

## SELECT COMMITTEE

**Wednesday, 11 September 2019 at 6.30pm**  
**Belle Vue Suite, Belle Vue Square, Broughton Road, Skipton**

**Committee Members: The Chairman (Councillor Staveley) and Councillors Brown, Harbron, Hull, Jaquin, Mercer, Metcalfe, Moorby, Pighills, Shuttleworth, Solloway and Sutcliffe.**

### AGENDA

1. **Apologies for Absence** – To receive any apologies for absence.
2. **Minutes** – To confirm the minutes of the meeting held on 17 July 2019.
3. **Public Participation** – In the event that questions are received, the Chairman will conduct the public participation session for a period of up to fifteen minutes. Where questions are asked, one related supplementary question may be permitted at the Chairman's discretion.
4. **Declarations of Interest** – All Members are invited to declare at this point any interests they have on items appearing on this agenda, including the nature of those interests and whether they wish to apply the exception below.

**Note:** Declarations should be in the form of either:

- a “**disclosable pecuniary interest**” under Appendix A to the Code of Conduct, in which case the Member must leave the meeting room; or
- an “**other interest**” under Appendix B of the Code. For these interests, the Member may stay in the meeting room, although they must leave if membership of the organisation results in a conflict of interest.

**Exception:** Where a member of the public has a right to speak at a meeting, a Member who has a disclosable pecuniary interest or an other interest and must leave the room, has the same rights and may make representations, answer questions or give evidence, but at the conclusion of that, must then leave the room and not take part in the discussion or vote.

5. **Disabled Facilities Grants: Annual Performance Review** – The Housing Adaptations Manager to present a review of progress made against the Select Committee recommendation tracking template.
6. **Work Programme** – The Select Committee to consider its work programme for the 2019/20 municipal year.

**7. Date and Time of Next Meeting –**

- Select Committee – Wednesday, 16 October 2019 at 6.30pm

**8. Any other items** which the Chairman decides are urgent in accordance with Section 100B(4) of the Local Government Act, 1972.

**Agenda Contact Officer:**

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- (b) compliance with the Council's protocol on audio/visual recording and photography at meetings, a copy of which is available on request. Anyone wishing to record must contact the Agenda Contact Officer (details above) prior to the start of the meeting. Any recording must be conducted openly and not disrupt proceedings.

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In case of an emergency, or if the alarm sounds, leave the meeting room and exit the building using the main doors onto the Square. If those doors are not available, please use the nearest available door.

The assembly point is in Belle Vue Square at the front of the building, nearest the main road. An officer will take a roll call once everyone is out of the building.

Please do not leave a meeting without telling the Chairman or a representative of Legal and Democratic Services.

## **SELECT COMMITTEE**

17 July 2019

**Present** – The Chair (Councillor Staveley) and Councillors Brown, Harbron, Hull, Jaquin, Mercer, Pighills, Shuttleworth and Solloway.

**Officers** – Chief Executive, Human Resources Manager, Planning Manager (Development Management), Strategic Manager (Planning and Regeneration), Democratic Services Manager and Democratic Services and Scrutiny Officer.

Apologies for absence were received from Councillors Metcalfe, Moorby and Sutcliffe.

Start: 6.30pm

Finish: 8.05pm

### **Confirmation of Minutes –**

The minutes of the meeting held on 5 June 2019 were approved as a correct record and signed by the Chairman.

### **Public Participation –**

There were no members of the public in attendance.

### **Declarations of Interest –**

There were no declarations of interest.

## **Minutes for Report**

OS.435

### **ABSENCE MANAGEMENT 2018-19**

The Human Resources Manager submitted a report which presented Members with absence management statistics during the period 1 April 2018 to 31 March 2019.

The Human Resources Manager provided a breakdown of long and short term absence statistics. Members were informed that the number of days lost per full time equivalent (FTE) was 10.8 days, which was 27.1% above target. It was explained that this was an 18.7% increase in days lost per FTE compared to the same period for the previous year.

Members were referred to the graph that showed long and short term absences in each 12-month period since March 2016. The Human Resources Manager explained that the total level of absence had increased annually since March 2016, an increase of 19% in the last 12 months.

It was emphasised that short term absence had fallen each year from 4.3 days per FTE to 3.4 days in March 2019. However, long term absence had increased each year from 3.6 days per FTE in 2015/16 to 7.4 days in 2018/19.

