Elections Officer) and A. Bluff (Governance Officer).

0684. APOLOGIES

There were no apologies for absence.

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There were no urgent items of business to consider.

0686. DECLARATIONS OF INTEREST

There were no declarations of interest made.

0687. MINUTES – 12TH FEBRUARY 2018

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

RESOLVED that the Minutes of a Customer Service and Transformation Scrutiny Committee held on 12th February 2018 be approved as a correct record.

0688. ADDITIONAL ITEM OF BUSINESS

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0689. LIST OF KEY DECISIONS AND ITEMS TO BE CONSIDERED IN PRIVATE

Committee considered the List of Key Decisions and items to be considered in Private document.

CUSTOMER SERVICE AND TRANSFORMATION SCRUTINY COMMITTEE

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RESOLVED that the List of Key Decisions and items to be considered in Private document be noted.

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A detailed discussion took place with Members suggesting alternative options for consideration as part of the report to Executive.

Moved by Councillor J.E. Smith and seconded by Councillor R.J. Bowler

RESOLVED that the presentation be noted.

The Strategic Director – People left the meeting.

OPEN ITEM

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The Scrutiny & Elections Officer noted that questions raised in advance by Members in relation to the Performance reports had worked well for all Scrutiny Committees and this should continue.

Members were requested to complete the relevant form from their Scrutiny pack if they had any suggestions for topics to submit to the Scrutiny Conference

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The Arc
High Street
Clowne
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: 20th April 2018

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 The Arc, High Street, Clowne, S43 4JY. Copies of the list can be obtained from Sarah Sternberg, Assistant Director – Governance, Solicitor to the Council & 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 S.W. Fritchley
Councillor B.R. Murray-Carr
Councillor M.J. Ritchie
Councillor B. Watson

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 Council Chamber 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 in Part 2 and the reason why the reports are exempt or confidential. Members of the public may make representations to the Assistant Director – Governance, Solicitor to the Council & 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) **REVENUE**

- (a) Results in the Council making Revenue Savings of £75,000 or more; or
- (b) Results in the Council incurring Revenue Expenditure of £75,000 or more

(2) **CAPITAL**

- (a) Results in the Council making Capital Income of £150,000 or more; or
- (b) Results in the Council incurring Capital Expenditure of £150,000 or more

(3) 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 revenue income or expenditure of £75,000 or more and capital income or expenditure of £150,000 or more is significant.

The remaining dates for meetings of Executive in 2017/18 are as follows:

2018 - 23rd April
 21st May

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

Matter in respect of which a decision will be taken	Decision Maker	Date of Decision	Documents to be considered	Contact Officer	Is this decision a Key Decision?	Is this key decision to be heard in public or private session
Medium Term Financial Plan	Executive	April 2018	Report of Councillor A Syrett - Leader of the Council, Portfolio Holder for Strategic Planning and Regeneration	Joint Head of Finance and Resources	Yes – involves revenue income or expenditure of £75,000 or more and/or capital income or expenditure of £150,000 or more.	Exempt – Paragraph 3
Medium Term Financial Plan	Executive	April 2018	Report of Councillor A Syrett - Leader of the Council, Portfolio Holder for Strategic Planning and Regeneration	Joint Head of Finance and Resources	Yes – involves revenue income or expenditure of £75,000 or more and/or capital income or expenditure of £150,000 or more.	Open
Invest to Save – LED Lighting	Executive	23 rd April 2018	Report of Councillor M. Dooley – Deputy Leader and Portfolio Holder for People and Places	Joint Head of Property and Commercial Services	Yes – involves revenue income or expenditure of £75,000 or more and/or capital income or expenditure of £150,000 or more.	Open

Matter in respect of which a decision will be taken	Decision Maker	Date of Decision	Documents to be considered	Contact Officer	Is this decision a Key Decision?	Is this key decision to be heard in public or private session
Contract for Framework Agreement for Minor Building Repairs and Maintenance works for all Council owned properties within Bolsover District Council	Executive	23 rd April 2018	Report of Councillor M. Dooley – Deputy Leader and Portfolio Holder for People and Places	Joint Head of Housing and Community Safety	Yes – involves revenue income or expenditure of £75,000 or more and/or capital income or expenditure of £150,000 or more.	Open
Adaptations to Council Properties	Executive	23 rd April 2018	Report of Councillor M. Dooley – Deputy Leader and Portfolio Holder for People and Places	Joint Head of Housing and Community Safety	Yes – involves revenue income or expenditure of £75,000 or more and/or capital income or expenditure of £150,000 or more.	Open
Appointment of Scaffolding Contractor for Council Properties	Executive	23 rd April 2018	Report of Councillor M. Dooley – Deputy Leader and Portfolio Holder for People and Places	Joint Head of Housing and Community Safety	Yes – involves revenue income or expenditure of £75,000 or more and/or capital income or expenditure of £150,000 or more.	Open

Matter in respect of which a decision will be taken	Decision Maker	Date of Decision	Documents to be considered	Contact Officer	Is this decision a Key Decision?	Is this key decision to be heard in public or private session
Fleet Vehicle Replacements	Executive	21 st May 2018	Report of Councillor B.R. Murray-Carr – Portfolio Holder for Community Safety and Street Services	Joint Head of Streetscene	Yes – involves revenue income or expenditure of £75,000 or more and/or capital income or expenditure of £150,000 or more.	Open
Trade Union Negotiations – Update	Executive	21 st May 2018	Report of Councillor A Syrett - Leader of the Council, Portfolio Holder for Strategic Planning and Regeneration	Chief Executive Officer	Yes – involves revenue income or expenditure of £75,000 or more and/or capital income or expenditure of £150,000 or more.	Exempt – Paragraph 3
Interim Support to the Community and Voluntary Sector in Bolsover District	Executive	23 rd April 2018	Report of Councillor M. Dooley – Deputy Leader and Portfolio Holder for People and Places	Chief Executive's and Partnership Manager	Yes – affects all wards in the District	Exempt Paragraph 3

SCHEDULE

SCHEDULE 12A

ACCESS TO INFORMATION: EXEMPT INFORMATION

PART 1

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes –
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) To make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Bolsover District Council

Customer Service and Transformation Scrutiny Committee

30th April 2018

Corporate Plan Targets Performance Update – January to March 2018 Q4 – 2017/18)

Report of the Information, Engagement & Performance Manager

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 2018. (Information compiled on 20/04/2018)

1.2 A summary by corporate plan aim is provided below:

1.3 Providing our Customers with Excellent Service

- 16 targets in total (2 target previously withdrawn – C16 – C04)
- 14 targets on track with **C03**, **C06**, **C07**, **C12** and **C15** achieving their annual targets.

1.4 Transforming our Organisation

- 14 targets in total (6 targets achieved previously – T02, T03,T04,T05,T07 & T12 and 2 withdrawn previously - T01, T14)
- 5 targets on track noting that **T09** has met the corporate plan target at the year end.
- 1 target has been flagged as an 'alert' as it has not shown any improvement this year:
 - T10 – *Reduce the level of former tenants' arrears by 10% through early intervention and effective monitoring by March 2019.*

2 Conclusions and Reasons for Recommendation

2.1 Out of the 30 targets, 19 are on track, 1 has been flagged as an 'alert', 6 have been achieved previously, and 4 have been withdrawn previously.

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 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

8 Document Information

Appendix No	Title
1.	Corporate Plan Performance Update – Q4 Jan to Mar 2018
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	01246 242280

Bolsover District Council
Corporate Plan Targets Update – Quarter 4 January to March 2018

Status key

	On Track	The target is progressing well against the intended outcomes and intended date.
	Alert	The target is six months off the intended completion date and the required outcome may not be achieved. Also to flag annual indicators within a corporate plan target that may not be met.

