

Our Council Transitional Committee

Thursday 10 February 2022 at 4.00 pm

**To be held at the Town Hall,
Pinstone Street, Sheffield, S1 2HH**

The Press and Public are Welcome to Attend

Membership

Councillor Dawn Dale
Councillor Zahira Naz
Councillor Christine Gilligan
Councillor Penny Baker
Councillor Simon Clement-
Jones
Councillor Julie Grocutt
Councillor Bryan Lodge
Councillor Cate McDonald
Councillor Colin Ross
Councillor Kaltum Rivers

PUBLIC ACCESS TO THE MEETING

A copy of the agenda and reports is available on the Council's website at www.sheffield.gov.uk . You may not be allowed to see some reports because they contain confidential information. These items are usually marked * on the agenda.

Members of the public have the right to ask questions or submit petitions to Transitional Committee meetings and recording is allowed under the direction of the Chair. Please see the [website](#) or contact Democratic Services for further information regarding public questions and petitions and details of the Council's protocol on audio/visual recording and photography at council meetings.

PLEASE NOTE: Meetings of the Transitional Committee have to be held as physical meetings. If you would like to attend the meeting, you must register to attend by emailing committee@sheffield.gov.uk at least 2 clear days in advance of the date of the meeting. This is necessary to facilitate the management of attendance at the meeting to maintain social distancing. In order to ensure safe access and to protect all attendees, you will be asked to wear a face covering (unless you have an exemption) at all times when moving about within the venue.

It is also recommended that you undertake a Covid-19 Rapid Lateral Flow Test within two days of the meeting. You can order tests online to be delivered to your home address, or you can collect tests from a local pharmacy. Further details of these tests and how to obtain them can be accessed here - Order coronavirus (COVID-19) rapid lateral flow tests - GOV.UK (www.gov.uk). We are unable to guarantee entrance to observers, as priority will be given to registered speakers. Alternatively, you can observe the meeting remotely by clicking on the 'view the webcast' link provided on the meeting page of the website.

If you require any further information please contact Rachel Marshall email rachel.marshall@sheffield.gov.uk

**OUR COUNCIL TRANSITIONAL COMMITTEE AGENDA
10 FEBRUARY 2022**

Order of Business

- 1. Welcome and Housekeeping Arrangements**
- 2. Apologies for Absence**
- 3. Exclusion of Public and Press**
To identify items where resolutions may be moved to exclude the press and public
- 4. Declarations of Interest** (Pages 5 - 8)
Members to declare any interests they have in the business to be considered at the meeting
- 5. Minutes of Previous Meeting** (Pages 9 - 14)
To approve the minutes of the meeting of the Committee held on 9th December 2021.
- 6. Public Questions and Petitions**
To receive any questions or petitions from members of the public
- 7. Customer Service Standards and Expectations** (Pages 15 - 20)
Report of the Executive Director of Resources
- 8. Draft work plan** (Pages 21 - 24)
Report of Policy and Improvement Officer

NOTE: The next meeting of Our Council Transitional Committee will be held on Thursday 10 March 2022 at 4.00 pm

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ADVICE TO MEMBERS ON DECLARING INTERESTS AT MEETINGS

If you are present at a meeting of the Council, of its executive or any committee of the executive, or of any committee, sub-committee, joint committee, or joint sub-committee of the authority, and you have a **Disclosable Pecuniary Interest (DPI)** relating to any business that will be considered at the meeting, you must not:

- participate in any discussion of the business at the meeting, or if you become aware of your Disclosable Pecuniary Interest during the meeting, participate further in any discussion of the business, or
- participate in any vote or further vote taken on the matter at the meeting.

These prohibitions apply to any form of participation, including speaking as a member of the public.

You **must**:

- leave the room (in accordance with the Members' Code of Conduct)
- make a verbal declaration of the existence and nature of any DPI at any meeting at which you are present at which an item of business which affects or relates to the subject matter of that interest is under consideration, at or before the consideration of the item of business or as soon as the interest becomes apparent.
- declare it to the meeting and notify the Council's Monitoring Officer within 28 days, if the DPI is not already registered.

If you have any of the following pecuniary interests, they are your **disclosable pecuniary interests** under the new national rules. You have a pecuniary interest if you, or your spouse or civil partner, have a pecuniary interest.

- Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner undertakes.
- Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period* in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992.

*The relevant period is the 12 months ending on the day when you tell the Monitoring Officer about your disclosable pecuniary interests.

- Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority –
 - under which goods or services are to be provided or works are to be executed; and
 - which has not been fully discharged.

- Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.
- Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.
- Any tenancy where (to your knowledge) –
 - the landlord is your council or authority; and
 - the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.
- Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -
 - (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
 - (b) either -
 - the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.

If you attend a meeting at which any item of business is to be considered and you are aware that you have a **personal interest** in the matter which does not amount to a DPI, you must make verbal declaration of the existence and nature of that interest at or before the consideration of the item of business or as soon as the interest becomes apparent. You should leave the room if your continued presence is incompatible with the 7 Principles of Public Life (selflessness; integrity; objectivity; accountability; openness; honesty; and leadership).

You have a personal interest where –

- a decision in relation to that business might reasonably be regarded as affecting the well-being or financial standing (including interests in land and easements over land) of you or a member of your family or a person or an organisation with whom you have a close association to a greater extent than it would affect the majority of the Council Tax payers, ratepayers or inhabitants of the ward or electoral area for which you have been elected or otherwise of the Authority's administrative area, or
- it relates to or is likely to affect any of the interests that are defined as DPIs but are in respect of a member of your family (other than a partner) or a person with whom you have a close association.

Guidance on declarations of interest, incorporating regulations published by the Government in relation to Disclosable Pecuniary Interests, has been circulated to you previously.

You should identify any potential interest you may have relating to business to be considered at the meeting. This will help you and anyone that you ask for advice to fully consider all the circumstances before deciding what action you should take.

In certain circumstances the Council may grant a **dispensation** to permit a Member to take part in the business of the Authority even if the member has a Disclosable Pecuniary Interest relating to that business.

To obtain a dispensation, you must write to the Monitoring Officer at least 48 hours before the meeting in question, explaining why a dispensation is sought and desirable, and specifying the period of time for which it is sought. The Monitoring Officer may consult with the Independent Person or the Council's Audit and Standards Committee in relation to a request for dispensation.

Further advice can be obtained from Gillian Duckworth, Director of Legal and Governance on 0114 2734018 or email gillian.duckworth@sheffield.gov.uk.

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Our Council Transitional Committee

Meeting held 9th December 2021

This meeting was held in the Chamber at Town Hall

PRESENT: Councillors Zahira Naz (Chair), Dawn Dale (Co-Chair), Christine Gilligan Kubo (Deputy Chair), Cate McDonald, Barbara Masters (substitute for Simon Clement-Jones), Kaltum Rivers and Colin Ross.

Non-Council Members in attendance:-

Alice Nicholson – Policy & Improvement Officer
James Henderson – Director of Policy, Performance and Communications
Nicola – McHugh – Business Intelligence & Performance Manager
Jason Dietsch – Head of Democratic Services
Rachel Marshall – Principal Committee Secretary

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1. WELCOME AND HOUSEKEEPING

1.1 Welcome and housekeeping arrangements were explained.

2. APOLOGIES FOR ABSENCE

2.1 Apologies for absence were received from Councillor Bryan Lodge, Councillor Julie Grocutt and Councillor Penny Baker.

3. EXCLUSION OF PUBLIC AND PRESS

3.1 No items were identified where resolutions may be moved to exclude the public and press.

4. DECLARATIONS OF INTEREST

4.1 There were no declarations of interest.

5. MINUTES OF PREVIOUS MEETING

5.1 Minutes of previous meeting held on 7 July 2021 were agreed to be a true record.

6. PUBLIC QUESTIONS AND PETITIONS

6.1 There were no public questions or petitions.

7. NEW CORPORATE PERFORMANCE FRAMEWORK

7.1 Present for this item was James Henderson (Director of Policy, Performance and Communications) and Nicola McHugh – Business Intelligence & Performance Manager

7.2 An early draft of the new Corporate Performance Framework was presented. It was explained that there is a commitment within the one-year plan to become a more performance focussed organisation and that the framework feeds into that goal. The performance management cycle was set out and explained to the committee. The 4 performance lenses were explained to be around service, customers, financial and workforce. It was also explained that the set of measures being utilised within the framework have been chosen to provide sufficient confidence within the data so that it is timely, accurate and can be used for comparative purposes. It was stated that it is important to assess progress at a city-wide level and by Local Area Committee wherever possible. The importance of maintaining flexibility within the framework was emphasised, so that it could accommodate changing priorities or emerging challenges. The use of improvement on technological infrastructures and the benefits was also explained. It was stated that the plans are still in a draft stage and feedback on the framework from the committee was encouraged.