Members were reminded that absence was considered long term if it lasted over four continuous weeks. Members were made aware that 25 staff had a period of long term absence between April 2018 and March 2019. Only 1 of the staff members was still absent. The Human Resources Manager advised that 27% of long term absence was due to two members of staff. A further breakdown of the statistics was provided by categorising absences by specific type.

One Member questioned whether there was a correlation between gaps in management and long term absence. The Chief Executive informed Members that monthly updates from all service areas was provided and assured Members of the monitoring processes in place.

After a lengthy discussion Members requested a further report to develop a better understanding of the reasons behind long term absence and the process followed. It was also suggested that consideration be given to alternative solutions that may reduce long term absence.

**Resolved** – That a further report is presented to the November meeting, to develop a better understanding of the reasons behind long term absence and the process followed.

OS.436

### **REVIEW OF DEVELOPMENT CONTROL PERFORMANCE**

The Democratic Services Manager submitted a report which presented Select Committee's Review of Development Control Performance.

The Democratic Services Manager advised that if agreed by Select Committee, the Review would be presented to Policy Committee on 17 September 2019, for final approval.

Councillor Brown presented a report at the meeting addressing what he perceived to be key areas of concern for inclusion in the Review. The Democratic Services Manager advised that Members had already been provided with an opportunity to comment on the draft version of the review. The Review had been presented to Select Committee for approval, subject to any minor amendments or additions being agreed. It was suggested that Councillor Brown addressed the concerns at Policy Committee on 17 September 2019.

**Resolved** –

- (a) That the Review of Development Control Performance, as presented to Select Committee, is agreed.
- (b) That the Review of Development Control Performance is presented to Policy Committee on 17 September 2019, for final approval.

OS.437

### **REVIEW OF PLANNING ENFORCEMENT AND BUILDING CONTROL**

The Planning Manager (Development Management) presented a report outlining Key Performance Information (KPI). It was advised that the report was being presented to Corporate Leadership Team (CLT) on a monthly basis.

The report contained key statistics in relation to planning applications determined, speed of decision making, quality of decisions, enforcement and team performance.

The Planning Manager (Development Management) provided an update on improvements in performance, evident in the KPI report. Members were advised about the appointment of a Consultant Agency Planner which had contributed to improving the service greatly, particularly in terms of achieving targets.

Other key areas of discussion were:

- The need to review the format for presenting information and data contained in the KPI report, particularly in relation to decision-making.
- The importance of succession planning. There was also an acknowledgement of the need to provide ongoing support for more junior members of staff and the challenges sometimes associated with this.
- An update on staffing arrangements in the planning enforcement team.
- The challenges managing planning enforcement pro-actively given the limited resources available.

- Arrangements for future working group meetings, particularly in terms of information and evidence gathering.

**Resolved** – That the first session of the working group’s review into planning enforcement and building control takes place on 11 September 2019, immediately following conclusion of the Select Committee meeting.

OS.438

### **WORK PROGRAMME**

The Democratic Services Manager submitted a report, which presented the most recent version of the Select Committee’s work programme for the 2019/20 municipal year.

Members noted that the Working Group meeting in relation to Building Control and Planning Enforcement was being held on 11 September 2019. In addition, a more detailed absence management report was being presented to the November Select Committee meeting.

**Resolved** – That subject to the above amendments, the work programme is agreed for the 2019/20 municipal year.

### **Minutes for Decision**

There were no items for decision.

Chairman.

## SELECT COMMITTEE – RECOMMENDATION TRACKING

Suggested status of recommendations:

- 1 – Achieved **(Green)**
- 2 – Progress acceptable, continue monitoring **(Amber)**
- 3 – Progress not acceptable, request update **(Red)**

RECOMMENDATION AND DATE OF SELECT COMMITTEE	DATE APPROVED BY POLICY COMMITTEE	LEAD OFFICER	STATUS OF RECOMMENDATION
<p style="text-align: center;"><b>Disabled Facilities Grants – 6 November 2018</b></p> <p>a. If the Service is to be re-structured an in-house service should be retained with a technical services partnership (referred to as Option 1 on page 7 of this report); the service level agreement with the technical services partner to include targets for service improvement which should be monitored. As contractual arrangements for provision of the technical service approach renewal</p>	<p><b>4 December 2018</b></p>	<p><b>Housing Adaptations Manager</b></p>	<p>a) Procurement of technical services was carried out in May/June 2019 with 7 organisations tendering to deliver the service for 3 years with an option extend for a further year. Included within the contract are performance targets which are to be monitored quarterly. Contract has been awarded to Bowman Riley Architects Ltd and finalisation of the contract is due September 2019.</p> <p>The % rate was market tested through the procurement process. Fee</p>

the Service should reassess the fee arrangement in place and consider possible alternatives to that arrangement.