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: Electronic evidence submitted in readiness for the onsite visit by the CSE Assessor on 17th & 18th April 2018. Timetable scheduled and issued to those taking part. Information placed on weekly bulletin to raise general awareness. Practical arrangements in hand for the onsite visit.	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	2017/18 - Overall CSI (Customer Satisfaction Index) of 93.8%	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	2017/18 - A full customer satisfaction survey of the Go Active facility was undertaken during the latter part of October, running for 3 weeks into November. The Customer Satisfaction Index (CSI) for the Go!Active facility in November 2017 is 80.77%.	Sun-31-Mar-19
C 05 - Implement the new EU Regulations on Data Protection within the timescales stipulated by the Information Commissioners Office.	Transformation	On track	Q4 - Good progress continues against the General Data Protection Regulation (GDPR) work plan. Three year rolling programme of desk top audits has commenced on a refreshed template. Most recommendations have been implemented from the first round of desk top audits. Privacy Notice guidance issued and departments advised of work required through the Service Managers' Forum on 26/03/18 together with a general GDPR refresh. Information on contracts with suppliers	Sun-31-Mar-19

Key Corporate Target	Directorate	Status	Progress	Target Date
			processing personal information on our behalf passed to Legal for contract variations to be issued. Dedicated GDPR page set up on ERIC and targeted information being sent to Service Managers to keep the awareness high. DPO giving advice to officers and service areas on a regular basis. (GDPR to take effect from 25 May 2018).	
C 06 - Prevent homelessness for more than 50% of people who are facing homelessness each year.	Operations	On track	Q4 April 2017 - March 2018 - 251 approaches of people seeking assistance, of which 150 cases were prevented from becoming homeless, 60%. 2017/18 – Achieved	Sun-31-Mar-19
C 07 - Install 150 new lifelines within the community each year.	Operations	On track	2017/18 - 235 units of careline equipment installed. 2017/18 – 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	Q4 data is not available until the end of April 2018. The data is obtained from an extract of the system. The data extraction date is determined by the Department for Work and Pensions. Quarter 3 2017/18 = 18.54 days Actual	Sun-31-Mar-19
C 09 - Process changes to Housing Benefit and Council Tax Support within an average of 10 days.	Operations	On track	Q4 data is not available until the end of April 2018. The data is obtained from an extract of the system. The data extraction date is determined by the Department for Work and Pensions. Quarter 3 2017/18 = 7.05 days Actual	Sun-31-Mar-19
C 10 - Carry out 300 disability adaptations to Council houses each year.	Operations	On track	2017/18 - 287 completed adaptations for year. This was slightly below the target of 300. This is largely due to a high number of major works carried out, for example wetrooms, and fewer small jobs. This figure does not include work carried out under the safe and warm scheme which has also provided wetrooms at sheltered housing.	Sun-31-Mar-19

Key Corporate Target	Directorate	Status	Progress	Target Date
			In the last three years, 1047 adaptations have been carried out, this is an average 349 per year, and performance is shown as on target.	
C 11 - Fully deliver the equality objectives identified in the Single Equality Scheme by March 2019.	Transformation	On track	Q4. Work progressing on the Single Equality Scheme action plan - notable actions this quarter: An awareness session on Hate Incident Reporting delivered to Members. Hate incident reporting flyer developed for distribution by Environmental Health & Licensing to taxi drivers and take away workers. Continue to support compliance with the duty through the provision of advice, training and supporting customer complaints with an equalities/fairness aspect. Equality Panel meeting held.	Sun-31-Mar-19
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: 47 new referrals were received during Q4, 9 of which were high risk. A total of 3 did not engage with the service and a total of 6 have not yet completed the feedback form. Positive responses were received from 38 service users who were asked: <ul style="list-style-type: none"> • Did the service meet your needs? • Did the service make a difference? • How satisfied are you with the service you have been given? 2017/18 The service received a total of 149 new referrals in 2017/18. 113 respondents replied to the satisfaction questionnaire and all were satisfied with the service. 100% satisfaction - Achieved.	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- The average relet time for the quarter is 29.3 days. Including sheltered housing the average was 63 days. As in previous quarters, the figures are skewed by a small	Sun-31-Mar-19

Key Corporate Target	Directorate	Status	Progress	Target Date
			<p>number of properties that have been difficult to let. There are a number of measures coming from the void review to address this.</p> <p>Taking the year as a whole, the average relet time was 32.7 days.</p>	
C 14 - Attend 99% of repair emergencies within 6 working hours	Operations	On track	<p>Q4 - 97.80% of Emergency call outs attended to within 6hrs</p> <p>This represents an improvement on previous quarterly performance and remain on track to improve performance to 99% by the end of the corporate plan period.</p>	Sun-31-Mar-19
C 15 - Ensure a minimum of 50% of clients receiving parenting support each year express a positive outcome.	Operations	On track	<p>Q4 - Courses - Since April 17/18, 2 courses have been completed and out of the 19 people attending, 18 people completed the courses and returned positive outcome feedback questionnaires making a cumulative figure of 94.7%.</p> <p>In February 2018 a new course has been started with a total of 5 out of 5 attending, this course has another 7 weeks to run before any feedback can be completed.</p> <p>One to one support - the Parenting Practitioner also delivers a one to one support service and since April 17/18 there has been a total of 73 referrals. Each person is asked to complete an exit questionnaire when the referral is closed and from the people that sent them back all expressed a positive outcome with the service</p> <p>2017/18 – 94.7% Satisfaction achieved</p>	Sun-31-Mar-19

Aim – Transforming our Organisation

Key Corporate Target	Directorate	Status	Progress	Target Date
T 06 - Introduce alternative uses to 20% of garage sites owned by the Council by March 2019.	Operations	On track	Q4 Additional garage sites for being used for B@Home schemes around Pinxton and South Normanton other site form part of pipeline B@Home developments. (Baseline data - 152 sites of which 20% = 30 sites)	Sun-31-Mar-19
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 Delivery of the electoral changes to wards as a result of the LGBCE review on are track to be delivered by 1 December 2018.	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 2018 the figure stands at 2.4% (£507,099) which is a decrease from the baseline figure of 11% meeting the corporate plan target. This target was also achieved at the financial year end 2017. To continue to monitor this target until March 2019. Members should also be aware that the impact of Government policies on welfare reform, are likely to make maintaining rent arrears at this level 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 $((2.8 - 2.6) / 2.8) \times 100 = 8\%$).	Sun-31-Mar-19
T 10 - Reduce the level of Former Tenants Arrears by 10% through early intervention and effective monitoring by	Operations	Alert	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.	Sun-31-Mar-19

Key Corporate Target	Directorate	Status		Progress	Target Date
2019.				<p>At the end of Quarter 4 the figure was £627,485.63 which is an increase of 9% - the majority of these are newly arising (i.e. people being evicted or leaving their tenancy with debt).</p> <p>Since the start of the Corporate Target £158,524.52 former tenancy arrears has been collected and £291,246.72 written off which has been a reduction of £449,771.24.</p>	
T 11 - Through successful delivery of projects within the Transformation programme achieve total income/savings of £600,000 by March 2019.	Transformation	On track		<p>The current Transformation Programme has achieved a total of £515k across both Councils, with £260k attributable to Bolsover and £255k attributable to NEDDC. Items within the plan that have potential for budget savings have been completed and these savings built into base budgets. A review of the plan is taking place by the Strategic Director - People.</p>	Sun-31-Mar-19
T 13 - Increase on-line self service transactions dealt with by the Contact Centre by 20% each year.	Transformation	On track		<p>2017/18 total = 2,227 on line transactions against a target of 1,100. Achieved above target. 1,435 residents now have SELF accounts (Q4 2017/18 - On line transactions = 680 transactions and 188 new SELF accounts created)</p>	Sun-31-Mar-19

Bolsover District Council

Customer Service & Transformation Scrutiny Committee

30th April 2018

Review of The Strategic Alliance – Interim Report

Report of the Customer Service & Transformation Scrutiny Committee

This report is public

Purpose of the Report

- To present to Scrutiny the completed report for the recent Review of The Strategic Alliance

1. Report Details

- 1.1 The Customer Service and Transformation Scrutiny Committee agreed to undertake a review of The Strategic Alliance as part of the 2017/18 work plan following consideration of a range of topics suggested at the Annual Scrutiny Conference.