7.3 Members of the Committee raised questions, and the following responses were provided:

- It was explained that the ability for the performance framework to be disaggregated according to the themes of the new committees, once determined, was an important consideration in the design of the new framework. It was explained that the hope is to be able to have a framework which can effectively split out between the committees resulting in a line of sight between committee responsibility and the relevant performance measures in the corporate framework. The role of the new committees in holding services to account for delivery will be important and having effective performance information to support this is crucial for the committees to be able to undertake this successfully.
- It was explained that there is already some information available at small area geographies (including lower super output areas for the Indices of Deprivation) and that this information can be used to look at performance for some measures at those levels as opposed to averages over wards.
- It was outlined that the Performance and Intelligence team were working closely with Community Safety and Youth Services to identify the best measures to use for these areas. It was stated that these will be added into the framework in addition to what is already listed.

- It was suggested that a conversation should be had with the planning department around responsiveness as this falls under the realm of customer measures. Officers confirmed that discussions would be held with Planning about whether such a measure could be included in the framework. In response to a question about the timescales for the Local Plan, it was stated that there was a report to the Co-operative Executive recently about the Local Development Framework which sets these out.
- It was explained that the wording on item 6 of the Climate Change, Economy and Development section of the framework regarding the development of the Local Plan exactly mirrored the wording in the One-Year Plan. It was noted that the current wording does not include an explicit reference to climate change and carbon reduction as a key driver for the Local Plan.
- In response to a question regarding the reference to climate change impact assessments in the performance framework, it was stated that the question surrounding 'how climate change impact assessments will be prioritised against other considerations (e.g. Equality Impact Assessments)' will be taken away and reported back separately.
- It was explained that the item in the performance framework on the 'quality of apprenticeships' is still being developed, and that officers are exploring what the most appropriate performance measures might be to track performance in this area.
- It was explained that some commitments in the One Year Plan are focused on completing a particular action (for example, developing a new Youth Strategy). These commitments are not in themselves amenable to performance management, although in most cases the completion of the commitment would lead to a change in service delivery that should be capable of being performance managed. In this example, the new Youth Strategy will contain a series of expected outcomes and outputs that will be accompanied by relevant performance measures. In this way, it was explained that officers are adopting a two-step approach in relation to these types of One Year Plan commitment. The first step (the completion of the action) would be tracked and recorded but would not be part of the performance framework itself. The second step (the resulting change and associated performance measures) would then be incorporated into the corporate performance framework at a later date. It was reiterated that tying financial performance into this is also important being able to triangulate a review of the service.
- It was stated that it would be useful to separate between internal measures and outward service delivery focus measures within the framework.
- It was explained that as part of the wider review of the council's approach to performance and business intelligence, improving the underlying technology that is used for performance management had been identified as being important. This will help to reduce effort on tasks that could be undertaken automatically, and will help to ensure that there is a single

version of the truth being used across the organisation, with different 'cuts' of the data being made available for different audiences and users of the information. Work is also ongoing to improve the underlying interfaces between the performance systems in use and the line of business systems where the data is collected through the use of new approaches such as process automation.

- It was suggested that each of the new committees might be presented with a report at the start of the year setting out overall performance in their areas and this will give an opportunity to help set their work programmes. This could also be used to enable committees to identify specific topics that they wished to review in more detail.
- It was stated that the question surrounding fly tipping will be picked up outside of the committee meeting.
- It was explained that through the development of the framework, officers will be seeking to increase the number of measures where it is possible to disaggregate the information by protected characteristic. This will be an important contribution to the council's equality objectives and in helping to achieve our commitments under the Equality Act.
- It was recognised that Health and Wellbeing needs some focus and priority and more of a holistic picture is needed around prevention.
- In response to a question around 'what proposals are in place to raise awareness with other committees about the development of the framework', it was stated that this was the first time a conversation had happened within a Transitional Committee about the framework. It was suggested that officers could present the framework to other committees if requested by the relevant chairs and that the framework be circulated to all Transitional Committee Members.
- It was recommended that the measures and data each committee will receive should be included.

7.4 RESOLVED: That the Committee:- (a) advises the executive of the importance of the Performance Framework providing a balance between measures of impact, quality, and efficiency (including value for money), (b) the framework be circulated to all Transitional Committee Members (c) advises that the new committee structure should include in the terms of reference for each committee the importance of receiving and discussing regular performance information about the topics within its remit; (d) advises that the performance framework should draw out health and wellbeing as a clearer theme.

8 WORK PLAN

8.1 Present for this item was Alice Nicholson (Policy & Improvement Officer).

8.2 A report was presented on the Draft Work Plan. It was stated that the 3 areas in the plan had been looked at by the committee. It was explained that there are potential actions which can be carried on by the working

groups, outside of the committee meetings which will be beneficial. It was suggested that the iteration of the 3-year Corporate Plan should be added as an agenda item for the next meeting. It was suggested to Members that they should now consider what they want to look at moving forwards.