- b. An annual performance review should be carried out and the findings reported to the Select Committee; in presenting the findings in 2019/20 the Housing Adaptations Manager to be asked to provide a step by step list or guide to the process gone through from point of first contact to completion of works.

arrangements of all tenders were reviewed independently by the Procurement Manager and Adaptations Manager and their submissions evaluated on a 40:60 price:quality basis. Quality weighting was based on the need to ensure smooth transition to the new provider and deliverability ensuring the transfer minimised the risk of delay in provision of adaptations for customers.

- b) An annual 2018/19 review (compared to 2017/18) has been carried out. The critical areas affected following the service being delivered “in house” are:

- i. **Number of referrals reduce:**

- This risk factor is predominantly dependent on NYCC capacity to carry out assessments. However, with the introduction of Discretionary Disabled Facilities grants for Energy Efficiency works CDC is able to increase the number of referrals.

2017/18	61
2018/19	68

We have increased the number of referrals in 2018/19 compared to 2017/18 **by 11%**.

- ii. **Number of Completions reduce:**  
A slow down in processing grants

would result in fewer grants completing.

2017/18	34
2018/19	53

We have completed **56% more** grants in 2018/19 than in 2017/18.

**iii. Average time taken to complete increases:**

A slow-down in processing grants would result in grant completions taking longer.

Less than £6,000

2017/18	188 days
2018/19	133 days

We have reduced time taken to complete grants under £6,000 by **30%** in 2018/19 compared to 2017/18.

More than £6,000 increased

2017/18	322 days
2018/19	260 days

We have reduced time taken to complete grants over £6,000 by **19%** in 2018/19 compared to 2017/18.



During 2018/19 we have increased performance in all key areas.

It has been a busy year dealing with the following challenges:

1. TUPE transfer of staff from Yorkshire Housing Home Improvement Agency
2. Technical Services officer resigning in June 2018
3. Caseworker officer maternity period commencing June 2018
4. Procurement and implementation of new procedures in September 2018

Despite the periods of reduced staffing and gap in provision of technical services presented capacity issues and reduced ability to move grants forward we were able to improve upon targets.

As at 31 Aug 2019 the average completion times are:

Less than £6,000

2019/2020 Apr-Aug	88 days
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More than £6,000 increased

2019/2020 Apr-Aug	223 days
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This can be attributed to the communication

c. Existing and proposed performance targets within the disabled facilities grants memorandum of understanding between the County Council and Districts are relatively unambitious and should be subject to regular monitoring and review.

and streamlining efficiencies created through bringing the service in-house. However, there are 2-3 complex Yorkshire Housing historic cases which will complete later in 2019/20 that will impact adversely on our average completion times.

In April 2019 we commenced the production of flowcharts and procedures for all stages of the DFG process. Please see the appended outline of the process.

Detailed flowcharts and procedures will be completed Oct 2019 and be combined to create a DFG Procedure Manual. This will add resilience to the delivery of the Adaptations service faced with future staff changes.

c) As reported previously the targets, within the Memorandum of Understanding, provide the basis of intent for all partners going forward from 2019/20 onwards.