The aim of the review was to establish:

- How can the Strategic Alliance be more effective in delivering front line services?

Concerns were raised by members as to how the effectiveness of the Alliance was being monitored and reported internally.

The key issues identified are as follows:

- Which services are combined?
- Who is based where?
- Is it working?
- Is it cost efficient?
- What savings have there been over the last financial year and in previous years?
- What is working and what is not?
- Are there other ways of doing things?

- 1.2 Within its Corporate Plan 2015-2019, Bolsover District Council under the aim of Transforming Our Organisation has the following priorities and targets:

- Priority: Maximising opportunities with North East Derbyshire District Council through the Strategic Alliance.

- Target T11: Through successful delivery of projects within the Transformation programme achieve total income/savings of £600,000 by March 2019.

2. Conclusions and Reasons for Recommendation

- 2.1 The Committee have put together a number of recommendations which will hopefully assist the Council, in looking at the future arrangements for further development of the Strategic Alliance.
- 2.2 The key issues arising from the review are identified in the further work that is proposed for delivery by the Committee in 2018/19, and the recommendations that be implemented immediately, subject to agreement of Executive, to improve existing communications.
- 2.3 The Committee has concluded that due to the complexity of the topic reviewed, an Interim Report which further refined the scope and pinpointed more specific areas for review was the best course of action.

3. Consultation and Equality Impact

- 3.1 All Scrutiny Committees are committed to equality and diversity in undertaking their statutory responsibilities and ensure equalities are considered as part of all Reviews. The selection criteria when submitting a topic, specifically asks members to identify where the topic suggested affects particular population groups or geographies.
- 3.2 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.
- 3.3 As part of the review process there has been a survey of BDC Members to ascertain their views on a range of aspects of the current Alliance arrangements.

4. Alternative Options and Reasons for Rejection

- 4.1 Executive could choose not to endorse the recommendations of the review, where they feel the course of action recommended is beyond the delivery capacity of the Authority.
- 4.2 In relation to the Strategic Alliance Joint Committee, as this impacts both Authorities in the Alliance acceptance of the recommendation will also need to come from NEDDC.

5. Implications

5.1 Finance and Risk Implications

- 5.1.1 None from this report.

5.2 Legal Implications including Data Protection

- 5.2.1 In carrying out scrutiny reviews the Council is exercising its scrutiny powers as laid out in s.21 of the Local Government Act 2000 and subsequent legislation which added/amended these powers e.g. the Local Government and Public Involvement in Health Act 2007.
- 5.2.2 The Council has a statutory duty under s.149 Equality Act 2010 to have due regard to the need to advance equality of opportunity and to eliminate discrimination.

5.3 Human Resources Implications

- 5.3.1 Recommendation CS&TSc2017/18 2.1 suggests a review topic in relation to the Pay Agreements of the two Authorities within the Alliance.

6. Recommendations

- 6.1 That the Executive endorses the recommendations of the review outlined in section 2 of the attached report.
- 6.2 That monitoring of these recommendations by Committee takes place over a twelve month period via the PERFORM system with an update report to Committee at the end of monitoring period.

7. Decision Information

<p>Is the decision a Key Decision? A Key Decision is an executive decision which has a significant impact on two or more District wards or which results in income or expenditure to the Council above the following thresholds: <i>BDC: Revenue - £75,000</i> <input type="checkbox"/> <i>Capital - £150,000</i> <input type="checkbox"/> <i>NEDDC: Revenue - £100,000</i> <input type="checkbox"/> <i>Capital - £250,000</i> <input type="checkbox"/> <input checked="" type="checkbox"/> <i>Please indicate which threshold applies</i></p>	No
<p>Is the decision subject to Call-In? (Only Key Decisions are subject to Call-In)</p>	No
<p>District Wards Affected</p>	All.
<p>Links to Corporate Plan priorities or Policy Framework</p>	<p>Aim: Transforming Our Organisation</p> <p>Priority: Maximising opportunities with North East Derbyshire District Council through the Strategic Alliance</p>

8. **Document Information**

Appendix No	Title
7.1	Review of The Strategic Alliance – Interim Report
<p>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)</p>	
<p>See Appendix 2 within the attached document. Documents stored in: S:\Governance and Monitoring\Scrutiny BDC\RES\Customer Service and Transformation Scrutiny Committee\2017-18 Work\Strategic Alliance</p> <p>Please contact Scrutiny & Elections Officer where further information is required.</p>	
Report Author	Contact Number
Joanne Wilson, Scrutiny & Elections Officer	01246 242385

Report Reference –



DRAFT

**Scrutiny Review of The Strategic Alliance –
Interim Report**

March 2018

**CUSTOMER SERVICE AND TRANSFORMATION
SCRUTINY COMMITTEE**

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Chair's Foreword

As part of our work plan for 2017/18, our Scrutiny Committee decided to review The Strategic Alliance which was formed in 2011. The Committee felt it was time to see how far we had come, what has been achieved and what the future holds.

We quickly found that reviewing the whole of the Alliance structure and processes would be a major task, therefore as a Committee we chose to produce an Interim Report which further refined the scope, defining key areas to be considered for the 2018/19 Work Programme.

The report recommends three areas for consideration and these will be presented to Members for consideration as part of the Scrutiny Conference 2018.

Although we have gathered initial evidence to work with there is more to come, therefore we consider this initial analysis the start of planning and agreeing the work plan for 2018/2019.

May I take this opportunity to thank all who have contributed so far to this Interim Report.

Cllr Rose Bowler
Chair of the Customer Service & Transformation Scrutiny Committee

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1. Introduction

As part of the work plan for 2017/18, our Customer Service & Transformation Scrutiny Committee decided to review 'The Strategic Alliance' which was formed in 2011. However, the Committee quickly realised that this is a substantial topic for one review and that an initial piece of analysis was required to further refine the scope, focussing onto specific areas for review within the Strategic Alliance.

In order to do this the Committee gathered as much evidence as possible to guide their consideration. Over several meetings, including with the CEO and the Joint Strategic Director, Lee Hickin, the Committee moved towards identifying the small number of areas discussed in this report as subjects for potential review in the 2018/19 municipal year. The recommendations put forward by Committee aim to guide Members on choosing an area for detailed review. Completion of this Interim Report supports delivery of Target 08 of the Joint Governance Service Plan 2015-19.

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2. Recommendations

PERFORM Code	Recommendation	Desired Outcome	Target Date	Lead Officer	Resources	Service Response
CS&TSc17/18 2.1	<p>That the Customer Service and Transformation Scrutiny Committee consider the following areas of the Strategic Alliance for review:-</p> <ul style="list-style-type: none"> • Delivery of the Environmental Health and Licensing Service. • The Differences between the Pay Agreements in the 2 Councils in the Strategic Alliance and JE and the Impact this has on forming joint services. • The Criteria for the Creation of new Shared Services. 	<p>That the Scrutiny Conference be made aware of the proposals and further assess the suitability of the proposed topics.</p> <p>That the Committee take forward at least one of the suggestions as an in-depth review.</p>	<p>Submission to Conference – April 2018</p> <p>Consideration by Committee – May 2018</p>	Scrutiny & Elections Officer	Officer and Member time	All proposed review scopes will be submitted to the Scrutiny Conference 2018 for consideration by Members. The final decisions will be taken by committee at the start of the municipal year following AGM.

PERFORM Code	Recommendation	Desired Outcome	Target Date	Lead Officer	Resources	Service Response
CS&TSc17/18 2.2	That the Customer Service and Transformation Scrutiny Committee defer consideration of the emerging Transformation Programme whilst receiving regular updates from the Joint Strategic Director - People, on progress.	Further consideration of the emerging programme is built in to the 2018/19 work plan, with the option to progress to a review if required.	May 2018 onwards	Lee Hickin, Joint Strategic Director – People	Officer time	A presentation is planned to Council on the 25 th April 2018, in addition to follow up meetings with Cabinet planned to further prioritise the programme for 2018/19 and 2019/20. This will then be brought to Scrutiny for further discussion.

