

<b>MEETING:</b>	Cabinet
<b>DATE:</b>	Monday, 2 July 2018
<b>TIME:</b>	10.00 am
<b>VENUE:</b>	Reception Room, Barnsley Town Hall

## AGENDA

1. Declaration of pecuniary and non-pecuniary interests
2. Leader - Call-in of Cabinet decisions

### Minutes

3. Minutes of the previous meeting held on 13th June 2018 (Cab.2.7.18/3)  
(Pages 3 - 8)

### Items for Noting

4. Decisions of Cabinet Spokespersons (Cab.2.7.18/4) (Pages 9 - 10)

### Petitions

5. Petitions received under Standing Order 44 (Cab.2.7.18/5)

### Items for Decision/Recommendation to Council

#### Cabinet Spokesperson without Portfolio

6. Council Nominations To The Barnsley Homes Board (Cab.2.7.2018/6)  
(Pages 11 - 14)

#### **RECOMMENDATION TO FULL COUNCIL ON 26<sup>th</sup> JULY 2018**

#### Core Services Spokesperson

7. Barnsley Council Annual Customer Feedback Report - Complaints, Compliments and Comments - April 2017 to March 2018 (Cab.2.7.2018/7) (Pages 15 - 40)
8. Pay Award for JNC Officers/Chief Executives (Cab.2.7.2018/8) (Pages 41 - 46)
9. 6 Monthly Analysis Of Selective Voluntary Early Retirement And Voluntary Severance - October 2017 to March 2018 (Cab.2.7.2018/9) (Pages 47 - 50)

To: Chair and Members of Cabinet:-

Councillors Houghton CBE (Chair), Andrews BEM, Bruff, Cheetham, Gardiner, Howard, Miller and Platts

Cabinet Support Members:

Councillors Franklin, Frost, Daniel Griffin, Pourali, Saunders and Tattersall

Chair of Overview and Scrutiny Committee  
Chair of Audit Committee

Diana Terris, Chief Executive  
Rachel Dickinson, Executive Director People  
Matt Gladstone, Executive Director Place  
Wendy Lowder, Executive Director Communities  
Julia Burrows, Director Public Health  
Andrew Frosdick, Executive Director Core Services  
Alison Brown, Service Director Human Resources and Business Support  
Michael Potter, Service Director Business Improvement and Communications  
Neil Copley, Service Director Finance  
Katie Rogers, Communications and Marketing Business Partner  
Anna Marshall, Scrutiny Officer  
Ian Turner, Service Director, Council Governance  
Chris Braithwaite, Senior Council Governance Officer

Corporate Communications and Marketing

Please contact Ian Turner on email [governance@barnsley.gov.uk](mailto:governance@barnsley.gov.uk)

Friday, 22 June 2018

<b>MEETING:</b>	Cabinet
<b>DATE:</b>	Wednesday, 13 June 2018
<b>TIME:</b>	10.00 am
<b>VENUE:</b>	Reception Room, Barnsley Town Hall

## MINUTES

**Present** Councillors Andrews BEM, Bruff, Cheetham, Gardiner, Howard, Miller and Platts

**Members in Attendance:** Councillors Franklin, Daniel Griffin, Pourali, Saunders and Tattersall

### 11. Declaration of pecuniary and non-pecuniary interests

Councillor Roya Pourali declared non-pecuniary interests in Minutes 20 and 28 by virtue of her role as a member of the Berneslai Homes Board.

### 12. Leader - Call-in of Cabinet decisions

The Leader reported that no decisions from the previous meeting held on 30<sup>th</sup> May, 2018 had been called in.

### 13. Minutes of the previous meeting held on 30th May 2018 (Cab.13.6.2018/3)

The minutes of the meeting held on 30<sup>th</sup> May, 2018 were taken as read and signed by the Chair as a correct record.

### 14. Decisions of Cabinet Spokespersons (Cab.13.6.2018/4)

The Record of Decisions taken by Cabinet Spokespersons under delegated powers during the week ending 1<sup>st</sup> June, 2018 were noted.

### 15. Petitions received under Standing Order 44 (Cab.13.6.2018/5)

It was reported that no petitions had been received under Standing Order 44.

### Cabinet Spokesperson without Portfolio

### 16. Outside Body Representation - Changes to Ex-Officio Appointments - June 2018 (Cab.13.6.2018/6)

**RESOLVED** that the changes to the ex-officio appointments to outside bodies, as detailed in Appendix 1 to the report, be noted.

## **Core Services Spokesperson**

### **17. Corporate Plan Performance Report - Quarter 4 ending 31st March, 2018 and 2017/18 Year End (Cab.13.6.2018/7)**

#### **RESOLVED:-**

- (i) that the Corporate Plan Performance Report for Quarter 4 (January to March 2018) and the 2017/18 Year-End, as detailed in the report now submitted, be noted;
- (ii) that no areas for improvement or achievement have been suggested for follow-up at the year-end but initiatives were already in progress to address areas of concern; and
- (iii) that the report be shared with the Overview and Scrutiny Committee to inform and support their ongoing work programme.

### **18. Corporate Financial Summary for the 2017/18 Financial Year (Cab.13.6.2018/8)**

#### **RESOLVED:-**

- (i) that the 2017/18 draft revenue final accounts position, as set out in the report now submitted, be noted;
- (ii) that the service operational underspend of £0.633m be noted and the sum be approved to be transferred to the Authority's strategic reserves in line with the updated Medium Term Financial Strategy (MTFS);
- (iii) that the additional corporate resources received during the year of a net £6.290m be noted and this sum approved to be transferred to the Authority's strategic reserves in line with the MTFS;
- (iv) that the total strategic resources available for investment/budget support be £6.923m and subjected to a robust plan being developed to deliver the MTFS;
- (v) that agreement be given to earmark the carry-forward revenue resources as identified in Section 4 and Appendix 1, subject to further reports being submitted for individual approvals where necessary;
- (vi) that approval be given to write-off historical bad debt totalling £2.583m made up of £2.440m historical bad debts (General Fund) and £0.143m tenant arrears (HRA) as detailed in Section 7.3;
- (vii) that the Invest to Grow investment of £1.466m in 2018/19 including £1.009m carried forward from 2017/18 be noted;
- (viii) that the Section 151 officer be requested submit a further report on the overall outturn position if any significant adjustments arise following external audit scrutiny; and

- (ix) that the potential impact of the draft revenue final accounts position on the Council's Medium Term Financial Strategy, as outlined at Section 8 of the report, be noted.

**19. Capital Programme Performance, Year Ended 31st March, 2018  
(Cab.13.6.2018/9)**

**RESOLVED:-**

- (i) that the final position of the 2017/18 Capital Programme, as set out in the report now submitted, be noted;
- (ii) that the 2017/18 scheme slippage totalling -£8.820m and scheme re-phasing totalling 31.239m (as referred to in paragraphs 3.6, 3.7 and Appendix B), be approved;
- (iii) that approval be given to the total net decrease in scheme costs in 2017/18 of £1.547m (as detailed in paragraph 3.8 and Appendix B); and
- (iv) that the updated 2018/19 Capital Programme position, as part of the Quarter 1 monitoring report, be noted.

**20. Provisional Revenue Final Accounts 2017/8 - Housing Revenue Account  
(Cab.13.6.2018/10)**

**RESOLVED:-**

- (i) that the 2017/18 Housing Revenue Account (HRA) final accounts position, as detailed in the report submitted, be noted;
- (ii) that the Section 151 officer submits a further report on the overall outturn position if there are significant adjustments to the accounts arising from external audit or other factors;
- (iii) that approval be given to carry forward the underspend on the Berneslai Homes mobile working project; and
- (iv) that any unallocated working balance be earmarked to support the Council's strategic objectives particularly around housing growth.

**21. Treasury Management Activities and Investment Performance, Annual Report 2017/18 (Cab.13.6.2018/11)**

**RESOLVED:-**

- (i) that the Treasury Management and Leasing Activities carried out during 2017/18, as detailed in the report now submitted, be noted; and
- (ii) that the Prudential and Treasury Indicators, as set out in Appendix 1 to the report, be noted.

## **Communities Spokesperson**

### **22. Libraries Review Consultation (Cab.13.6.2018/12)**

#### **RESOLVED:-**

- (i) that the findings of the Library Review engagement activity, as detailed in the report now submitted, be noted;
- (ii) that approval be given for consultation on the Library Strategy, as set out at Appendix C of the report; and
- (iii) that a three month period of formal public consultation on the proposed model for Library Services, as detailed in Appendix H of the report, be approved.

## **Place Spokesperson**

### **23. 2018 to 2020 - Updated Highways Capital Programme (Cab.13.6.2018/13)**

**RESOLVED** that the additional Capital investment into the existing 2018-2020 Highways Capital Programme, as set out in the report submitted, be approved.

### **24. Fleet Vehicle Replacement Report (Cab.13.6.2018/14)**

**RESOLVED** that the replacement of up to £2.953m worth of vehicles/plant over the next 6 months, via a leasing scheme totalling approximately £0.491m annual revenue cost if all 77 vehicles are replaced, as set out in the report submitted, be authorised.

### **25. Implementation of a Pre-Construction Services Agreement (Cab.13.6.2018/15)**

#### **RESOLVED:-**

- (i) that the current position of the procurement exercise to secure services of a Phase 2 main works contractor, as set out in the report submitted, be noted;
- (ii) that the Executive Director Core Services be authorised to enter into a Pre-Construction Services Agreement with shortlisted bidders at an estimated cost of £0.534m;
- (iii) that delegated authority be approved for the Executive Director Core Services to enter into contract with Yorkshire Water for the production of detailed sewer designs associated with sewer diversion necessary for the progression of the Glass Works Phase 2 scheme;
- (iv) that approval be given to the release of up to £0.200m, for the cost of detailed sewer design work undertaken by Yorkshire Water and their sub-contractor designers; and
- (v) that the release of £0.100m be approved for the cost of additional procurement fees, with this cost being added to the overall cost update.