Stage	Urgent (working days)	Non- urgent (working days)
Stage 1 – initial enquiry at first point of contact to OT recommendation provided to	5	20

			adaptation service (landlord, HIA or grant provider);		
			Stage 2 – OT recommendation to approval of scheme (grant approval or issue of works contract/order)	30	50
			Stage 3 – approval of scheme to completion of works	20	80
			Total time taken – sum of above 3 stages	55	150
			<p>Having operated the service from 2018/19 the CDC Targets (Stage 2 and 3) are challenging. The urgent cases are rare and are usually for installation of stair lifts – which can be achieved within the given timescales. Where more comprehensive works are required (Level access showers) these would require a tender process and award of contract.</p> <p>Going forward – to add more ambition to these targets we have implemented the 50</p>		

			<p>day (stage 2 &amp; 3) target to discretionary grants to all stair lifts and specialist toilets. In 2018/19 5 out of 9 cases achieved target with an average of 57 days overall.</p> <p>The categorisation of “non urgent” works is too broad as it includes both small grants (&lt;£6,000) such as Level Access showers and ramps and large grants (&gt;6,000) such as widening doors to extensions. In 2018/19 16 out of 21 cases &gt; £6,000 achieved target with an average of 260 days. The targets currently in place are 133 days for grants &lt;£6,000 and 336 for &gt;£6,000.</p> <p>We report on the current targets via the Council’s Performance Monitoring Framework and include all grants (i.e. discretionary grants not via an OT referral i.e. Energy Efficiency Grants)</p> <p>The outturn for 2018/19 shows 63% of cases under £6,000 achieve target with an average of 133 days and 76% of cases over £6,000 achieve target with an average of 260 days.</p> <p>NYCC state in the Memorandum that the collection/reporting of targets stated will not commence until 2019/20.</p> <p>However, at the County DFG Liaison meeting 10 June 2019 it was reported that NYCC did not have in place as yet a process for monitoring Stage 1. Locally we</p>
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<p>d. There are perceived weaknesses in the consistency of delivery of the Occupational Therapy Service which impacts on grant delivery and associated timescales, with this in mind the Director of Services should contact the County Council's Director for Health and Adult Services to establish how the Occupational Therapy Service's performance is to be monitored; the suggestion to be made that it may be an appropriate subject for consideration by the North Yorkshire Scrutiny of Health Committee.</p> <p>e. Some form of appropriate customer satisfaction survey or feedback</p>			<p>have agreed with the Independence Team Manager NYCC Health and Adult Services to retrospectively collate this information wef 1st April 2019. However, this has not as yet been achieved due to capacity issues – however, it is out joint intention to provide this information.</p> <p>d) As reported previously the working relationship with the Manager and officers of the Occupational Team in Craven is excellent. With both services being based within Belle View Square there is an easy exchange of information and we can respond quickly and efficiently to improve service delivery for our clients. We hold regular meetings and problem solve complex cases in conjunction with our technical services partners – Bowman Riley Architects.</p> <p>Recent and future restructure/review of the service has put pressure on the Occupational Therapists and there is an increasing waiting list of assessments where an application for a DFG may be required. This continues to be monitored by NYCC and CDC as it impacts adversely on our clients and service delivery.</p> <p>e) A customer satisfaction survey has not been implemented yet. NYCC have a</p>
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<p>arrangement should be implemented, and may help to inform service and performance improvements.</p> <p>f. The Service should continue to explore opportunities to recycle equipment.</p>			<p>voluntary “Comments” feedback leaflet and we are looking to build upon this. However, we have had to concentrate on operational delivery for 2018/19.</p> <p>Bowman Riley Architects Ltd have offered to assist and already collate comments from customers for their internal monitoring purposes.</p> <p>When the new Contract is exchanged we shall formulate a partner feedback process.</p> <p>However, in the meantime, we continue to be a responsive service and if any of our customers are dissatisfied we are able to capture this on our Final Inspection Forms or during the process. We address any issues the customer may have as quickly as possible in order not to delay works.</p> <p>We have only been notified of 1 formal complaint during 2018/19 – which is still ongoing and relates to the contractor and contractual arrangements. We are assisting the customer through this process.</p> <p>f) We have entered into an agreement with STANNAH LIFTS COMPANY under the National Housing Federation Procurement contract and negotiated additional terms including extended</p>
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			<p>warranties (2 years) and recycling arrangements.</p> <p>The benefits of this new agreement are:</p> <ul style="list-style-type: none"><li>• NYCC Occupational Therapists now only need to make one visit (instead of 2) when advising the client/contractor on the most appropriate installation. This change will help <b>release pressure on NYCC Occupational Therapists</b> and speed up the process</li><li>• Extending the warranty <b>assists NYCC budgets</b> – Previously client applied to NYCC to fund warranty costs. By ensuring installations are serviced regularly – this will <b>extends the lifetime of the product.</b></li><li>• Stannah lifts will be removed when no longer required and parts suitable for re-cycling are serviced/refurbished and stored for future use. The use of recycled parts would be reflected in the “new” price therefore overall reducing the cost of future installations.</li></ul> <p>We also have an informal arrangement on a case by case basis with Easiaccess for the removal, storage and recycling of modular metal ramps. During 2019/20 we shall firm up this arrangement and explore other opportunities to recycle with other ramp</p>
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g. That the Leader of the Council writes to the Ministry of Housing, Communities and Local Government seeking clarification of the funding formula for Disabled Facilities Grants, suggesting that future funding should reflect demographic projections and highlighting the implications if the allocated budget was insufficient to meet increased demand.