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PERFORM Code	Recommendation	Desired Outcome	Target Date	Lead Officer	Resources	Service Response
CS&TSc17/18 2.3	That the terms of reference for the Strategic Alliance Joint Committee are submitted to the Strategic Alliance Joint Committee for urgent review and then reviewed on an annual basis to ensure the Committee's remit remains fit for purpose in monitoring and developing the work of the Alliance.	<p>That the Governance structure remains fit for purpose with sufficient monitoring structures of the Alliance arrangements in place and appropriate processes in place for taking forward new aspects of the Alliance.</p> <p>That the powers and scope of the Committee remain adequate to support the delivery of the Strategic Transformation Programme.</p>	May 2018 and annually thereafter as part of the Constitution refresh process	Sarah Sternberg, Head of Corporate Governance, Solicitor to the Council and Monitoring Officer	Officer time Printing/publishing costs	This will be formally referred to the SAJC by the lead officers and the future governance needs of the SAJC discussed.

PERFORM Code	Recommendation	Desired Outcome	Target Date	Lead Officer	Resources	Service Response
CS&TSc17/18 2.4	A programme of Member's Briefings covering the Strategic Alliance, our shared services and the achievements to date, either written and/or group presentation, is developed for the 2018/19 municipal year, with a commitment to evaluate the programme following the 2019 elections.	Greater clarification on the work of the Alliance, in particular the delivery of, and improvements to, shared services.	Commence June 2018 onwards	Lee Hickin, Joint Strategic Director – People	Officer time Printing	A programme will be developed for delivery in 2018/19 and beyond, in conjunction with SAMT and the Chair of the Scrutiny Committee.

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PERFORM Code	Recommendation	Desired Outcome	Target Date	Lead Officer	Resources	Service Response
CS&TSc17/18 2.5	An increased level of publicity as to the effectiveness of the arrangement is achieved via regular press releases; articles on both authority websites and use of the staff weekly briefings.	Greater clarification on the work of the Alliance, in particular the delivery of, and improvements to, shared services. Residents are well-informed as to the work of the Alliance and it's achievements	Commence June 2018 onwards	Scott Chambers, Communications, Marketing and Design Manager	Officer time Printing/ publicity costs	Subject to agreement by SAMT, a more structured approach to communications would be welcome. This could include a standard item on SAMT to ensure a more co-ordinated approach to communications/marketing from the outset of all new schemes. The new Extranet should provide a clear mechanism for improved information sharing, and a review of how the Strategic Alliance is featured on each Council website could also be delivered. We would also consider a review of the branding for the Strategic Alliance to make it more modern and fresh and ensure it is used consistently whenever we are talking about the Alliance.

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3. Scope of the review

The Customer Service and Transformation Scrutiny Committee agreed to undertake a review of The Strategic Alliance as part of the 2017/18 work plan following consideration of a range of topics suggested at the Annual Scrutiny Conference.

The aim of the review was to establish:

- How can the Strategic Alliance be more effective in delivering front line services?

Concerns were raised by members as to how the effectiveness of the Alliance was being monitored and reported internally.

The key issues identified are as follows:

- Which services are combined?
- Who is based where?
- Is it working?
- Is it cost efficient?
- What savings have there been over the last financial year and in previous years?
- What is working and what is not?
- Are there other ways of doing things?

Review Membership

The Committee comprised the following Members:

Councillor R. Bowler (Chair)

Councillor J. Smith (Vice Chair)

Councillor D. McGregor

Councillor P. Bowmer

Councillor P. Cooper

Councillor M. Crane

Councillor E. Stevenson

Councillor R. Turner

Councillor A. Joesbury

Councillor R. Heffer

Support to the Committee was provided by the Joint Assistant Director of Governance, the Scrutiny & Elections Officer and the Governance Officer.

4. Method of review

The Committee met on seven occasions to consider the scope of the review, key issues they wanted to discuss and to carry out interviews and evidence gathering. As stated previously, this is a substantial subject area to review and so in order to narrow down areas to focus on a significant amount of evidence has been amassed prior to scoping potential areas of investigation. This is not the normal way of doing a Scrutiny Review but in view of the subject matter of this review it seemed appropriate.

The Committee sought evidence primarily by way of written evidence as listed below. Some verbal evidence was given by the Chief Executive Officer, the Joint Strategic Director (Lee Hickin) and the Joint Assistant Director of Governance (now Head of Corporate Governance).

Evidence

- Structure charts showing where all the shared services are located and which posts are shared.
- An initial information request to HR & Organisational Development/service managers as to costs and savings, employer arrangements, complaints and alternative methods of delivery. This is Appendix 3.
- A follow-up information request to HR & Organisational Development with a series of further questions posed at the meeting on the 11th December 2017. This was presented in February 2018. This is Appendix 4.
- The results of a survey of all BDC members as to their views on the Strategic Alliance. This is Appendix 5.
- Two presentations on the Transformation Programme. (Available on request)
- A summary report from the Customer Standards and Complaints Officer. This is Appendix 6.

Equality and Diversity

Within the process of completing this review, the Committee has taken into account the impact of equalities.

5. Analysis of evidence and key findings

5.1 Review of Existing Staffing Structures

As part of the evidence gathering process, Members reviewed the existing staffing structures across the three directorates which identified both shared and BDC only posts, alongside the employing authority. This sought to address the following issues identified in the scope:

- Which services are combined?
- Who is based where?

Members are uncertain as to what arrangements are in place in relation to some shared services employees in terms of who employs, where they are based and how they can be contacted.

The information provided showed a variety of service structures were in operation, both shared and sole authority, which involves staff being employed across both Councils.

Members noted that one specific service area was not only a shared service but all staff were employed by one Council (NEDDC) rather than both. Members were keen to know if this made any difference to the way the service operated and engaged with other service areas/Members. A good comparator area could be that of Economic Growth and Housing Strategy where the lead managers and all of Housing Strategy are shared posts employed by NEDDC, but Economic Growth are solely employed by BDC.

As such Members of the Committee propose the following area for consideration as a scrutiny review in 2018/19. The scope suggested is as follows:

Review area: Delivery of Environmental Health and Licensing

The aims of the review are:

- To establish how the service operates across the 2 Councils in relation to members accessing the service.
- To identify the advantages of the arrangement.
- To identify the disadvantages of the arrangement.
- To make recommendations as to improvements in the service which will improve the service received by Members of Bolsover District Council.

The key issues identified are as follows:

- As one of the only hosted, shared services, Members are concerned that BDC colleagues feel alienated from the service and feel discouraged from using the service as those providing the service are not BDC employees.
- How Members can be made to feel more comfortable with a service which is provided by NEDDC employees?

Recommendation:

That the Customer Service and Transformation Scrutiny Committee consider the following areas of the Strategic Alliance for review:-

- Environmental Health and Licensing.
- The Differences between the Pay Agreements in the 2 Councils in the Strategic Alliance and JE and the Impact this has on forming joint services.
- The Criteria for the Creation of new Shared Services.

5.2 Analysis of Savings through the Strategic Alliance

An information request was submitted to Finance to ascertain the savings achieved across all service areas since the formation of the Strategic Alliance in 2011. The data addresses the following issues within the scope:

- Is it cost efficient?
- What savings have there been over the last financial year and in previous years?

Table 1: Total BDC Savings

Financial Year	Savings Achieved (£)
2011/12	134,680
2012/13	260,057
2013/14	645,497
2014/15	1,005,790
2015/16	892,623
2016/17	738,797
Total	3,677,444

The data shows that significant savings have been made in the years since the Strategic Alliance was set up in 2011.

When specifically looking at savings in relation to the shared management team, a total of £1,890,198 has been achieved from 2011-2017. In addition, as a result of the second management structure which was in place from 2013-2017 a further £546,043 has been generated, resulting in a total saving of just under £2.5m savings for Bolsover in relation to the Management Team alone.

When looking more specifically at service areas, in particular Environmental Health as the only joint service solely hosted by one Authority, the savings generated for BDC total over £600,000 as a result of the Environmental Health Review in 2011/12.