## **People (Achieving Potential) Spokesperson**

### **26. Validated Education Outcomes for Children and Young People in Barnsley 2017: Foundation Stage to Key Stage 5 (Cab.13.6.2018/16)**

**RESOLVED** that the validated education outcomes for children and young people in Barnsley, covering Early Years Foundation Stage to Key Stage 5 in 2017, as set out in the report now submitted, be noted.

### **27. Exclusion of Public and Press**

**RESOLVED** that the public and press be excluded from the meeting during consideration of the following items, because of the likely disclosure of exempt information as described by the specific paragraphs of Part I of Schedule 12A of the Local Government Act 1972 as amended, as follows:-

<u>Item Number</u>	<u>Type of Information Likely to be Disclosed</u>
28	Paragraph 3
29	Paragraph 1

## **Place Spokesperson**

### **28. Housing Property Repairs and Improvement Partnership (PRIP) - Procurement Strategy (Cab.13.6.2018/18)**

**RESOLVED:-**

- (i) that the findings of Key Stage One (Scope, Evaluation and Assess Options) of the agreed Property Repairs and Improvement Partnership (PRIP), as set out in the report, be noted; and
- (ii) that the PRIP contract be approved for tender on the basis of the Tender Strategy set out in Section 7 of the report.

## **Communities Spokesperson**

### **29. Changes to Records Management Service Model Provision (Cab.13.6.2018/19)**

**RESOLVED:-**

- (i) that approval be given for the Records Management function to be outsourced to a specialist provider, as detailed in the report now submitted;
- (ii) that a procurement process be initiated to award a contract to a third party supplier and provide a Records Management service for a maximum seven year contract term by 6<sup>th</sup> July, 2018; and
- (iii) that all savings arising from the initiative be allocated against the Council's Digital First programme.

.....  
Chair



**BARNSLEY METROPOLITAN BOROUGH COUNCIL**

**CABINET SPOKESPERSONS' DECISIONS**

**Schedule of Decisions taken for weeks ending 8<sup>th</sup> and 15<sup>th</sup> June, 2018**

<b><u>Cabinet Spokesperson</u></b>	<b><u>Item</u></b>	<b><u>Decisions</u></b>
1. Core Services	Use the powers under the Digital Economy Act 2017	that the use of powers in the Digital Economy Act 2017 which allow the Council to request employment details from Her Majesty's Revenue and Customs (HMRC) to assist in the collection of Council Tax arrears, on a pilot scheme basis, be approved.
2. Place	Section 106 Strategic Panel Project Proposals – May 2018	that Section 106 monies be allocated to the following schemes:- <ul style="list-style-type: none"><li>• £25,000 towards the further development of RSPB Old Moor and Wombwell Ings;</li><li>• £6,000 towards affordable housing at Kings Road, Wombwell;</li><li>• £400,000 towards the HCA Empty Homes Programmes 2018-21; and</li><li>• £4,000 towards the refurbishment of Wilthorpe Park gates.</li></ul>
3. Leader	Attendance at the LGA Annual Conference 2018	that Councillor Sharon Howard, Councillor Jim Andrews and Councillor Alice Cave be authorised to attend the LGA Annual Conference 2018 in Birmingham on 3 <sup>rd</sup> to 5 <sup>th</sup> July, 2018.
4. Place	Dealing with Empty Homes: DISC Housing Programme in Barnsley 2018/21	(i) that Barnsley MBC provides £275,000 to support the DISC Housing/ Homes England Empty Homes 2018/21 programme in Barnsley; and  (ii) that the Service Director Culture, Housing and Regulation be authorised to enter into a Service Level Agreement with DISC Housing.

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## BARNSELY METROPOLITAN BOROUGH COUNCIL

This matter is not a Key Decision within the Council's definition and has not been included in the relevant Forward Plan

**REPORT OF THE EXECUTIVE  
DIRECTOR, CORE SERVICES  
CABINET ON 2 JULY 2018**

### **COUNCIL NOMINATIONS TO THE BERNESLAI HOMES BOARD**

#### **1. Purpose of Report**

- 1.1 Two vacancies have arisen for a Council nomination to the Board of Berneslai Homes, due to:
- one Council Board Member retiring as a Councillor at the recent local elections;
  - the upcoming expiration of the three-year term of office for an existing Councillor Board Member.

#### **2. Recommendation**

- 2.1 To approve the nomination two Councillors to the Berneslai Homes Board. The two Councillors who are recommended for appointment will be reported at the meeting.**

#### **3. Introduction**

- 3.1 In accordance with the Berneslai Homes Memorandum of Articles and Association the Council has three Member representatives on the Berneslai Homes Board. Our representatives were Councillors Makinson, Pourali and Unsworth.
- 3.2 However, Councillor Unsworth retired as a Member at the recent local elections and Councillor Pourali's three-year term of office is due to expire on 30<sup>th</sup> July 2018. The Council was advised of the vacancy and nominations were sought from all Councillors.
- 3.3 It is a requirement of the Articles and Association that all potential Board Members must undergo a "threshold interview" to ensure they meet the essential criteria and have the skills set required to undertake the role of a non executive director. Once applicants have passed the threshold the Council is then able to consider its appointment.
- 3.4 Following the Council's request for nominations Berneslai Homes received three applications. The threshold interview will take place on Monday, 25<sup>th</sup> June. The outcomes of these interviews will be reported orally to the meeting on 2<sup>nd</sup> July, and the Councillors who score the highest at the interview and meet the minimum threshold will be recommended as the Council's nominees to the Board.
- 3.5 Those Councillors nominated to the Board would commence in their roles with immediate effect.

#### **4. Consideration of Alternative Approaches**

- 4.1 There are no alternative approaches for consideration as it is a requirement of the Memorandum and Articles of Association that the Board has a balance of representatives from Independent members, Council nominees and Tenants representatives. The Memorandum and Articles of Association were agreed by the Council and it has determined how an appropriate balance of member representation to the Berneslai Homes Board should be maintained.

#### **5. Proposal and Justification**

- 5.1 The agreed process for the nomination of Council representatives to the Board of Berneslai Homes has been followed. Following the notification to the Council that Council member vacancies had arisen, three applications for the position were received. The threshold interviews will be conducted, as required, and the applicants with the highest scores who meet the essential criteria will be reported at the meeting, to be approved as the nominations from the Council to the Berneslai Homes Board.

#### **6. Delivering Sustainable Community Strategy Ambitions and Local Area Agreement Outcomes**

- 6.1 There are no implications arising directly from this report.

#### **7. Long Term Sustainability of the Proposal**

- 7.1 There are no implications arising from this report.

#### **8. Impact on Local People**

- 8.1 There are no implications arising from this report.

#### **9. Compatibility with European Convention on Human Rights**

- 9.1 This report is fully compatible with the Human Rights Act.

#### **10. Promoting Equality and Diversity and Social Inclusion**

- 10.1 There are no implications arising from this report.

#### **11. Reduction of Crime and Disorder**

- 11.1 In investigating the options set out in this report, the Council's duties under Section 17 of the Crime and Disorder Act 1998 have been considered.

#### **12. Conservation of Biodiversity**

- 12.1 There are no implications arising from this report.

#### **13. Risk Management Issues, including Health and Safety**

- 13.1 There are no implications arising from this report.

**14. Financial Implications**

14.1 There are no new financial implications arising from this report.

**15. Employee Implications**

15.1 There are no implications arising from this report.

**16. Glossary**

16.1 None.

**17. List of Appendices**

17.1 None.

**18. Background Papers**

18.1 Berneslai Homes Memorandum and Articles of Association, as amended December 2012.

Officer Contact: Chris Braithwaite    Telephone No: 01226 773425    Date: June, 2018

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## **BARNSELEY METROPOLITAN BOROUGH COUNCIL**

**This matter is not a Key Decision within the Council's definition and has not been included in the relevant Forward Plan**

### **REPORT OF THE EXECUTIVE DIRECTOR - CORE TO CABINET ON 2<sup>nd</sup> July 2018**

#### **Barnsley Council Annual Customer Feedback Report - Complaints, Compliments and Comments – April 2017 to March 2018**

##### **1. PURPOSE OF REPORT**

- 1.1 The purpose of the report is to provide Cabinet with an analysis and overview of the complaints handled under the council's complaints procedures in line with our statutory obligations under the Local Authority Social Services and National Health Services Complaints (England) Regulations 2009, the Children Act 1989 Representations Procedure (England) Regulations 2006 and the Management of Customer Feedback Procedure during the period 1st April 2017 to 31st March 2018. It is also to advise on the compliments and comments received by the Council and the improvements to service delivery that have arisen as a result of complaints made within this period.

##### **2. RECOMMENDATIONS**

- 2.1 It is recommended that Members' receive and discuss the information contained in this report as required under the complaints legislation.

##### **3. INTRODUCTION**

- 3.1 The data contained in this report was correct at the time of creation. However, there is a risk to some variation in future reported data due to updates.
- 3.2 The submission of feedback (compliments, complaints, and comments) is an important means by which people can let the Council know about their experiences. The aim is to ensure that each item of feedback is recorded, acknowledged and appropriately responded to.
- 3.3 It is vital to continuous service improvement to know when things have gone right and people are happy with the services they receive. However, on those occasions when things go wrong complaints are equally valuable because they provide a chance to identify errors and to ensure the same mistake is not repeated in the future.
- 3.4 The complaints process aims to investigate a person's concerns thoroughly and fairly in partnership with the complainant, to reach a swift resolution and to ensure,

where appropriate, that a satisfactory apology is given and that a form of redress is provided.

- 3.5 Compliments received are acknowledged with the customer and shared with the service area concerned.
- 3.6 Comments received are acknowledged with the customer and shared with the service area concerned. In some cases a response is provided to the customer within 10 working days.
- 3.7 Customer feedback is recorded, received, managed and facilitated by the Customer Feedback and Improvement Team which is a part of the Business Improvement and Communications Business Unit.

