

Dear Members

Resources Scrutiny Committee

A meeting of the Resources Scrutiny Committee will be held in the **Craddock Room, Civic Centre, Riverside, Stafford** on **Tuesday 8 June 2021 at 6.30pm** to deal with the business as set out on the agenda.

Please note that this meeting will be recorded.

Members are reminded that contact officers are shown at the top of each report and members are welcome to raise questions etc in advance of the meeting with the appropriate officer.



Head of Law and Administration

**RESOURCES SCRUTINY COMMITTEE -
8 JUNE 2021**

Chair - Councillor R P Cooke

A G E N D A

- 1 Minutes of 11 February 2021 as published in Digest No 274 on 5 March 2021.
- 2 Apologies
- 3 Public Question Time - Nil
- 4 Councillor Session - Nil
- 5 Called in Items - Nil
- 6 Members' Items - Nil

	Page Nos
7 Officers' Reports	
ITEM NO 7(a) Recovery Programme Update	4 - 7
CORPORATE BUSINESS AND PARTNERSHIPS MANAGER	
ITEM NO 7(b) Quarter 4 Performance Monitoring	8 - 15
CORPORATE BUSINESS AND PARTNERSHIPS MANAGER	
ITEM NO 7(c) Complaints Monitoring 2020/21	16 - 24
HEAD OF LAW AND ADMINISTRATION	
ITEM NO 7(d) Business Planning Report	25 - 27
HEAD OF LAW AND ADMINISTRATION	
ITEM NO 7(e) Work Programme – Resources Scrutiny Committee	28 - 32
HEAD OF LAW AND ADMINISTRATION	

Membership

Chair - Councillor R P Cooke

A R G Brown	R A James
R P Cooke	R Kenney
M G Dodson	J A Nixon
A T A Godfrey	G P K Pardesi
A S Harp	P Roycroft

Cabinet Members:-

Councillor R M Smith – Resources Portfolio

Councillor J K Price - Environment Portfolio

Councillor C V Trowbridge – Leisure Portfolio

ITEM NO 7(a)

ITEM NO 7(a)

Report of:	Corporate Business and Partnerships Manager
Contact Officer:	Tracy Redpath
Telephone No:	01785 619195
Ward Interest:	Nil
Report Track:	Resources Scrutiny 08/06/2021 (Only)

RESOURCES SCRUTINY COMMITTEE

8 JUNE 2020

Recovery Programme – Update

1 Purpose of Report

- 1.1 To provide an update to members regarding the work that has been undertaken in quarter 4 as part of the Recovery Programme.

2 Recommendation

- 2.1 That the information is noted.

3 Key Issues and Reasons for Recommendation

- 3.1 There are huge difficulties and challenges that lie ahead for each of the recovery workstreams as officers try to navigate through a third lockdown and continue to respond to the pandemic at the same time as delivering business as usual.
- 3.2 All of the four recovery workstreams are continuing with trying to gain an understanding of the longer term impact of the pandemic on the economy, community and our own activities. At present, this is being kept under constant review as the landscape in which we are working is subject to continual change.
- 3.3 The report sets out the progress made against each of the four recovery workstreams during quarter 4.

4 Relationship to Corporate Business Objectives
--

- 4.1 Covid-19 recovery interlinks with all corporate business objectives.

5 Report Detail

- 5.1 The Covid 19 Recovery Strategy agreed by Cabinet is progressing and a brief update on each of the four workstreams is set out below. When the work recovery workstreams were agreed it was acknowledged that this work would progress in parallel with the ongoing organisational response to the pandemic and that the delivery of the work programme would vary depending on the progress of the pandemic and government decisions on Tiers and lockdown.
- 5.2 During the latest lockdown officers have continued with the provision of support to residents and businesses during quarter four. The Borough Council has already distributed more than £35 million in grants to hundreds of local businesses who have suffered financial hardship during the pandemic and supported in excess of 7000 residents.
- 5.3 The Economic Recovery workstream is being led internally within the Council by the Economic Recovery Group and externally through the Stafford Growth, Regeneration, and Infrastructure Partnership (SGRIP) in recognition of the fact that many economic recovery activities will be undertaken in partnership with or led by external partners. The Economic Recovery Group has continued their focus on understanding the impact of the pandemic and at the same time providing support to businesses during the most recent lockdown. In addition to this longer term recovery will focus on projects such as the Stafford Town Centre Transformation, incorporating the Future High Streets Fund Scheme, Stafford Station Gateway and in addition, the proposed Garden Community at Meecebrook.
- 5.4 The focus of the Community Recovery Group (CRG) has been predominantly focused on the continued response to the pandemic and the provision of support to clinically extremely vulnerable (CEV) residents. During quarter 4 there have been approximately 210 referrals and officers have been making regular weekly/fortnightly welfare calls to 60 people. In addition to this we have managed to make nearly 30 referrals into the Staying Well Service which is run by the Midlands Partnership NHS Foundation Trust. As lockdown restrictions start to ease the CRG will focus on continued signposting to help and support, working with the voluntary sector to understand the continued impact on communities and groups.