Table 2: Environmental Health Review

Financial Year	Savings Achieved (£)
2011/12	0
2012/13	0
2013/14	17,659
2014/15	230,483
2015/16	187,981
2016/17	177,433
Total	613,556

A further review of the SAMT structure took place during 2017/18. Following the recruitment of two new Joint Strategic Director posts, a key objective for the two new Joint Strategic Directors was to assist with a review of the Joint Assistant Director tier.

During November 2017 a two week pre-consultation period took place enabling early dialogue with the affected employees and their Trade Union representatives. This process helped to identify potential options which were then tabled as part of the formal thirty day consultation period which began on 1 December.

The Joint Chief Executive attended the Strategic Alliance Joint Committee (SAJC) during December in order to update them on progress and to outline the options being considered as part of the consultation. He also fed back the outcome of the consultation exercise and the proposed structure to SAJC at its meeting on 6 February 2018.

The revised structure is designed to provide sufficient capacity to enable the Council to meet both its strategic objectives and service provision obligations. It also aims to ensure relevant services sit within an appropriate directorate in order to enhance and strengthen how services work together. Additionally, the revised structure achieves an efficiency saving of £140,000 by reducing the number of posts at this tier from the original number of ten to eight.

Adding the savings from this review to the previous total creates a total saving to date of £3,817,444.

All of this shows clear evidence that the creation of the Alliance has achieved efficiencies as planned, with further efficiencies achievable.

Recommendation:

An increased level of publicity as to the effectiveness of the arrangement is achieved via regular press releases; articles on both Authority websites and use of the staff weekly briefings.

5.3 Comparison of pay structures and the impact on shared services

As part of the information request to HR & Organisational Development, Members reviewed the pay scales of both authorities, whilst being mindful of the fact that each Authority has a different set of conditions and grading structure as a result of Job Evaluation. Where the Alliance may look to further review services in the future, this presents an issue where a review may suggest a change in the employing Authority and reporting/delivery structures.

Members also looked at comparator data on a range of non-shared posts which emphasised the difference in pay across the authorities; the change in number of employees in shared service areas, and the methodology for shared costs.

As part of the evidence gathering process, a review previously completed by NEDDC was also considered:

- NEDDC Scrutiny Review of Administrative Arrangements and Joint Officers, April 2016

This also drew conclusions related to the differences in pay and terms and conditions. The NEDDC committee found that work had begun on harmonising services. Initially this had concentrated on policies and procedures regularly used. The Committee felt this was useful but needed to be developed further within a reasonable timescale.

The NEDDC Committee raised the differences on pay parity within the arrangements and felt these were unsatisfactory. The Director of Transformation (at the time) advised the Committee that Human Resources were currently working on harmonising how both Councils work. The policies that were used on a more regular basis had been prioritised and would be harmonised first. Other areas would be looked at to ensure everyone was working to the same processes. Work had also commenced on other harmonisation areas.

One of their recommendations was as follows:

- That, where appropriate, harmonisation matters be progressed to deal with issues such as differences on pay parity

Work has taken place subsequent to the completion of the 2016 review on this but is currently on hold as a result of the Strategic Alliance Management Review 2017/18.

As such Members of the Committee propose the following area for consideration as a scrutiny review in 2018/19. The scope suggested is as follows:

Review topic: The Differences between the Pay Agreements in the 2 Councils in the Strategic Alliance and JE and the Impact this has on forming joint services.

The aims of the review are;

- To establish what are the differences in the Pay Agreements of the 2 Councils.
- To establish what impact this has on the formation of joint services in the Strategic Alliance.
- To seek solutions/remedies to any adverse impact
- To see if JE itself as operated in the 2 Councils has any impact on the formation of joint services in the Strategic Alliance.
- To seek solutions/remedies to any adverse impact.

The key issues identified are as follows;

- Members are concerned that as a result of the differences in the Pay Agreements and the JE schemes for the 2 Councils, there are people working in shared services, doing the same job, but being paid differently. Members wish to establish where this is happening and look towards finding a solution.
- General terms and conditions between the 2 Pay Agreements are different and again Members wish to identify where this is the case and what can be done about it.

Members are mindful that ultimately completion of this work may lead to additional costs for both Councils in order to achieve pay parity across the Alliance. This would need to be considered as part of recommendation setting should this review be taken forward in 2018/19.

Recommendation:

That the Customer Service and Transformation Scrutiny Committee consider the following areas of the Strategic Alliance for review:-

- **Delivery of Environmental Health and Licensing**
- **The Differences between the Pay Agreements in the 2 Councils in the Strategic Alliance and JE and the Impact this has on forming joint services.**
- **The Criteria for the Creation of new Shared Services.**

5.4 Complaints received in relation to Shared Services

The Committee considered a range of complaints data for both shared and non-shared services for a twelve month period. The Committee drew no conclusions from this and no anomalies were highlighted. See Appendix 6 for complaints data used in this instance.

As such, Members have to conclude that the end service user is satisfied with service delivery, despite the change in configuration. This addresses the following issues within the scope:

- Is it working?
- What is working and what is not?

5.5 Strategic Alliance Joint Committee

As part of the creation of the Strategic Alliance a Joint Committee of both Councils was created with the following terms (as per section 3.7 BDC Constitution):

- The Alliance Joint Committee is a joint committee of both North East Derbyshire District Council and Bolsover District Council.
- Membership of the committee comprises of 9 councillors from each Council including the leader and deputy leader of each Council. Each block of 9 sets per Council will be assigned on the political proportionality of that Council.
- The committee shall be quorate if 4 or more Members from each Council are in attendance at the meeting.
- Unless determined otherwise by both Councils the Alliance Joint Committee will not be a decision-making body save where specific delegations have been made to it by the Councils. At present, the Council have delegated to the Alliance Joint Committee the power to form panels for the interview and appointment of Joint Directors.
- Either Leader of the Council will chair the Committee. Chairmanship will normally rotate annually. In the event of the absence of both Leaders the Committee will elect a chairman for that meeting alone by a majority show of hands.
- Voting will be by a simple majority of those present on a show of hands. The chair of the committee will not have a casting vote on any matter. In the event of an equality of votes, the matter will be referred to each Council.
- The frequency and scheduling of meetings will be as determined by the committee.

The frequency and scheduling of meetings is determined by the Committee, and they are able to discharge the following functions:

- To develop a Strategic Transformation Programme for approval by the Councils.
- To monitor the implementation of the Strategic Transformation Programme.
- To develop an Action Plan for the implementation of the Strategic Transformation Programme for approval by the Councils.
- To make recommendations or reports in respect of the Strategic Alliance to either the Executives or full Council meetings of each Council where appropriate.
- To be the primary body for resolving any disputes that may arise over the interpretation of the Strategic Transformation Programme or over any joint arrangements within the Alliance.
- To deal with any matter in relation to the Alliance or joint working arrangements and to take such decisions under any power delegated to it by the Councils including decisions in respect of the appointment and terms and conditions of joint employees of the Councils.
- To appoint such sub-committees, working groups or panels as it considers appropriate to carry out these functions and to decide the terms of reference and membership of such sub-committees, working groups or panels.

The Committee submitted an information request to the Governance team in relation to frequency of meetings and reporting mechanisms. As part of the meeting schedule at both authorities, the Committee is programmed to meet regularly. During 2016/17, seven meetings were scheduled (inc. one special) and four took place (three cancelled). During 2017/18, six were scheduled, four have taken place and two have been cancelled.

Minutes of meetings are reported to the subsequent meeting of the Strategic Alliance Joint Committee and recorded in minute book. They are not reported elsewhere. Members also queried the level of attendance at the Committee but it was noted that there was no real disparity. For the eight meetings that have taken place over the last two years, based on each Council having nine seats, Bolsover has 56/72 possible attendances and NEDDC has 60/72.

More recently meetings have been solely focussed on the restructure of the management team, which has under-utilised the full scope of the Committee. In addition, as the Alliance evolves it is important the terms of reference are regularly reviewed to ensure the committee's remit remains fit for purpose in monitoring and developing the work of the Alliance.