#### **4. PROPOSAL AND JUSTIFICATION**

- 4.1 A total number of 490 customer compliments have been received by the council, the highest number of these being received in the Environment and Transport Business Unit. This is an increase in number from the total reported last year (458) but remains lower than 2015-16 (541). Work will continue to ensure that customers and all staff know how they can share their positive experiences with us.
- 4.2 Where our customers would like to share their thoughts and suggestions the Customer Feedback and Improvement Team register these as comments. The period 2017-18 resulted in 258 comments being received from our customers. This is a decrease on the total number received last year (310).
- 4.3 During the period 2017-18, 317 customer complaints were registered. This is a decrease on last year's total of 504. It is important to note that not all customer concerns need to be processed as a complaint. Where a customer has contacted the service direct, and their concerns are resolved by the service, there is often no need to escalate these through the Council's complaints procedures. It is important that we make sure the customer is always informed of their right to make a complaint if their concern is not resolved or they remain unhappy. Work has been ongoing within the Council to encourage this approach thus ensuring that the complaints received by the Customer Feedback and Improvement Team are those where there is a focus on investigating where a customer's experience has fallen below their expectation.
- 4.4 It is positive to report that it is the customer who is in receipt of the service who are making their own complaints. Most complaints are also being made directly to the Customer Feedback and Improvement Team and by telephone. 2017-18 has seen a change in how customers are making their complaints moving from online to telephone. Consideration into the reasons for this shift will be further explored by the team through liaising with other services and monitored throughout 2018-19.
- 4.5 The majority of complaints received have been resolved quickly through early resolution with 172 of the total number of complaints received resolved this way, and 145 required a formal investigation. Further work is to be undertaken to improve the timely resolution of complaints.



- 4.6 Investigations into customer complaints resulted in 123 cases being upheld, 70 were partially upheld and 82 were not upheld. Unfortunately, 1 of our customer withdrew their complaints during 2017-18 and this was followed up directly with the customer.
- 4.7 3 complaints received progressed onto the review stage. Upon reviewing our actions and response to the customer, this highlighted our initial response provided to the customer was not sufficient and we agreed to take further action to address the complaint. Whilst it is positive to note that the number of complaints progressing on to the review stage is low it is not to say that all customers were happy with the outcome of their complaint after investigation. Those customers who did remain unhappy were supported by the Customer Feedback and Improvement Team without the need to progress their complaint onto the next stage of the process.
- 4.8 Our records indicate that we have received 41 contacts from the Local Government Ombudsman in 2017-18, this is a slight increase from last years reported position (36). 11 of these required the Ombudsman to undertake a formal investigation, of which fault on was found in 2 of these cases both resulting in injustice being caused to the customer. The Council agreed with the Investigator's recommendation to address these complaints.
- 4.9 We expect to receive the Local Government Ombudsman annual review letter over the summer period. This review provides a summary of the statistics on the complaints made to them for the council.
- 4.10 Work is continuing to embed the role of the Customer Feedback and Improvement Team and during 2017-18 the following work was undertaken:
- Embedding and development of the management system for customer feedback and information request. Additional changes to the reporting of information are hoped to be in place by the autumn of 2018.
  - Promoting the benefits of ensuring services report to the Customer Feedback and Improvement Team compliments received from customers directly and celebrating these through 'compliment of the week' in the Council's staff newsletter.
  - We continue to promote, encourage and support our customers to contact us and access our services online, whilst offering a telephony service too. We have worked to ensure the information we provide to customers both online and via telephone is clear to ensure their concerns are handled appropriately and proportionately.
  - We have trialled an approach in how we capture learning from customer complaints and work remains ongoing to strengthen how we do this in 2018-19.
  - Ensuring our procedures are reviewed and remain up to date whilst reflecting best practice guidance.
- 4.11 During 2018-19 we plan to undertake the following:

- Strengthen our learning from complaints arrangements.
- Explore how we ensure our most vulnerable customers know how to make a complaint if they are unhappy with a service provided. This includes customers who are receiving a service paid for by the Council whilst delivered by a third party.
- Explore how we can capture and report on all compliments and complaints made directly to other organisations that provide services on the Council's behalf.

## **5. CONSIDERATION OF ALTERNATIVE APPROACHES**

5.1 Not applicable

## **6. IMPLICATIONS FOR LOCAL PEOPLE/SERVICE USERS**

6.1 The attached report demonstrates which areas of service provision that service users are currently providing feedback on, in the form of complaints and compliments.

## **7. FINANCIAL IMPLICATIONS**

7.1 As part of the complaints process a number of formal resolution methods may have financial charges associated with them such as external investigations and appointment of mediators. However, effective resolution of complaints can lead to service improvements and complainant satisfaction.

## **8. EMPLOYEE IMPLICATIONS**

8.1 All staff should be aware of the complaints procedures covering their area of work so that they can advise service users of the options available to them.

8.2 Staff resources are needed in order to carry out investigations following a complaint. On rare occasions other procedures such as management investigations may be required following a complaint investigation.

## **9. COMMUNICATIONS IMPLICATIONS**

9.1 The report will be published online.

## **10. CONSULTATIONS**

10.1 Discussed at Senior Management Team on 12<sup>th</sup> June 2018

10.2 Circulated to the Barnsley Leadership Team on 13<sup>th</sup> June 2018

## **11. THE CORPORATE PLAN AND THE COUNCIL'S PERFORMANCE MANAGEMENT FRAMEWORK**

11.1 The Customer Feedback and Improvement Team had four performance measurements during 2017-18 on the management of customer complaints,

compliments and comments. The progress on these will be outlined in the council corporate performance report.

## **12. PROMOTING EQUALITY, DIVERSITY AND SOCIAL INCLUSION**

- 12.1 A new equality impact assessment will be undertaken during 2018-19 to consider and incorporate the changes made to the management of customer feedback procedure during 2017-18.

## **13. TACKLING THE IMPACT OF POVERTY**

- 13.1 Not applicable.

## **14. TACKLING HEALTH INEQUALITIES**

- 14.1 Not applicable.

## **15. REDUCTION OF CRIME AND DISORDER**

- 15.1 Not applicable.

## **16. RISK MANAGEMENT ISSUES**

- 16.1 Services fail to recognise or escalate complaints and compliments that need to be considered through the Council's management of complaints process which is managed by the Customer Feedback and Improvement Team.
- 16.2 Robust arrangements are required when working in partnership with organisations and contracted providers in the management of customer complaints.
- 16.3 These risks are mitigated through the use of regular visits to DMT and team meetings to raise awareness of the feedback processes and in work identified to be completed.

## **17. HEALTH, SAFETY AND EMERGENCY RESILIENCE ISSUES**

- 17.1 Not applicable.

## **18. COMPATIBILITY WITH THE EUROPEAN CONVENTION ON HUMAN RIGHTS**

- 18.1 Not applicable.

## **19. CONSERVATION OF BIODIVERSITY**

- 19.1 Not applicable.

## **20. GLOSSARY**

Not applicable

## **21. LIST OF APPENDICES**

## 22. BACKGROUND PAPERS

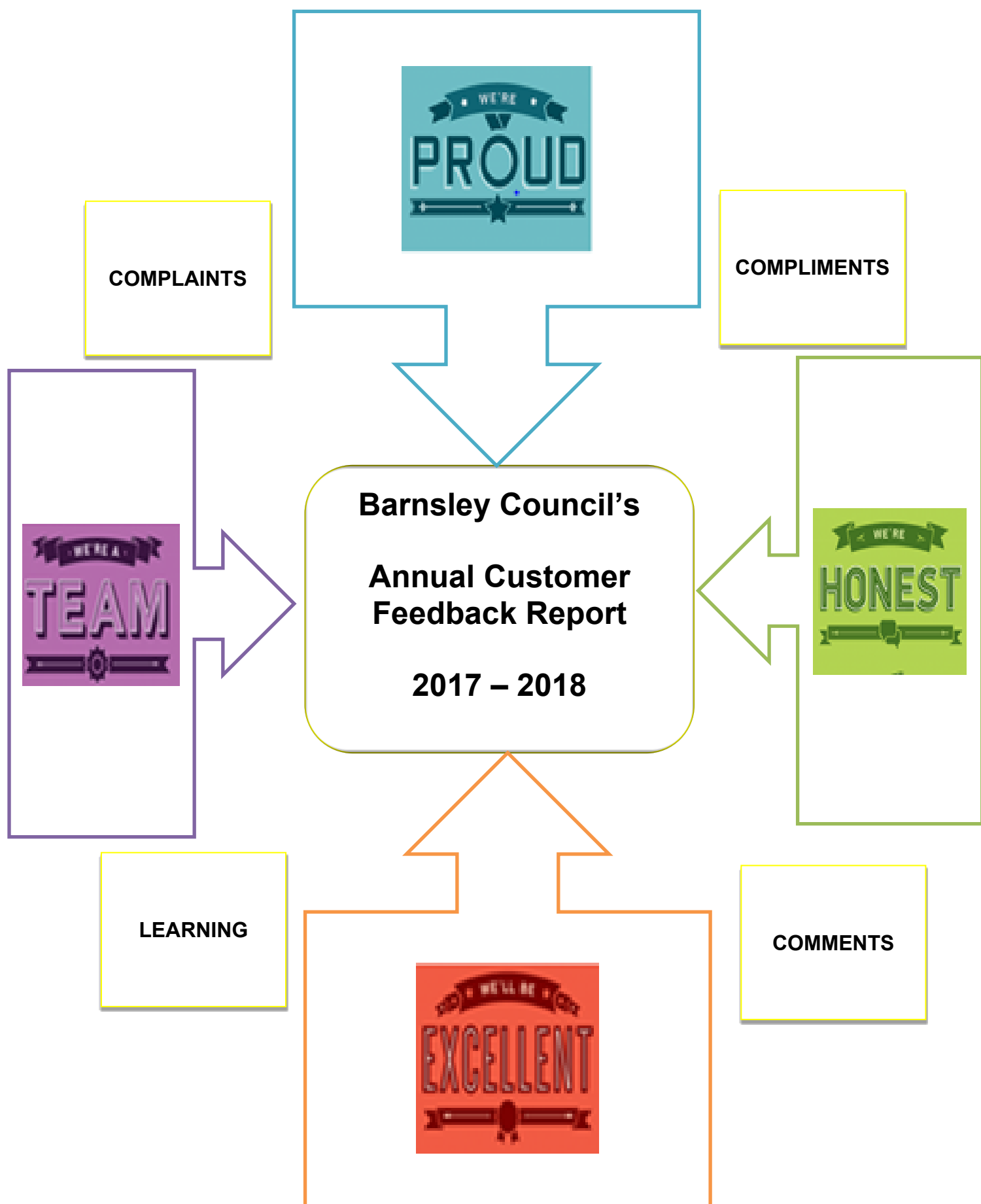
- a) Management of Customer Feedback Procedure
- b) Complaints and Representations Procedure for Children and Young Peoples Services

If you would like to inspect background papers for this report, please email [governance@barnsley.gov.uk](mailto:governance@barnsley.gov.uk) so that appropriate arrangements can be made

**Report author:** Claire Dobby

Financial Implications/Consultation

.....  
*(To be signed by senior Financial Services officer  
where no financial implications)*



## **2017-18 Annual Customer Feedback Report**

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## **1. Introduction**

Welcome to Barnsley Council's annual customer feedback report, which provides the council, partners and members of the public with important information on what our customers have told us about their expectations and experiences of the services they have received during 2017-18.