companies.

g) The allocation for 2019/20 has been received and shows a % increase in previous allocations:

YEAR	AMOUNT
2017/18	£ 474,664
2018/19	£ 516,021
2019/20	£ 556,818

In addition, we have also received additional in-year allocations.

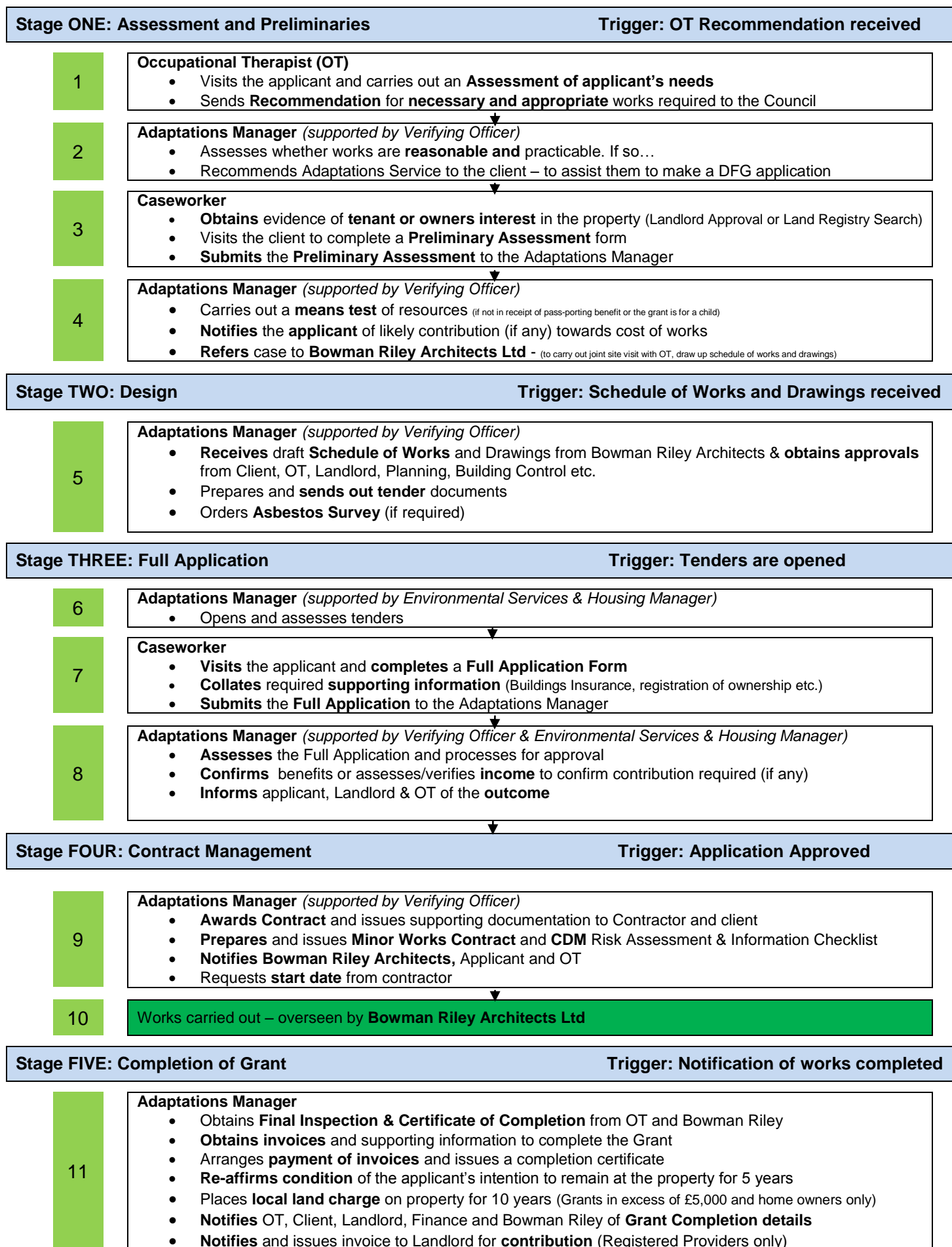
YEAR	AMOUNT
2017/18 (Dec)	£ 46,946
2018/19	£ 61,476