As new areas for transformation are considered members are concerned as to the mechanism that will be used and what monitoring will be in place to evaluate the effectiveness of new arrangements. They also feel a review of the powers and scope of the Committee is essential. It is suggested that the Customer Service & Transformation Scrutiny Committee consider the following review topic, with a view to making recommendations that could ultimately be considered and implemented by both Councils via the Alliance Joint Committee. This topic may also be suitable for a joint review across the two councils:

Review topic: The Criteria for the Creation of new Shared Services

The proposed aims of the review are:

- To establish what criteria have been used in deciding whether to establish the existing shared services.
- To develop a set of criteria for the Councils in the Strategic Alliance to use when considering future shared services.
- To develop a method of monitoring the effectiveness of the criteria developed.

The key issues identified are as follows:

- A need to have a clear set of criteria to identify when it would be in the interest of the Councils to enter a further shared service arrangement. Currently each service is considered on the basis of a business case but uniform criteria are not used.
- To have criteria which could be applied to extending the shared service to other local authorities. In the future there may be a desire to extend the shared services.

Recommendation:

That the Customer Service and Transformation Scrutiny Committee consider the following areas of the Strategic Alliance for review:-

- **Delivery of Environmental Health and Licensing**
- **The Differences between the Pay Agreements in the 2 Councils in the Strategic Alliance and JE and the Impact this has on forming joint services.**
- **The Criteria for the Creation of new Shared Services.**

That the terms of reference for the Strategic Alliance Joint Committee are submitted to the Strategic Alliance Joint Committee for urgent review and then reviewed on an annual basis to ensure the Committee's remit remains fit for purpose in monitoring and developing the work of the Alliance.

5.6 Effectiveness of Joint Services

As part of an initial information request across service areas, Officers were asked to confirm whether any external views of the quality of the service had been sought. In response Members were informed of the following:

- HR & Organisational Development confirmed that they had achieved Investors in People (Silver Award) in 2015, and that we had successfully met the "Disability Confident" criteria.
- Customer Services have secured and maintained the Customer Service Excellence Award, which operates council-wide.
- Streetscene have achieved the following nominations in the APSE (Association of Public Service Excellence) Awards:
 - Waste Collection – Best Performer 2013; Most Improved Performer 2013 and 2014.
 - Street Cleansing – Best Performer 2014; Most Improved Performer 2014.
 - Transport – Best Performer 2015; Most Improved Performer 2015.
 - Grounds Maintenance – Most Improved Performer 2015.

As both HR & Organisational Development and Streetscene are shared services, the receipt of external recognition of the quality of the service indicates that there has been no adverse effect in the move to operating across both authorities.

5.7 BDC Member Survey

As part of the review the committee conducted a survey of BDC Members (see Appendix 5). Key findings of the survey showed that:

- Of the 37 Elected Members, 19 Members responded to the survey. This represented a 51% response rate.
- **85% (16)** of respondents were in agreement that the Strategic Alliance (SA) has been successful in delivering **financial savings**.
- **41% (7)** were in agreement that the Strategic Alliance has been successful in delivering **Innovation** in service delivery.
- In contrast, **30% (5)** disagreed that the Strategic Alliance has been successful in delivering improved **information sharing** through co-located services. **24% (4)** were unsure and **24% (4)** neither agreed nor disagreed which gives some indication that there has been no change as a result of the Alliance. In contrast **24% (4)** agreed it had been successful. When combined this indicates that **53% (9)** felt that information sharing could be improved.

A range of responses were received in relation to how successful the Alliance has been to date. A key theme was that Members felt they did not have sufficient knowledge/evidence in order to respond. Lack of communication and information/clarity as to the service areas delivered via the Alliance is apparent, alongside the ongoing efficiencies that are being achieved as a result of service transformation by joint services and it is suggested that this should be considered as another potential area for further review as part of the Interim Report.

59% (10) of Members surveyed reported they did not have regular dealings with Joint Officers. In contrast, **41% (7)** Members did report having regular dealings with officers in shared services including **Environmental Health (x3); Streetscene (x3); Housing (x3); Directors/Heads of service (x2); Licencing (x2); and Chief Executives Dept. (x2).**



Further comments again indicate a lack of understanding as to where services are based, working patterns of joint Officers where there is a need to work across both Authorities. However, there are also comments that show Members feel they do have access when required and are perhaps less concerned as to which authority is the 'employer', as they are still receiving an Officer response.

A key issue was face to face access with staff, but as some posts require mobile working this wouldn't be possible across all areas, as not all staff are office based. A difficulty here could be that as more services become digital and self-service, staff time will be deployed in new ways to meet service demands which does naturally lead to greater use of email and telephone communication – but staff would still be available via these means nonetheless.

11 Members believed that the Strategic Alliance has brought **financial savings/efficiency savings**. Other advantages identified included **“sharing best practice”** and **“partnership working”**. Two Members commented that the Strategic Alliance has brought no advantages. It was also clear that Members felt there needed to be better communication as to the ongoing 'benefits' realised as a result of the Strategic Alliance be it financial or more efficient service delivery.

The main disadvantages identified included **communication difficulties; delays in requests for service; lack of availability of officers; and lack of independence/identity of the Council.**

A range of suggestions were put forward for improving the Strategic Alliance. These included:

- ***“Developing a closer working strategy”***
- ***“Raising the profile of the Strategic Alliance”***
- ***More “regular meetings”***
- ***“Better information”***
- ***Information on “who does what” and where services are located.***

Two Members expressed concern over Environmental Health being located at NEDDC and two members suggested breaking up the Alliance.

In conclusion the results of the survey indicate a clear need for better communication with Members as to current working arrangements, key projects and ongoing achievements. As an interim measure prior to the agreement of further areas for review, improved communications is critical. A programme of Member’s Briefings, either written and/or group presentation is recommended, alongside improved publicity as to the effectiveness of the arrangement.

The results of the survey were shared with the Communications, Marketing & Design Manager, who acknowledged that the current approach to publicising good news stories in relation to our successes in service delivery and savings could be greatly improved. There was scope for the team to produce a range of press material, leaflets, and social media campaigns. However, the team currently operates in a reactive manner as services often do not factor internal/external communications for delivery throughout their projects, but only on completion which does not always give sufficient notice to ensure a high impact with staff and residents.

A key improvement would be greater involvement of the team as projects/revised services are developed so clear communications plans can be delivered throughout the process. Further guidance on the use of the brand for the Strategic Alliance would also be useful to ensure consistency of use across both Authorities.

Recommendations:

A programme of Member’s Briefings covering the Strategic Alliance, our shared services and the achievements to date, either written and/or group presentation is developed for the 2018/19 municipal year, with a commitment to evaluate the programme following the 2019 elections.

An increased level of publicity as to the effectiveness of the arrangement is achieved via regular press releases; articles on both authority websites and use of the staff weekly briefings.

5.8 The Transformation Programme

At the September meeting, the Chief Executive Officer provided a presentation to Members in relation to an update on the Council's Transformation Programme.

The presentation covered the background to the Transformation Programme, which was initially launched in January 2014 and revised in September 2015, to deliver a savings target of £600,000 per Council (Bolsover District and North East Derbyshire District Councils) for 2015-2020/21.

The Programme was a list of 36 initiatives or projects – some across the Strategic Alliance and some distinct to Bolsover District Council. The list classified the 36 initiatives into headings of transforming assets, services and workforce.

Reporting of progress towards the £600,000 target was done collectively via the quarterly performance reports.

The current position, as at September, was that £260,000 of savings had been delivered so far with £340,000 remaining to meet the target.

A table in the presentation set out the extent of the challenge to the Council for 2020/21 and showed the budget shortfall for each year and the options identified to address it.

These were:

- National Non Domestic Rates (NNDR) Growth Target
- Transformation, Secondments and Joint working
- Vacancy Management
- Assumed Council Tax Increase
- Unidentified savings target / call on reserves

Key Issues Identified

Even with assumptions of NNDR Growth, vacancy management and Council tax increases there was still a significant shortfall from 2018/19.