This report looks at all of the complaints, compliments and comments that have been recorded by the council during the period 1<sup>st</sup> April 2017 to 31<sup>st</sup> March 2018, including those complaints received about adult and children social care services.

Whilst we have achieved so many great things this year, it is one of our challenges to ensure that we respond to and manage rising customer expectations and demands, but also recognise the opportunities this presents. To achieve this we need to listen to what our customers are telling us, manage their expectations and continuously improve our services. This is why customer feedback (compliments, complaints, and comments) is important, and why it is our aim is to ensure that our customers feel able to provide us with feedback, know how to do this, and that we respond fairly, in partnership with the customer and reach a swift resolution where putting it right is at the heart of what we always consider.

It is also vital to continuous service improvement to know when things have gone right and when people are happy with the services they receive. However, on those occasions when things go wrong, complaints are equally valuable because they provide a chance to identify areas for improvement to ensure the same mistakes are not repeated in the future.

Not all customer concerns need to be processed as a complaint and where a customer has contacted the service direct and their concerns are resolved by the service there is no need to escalate these to the council's complaints procedures. Therefore the information reported on below does not include these concerns unless the customer remained unhappy and pursued their concerns further. It is important though that we make sure the customer is always informed of their right to make a complaint if their concern is not resolved or they remain unhappy.

The Customer Feedback and Improvement Team are a part of the Business Improvement and Communication Business Unit and are responsible for the management, facilitation and collation of all customer feedback received for the council.

# We Value Your Feedback

Customer feedback is a great way for us to understand and manage how customers experience the services we provide, and it enables us to monitor our performance against the values that are really important to us.



**We've received a total of 490 compliments.**



**317 customer complaints have been received and we agreed that there were things we could improve upon for 193 of these complaints.**



**We want to listen to what our customers have to say and learn from when things go wrong – see our learning from feedback page**

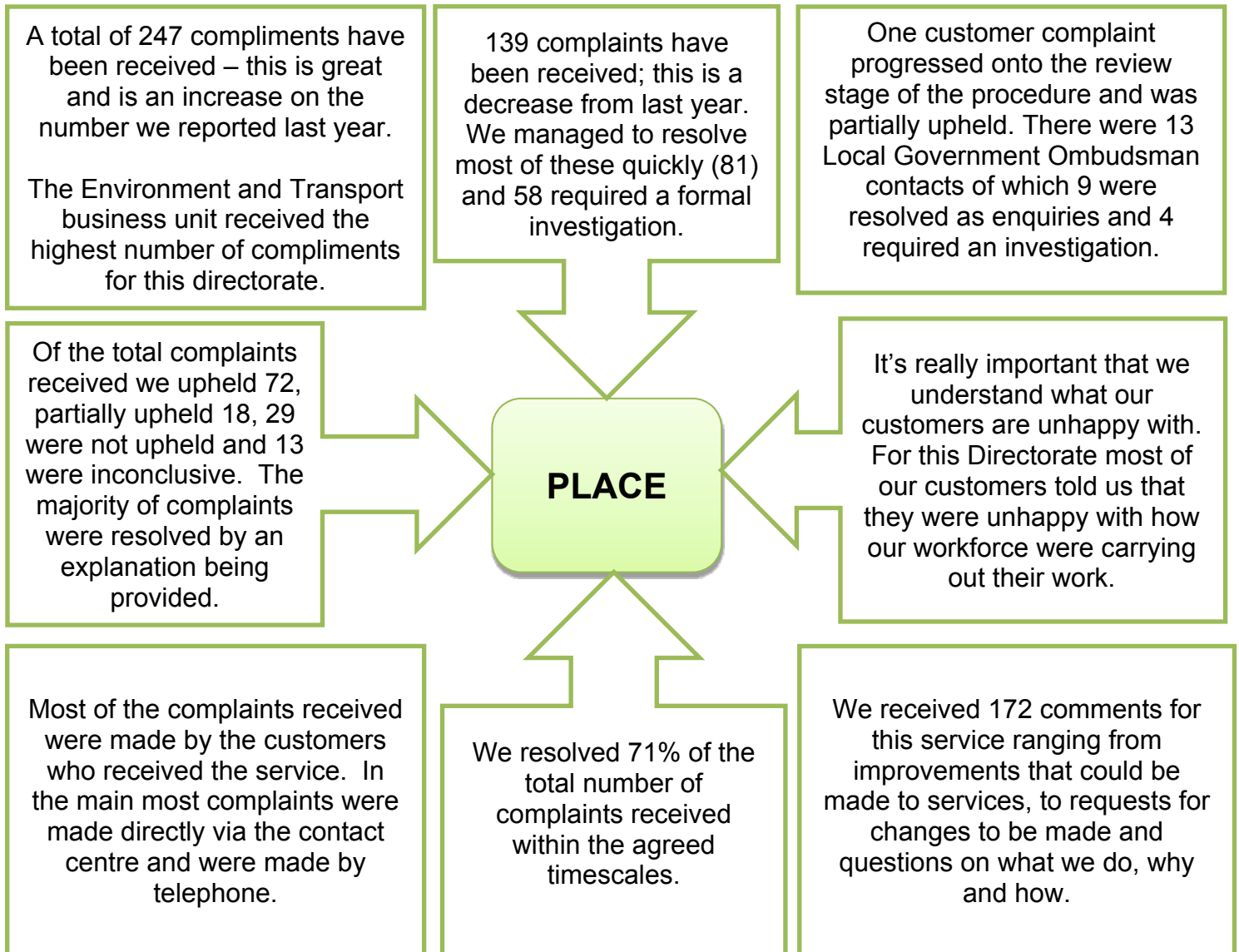


**There's been 41 Local Government and Social Care Ombudsman and Housing Services Ombudsman contacts received, and 11 of these have been investigated by them.**



# Customer Feedback Place Directorate

This part of the report takes a look at the customer feedback that has been received from customers about the services which form part of the Council's Place Directorate. This includes: Environment and Transport (such as waste management and highways); Culture, Housing and Regulation (such as museum, housing; trading standards); and Economic Regeneration (such as planning, town centre redesign).



Here are some examples of compliments we have received:

## Environment and Transport

**A customer stated that they were happy with the service they received when they requested overgrown hedges to be attended to. They stated "The men did a wonderful job"**

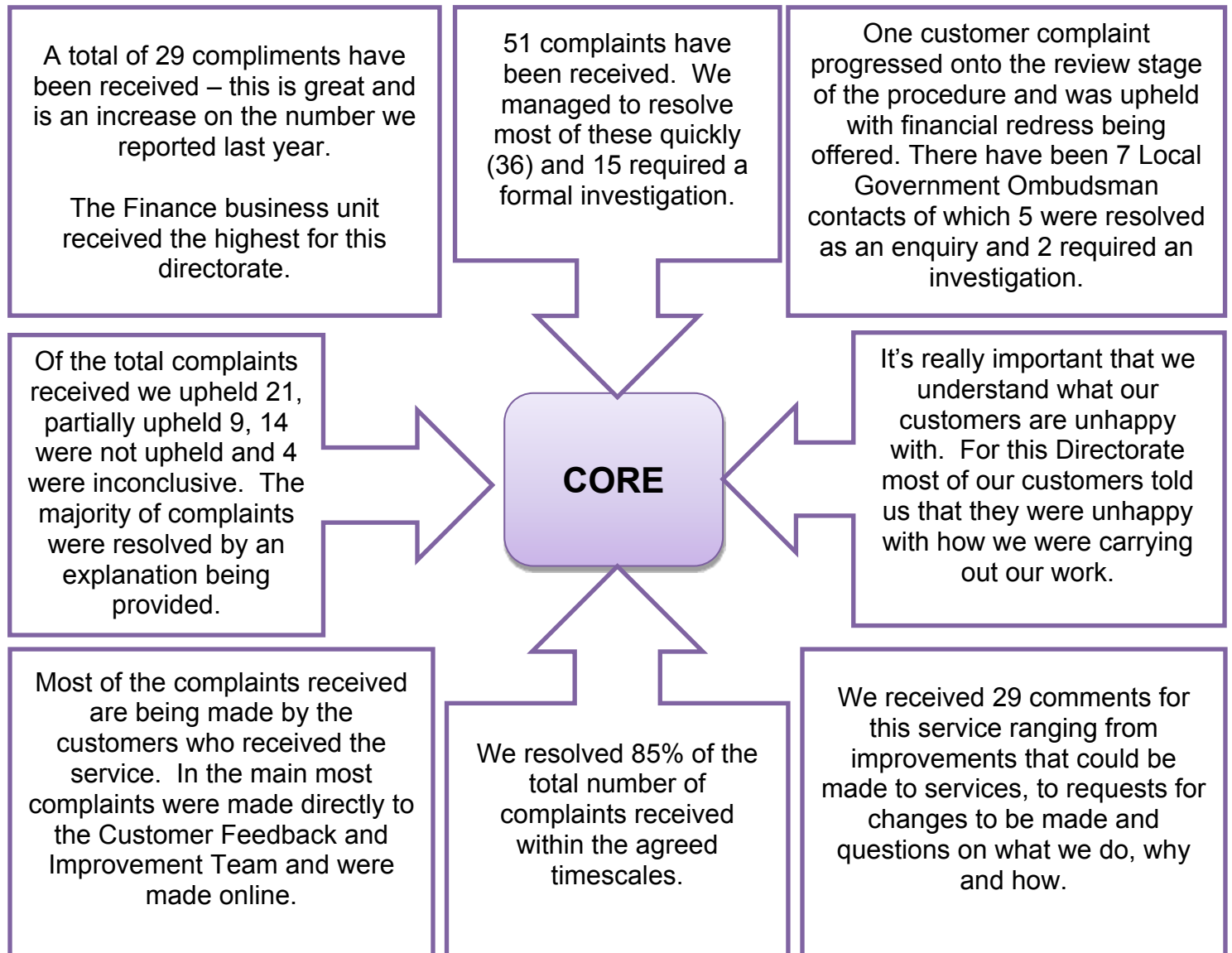
## Economic Development

**A customer told us "it's always a pleasure to work with Barnsley. I wish many others were half as good".**

# Customer Feedback

## Core Directorate

This part of the report takes a look at the customer feedback that has been received from customers about the services which form part of the Council's Core Directorate. This includes: Finance (payments; council tax); Assets (buildings); Human Resources (employees; health and safety); Business Support (administration); Business Improvement and Communications (performance management; communication); Legal (law and compliance) and Governance (member support; elections).



