

**Minutes of the meeting of the Scrutiny Committee for
Customer Services and Service Delivery held on 23 November
2016 from 7:00 p.m. to 8:10 p.m.**

Present: Anne Boutrup (Chairman)
Margaret Belsey (Vice Chairman)

Liz Bennett*	Colin Holden	Howard Munding
Pete Bradbury	Anne Jones MBE*	Kirsty Page
Cherry Catharine*	Chris King	Dick Sweatman
Sandy Ellis	Anthea Lea	Peter Reed
	Peter Martin*	

* Absent

Also Present (as an appointed substitute): Councillors Richard Cherry and Norman Mockford.

Also Present: Councillors Edward Belsey and Mandy Thomas-Atkin.

1. ELECTION OF CHAIRMAN

Councillor Margaret Belsey proposed Councillor Anne Boutrup be elected Chairman of the Committee, this was seconded by Councillor Peter Reed.

2. APPOINTMENT OF VICE-CHAIRMAN

Councillor Anne Boutrup proposed Councillor Margaret Belsey be appointed Vice-Chairman of the Committee, this was seconded by Councillor Peter Reed.

3. SUBSTITUTES AT MEETINGS OF COMMITTEE – COUNCIL PROCEDURE RULE 4

The Committee noted that, in accordance with Council Procedure Rule 4, Councillor Norman Mockford had replaced Councillor Cherry Catharine and Councillor Richard Cherry had replaced Councillor Anne Jones for the duration of the meeting

4. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Liz Bennett, Gary Marsh and Peter Martin.

5. DECLARATIONS OF INTEREST

The Minutes of the previous meeting held on 11 October 2016 were agreed as a correct record and signed by the Chairman.

6. MINUTES

None.

7. URGENT BUSINESS

None.

8. DIGITAL PROGRAMME 2017/18

Simon Hughes, Head of Digital and Customer Services, introduced the report. He noted that the report detailed progress endorsed the previous year and sets out priority areas for 2017/18. He advised Members that the report does not solely deal with technology issues but also details service delivery improvements and benefits to residents.

He drew Members' attention to paragraph 12 which notes continuous improvement on call handling times. Since the report had been written, the month of October 2017 had also improved at 80%. Furthermore, the switchboard has hit the target of 90% of calls answered in 40 seconds, the first time this target has been met.

He summarised that paragraphs 17-24 outline efficiency gains and paragraphs 25-46 explain new technology, Council priorities, business processes and revising the CenSus partnership.

The Chairman complimented the thorough report. She drew Members' attention to paragraph 19 of the report which states that the Council will review process improvement times and efficiencies as new systems bed in, and requested that the Committee be presented with a report on these improvements regularly.

One Member stated that with the introduction of Office 365, he was no longer able to delete his PMM junk filter messages, and must visit the Council offices to do this.

The Head of Digital and Customer Services stated he is aware that PMM messages cannot be cleared on non-Council devices. He stated that the Clearswift software will move into the cloud next year and at that point PMM messages can be cleared remotely. He stated that the software cannot be moved into the cloud now as the Council deals with approximately two Trojan attacks per week, and the Council needs to ensure the software works in its current form first before its migration to the cloud.

A Member congratulated the Council's IT team including Stan Keetley, Keith Ryder and Simon Hughes for their help in setting Members up with Office 365.

The Member praised the ease-of-use of the Council website in particular the webpage dealing with standards complaints; he wished to note that he had received compliments since the site had been improved.

He identified that there is no information on tabulating the efficiency savings in the report. He stated the report shows how the Council is improving services but does not outline the savings outcomes in sufficient detail. The Member stated he would like to see the savings invested in improving services, and the strategy for savings to be included in the report when it returns to the Committee.

The Chairman clarified that the report on process improvement times and efficiencies will provide this.

The Head of Digital and Customer Services stated that the Service Redesign Paper reported in the Scrutiny Committee for Leader and Service Delivery on 14 September 2016 reported on efficiencies and how Business Unit Leaders will use the savings gained.

It was agreed with the Chairman that this report would be circulated to Members of this

Committee.

The Head of Digital and Customer Services said he had received positive feedback from the roll-out of Office365, albeit with some individual struggles. He reported that before the rollout IT received approximately 14 calls a week from Members with IT issues, and that this had been reduced to approximately 1 or 2 a week, with some recent weeks where there have been no calls at all. Councillors were first on the new system as they do not use business programs that need to be integrated with the new system. He advised that Office 365 will be rolled out to Officers soon, starting with Democratic Services. He envisioned that Democratic Services will be able to use joint calendars with Members with Committee dates etc. Chat-tools will also be utilised enabling Customer Services instantly messaging officers.