The 2019/20 figures were based on the assumption that the loss of Revenue Support Grant (RSG) was offset by the existing arrangement for NNDR redistribution. This was a risk because if it reduced then the shortfall would increase. Further, if economic growth slowed, there would be additional pressure.

The existing programme did not specify how the unidentified savings targets would be met.

The Council needed to determine how useable reserves could be maximised.

Actions Identified

The Council needed to:

- Review the existing programme
- Agree the foundations for a future programme
- Develop, deliver and monitor the revised programme

A new programme would need to be based around clear operating principles:

- Business cost reduction
- Service redesign
- Income maximisation

A new programme would also need to be:

- Understood and agreed by Members
- Developed involving staff so it became part of the way the Council does business
- Using Scrutiny to help with developing and delivering the content

Members felt that the Council should consider whether greater risk taking with respect of investments and treasury management would be appropriate. The Joint Assistant Director Finance, Revenues and Benefits advised the meeting that the Council's Treasury Management advisors, Arlingclose Ltd, could provide Members with a presentation on this.

The Chief Executive Officer noted that the Council needed a clear strategy on financial risk taking; although more could be done, full Council approval would be required which would also need to be part of the Council's financial management programme. Committee agreed with the Chief Executive Officer's comments.

A Member felt that the Council needed to look at how it operated as a business and that Cabinet be asked to look at ways for all Scrutiny Members to be involved and understand the path that the Council needed to take in developing the transformation programme.

The Chief Executive Officer suggested that Scrutiny Committees could be involved individually as well as all Members being involved collectively through Council meetings, and that a wider engagement of Members' ideas could be held through workshops.

Subsequent to this presentation members received a further presentation from the Joint Strategic Director – People on the refresh of The Transformation Programme.

Members were briefed on the process for developing the new programme; the timetable for design and agreement of business cases; and implementation of the new plan.

A range of engagement meetings with staff were planned and took place during the course of this review of the Transformation Programme. Members were also encouraged to submit their own ideas using a template circulated.

Recommendation:

That the Customer Service and Transformation Scrutiny Committee defer consideration of the emerging Transformation Programme whilst receiving regular updates from the Joint Strategic Director – People, on progress.

5.9 Alternative options for service delivery

As part of the initial information request to services (see Appendix 3) Members enquired as to Officers' suggestions for alternative mechanisms for service delivery/efficiencies.

The following ideas were noted:

- Outsourcing
- Creation of a Special Purpose Vehicle (SPV)
- Leisure Trusts
- Each Council having its own set of employees
- Public/Private partnership
- One Council employing all the staff for both Councils.
- Different mixture of shared services.

While Members drew no immediate conclusions from the ideas suggested, all were considered valid options to take account of within the further topics identified for review during 2018/19.

6. Conclusions

The Committee have put together a number of recommendations which will hopefully assist the Council, in looking at the future arrangements for further development of the Strategic Alliance.

Members will need to decide the priority order of the suggested reviews and the mechanism for carrying out the reviews. The Committee recognises that it is unlikely that they will be able to complete three such substantial reviews in one year.

The key issues arising from the review are identified in the further work that is proposed for delivery by the Committee in 2018/19, and the recommendations that be implemented immediately, subject to agreement of Executive, to improve existing communications.

Appendix 1: Stakeholders

Stakeholders engaged during the review included:

All BDC Members
Joint Chief Executive Officer
All Officers of SAMT
Head of HR & Organisational Development
Customer Standards & Complaints Officer

Stakeholders impacted by the recommendations include:

- All BDC Members
- All NEDDC Members
- All Officers of SAMT
- All employees in Strategic Alliance shared services
- All BDC employees not currently within a shared service, and those who are BDC employees working alongside shared employees in a shared service.

Appendix 2: Bibliography

- NEDDC Scrutiny Review of Administrative Arrangements and Joint Officers, April 2016
- BDC Payroll Grading Structure 2016-2018
- NEDDC Salaries Spinal Points 2016-2018
- Minutes of Special Council, Monday 9th January 2012.
- Joint Review of Environmental Health Services, Special Council, Monday 9th January 2012
- BDC Structure Charts, October 2017

Appendix 3: Initial information request to services

The following questions were posed following the 2nd October 2017 Committee meeting:

- Is the Service Shared?
- Are the staff jointly employed by both Councils?
- Year arrangement commenced.
- Are the staff in the service employed by one Council on behalf of both Councils?
- Are some staff in the Service employed by one Council and some by the other so that there are a mixture of employers?
- Is the service based at both Councils?
- What complaints have been received through the complaints system? Figures for period April 2016 to March 2017.
- What are Members' views of the service?
- Have there been any external views of the quality of the service?
- What savings have there been over the last financial year:-
 1. As originally agreed - these are the savings in the first year of the shared arrangement
 2. As additional savings generated? These are the savings for the 2016/17 year for the shared service
 3. Total savings for the period the shared service has existed
- Are there any ways of providing the service differently?
- What would be the estimated cost of separating the service between the 2 Councils? This depends on the structure chosen. Figures given by services should therefore account for replacing the shared officers with provision in Bolsover. Accommodation and equipment would be an additional cost.

Appendix 4: Follow-up information request agreed on 11th December

The following questions were agreed by committee seeking further clarification:

- What is the current number of employees employed by each Council?
- For the shared services only, what is the number of employees employed by BDC in 2011 and what is the number employed in 2017?
- What is the total cost of each service (shared services only)?
- Can we confirm the methodology for the split of costs between the 2 councils for the shared services?
- Can you provide a list of salary scales including NI?
- In relation to other shared services outside of the Strategic Alliance, please provide a list of the arrangements and of the partners?

Appendix 5: BDC Member Survey



Scrutiny Review of the Strategic Alliance Members Survey

The Customer Service and Transformation Scrutiny Committee is looking at carrying out a review of the Strategic Alliance. The Committee has gathered together certain information to help scope the review. One part of the information that the Committee needs is the views of elected members.

This short questionnaire is designed to provide this information for the review.

Please respond by 22 February 2018 for this to be taken into account.

I look forward to your response.

Cllr Rose Bowler
Chairman of the Customer Service and Transformation Scrutiny Committee.

Q1 To what extent do you agree the Strategic Alliance has been successful in delivering the following?

	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neither agree or disagree</i>	<i>Disagree</i>	<i>Strongly disagree</i>	<i>Don't know</i>
Financial savings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Innovation in service delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved information sharing through co-located services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q2 If you do not believe it has been successful, please explain why...

Q3 Do you have regular dealings with officers from Strategic Alliance shared services?

Yes..... No.....

If so, which service areas?

Q4 Do you know when you are dealing with officers which Authority they are employed by?

Yes..... No.....

Can you explain how you know?

What difference does it make to you as a Member?

Q5 What advantages do you believe the Strategic Alliance has brought?

Q6 What disadvantages do you believe the Strategic Alliance has brought?

Q7 How could the Strategic Alliance be improved?

**Thank you for completing the questionnaire.
Please return it using the freepost envelope or by passing to the
Scrutiny Officer by 22 Febuary 2018.**

Appendix 6: Analysis of Complaints Data

Scrutiny of Formal Investigation complaints

Definition of a Formal Investigation complaint, as defined by the Joint Compliments, Comments and Complaints Policy:

A **complaint** is any expression of dissatisfaction, by one or more members of the public about the organisation's action or lack of action, or about the standard of service provided by or on behalf of the organisation, that needs a response.

All expressions of dissatisfaction are investigated as complaints and the outcome is assessed, i.e. whether justified or not, at the end of the investigation.