Here are some examples of the compliments we've received:

### Finance Service

A customer informed us "a big thank you for your support which is very much appreciated"

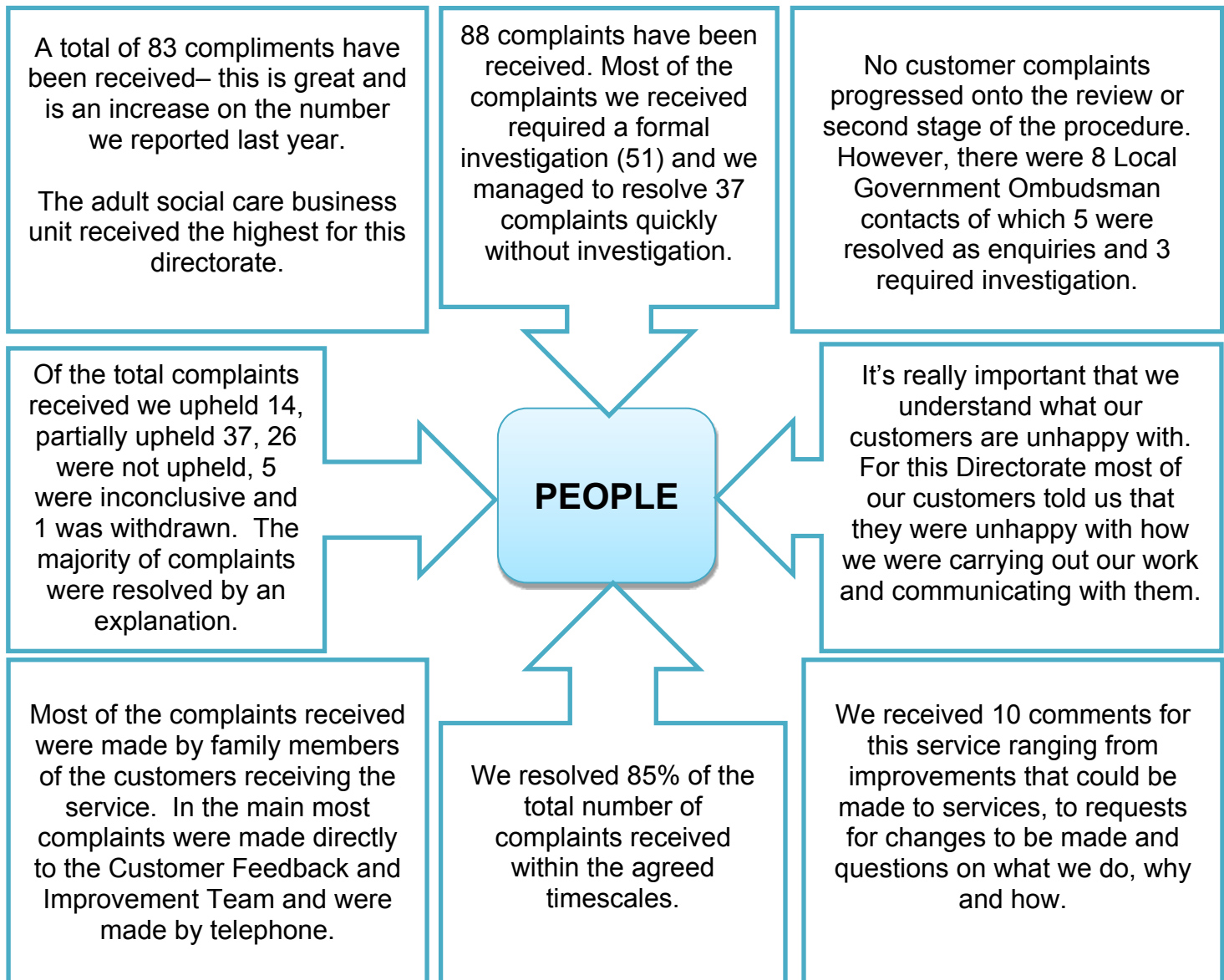
### Legal Services

"I just wanted to pass on how helpful and polite the ladies are that run the land charges department. They have always assisted to accommodate any request and any information is a communicated so well."

# Customer Feedback

## People Directorate

This part of the report takes a look at the customer feedback that has been received from customers about the services which form part of the Council's People Directorate. This includes: Education (education welfare), Early Start (child care) and Prevention (Family Centres); Adult Social Care and Health; Children Social Care and Safeguarding.



Here are some examples of the compliments we've received.

### Education, Early Start and Prevention

**A parent told us that they were very happy with the support their young person had received and described that they had “come on leaps and bounds” since they had received support from the Targeted Youth Support Service.**

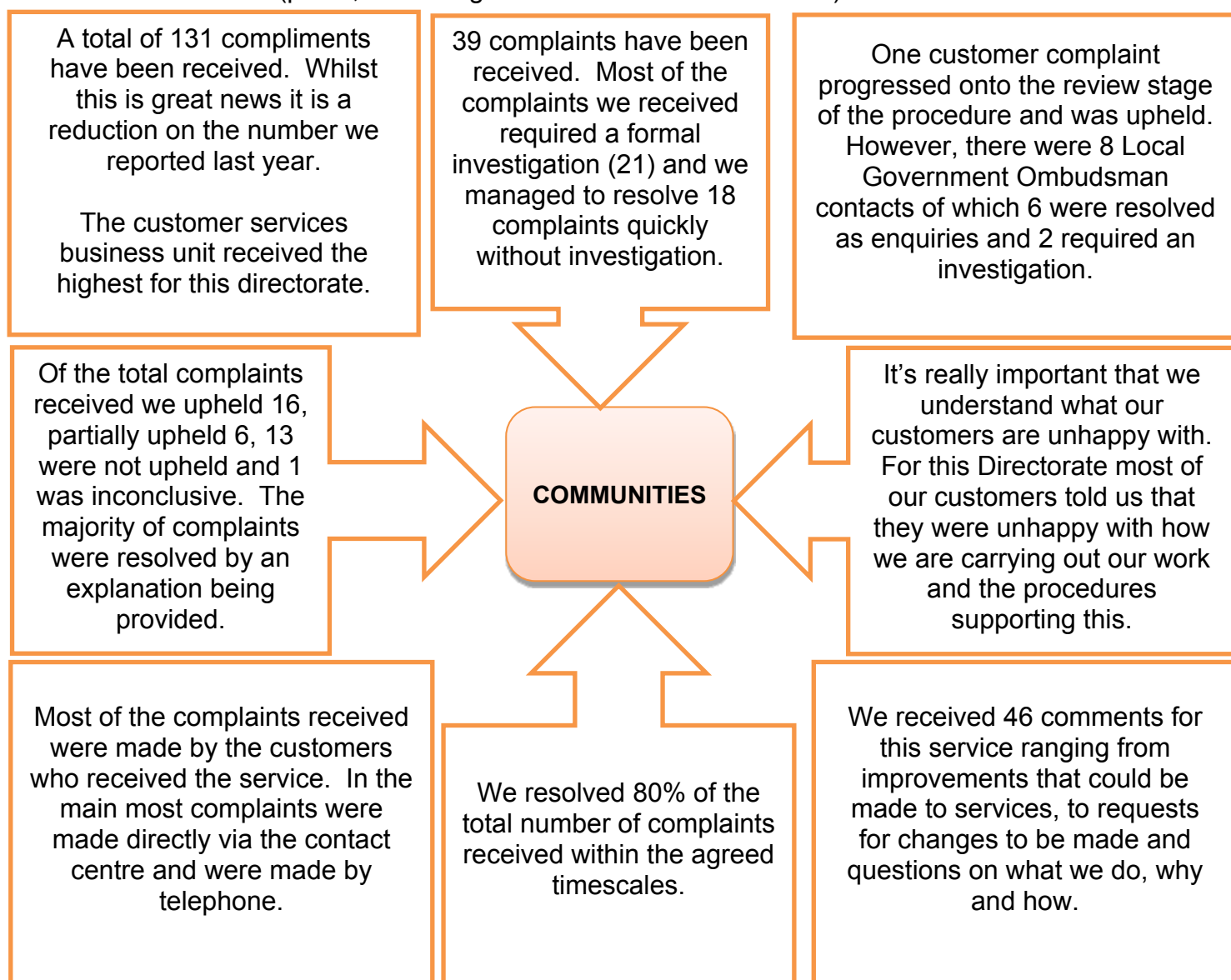
### Adult Social Care

**“I just felt it important to formally convey how impressed I have been by the way the team have responded to the increased ask of them this week. . . . A real can do spirit that is matched by a calm and effective action”.**

# Customer Feedback

## Communities Directorate

This part of the report takes a look at the customer feedback that has been received from customers about the services which form part of the Council's Communities Directorate. This includes: Customer Services (libraries; digital; day opportunities; school catering); Information services (technology); Stronger, Safer and Healthier Communities (parks, safer neighbourhoods and enforcement).