In response to a Member's question about the potential for a cloud system being 'hacked', the Head of Digital and Customer Services replied that while this was a risk for any IT, the technical ability of cloud providers in these matters is extremely high. There are back-up systems in place in case of outage, and he clarified there are small sets of data that the Council locks down and stores internally. This data is stored on a mixture of back up devices such as tapes and stored at various locations including Adur and Worthing Councils, and Horsham Council.

A Member informed the Committee that Eastbourne Borough Council had recently taken moves towards more home-working to increase efficiency, and queried whether this is something that may feature in Mid Sussex.

The Head of Digital and Customer Services told Members that home-working does not always provide improvements to efficiencies and that Eastbourne Borough Council made the move to more home-working as it wanted to move from three offices to one, whereas Mid Sussex District Council does not have a lack of office space.

A Member praised the readable and informative report and wished to know what project regime is used, and whether a risk log could be presented to Members so Members could comment on any potential problems and give positive advice.

The Head of Digital and Customer Services replied that it depends on the project undertaken. Where a software product is used and the Council's requirements may change an agile methodology will be used, a risk log is completed and the work is reviewed. If the Council undertakes a fixed software purchase it will follow the Prince 2 methodology.

The Member enquired whether an edited form of the risk log would be available to Members.

Judy Holmes, Assistant Chief Executive stated that ICT projects are Capital projects which are reported to the Leader, Resources and Economic Growth Committee as standard practice. Capital project reports are presented quarterly and any risks are reported to that Committee.

In response to a Member's question regarding the overall cost savings of Office 365, the Head of Digital and Customer Service stated there will be cash savings and improved resilience as officers will be able to access information remotely.

A Member asked how many Councillors were using Office 365 and how many were still left to be upgraded to the system. He enquired whether all Councillors need to be using the new system to achieve maximum savings benefits and whether training

could be provided on Office365.

The Head of Digital and Customer Services replied that approximately 12 Members had not transferred to Office 365, and clarified that there are savings in removing old software. He stated that all Members will be moved off the old software as soon as possible, as the licences expire in April 2017. Regarding Member training, he stated that the Communications department are currently developing training videos.

The Cabinet Member for Customer Services and Service Delivery thanked the Head of Digital and Customer Services and his team for their work, stating that all staff were excited about the upcoming changes. She said that any feedback provided to Members would be beneficial as the team are being more pro-active rather than reactive during the digitalisation process.

As there were no further questions the Chairman moved the Committee to endorse the recommendations as set out in the report which were agreed unanimously.

RESOLVED

That the Committee:

- i. Note the work to deliver the Digital Programme priorities undertaken in the past year and the outcomes; and
- ii. Recommend the outline priorities for the Digital Programme 2017/18 that support the Service Redesign priorities for 2017/18 previously agreed by the Committee.

9. LEISURE MANAGEMENT CONTRACT – YEAR TWO REPORT

Glen Wilkinson, Leisure Partnership Officer, introduced the report. He apologised to the Committee that there was an error in Appendix C of the report and clarified that the amended report tabled for Members contained the correct graph.

He advised Members that the report uses the same format of the previous Year One report, and confirmed that the planned leisure centre investments had commenced.

He drew Members' attention to paragraph 41 of the report which notes that PfPL (Places for People Leisure) have requested that from 2017 onwards the report be based upon their and the Council's financial year, which would mean the reports will go to the Committee meeting held in June or early July 2017 reporting a full financial year.. This would be beneficial for both PfPL and the Council as it will streamline the process and decrease the reporting time.

A Member welcomed the new management team at The Triangle leisure centre, and believed it to be beneficial for the Council to provide support as well as measuring the level of service provided at the leisure centres.

The Leisure Partnership Officer explained to Members that the current management company, PfPL, have experienced area directors and contract managers with head office support. He said that the Council has a positive relationship with PfPL and provides support as well as constructive criticism.

A Member referenced recent refurbishments at the King's Centre, East Grinstead and stated this had been a positive undertaking, as the whole atmosphere and experience is now much improved, he wished that PfPL and the Council be congratulated.

The Chairman reiterated that the report is very positive and shows a positive direction.

A Member requested more information to be provided about Clair Hall in Haywards Heath and the Martlets Hall in Burgess Hill in future reports.

The Vice-Chairman referenced paragraph 71 of the report which outlines the expected increase in revenue from investments that will increase payments to the council by £60,000 per annum. She wished to know whether the Council received this money only when the Centre makes a profit.

The Assistant Chief Executive clarified that the current contract provides an annual return to the Council, but the Council also wishes to reinvest to maintain the high participation rates at the Centre. The Council has set up a joint funding agreement with PfPL, and any investment the Council make sees a return. She clarified that this figure is in addition to the annual return set out in the original contract.