Complaints by Department

April 2016 to March 2017		Q1	Q2	Q3	Q4	Total	Justified			
							Y*	% of total	P**	% of total
Growth	Partnership Team	0	0	0	0	0		0		
	Economic Growth	0	1	3	0	4	0		0	
	Planning	7	5	0	8	20	0		0	
	Environmental Health	0	2	7	9	18	0		1	0.4
	Legal, Governance & Elections	1	2	3	0	6	0		0	
Operations	Community Services	2	0	0	1	3	0		1	0.4
	Property & Estates	1	1	1	3	6	0		0	
	Finance	0	1	4	2	7	0		0	
	Housing	10	14	11	22	57	7	2.8	5	2.0
	Revenues & Benefits	10	5	4	9	28	2	0.8	4	1.6
	Streetscene Services	6	7	10	18	41	2	0.8	1	0.4
Transformation	Customer Service (& Improvement)	5	5	5	9	24	0		1	0.4
	Human Resources & Payroll	0	0	0	0	0	0		0	
	ICT	0	0	0	0	0	0		0	
	Leisure	1	2	0	25	28	0		9	3.6
	(Customer Service & Improvement)	0	0	0	0	0	0		0	
Total for 2016/17		43	45	48	106	242	11	4.5	22	9.0

Y* Yes – where the Council was at fault and had to apologise and rectify the matter

P** Partially – where the Council may have made an error or contributed to a delay, but the customer had been at fault or did not accept the correct advice given

The Council received 176 formal investigation complaints during 2016/17. As some of these complaints cross cut departments (for instance - a single complaint may cover issues which need to be addressed by Planning, Environmental Health and Streetscene Services) covering a variety of issues, they were recorded against all departments concerned. As such, the numbers do not correspond when viewed in this way.

Of the 176 complaints were received, 11 (4.5%) of the total were justified fully and 22 (9%) partially.

It is understandable that front facing, highly visible and greatly used departments attract the most complaints. These are the ones who have the most transactions with customers and the subject matter is often emotive, wanting to be re-housed, benefits re-instated etc.

Housing	57
Streetscene Services	41
Revenues & Benefits	28
Leisure	28
Customer Service (& Improvement)	24
Planning	20
Environmental Health	18

For instance, Housing had 57 complaints in total over the year. The complaints ranged over a number of the services they provide, i.e. housing applications, allocations, repairs, welfare adaptations and planned works. Also, some complaints were in relation to contractors working on behalf of the department.

Streetscene Services emptied over 2½ million bins but, in 2016/17, received only 41 formal complaints for the whole service covering bin collections, street cleansing and grounds maintenance. Again, some complaints were in relation to contractors working for the department.

The Leisure Department, who historically receive few complaints, did experience a spike in numbers due to the opening of the new leisure facility at The Arc at Clowne. These were predominantly snagging issues which were rectified within the first months of opening and also suggestions for improvement, which were taken on board.

It could be viewed that the fewer complaints received are better, perhaps indicating that customers are wholly satisfied with services. However, both the Local Government and Social Care Ombudsman and the Customer Service Excellence Assessor place value on an organisation having an easy to use, accessible complaints system with an escalation process which is publicised.

Ann Bedford
Customer Standards & Complaints Officer
24th October 2017



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Customer Service and Transformation Scrutiny Committee

Work Programme 2017/18

Vision: To enhance and improve the wealth profile, well-being and quality of life for the communities of Bolsover District

**Corporate Aims: Providing our Customers with Excellent Service
: Transforming our Organisation**

Date of Meeting	Items for Agenda		Lead Officer	Notes
12 th June 2017	Part A – Formal	<ul style="list-style-type: none"> • Health and Well Being Strategy – update on the action plan. 	Steph Barker – Assistant Director of HR and Payroll, Clare Ashton – HR Business Partner	
		<ul style="list-style-type: none"> • Setting the work plan 	Chair/Scrutiny Officer	
24 th July 2017	Part A – Formal	<ul style="list-style-type: none"> • Quarter 1 – Performance Report 	Kath Drury – Information and Engagement Manager	
		<ul style="list-style-type: none"> • Feedback from Elections Task and Finish Group 	Members of the Task and Finish Group	
		<ul style="list-style-type: none"> • Transformation Programme update 	Cllr Bowler, Chair	
4 th September 2017	Part A – Formal	<ul style="list-style-type: none"> • Transformation Programme 	Dan Swaine, CEO Dawn Clarke, Assistant Director of Finance, Revenues and Benefits	
		<ul style="list-style-type: none"> • Draft New Bolsover Local Lettings Scheme 	Peter Campbell, Assistant Director of Community Safety and Head of Housing	
2 nd October 2017	Part A – Formal	<ul style="list-style-type: none"> • Work Plan 	Sarah Sternberg, JAD Governance	
	Part B - Informal	<ul style="list-style-type: none"> • Informal review work 	Sarah Sternberg, JAD Governance	

Date of Meeting	Items for Agenda		Lead Officer	Notes
30 th October 2017	Part A – Formal	<ul style="list-style-type: none"> Update on Corporate Plan Target C10: Disability adaptations 	Peter Campbell, Assistant Director of Community Safety and Head of Housing Sam Bentley – Environmental Health Manager	
		<ul style="list-style-type: none"> Quarter 2 – Performance Report 	Kath Drury – Information and Engagement Manager	
		<ul style="list-style-type: none"> Work Plan 	Sarah Sternberg, JAD Governance	
	Part B – Informal	<ul style="list-style-type: none"> Review Work 	Sarah Sternberg, JAD Governance	
1 st December 2017	Special informal meeting	<ul style="list-style-type: none"> Transformation: A programme for change - Presentation by Strategic Director Selection of Scrutiny Review area Scoping Scrutiny Review 	Lee Hickin, Director	Topics for Review: <ul style="list-style-type: none"> Transformation Programme Strategic Alliance
11 th December 2017	Part A – Formal	<ul style="list-style-type: none"> Work Plan 	Sarah Sternberg, JAD Governance	Draft Review Report: Disability Adaptations
		<ul style="list-style-type: none"> Scoping document for Review Work 	Sarah Sternberg, JAD Governance	
	Part B – Informal	<ul style="list-style-type: none"> Review work 	Sarah Sternberg, JAD Governance	
8 th January 2018	Part A – Formal	<ul style="list-style-type: none"> Work Plan 	Sarah Sternberg, JAD Governance	

Date of Meeting	Items for Agenda		Lead Officer	Notes
	Part B – Informal	<ul style="list-style-type: none"> • Review work 	Sarah Sternberg, JAD Governance	Questions for member survey on Strategic Alliance agreed. Survey to be circulated w/e 19/01/18, closing on 22/02/18.
12th February 2018	Part A – Formal	<ul style="list-style-type: none"> • Quarter 3 – Performance Report 	Kath Drury – Information and Engagement Manager	
		<ul style="list-style-type: none"> • Draft Review Report: Disability Adaptations to Council Properties 	Jo Wilson, Scrutiny and Elections Officer	
	Part B – Informal	<ul style="list-style-type: none"> • Review work 	Jo Wilson, Scrutiny and Elections Officer Sarah Sternberg, JAD Governance	Review of Strategic Alliance – Assessment of evidence and mapping to scope
12th March 2018	Part A - Formal	<ul style="list-style-type: none"> • Work Plan 	Jo Wilson, Scrutiny and Elections Officer	
	Part B – Informal	<ul style="list-style-type: none"> • Review Work – Agreement of Interim Report 	Jo Wilson, Scrutiny and Elections Officer; Sarah Sternberg, JAD Governance	Questionnaire results available.
30th April 2018	Part A - Formal	<ul style="list-style-type: none"> • Quarter 4 – Performance Report 	Kath Drury – Information and Engagement Manager	
		<ul style="list-style-type: none"> • Scrutiny Review of The Strategic Alliance – Interim Report (Draft) 	Jo Wilson, Scrutiny and Elections Officer	
	Part B – Informal	<ul style="list-style-type: none"> • Conference Feedback 	Jo Wilson, Scrutiny and Elections Officer	

Customer Service & Transformation Scrutiny Committee Membership – 10 Members
Councillors; - Rose Bowler (Chair), Jim Smith (Vice-Chair), Pauline Bowmer, Paul Cooper, Malcolm Crane, Ray Heffer, Andrew Joesbury, Duncan McGregor, Emma Stevenson, Rita Turner.