Here are some examples of the compliments we've received.

### Customer Contact Centre

**A customer who used the blue badge renewal process told us that the service was friendly and efficient.**

### Information Technology Team

**A company who purchase IT support stated that they found the code green staff member to be highly effective and personable and provided support speedily and effectively and went above and beyond resolving the initial problem.**

# Learning from Feedback

## **Procedures and Processes**

Customers shared with us their experiences of using our services such as planning enforcement, complaints and social care services, when we considered the complaints we found that some of our procedures were not as clear to staff as they could be, therefore we either updated or changed these to make sure we provide the best service we can.

## **Keeping customers informed**

Customers told us that they would like to know more about what will happen next when they contact the council for services such as complaints, social care services and customer services. We agreed that it would be good practice to keep our customers informed on what will happen next when they contact us. Therefore some services have made changes to their practices and some are considering what changes they can make to improve the customers experience.

## **Handling your contact correctly**

We have listened to our customers and know sometimes we haven't always handled the call correctly or customers have been unable to use our online forms and that there may have been occasions when we could have done more to help. We have therefore throughout the year made a number of improvements such as, creating an escalation process for handling complex customer queries within our contact centre, updated our web information and introduced web chat for some of our key online contact pages. We also ask for feedback on your online experience and use this information to understand a customer's experience to improve our online offer.

## **Customer Communication**

We recognise the importance of how we communicate with our customers therefore we have identified opportunities to learn from what our customers have experienced in the following area:

- To review our transition process between different social care services
- Provide information explaining what happens during a children's social care Section 47 investigation
- To use individual experiences of social care services and include this as part of social work reflective practice
- To produce additional guidance to staff on deprivation of liberty assessments.
- To streamline the process for making payments to special guardians
- To agreeing individual communication plans with customers who have asked for this
- To improve our partnership working arrangements
- Implement online systems to improve customer communication such as Pin on the Map and reporting damaged bins
- To create key performance indicators to monitor our bin collection

# Customer Feedback Data

One of the aims of the Customer Feedback and Improvement Team is to try and make the information we produce interesting and easy to read. However, we also understand it is important to be clear and transparent. It is for this reason that we have included the key data with an explanation on our performance. This data has supported the compilation of this report.

## 1. Number of compliments

Directorate	Business Unit	Q1	Q2	Q3	Q4	Compliments Total	Directorate Compliments Total
Place	Culture, Housing and Regulations	8	8	6	3	25	247
	Environment and Transport	36	71	50	49	206	
	Economic Regeneration	4	8	1	3	16	
Core	Finance	1	1	5	9	16	29
	Assets	1	1	3	1	6	
	Legal and Governance	0	0	0	1	1	
	Business Improvement and Communications	1	0	0	2	3	
	Public Health	1	1	1	0	3	
People	Education, Early Start and Prevention	3	4	18	8	33	83
	Adult Assessment and Care Management	16	3	13	9	41	
	Children's Social Care and Safeguarding	2	1	3	3	9	
Communities	Customer Services	4	25	45	28	102	131
	Information Services	0	1	1		2	
	Stronger, Safer and Healthier Communities	3	11	12	1	27	
Total		80	135	158	117	490	

**There has been an increase in the number of compliments we have received compared to last year (458).**

**Whilst this is great news work will be undertaken during 2018-19 to promote to services to share with us the compliments they are receiving.**



2. Number of complaints and resolution method

Directorate	Business Unit	Q1	Q2	Q3	Q4	Early Resolution	Total Early Resolutions	Q1	Q2	Q3	Q4	Formal Complaint	Total Formal Complaints	Overall Total	
Place	Culture, Housing and Regulations	0	2	1	0	3	81	0	1	1	0	2	58	139	
	Environment and Transport	22	29	8	17	76		12	16	7	11	46			
	Economic Regeneration	0	2	0	0	2		5	1	0	4	10			
Core	Finance	10	11	6	8	35	36	0	3	3	6	12	15	51	
	Assets	0	0	0	0	0		0	0	1	1	2			
	Legal and Governance	0	0	0	0	0		0	0	0	0	0			
	Human Resources and Business Support; Business Improvement and Communication; Health and Safety	0	1	0	0	1		0	1	0	0	1			
	Public Health	0	0	0	0	0		0	0	0	0	0			
People	Education, Early Start and Prevention	2	0	1	2	5	37	0	1	1	0	2	51	88	
	Adult Assessment and Care Management	5	3	2	1	11		9	4	5	2	20			
	Children's Social Care and Safeguarding	6	9	2	4	21		10	5	8	6	29			
Communities	Customer Services	1	5	3	3	12	18	0	5	3	3	11	21	39	
	Information Services	0	0	0	0	0		0	0	0	0	0			
	Stonger, Safer and Healthier Comuniteis	2	3	0	1	6		2	5	2	1	10			
Total		48	65	23	36	172		38	42	31	34	145			
		317													

**There has been a decrease in the number of complaints we have received this year when we look at how many we received last year (504). However there have been more complaints which have required a formal investigation in comparison to last year (107). We think that this is may be because our customers could be actively trying to resolve their concerns with the service directly before making a complaint and are then being informed of their rights to make a complaint if they are dissatisfied with the initial response from the service they have contacted.**

### **3. Number of complaints which progressed**

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**This year 3 of our complaints that were investigated were reconsidered when the customer told us they ere unhappy with their response. When we reviewed what we had said to the customer in our response we agreed that we had not quite got our response right the first time and agreed to take further action to address the complaint.**

**Whilst only 3 complaints were reviewed we understand that it is not to say that the rest of our customers were always happy after their investigation. However, when they let us know this we worked with them to establish why and worked with them to resolve their outstanding concerns through clarification and explanation of our original response to their complaint.**



#### 4. Types and outcomes

Types	Q1	Q2	Q3	Q4	Total
Workforce	21	33	16	27	97
Information	3	4	0	4	11
Communication and Consultation	21	31	17	18	87
Process and Procedure	41	38	19	20	118
Policy	0	1	2	1	4
Total	86	107	54	70	317

Types	Upheld	Partially Upheld	Not upheld	Inconclusive	Withdrawn	Outstanding	Total
Workforce	44	9	23	12	1	8	97
Information	4	3	3	1	0	0	11
Communication and Consultation	21	29	25	8	0	4	87
Process and Procedure	51	29	30	2	1	5	118
Policy	3	0	1	0	0	0	4
Total	123	70	82	23	2	17	317

Types	Apology	Explanation	Reassurance	Change to service	Financial redress	Other	Total
Workforce	30	23	17	0	2	16	88
Information	1	6	3	0	0	1	11
Communication and Consultation	15	43	14	2	3	6	83
Process and Procedure	16	50	16	2	12	16	112
Policy	0	1	1	0	1	1	4
Total	62	123	51	4	18	40	298

Most of our complaints were about the way we are delivering our services and how we are communicating with our customers. This trend is to be expected as these are the main interactions the council has with members of the public. However, we acknowledge that we have also upheld most of the complaints we have received, therefore we are agreeing that we need to improve and learn from what our customers are telling us. In doing this we have provided an explanation to the customer as a resolution to their complaint to explain what went wrong and what we will do to address this.

5. Timescales

Directorate	Business Unit	Total complaints	Total Early Resolution	Exceeded Timescale	Total Formal Complaint	Exceeded Timescale	Outstanding
Place	Culture, Housing and Regulations	5	3	0	2	1	0
	Environment and Transport	122	76	17	46	18	3
	Economic Regeneration	12	2	0	10	3	1
Core	Finance	47	35	5	12	2	3
	Assets	2	0	0	2	0	0
	Legal and Governance	0	0	0	0	0	0
	Human Resources and Business Support; Business Improvement and Communication; Health and Safety	1	0	0	1	0	0
	Public Health	1	0	0	0	0	0
People	Education, Early Start and Prevention	7	5	2	2	0	0
	Adult Assessment and Care Management	31	11	2	20	2	2
	Children's Social Care and Safeguarding	50	21	7	29	0	1
Communities	Customer Services	23	12	2	11	2	2
	Information Services	0	0	0	0	0	0
	Stonger, Safer and Healthier Comunitéis	16	6	1	10	2	1
Total		317	171	36	145	30	13