She advised Members that the figures are made available in the medium term financial plan report to Cabinet.

A Member noted that membership levels at The Dolphin are approaching the maximum it is likely to achieve , and was concerned that the car parking availability will only get worse, as there are occasions where instructors cannot find spaces and are late to lessons.

The Member also praised staff at The Dolphin for their efforts in raising money for Charity and their support during Haywards Heath Town Day.

In response to a question regarding the time-scale of leisure centre repairs, the Leisure Partnership Officer clarified that the time-scale varies on the type of repair and whether they required an external contractor. He said that the design of any fittings and the availability of parts may mean the repair takes longer. He stated there are financial penalties for not meeting repair timescales. Car Parking is a priority but is not an easy task to solve, and the frequency of CEO patrols has recently increased.

The Chairman asked when the maximum capacity of The Dolphin will be achieved and how this will impact the performance assessment of the centre.

The Leisure Partnership Officer informed Members that industry research on demographics of the area suggests that currently all three centres in the district are exceeding expectations. Since this report was written, the month of October has seen another increase in membership numbers. The current strategy is to cater for existing customers and manage the increase in membership numbers.

The Chairman wished to know if the Council monitors the number of active memberships.

The Leisure Partnership Officer clarified that people who sign up to the centres commit to a 3 month membership and then pay on a monthly basis. They are not tied into long contracts and can leave after 3 months. The attrition levels are usually around 4-5%. The Council does not monitor active memberships.

A Member noted that at some centres people pay for a parking disk and then do not use the centre.

The Leisure Partnership Officer said he is aware of some abuse of parking. This is a

problem that features across all the Council's centres and the Council has introduced measures that have improved a similar situation in Clair Hall, Haywards Heath by changing the order of parking spaces. He stated he is working in consultation with the parking team regarding new methods of managing parking such as parking machines that require the input of a car registration number. He mentioned to Members that this is a situation that is difficult to manage the aim is to find the solution for each site.

The Assistant Chief Executive stated that the current Portfolio Holder for Parking is aware of the abuses across all sites, and there is no one size-fits-all solution. She stated the Portfolio Holder is working closely with the Parking Services Business Unit Leader and exploring how best to deploy Civil Enforcement Officers to assist in the short term with this issue.

A Member enquired whether a previous scheme to provide a free bike with membership may return, as this would encourage people to use other forms of transport.

In response to this, the Leisure Partnership Officer clarified that he would raise this query with PfPL.

The Chairman asked whether there had been an improvement in cleaning since the new overnight cleaning regime had been introduced in The Triangle and also enquired about the progress of the updating of the Changing Places toilets at The Dolphin.

The Leisure Partnership Officer stated that overnight cleaning helps as staff have free reign to clean without being interrupted by the public, he reassured Members that in addition to this overnight regime, the staff are still continually cleaning as and when needed throughout the day. However, he confirmed that cleaning at The Triangle was much improved. The Changing Places toilet upgrade will be completed at The Dolphin by the end of January.

As there were no further questions, the Chairman took Members to the recommendation set out in the report, including an additional recommendation to change the reporting period of the Annual Report to align with the Council's financial year.

RESOLVED

That the Committee:

- i. Note the content of the report; and
- ii. Agree to change the reporting period of the Annual Report to align with the Council's financial year.

10. SCRUTINY COMMITTEE FOR CUSTOMER SERVICES AND SERVICE DELIVERY WORK PROGRAMME 2016/17

The Chairman noted that there will be a report added to the Committee to be held on 8 February 2017 entitled Review of Waste Management.

In Response to a Member's question about a lack of items on the work programme, the Assistant Chief Executive advised Members that the Constitutional Review Group had reviewed the Scrutiny Committees' Responsibilities, to fully exploit the synergies between services and Cabinet Member responsibilities. She reassured Members that additional items can come forward throughout the year.

The Cabinet Member for Customer Services and Service Delivery stated that Cabinet Members were still getting to grips with their new responsibilities and it may take some time to shape the work programme.

The Chairman stated that Members can suggest items for any of the upcoming meetings and advised that the Review of Waste Management will be a substantial report.

As there were no further questions, the Chairman took Members to the recommendation which was agreed unanimously.

RESOLVED

That the Committee note the Scrutiny Committee for Leisure and Community Work Programme as laid out in the report, with the addition of the Review of Waste Management to be added to the 8 February 2017 Committee.

11. QUESTIONS PURSUANT TO COUNCIL PROCEDURE RULE 10 DUE NOTICE OF WHICH HAS BEEN GIVEN

None.

Chairman.