This additional funding has been targeted towards:

1. **Provision of Step Down Beds:**  
Funding used for adaptation of redundant communal space into a single bedsit unit at Limestone View Extra care facility, Settle.
2. **Discretionary Energy Efficiency Grants:** Using the funding for Better Homes Yorkshire qualifying customers in need of replacement boilers.
3. **Assisting NYCC budgets:** By funding grants in excess of £30,000 which previously would have had to apply for NYCC funding.

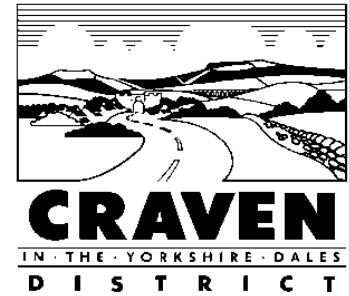


# Disabled Facilities Grant (DFG) Process



**Select Committee – 11 September 2019****Work Programme****Report of the Democratic Services Manager**

Ward(s) affected: All

**1. Purpose of Report**

1.1 To consider the Select Committee's work programme for the remainder of the 2019/20 municipal year.

**2. Recommendations**

2.1 Members are asked to consider the matters outlined in this report and agree (or amend) the work programme (as presented at Appendix 1) for the remainder of 2019/20.

**3. Report**

3.1 At its initial meeting in June 2019, the Select Committee discussed a range of matters for possible inclusion within its work programme for 2019/20. The areas discussed included a range of matters which were then used to help formulate an outline work programme.

3.2 The latest version of the work programme is attached as Appendix 1 for consideration and agreement by Select Committee, subject to any identified and agreed amendments.

3.3 It's important to recognise that the work programme should not be considered a fixed and rigid schedule, it should be something that can be adapted to reflect any new and emerging issues throughout the year; and also reflect any timetable issues that might occur from time to time.

3.4 However, when considering any developments and / or modifications to the work programme, effort should be made to:

- Avoid unnecessary duplication by taking into account any existing groups or forums already monitoring a particular issue.
- Ensure that any review work to be undertaken has clarity and focus of purpose and will add value and can be delivered within an agreed time frame.
- Seek advice about available resources and relevant timings, taking into account Select Committee's workload and the type of activity taking place.
- Build in sufficient flexibility to enable the consideration of urgent matters that may arise during the year.

3.5 In addition, in order to deliver the work programme, the Select Committee may need to take a flexible approach and undertake activities outside the formal schedule of meetings, such as working groups. This flexible approach may also require additional formal meetings of the Select Committee.

**4. Legal Implications**

There are no legal implications arising from this report.

**5. Contribution to Council Priorities**

The work of Select Committee contributes to Council priorities by aiming to improve services and add value.

**6. Risk Management**

There are no risk management issues associated with this report.

**7. Equality Analysis**

There are no direct implications arising from this report.

**8. Consultations with Others**

Solicitor to the Council and Monitoring Officer

**9. Access to Information: Background Documents**

There are no background documents.

**10. Appendices**

- Appendix 1 – Current work programme for 2019/20

**11. Author of the Report**

Guy Close, Democratic Services Manager

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Note: Members are invited to contact the author in advance of the meeting with any detailed queries or questions.