8.3 Members of the Committee raised questions, and the following responses were provided:

- It was questioned as to whether the timetabling for future approach to priority budgeting allows for some ongoing work soon.
- It was clarified that it is an iterative process and the early approach this year was to get committees used to the idea of considering their priorities and informing work next year. It was suggested that a future conversation will need to happen to discuss the approach to this. It was responded that currently it is not directly time urgent. It was suggested that committees could discuss their ideas at any point.
- It was suggested that an item agenda for future approach to priority budgeting be added for the January 2022 meeting alongside the 3-year corporate plan item.
- It was suggested that 3 working groups be set up for next year.
- It was clarified that correspondence had been sent out following the previous meeting to enquire which working groups Members' would like to attend.
- The link between housing repairs/maintenance and customer services/contact centre priorities were clarified.

8.4 RESOLVED: That the Committee:- (a) Working groups to be established by January 2022. (b) Alice Nicholson to send email to Members' following the meeting regarding working group details.

9 Date of Next Meeting

The next meeting of Our Council Transitional Committee will be held on Thursday 13 January 2022 at 4.00 pm.

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Report to Our Council Transitional Committee 10 February 2022

Report of: Eugene Walker, Executive Director of Resources

Subject: Customer Service Standards and Expectations

Author of Report: elyse.senior-wadsworth@sheffield.gov.uk

This report follows on from previous presentations and discussions from The Director of HR and Customer Services and the Head of Customer Services.

Members are uniquely well placed to offer a steer based on the evidence they have from ward members on the standards and expectation customers should reasonably have.

This report set out the 2 main application of standards and how they can help our journey to improving customer experience.

The Committee is being asked to:

Use their knowledge and experience to describe the future experience of a customer, what their ambitions are for customers so that Council officers deliver improvements that make steps towards an ambitious commitment to customers. Identify any gaps in knowledge and understanding.

Background Papers: Sheffield Council Constitution
Category of Report: OPEN/CLOSED

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Customer Focus – New Beginnings

Background

We have significant improvements to make

1. The Council offers a wide range of services, advice, and support to its customers and in some areas the quality of that customer experience is not what customers reasonably expect or we would want to be offering. This is not an issue with a single team but is a systemic weakness that needs to be addressed. The Customer Contact Centre is a particularly visible example but also demonstrates how a customer journey should be considered end to end.
2. Our staff who are the front window for the Council do an excellent job under at times very difficult circumstances, improvements are needed to ensure these staff work within a system that is fit for purpose and does not put unreasonable pressures on them or indeed any other point of the journey.
3. We know through the data we have and from listening to our staff and customers that across the Council failure demand is a significant issue and one that costs the Council an unknown but significant amount of money through wasted effort and rework.
4. LGA Peer Review heard evidence and input from a range of stakeholders and members and the recommendations are constructive and clear Support to make the right next steps has been offered, including some limited funding.
5. Linked to the Budget process Corporate Leadership Team, have commissioned a Strategic Review into how we meet the needs of our customers and how we can do this in a more efficient way. Efficient for our customer by fulfilling needs quicker and better the first time in a joined up but also in a more financially efficient way. CLT used the input from members on this issue and the very clear view that progress needs to be made, insight from customers and staff and data where we have it agree that this is a Council Wide Review and not simply about the Contact Centre.

We need to know what good looks like

There are no up-to-date Standards, Charters, Customer Commitments that set out what we should be offering to our customers.

Although we know enough to know that our current position is in places poor without a measure of good it will be hard to set a consistent expectation and drive improvements across all customer journeys.

The Role of Standards

Standards offer two different opportunities.

A commitment to our customers we can measure ourselves against and our customers can hold us to account on. Across other organisations these are called Customer Charters, Customer Promise, Customer Values but what they have in common is that they are a statement that commits the organisation to deliver to that standard.

There are industry standards that set out very comprehensively what good looks like in delivery terms. These standards can be adopted to drive up improvement and to recognise good customer experience. These standards

are usually accredited and involve some administrative costs to license and then implement.

LGA Peer Review recommendation on Standards

Findings

Clear standards and vision: Whilst there are multiple documents stating customer service commitment, a standard approach and consistent focus on customer standards is 'not apparent'

Recommendations

Revise, refresh and then actively promote your 'customer commitments' as a driver of excellent customer service, ensuring these are relevant for today's digital world as well as consistently applied by staff in all roles throughout the Council

Look at ways to continuously check and improve customer service standards by actively seeking user feedback, analyse your complaints and comments to understand the cause and consider carrying out mystery shopping exercises

Getting it right

There have been a number of phased change programmes that have given us some good customer insight and intelligence which will shape some of the areas of improvement, but we need to work small and scale up with a proportionate level of governance.