5.5 The main activity of the Organisational Recovery Group (ORG) has been to respond to all aspects of organisational health, safety and wellbeing and this work continues. Over the past quarter work has been progressed in relation to:

- Covid-19 Safe Working Practices and monitoring of national and local guidance
- Provision of on-line employee support via “Health Hub” including the on-line Employee Assistance Programme.
- Continuing support to officers and members working remotely

The ORG has commenced a series of meetings with senior managers to assess service delivery requirements and the need to increase numbers of employees in the workplace. In addition, employees are being asked about their current experience of remote/homeworking and their longer-term aspirations regarding continuing to work flexibly subject to service delivery requirements. This feedback will inform how the organisation will build on the transformation agenda work commenced prior to the Pandemic to ensure we continue to be able to recruit and retain an effective workforce. We await the outcome of the Government’s review of social distancing guidelines which will assist with revising risk assessments going forward. To further protect our employees through the easing of lockdown we introduced a local provision to enable employees and household members to undertake regular Lateral Flow Tests (LFT’s) to ensure as far as possible the health of employees working in the community or in the workplace. This was seen as an essential provision throughout the Election period.

5.6 In terms of Financial Recovery it is difficult to determine the ongoing impact of COVID-19. A balanced Budget has been set for 2021-22, including provision for the potential loss of income from sales , fees and charges both for the Council itself and our leisure provider . Monitoring continues on a monthly basis. The Medium Term Financial Strategy will be refined to take account of any implications arising from the recovery workstreams and existing strategic initiatives of the Council. Government support to date provides additional resources for 2021-22 and details of support for future years and details in relation to changes to the Local Government Funding Regime are still awaited.

5.7 Overall, the recovery work aims to generate positive outcomes in order to address the fragilities and opportunities that the pandemic has and continues to expose. The scale and effects of Covid-19 are different for everyone, the knock-on effects are vast and the full scale of the impacts are still not known. At present, it is necessary to plan our recovery concurrently, as we still respond to this devastating pandemic.

6	Implications
----------	---------------------

6.1	Financial	The financial implications of individual actions are being reviewed by the lead organisation for each workstream.
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
------------	--	---

Previous Consideration – Nil

Background Papers – File available in Corporate Business & Partnerships
--

ITEM NO 7(b)**ITEM NO 7(b)**

Report of:	Corporate Business and Partnerships Manager
Contact Officer:	Tracy Redpath
Telephone No:	01785 619195
Ward Interest:	Nil
Report Track:	Resources Scrutiny 08/06/2021 (Only)

RESOURCES SCRUTINY COMMITTEE**8 JUNE 2021****Quarter 4 Performance Reporting****1 Purpose of Report**

- 1.1 To provide an update to members regarding performance reporting for Quarter 4 2020-2021 for Resources Scrutiny Committee.

2 Recommendation

- 2.1 That the information is noted.

3 Key Issues and Reasons for Recommendation

- 3.1 During the last quarter although some work has commenced on recovery planning, officer time has been taken up with the continued provision of additional support to vulnerable residents and businesses as part of the response to Covid-19.
- 3.2 The performance report reflects this fact and that officers are also delivering business as usual, including support for new schemes introduced.
- 3.3 The performance reporting for Quarter 4 2020-2021 for the Resources Scrutiny Committee is detailed in the **APPENDIX**.

4 Relationship to Corporate Business Objectives

- 4.1 Performance reporting interlinks with all corporate business objectives.

5 Report Detail

- 5.1 Officers across the whole Council have been working exceptionally hard during this quarter to ensure that a broad range of support continues to be provided to residents and businesses at the same time as continuing to keep all of our critical services operating. The performance report reflects the level of work that has been undertaken in the last quarter.
- 5.2 Although officers have still been responding to the pandemic, work has continued in all of the recovery workstreams and there is a separate report that details all of that work that has been included in the agenda for this meeting.
- 5.3 Revenues and Benefits have managed to reduce their target for days taken to process new housing benefit and council tax claims from 71.25 in quarter 3 to 17.18 days in quarter 4. They have also exceeded their target of days taken to process new housing benefit and council tax change of circumstances from 6.5 days in quarter 3 to 5.79 days in quarter 4.
- 5.4 The report also highlights performance being below target for the number of abandoned calls which is currently 37.7% against a target of 5%. Although the figure is high it is reflective of the high call volume during quarters 3 and 4 when staff were supporting service areas with the provision of business grants, regulations of businesses and track and trace. In addition, the team dealt with a huge number of calls in relation to chargeable garden waste and the new blue bag scheme. All of which has placed additional demand onto customer services, over and above usual enquiries received.
- 5.5 Work continues with digital transformation and the County Council procurement team have been engaged to support the procurement of a new Customer Digital Platform. Soft market testing is currently taking place in relation to the different digital platforms available and further information is contained in the narrative updates.
- 5.6 Performance for the reporting period is contained within the **APPENDIX**, the report also includes relevant improvement reports in relation to performance indicators identified as performing below target.