# SELECT COMMITTEE

## WORK PROGRAMME 2019/20



Date	Committee	Agenda
5 June	Select Committee	<ul style="list-style-type: none"> <li>• Update on Statutory Guidance on Overview and Scrutiny in Local and Combined Authorities (Guy Close, Democratic Services Manager)</li> <li>• Work Programme and Appointment of Working Groups (Guy Close, Democratic Services Manager).</li> </ul>
26 June	Select Committee (Crime and Disorder)	<p><b>Select (Crime and Disorder) Committee:</b></p> <ul style="list-style-type: none"> <li>• North Yorkshire Police, Fire and Crime Panel: Annual Update (County Councillor Les)</li> <li>• Local Policing – Local crime overview and priorities (Inspector Lorraine Crossman-Smith)</li> <li>• Community Safety Update (Stacey Reffin, Community Safety Officer)</li> <li>• Consultation on the Draft Priorities for the North Yorkshire Fire and Rescue Plan 2019/21 (Guy Close, Democratic Services Manager)</li> <li>• Feedback on Yorkshire Ambulance Service – (Guy Close, Democratic Services Manager)</li> </ul>
17 July	Select Committee	<ul style="list-style-type: none"> <li>• Absence Management 2018-19 (Jacquie Hodgson, Human Resources Manager)</li> <li>• Review of Development Control Performance – Final Report (Guy Close, Democratic Services Manager)</li> <li>• Report on Planning Enforcement and Building Control (David Smurthwaite, Strategic Manager for Planning and Regeneration) and (Neville Watson, Planning Manager, Development Control)</li> </ul>

<p><b>11 Sept</b></p>	<p><b>Select Committee</b></p>	<ul style="list-style-type: none"> <li>• Disabled Facilities Grants: Annual Performance Review (Nina Pinder, Housing Adaptations Manager)</li> <li>- To include a review of progress made against the recommendation tracking template.</li> <li>• Working Group (Session one) – Planning Enforcement and Building Control</li> </ul>
<p><b>16 Oct</b></p>	<p><b>Select Committee</b></p>	<ul style="list-style-type: none"> <li>• Commercial Waste Service: Evaluation report on the implementation and operation of the new business model (Councillor Lis, Lead Member for Greener Craven) and (Wyn Ashton, Environment Services and Housing Manager)</li> <li>• Report on Waste Management / Lane-end collections (Councillor Lis, Lead Member for Greener Craven), (Wyn Ashton, Environment and Housing Manager) and (Chris Fairhurst, Waste Operations Manager)</li> <li>• Report on Green Theme (Councillor Lis, Lead Member for Greener Craven), (Paul Ellis, Director Services) and (Wyn Ashton, Environment and Housing Manager)</li> </ul>
<p><b>20 Nov</b></p>	<p><b>Select Committee</b></p>	<ul style="list-style-type: none"> <li>• Absence Management: Half Year Position 2019-20 (Jacquie Hodgson, Human Resources Manager)</li> <li>• Recommendation Tracking (Guy Close, Democratic Services Manager):</li> <li>- To include Bereavement Services update (Darren Maycock, CIO and Assets and Commercial Services) and (Clair Cooper, Development Manager, Bereavement Services)</li> </ul>
<p><b>12 Dec</b></p>	<p><b>Select Committee (Crime and Disorder)</b></p>	<p><b>Select (Crime and Disorder) Committee:</b></p> <ul style="list-style-type: none"> <li>• Local Policing – Local crime overview and priorities (Inspector Lorraine Crossman-Smith)</li> <li>• Road Safety Update (Fiona Ancell, Road Safety Team Leader, North Yorkshire County Council)</li> </ul>

		<ul style="list-style-type: none"> <li>• Community Safety Update (Stacey Reffin, Community Safety Officer)</li> <li>• Review of the effectiveness of any public spaces protection orders (Stacey Reffin, Community Safety Officer)</li> </ul>
<b>15 Jan</b>	<b>Select Committee</b>	<ul style="list-style-type: none"> <li>• Customer Services Call Handling Performance (Sharon Hudson, Communications, Customer Services and Partnerships Manager)</li> </ul>
<b>19 Feb</b>	<b>Select Committee</b>	<ul style="list-style-type: none"> <li>• Final Review Reports from Working Groups (Guy Close, Democratic Services Manager)</li> </ul>
<b>18 Mar</b>	<b>Select Committee</b>	<ul style="list-style-type: none"> <li>• Final Review Reports from Working Groups (Guy Close, Democratic Services Manager)</li> </ul>
<b>15 Apr</b>	<b>Select Committee</b>	<ul style="list-style-type: none"> <li>• Draft Work Programme for 2020/21 (Guy Close, Democratic Services Manager)</li> <li>• Recommendation Tracking (Guy Close, Democratic Services Manager)</li> </ul>