Standards was one of the proposals coming from the most recent output of the now paused customer experience programme, so some thinking has already been done.

Members Steering the Vision

In 2020 a review of the then Customer experience programme recommended involving members in the way forward. Therefore, members, as our leaders and our customers representatives and advocates are asked to support shaping the Vision and to input into the decision on how Standards can be used to drive improved experience and fulfilment.

Postcards from the future

Members could have a real impact on this work by setting out what the future should look like. By turning the experience of those customers who contact their Councillor into a description of what the future, improved experience for that same customer would look like.

Members set expectations on the right application of quality standards

There are several options for using a set of pre-determined and accredited Quality Standards, but these could also be developed locally.

Framework	Comments
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	<p>Cabinet Officer Standard</p> <p>Very common across public sector</p> <p>Flexible Council Wide or single service</p> <p>Self-Assessment free and easy to do</p>
	<p>A range of individual or complimentary standards that can be used in a targeted way to solve challenges.</p> <p>Costs to license the approach and individual standards.</p> <p>Less commonly used in the Public Sector.</p> <p>International</p>
	<p>Flexible approach, benchmarking build into framework and used in all sectors.</p> <p>Membership required and tiered license depending on approach.</p>
<p>Create our own – Our Sheffield</p>	<p>Several Senior Officers have experience of working with the above Standards so have knowledge and expertise.</p> <p>Standards could be co-produced with members and customers</p> <p>No administrative costs, but project costs as a one off would be required.</p> <p>Not accredited so doesn't come with external recognition.</p>

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Report to Our Council Transitional Committee 10th February 2022

Report of: Policy & Improvement Officer

Subject: Draft Work Plan

Author of Report: alice.nicholson@sheffield.gov.uk

Transitional Committees were introduced to provide an early opportunity for Members to work on a cross party basis, advising the Executive in advance of decisions being made, as we make the transition to a Committee System in 2022/23. Transitional Committees are advisory to the Co-operative Executive, and the workplans should focus on key topics for the administration, aligned to the One Year Plan; and are achievable within the capacity of Transitional Committees – approximately 6 meetings during 2021/22.

The draft work plan here sets out the topics and workstreams the Committee has considered. Current activity is a focus on Customer Experience with additional evidence gathering outside of the meetings, and the Customer Experience Standards and Expectations item on this agenda. There is one meeting remaining and the Committee may wish to consider and discuss the key content of that agenda, for example continuing the customer experience activity and determine outcomes to advise the Executive and next year's Committees on standards and expectations for our customers, and/or identify a further item for consideration.

The Committee is being asked to:

Consider, comment on the draft work plan for the Our Council Transitional Committee and agree key content for agenda of last meeting

Background Papers: none

Category of Report: OPEN

Transitional Committee 1 – Our Council
Meeting Dates 2022: 10th February @ 4:00pm, 10th March @ 4:00pm
Chair: Zahira Naz & Dawn Dale. Deputy: Christine Gilligan-Kubo
Exec Members: Terry Fox, Julie Grocutt, Cate McDonald
Senior Lead Officer: Eugene Walker, Executive Director of Resources

Draft Work Plan

Our Future Approach to Priority Budgeting	Discussion on longer term priorities that will inform priority based budgets.	Considered October 14 th meeting
Customer Experience	<p>To advise on how we can deliver the One Year Plan commitment to improve customer experience.</p> <p>Initial briefing session on aims, objectives, progress and priorities re Customer Experience Programme – leading to development of Committee’s focus and approach.</p> <p>Workgroup evidence sessions – themed</p> <p>Customer Service Standards and Expectations – the future experience of a customer – 10th February 2022 and 10th March 2022?</p>	<p>Initial briefing session October 14th meeting – committee agreed 3 priority areas of customer service, with an overarching ask for members to define standards and expectations of customer service:</p> <p>1. Revenue and Benefits, including improvements to debt pathway, 2. Housing Repairs and Maintenance, what is the journey to getting a repair done, 3. Customer Service Experience, starting with customer complaints data</p> <p>Work group first meet February 2022 – to continue?</p> <p>Visit to Call Centre – virtual or physical can be accommodated in groups of 3 – members of Committee to express interest – still to be arranged if required?</p>

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Performance Management	To advise on how we can deliver the One Year Plan commitment to establish a robust performance approach and culture in the organisation to drive improvement, accountability and deliver better services for Sheffielders.	9th December meeting
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