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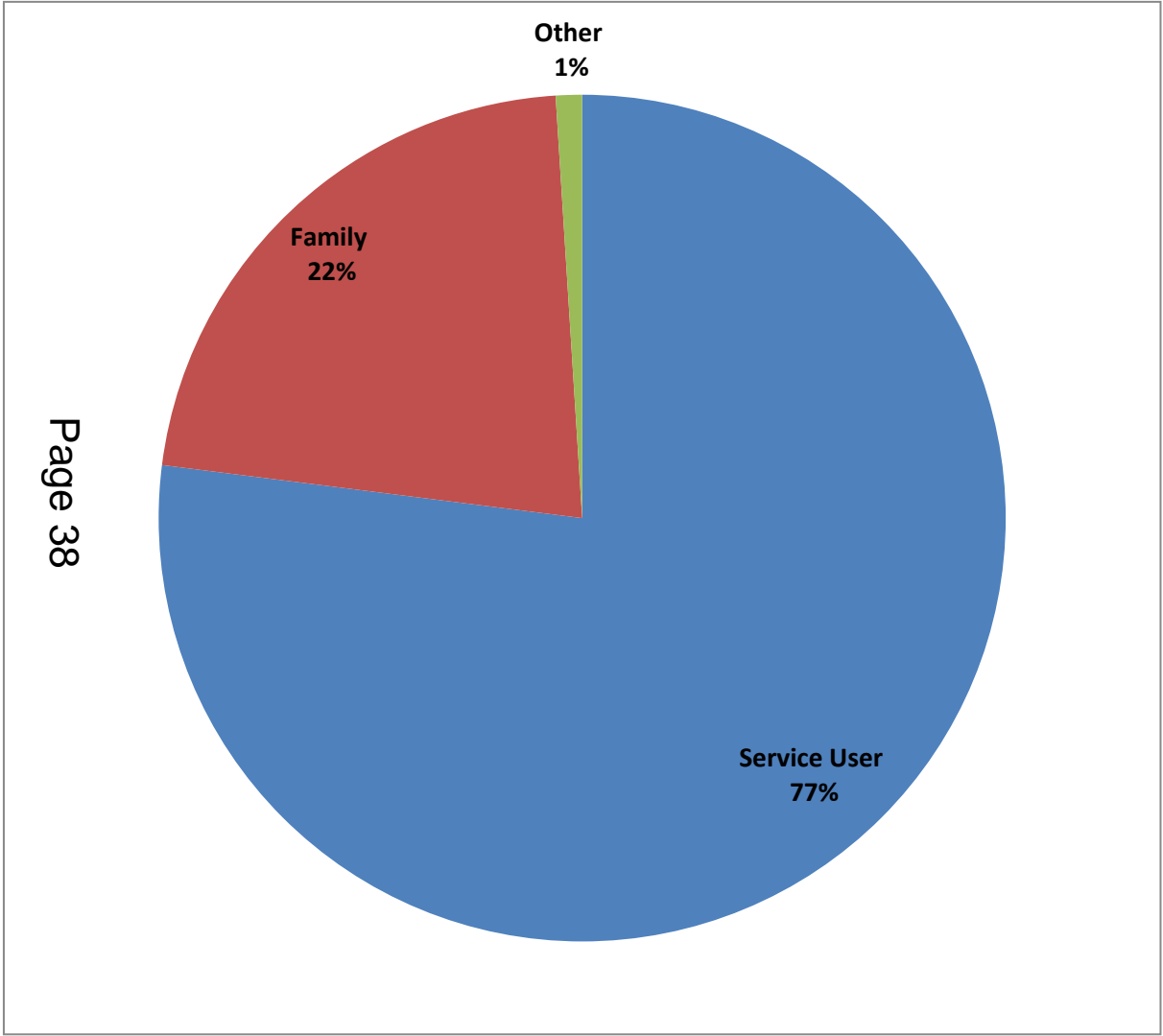
Whilst we resolved most of our complaints early (within 2 working days) we failed to meet the timescale on 21% of the occasions. We also didn't always meet our agreed timescales for our formal investigations and on 21% of occasions we had to extend these. We will continue to work to improve meeting the timescales we agree with our customers as we know that this is important. However, sometimes due to availability, work pressures and the complexity of some complaints these timescales are exceeded. We always aim to keep the customer up to date when there will be a delay with their complaint investigation.

6. Ombudsman

Directorate	Business Unit	Number	Enquiry	Decision	Investigation	Decision	Remedy
Place	Environment and Transport	9	7	5 council to pursue as a complaint; 1 no investigation as not enough evidence of fault; 1 pending a decision	2	No investigation as not enough evidence of fault	
	Economic Regeneration	4	2	1 Council to pursue as a complaint; 1 pending a decision	2	2 Pending a decision	
Core	Finance	4	3	1 outside jurisdiction; 1 council to pursue as a complaint and 1 pending a decision	1	Pending a decision	
	Assets	1	0		1	Outside jurisdiction	
	Legal and Governance	2	2	1 outside jurisdiction; 1 council to pursue as a complaint	0		
People	Adult Assessment and Care Management	7	4	1 discontinued investigation, 2 council to pursue as a complaint and 1 no investigation as not enough evidence of fault	3	2 - Fault causing injustice and 1 Pending a decision	One required a written letter of apology and £400 redress for distress and time and trouble. One required a review of support, a refund of expenses and guidance to be developed for staff.
	Children's Social Care and Safeguarding	1	1	Council to pursue as a complaint	0		
Communities	Stonger, Safer and Healthier Comuniteis	8	6	4 council to pursue as a complaint; 1 discontinued investigation; 1 no investigation as not enough evidence of fault.	2	1 no investigation as not enough evidence of fault and 1 pending a decision	
Berneslai Homes		5	5	4 pending a decision; 1 no action required	0		
Total		41	30		11		

**This year we have seen a slight increase in the number of Local Government and Social Care Ombudsman and Housing Service Ombudsman contacts than last year (36). We have received 2 decisions where fault has been found and action has been recommended to address. One of these resulted in financial redress being given. There are currently 12 cases which are still pending a decision, 5 of which relate to an investigation.**

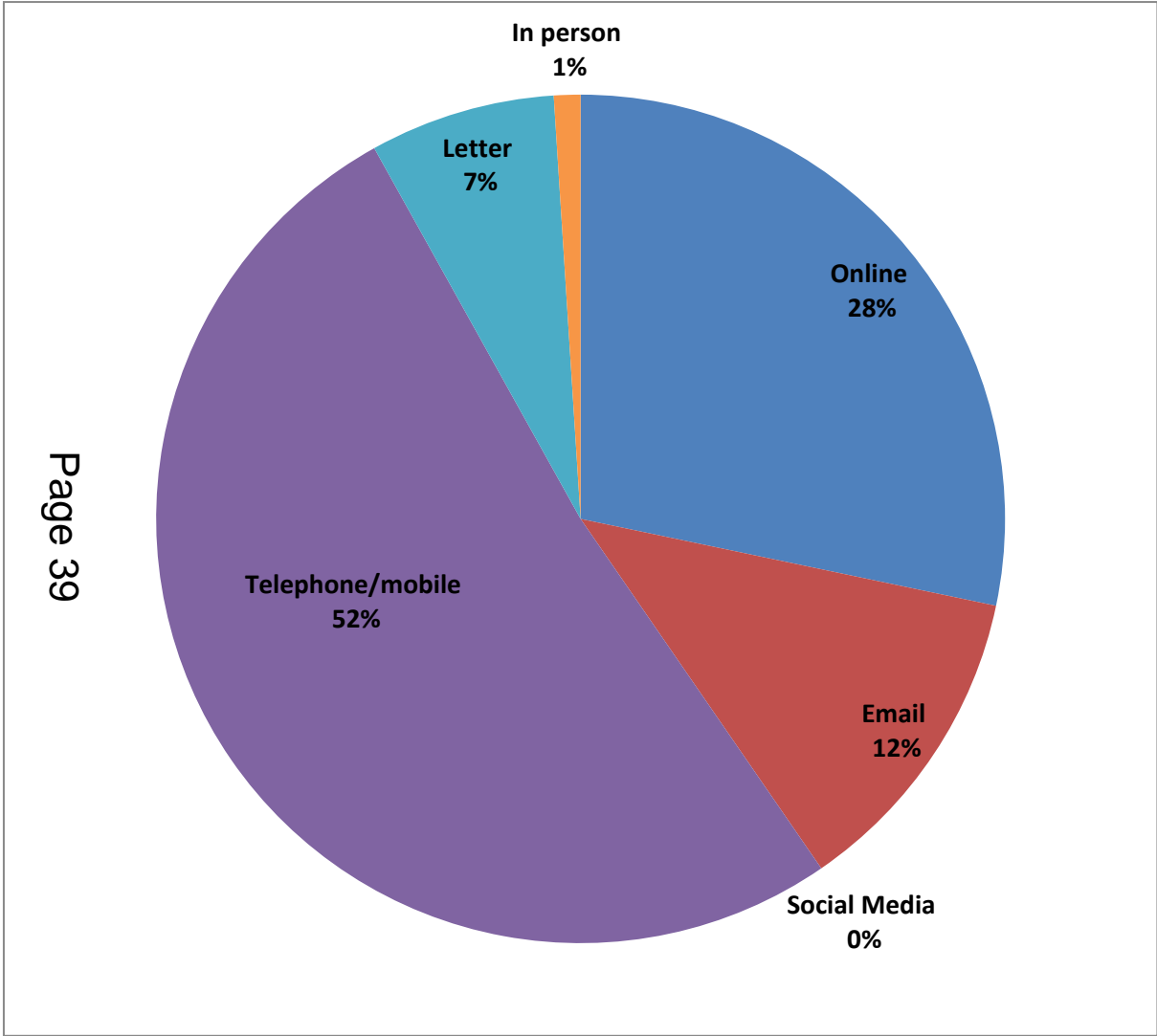
7. Who are making the complaints we receive?



**It's great to report that the trend continues from last year that most of the complaints we receive are being made by the person who is receiving the service.**

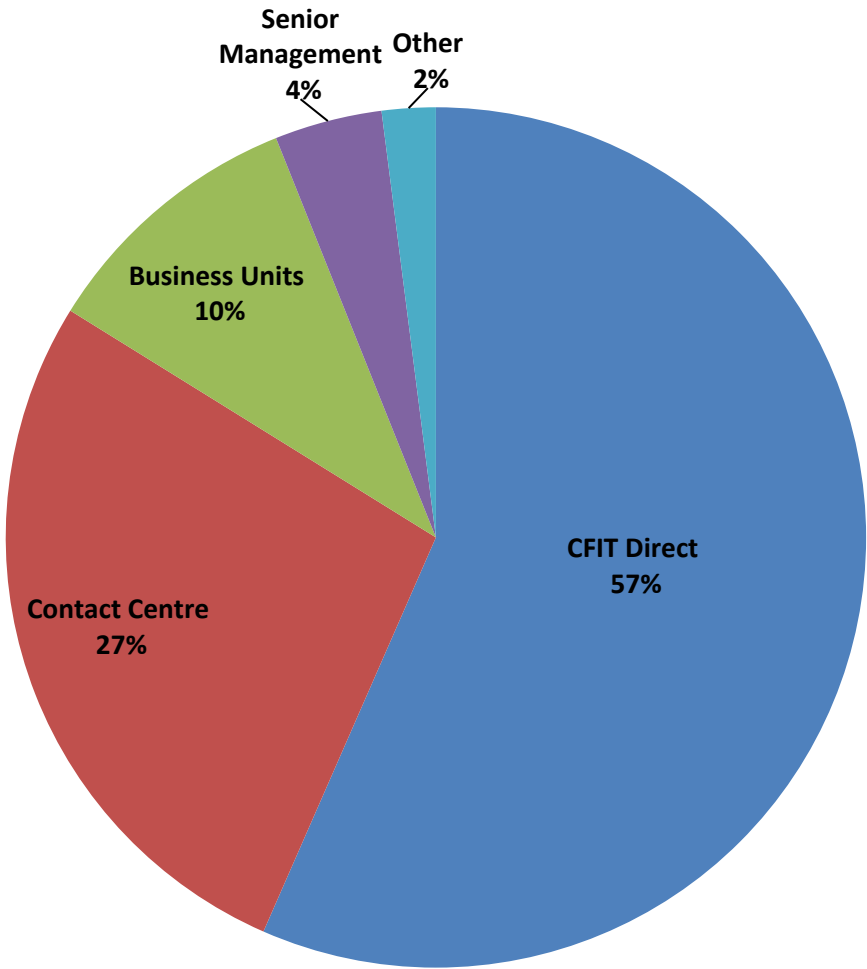
**Unfortunately, again not many people have used an advocate this year to support them but a reason for this may be that because most of our complaints are resolved through early resolution the support of an advocate is not always needed.**

8. How are the complaints being made to the Council?



Just over half of all the complaints we received last year were made by telephone. This is a change from last year where we reported that most of the complaints were being made online. We are keen to try and understand why this change has taken place as whilst we continue to promote that complaints can be made in any way, as a council we are keen to encourage and support our customers to use our online services.

9. Where are the complaints being made to within the Council?



It's pleasing to report that the trend continues that most of the customer who made a complaint raised their concerns directly with the Customer Feedback and Improvement Team. This shows that the team are continuing to be accessible to customers and that they are aware of their rights to complain. This is great news and we welcome all feedback from our customers.



## BARNSELEY METROPOLITAN BOROUGH COUNCIL

This matter is not a Key Decision within the council's definition and has been included in the relevant Forward Plan

### Report of the Executive Director Core Services

#### Pay Award for JNC Officers/Chief Executives

#### **1. Purpose of report**

- 1.1 The purpose of this report is to seek approval to implement the recently agreed National Joint Council (NJC) pay award to employees on Joint Negotiating Committee (JNC) for Chief Officers/Chief Executives terms and conditions of employment with effect from 1 April 2018 to 31 March 2020.
- 1.2 To seek approval to harmonise JNC Chief Officers/Chief Executives future pay awards with those agreed by the National Joint Council (NJC).

#### **2. Recommendations**

- 2.1 **That approval is given to implement the recently agreed NJC Pay Award to employees on JNC for Chief Officers/Chief Executives terms and conditions with effect from 1 April 2018 to 31 March 2020.**
- 2.2 **That approval is given to harmonise JNC Chief Officers/Chief Executives future pay awards with those agreed by the National Joint Council (NJC).**

#### **3. Introduction**

- 3.1 Cabinet agreed as part of Cab.17.12.2014/7.2 that employees on JNC terms and conditions be awarded the same 2014/16 pay award (1%) as employees on NJC terms and conditions.
- 3.2 On 10 April 2018 a pay offer for employees on NJC terms and conditions was agreed covering the period 1 April 2018 to 31 March 2020. In year one all employees on scale points 6 - 9 inclusive received pay increase by between 3.7 % and 9.1 %. All employees on scale point 20 and above received an increase of 2.0 %. In year two a new pay spine will be introduced that will see employees on current scale points 6 – 28 inclusive receiving pay increases of between 2.3 % and 7.3 %. All employees on current scale point 29 and above will receive an increase of 2.0%.
- 3.3 As a result of the Senior Manager Pay Review and implementation of the 17 grade pay structure (Cab.15.1.2014/7.4) officers affected by the review were transferred to NJC terms and conditions and therefore will receive the NJC pay award. Therefore, there is only the senior management team that remain on JNC for Chief Officers/Chief Executives terms and conditions.

#### **4. Consideration of alternative approaches**

- 4.1 An alternative option would be to implement the nationally negotiated pay award for JNC Chief Officers/Chief Executives when agreed.

- 4.2 This option would not be consistent with the approach taken with the previous pay award which was agreed locally and from a fairness and equity perspective was applied to all.

**5. Proposal and justification**

- 5.1 Consistent with the approach taken in 2014 as part of Cab. 17.12.2014/7.2 it is proposed to implement the recently agreed NJC Pay Award to employees on JNC for Chief Officers/Chief Executives terms and conditions with effect from 1 April 2018 to 31 March 2020.
- 5.2 This would equate to a 2.0% increase in existing salaries with effect from 1 April 2018 and a further 2.0 % on 1 April 2019.
- 5.3 That approval is given to harmonise JNC Chief Officers/Chief Executives future pay awards with those agreed by the National Joint Council (NJC).
- 5.3 The awarding of one pay award is a consistent and pragmatic approach and based on information sourced from IDS Pay Online is one that is adopted in a number of local authorities and private sector companies, is fair, and maintains the integrity of local systems and pay differentials.

**6. Implications for local people / service users**

- 6.1 None arising directly from this report.

**7. Financial implications**

- 7.1 Consultation has taken place with the Service Director Finance (S151 Officer).
- 7.2 The additional cost of this proposal totals £0.038M which covers both 2018/19 and 2019/20. Attached at Appendix A.
- 7.3 This additional cost is to be funded from previously set aside budgetary provision, included within the revised Medium Term Financial Strategy approved in February 2018.

**8. Employee implications**

- 8.1 These proposals will affect 6 employees on JNC terms and conditions. This includes the Chief Executive and 5 Executive Directors.

**9. Communications implications**

- 9.1 None other than managing internal communications within the council.

**10. Consultations**

- 10.1 The Trade Unions have been informed.

**11. Risk management issues**

- 11.1 Having a consistent local approach to national pay awards for NJC and JNC staff groups reduces the risk of unhelpful tensions between different staff groups, prevents pay-drift between staff groups and reduces the risk of destabilising the council's local pay grades.

- 11.2 By implementing the pay award proposed and harmonising future pay awards, the council will reduce the ongoing risk of both losing employees to alternative employment and failing to recruit to key executive posts.

**12. Promoting Equality and Diversity and Social Inclusion**

- 12.1 There are no particular equality implications. The proposal would be consistently and equally applied to those affected.

**13. Glossary**

JNC - Joint Negotiating Committee

NJC - National Joint Council for Local Government Services

**14. List of appendices**

- 14.1. Appendix A – Financial implications

**15. Background papers**

- 15.1 Background papers are available upon request from the Human Resources.

**Officer Contact:** Alison Brown **Date:** 29 May 2018

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## Report of the Executive Director Core

## Pay Award for JNC Officers/Chief Executives

i) <u>Capital Expenditure</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	TOTAL
	£	£	£	
	0	0	0	0


To be financed from:

ii) <u>Revenue Effects</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	TOTAL
	£	£	£	
<u>Expenditure</u>				
Provision for JNC Pay Award	19,000	19,000		38,000
Total Expenditure	19,000	19,000	0	38,000

To be financed from:

Pay award provision included with MTFS	-19,000	-19,000		-38,000
	0	0	0	-38,000

<u>Impact on Medium Term Financial Strategy</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2019/20</u>
	£	£	£
MTFS	0.000	-0.317	-0.703
Effect of this report	0	0	0
<b>Revised Medium Term Financial Strategy</b>	<b>0.000</b>	<b>-0.317</b>	<b>-0.703</b>

Agree  .....21/05/2018. On behalf of the Service Director and Section 151 Officer -Finance

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**BARNSLEY METROPOLITAN BOROUGH COUNCIL**

**This matter is not a Key Decision within the Council's definition and has not been included in the relevant Forward Plan**

**REPORT OF CORE SERVICES – HUMAN  
RESOURCES & BUSINESS SUPPORT**

**6 Monthly Analysis Of Selective Voluntary Early  
Retirement And Voluntary Severance  
October 2017 to March 2018**

**1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to provide Members with information in respect of the Selective Voluntary Early Retirements and Voluntary Severances which have taken place during 1 October 2017 to 31 March 2018

**2. RECOMMENDATIONS**

- 2.1 It is recommended that the report be received in accordance with the required procedure.

**3. BACKGROUND**

- 3.1 In November 1998 as part of the response to the Audit Commission's report on early retirement it was agreed to submit quarterly reports to Members in respect of the costs and numbers of employees taking voluntary early retirement.

**4. CURRENT POSITION**

- 4.1 This report covers the period 1 October 2017 to 31 March 2018

**5. CONSULTATIONS**

- 5.1 None required.

**6. COMPATIBILITY WITH THE EUROPEAN CONVENTION OF HUMAN RIGHTS**

- 6.1 There are no potential conflicts with Convention Rights in this report.

**7. REDUCTION OF CRIME AND DISORDER**

- 7.1 No implications.

**8. FINANCIAL IMPLICATIONS**

- 8.1 None arising from this report.

**9. EMPLOYEE IMPLICATIONS**

- 9.1 None arising from this report.

10. **LIST OF APPENDICES**

10.1 Document 1 – Analysis October 2017 to March 2018

11. **BACKGROUND PAPERS**

11.1 None arising from this report.

Officer Contact: Alison Brown

Ext 3674

Date: 1/05/18

**CORE SERVICES**

**HUMAN RESOURCES & BUSINESS SUPPORT**



	Data					
Directorate	Sum of Cost of Redund.	Sum of Strain Costs	Sum of Cost of PIL	Sum of Total Cost	Sum of Total Saving	Sum of NET COST/ SAV
Communities	£63,011	£63,588	£1,988	£128,587	£421,241	£292,654
Legal & Gov	£17,821	£114,815	£0	£132,636	£129,303	-£3,333
People	£21,510	£74,013	£0	£95,523	£151,041	£55,518
Place	£96,093	£205,135	£1,970	£303,198	£742,620	£439,422
Schools (CYPF)	£24,340	£17,649	£1,921	£43,910	£186,352	£142,442
<b>Grand Total</b>	<b>£222,775</b>	<b>£475,200</b>	<b>£5,879</b>	<b>£703,854</b>	<b>£1,630,557</b>	<b>£926,703</b>

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