6	Implications
----------	---------------------

6.1	Financial	The financial implications of individual actions are being reviewed by the lead organisation for each workstream.
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
------------	--	---

Previous Consideration – Nil

Background Papers – File available in Corporate Business and Partnerships
--

Q4 Resources Performance Indicators

Performance at a glance

No	Indicator	Responsible Officer	Is good high or low	Q1 Actual	Q1 Target	Q1 Performance	Q2 Actual	Q2 Target	Q2 Performance	Q3 Actual	Q3 Target	Q3 Performance	Q4 Actual	Q4 Target	Q4 Performance	Year End forecast	Year end target	Direction of Travel
LI19	% of calls abandoned	Sue Pote	L	4.8%	5%	😊	3.9%	5%	😊	41%	5%	😞	37.7%	5%	😞	5%	5%	😐
LI20	% of resident satisfaction with our customer contact centre	Sue Pote	H	N/A	85%	Information not collected, service area involved in the response to Covid-19'	100%	85%	😊	100%	85%	😊	0%	85%	😐	95%	80%	😊
LI21	Days taken to process new HB/CT Claims	Rob Wolfe	L	N/A	20 days	Information not collected, service area involved in the response to Covid-19'	94 days	20 days	😞	71.25	20 days	😞	17.18	20 days	😊	20.8	20	😐
LI22	Days taken to process new HB/CT change of circumstances	Rob Wolfe	L	8 days	9 days	😊	16 days	9 days	😞	6.5	9 days	😊	5.79	9 days	😊	7	9	😊
LBV12	Sickness rates (cumulative)	Neville Raby	L	0.64	1.75	😊	0.77	1.75	😊	2.07	1.75	😊	0.79	1.75	😊	6.5	7	😐

Performance direction of travel - Key

Performance 10% or more above target



On Track



Performance 10% or more below target



Q4 Improvement Report

No	Measure Detail	RO	Actual	Target	Performance Symbol	Context for current performance
LI19	% of calls abandoned	Sue Pote	37.7%	5%	☹	<p>Due to the Covid-19 pandemic the level of calls and emails received by the Contact Centre has increased significantly. The team have been receiving calls in relation to the provision of grants, regulation of businesses, and track and trace. Additionally, the provision of new waste services including the provision of the blue bag and the introduction of charging for garden waste collection has led to greater demand on the Contact Centre.</p> <p>This is additional demand to the usual enquiries that continue to be received.</p>
LI20	% of resident satisfaction with our customer contact centre	Sue Pote	0%	85%	☹	<p>No capacity to undertake the surveys due to high call volumes. This is something that we will be automating when we have the new digital platform.</p>

Q4 Resources

Narrative Updates

Q4

Ref	Key Deliverable	Responsible Officer	End Date	Performance Symbol	Commentary/Action
3.1.1	Ensure the relative needs and resources of the authority are considered as part of the Local Government Finance settlement and that Government Funding is maximised wherever possible.	Emma Fullagar	Awaiting full timetable from Ministry of Housing and Local Government	☹️	Ongoing responses to the Consultations on Fair Funding/Business Rates retention. Components of New Homes Bonus are subject to monthly review. Any potential changes delayed to 2022/23. Provisional settlement received for 2021/22 only in late December. Future years still under review. Review also of impact of Covid-19 ongoing.
3.1.2	Improve services	Leadership Team Tracy Redpath	31 March 2021	☹️	This work has now been incorporated into the covid recovery workstream.
3.1.3	Increase in income generated by the authority through trading activities and fees and charges	Leadership Team Tracy Redpath	31 March 2021	☹️	This work has now been incorporated into the covid recovery workstream.
3.1.4	Enable those residents who need to contact the Revenues and Benefits Services to be able to do so on-line.	Rob Wolfe	September 2021	☹️	Online forms are now a part of our 'business as usual'. Progress on this will be continuous, as will the work to encourage customers to use them
3.1.5	Support the accommodation rationalisation	Tracy Redpath	31 March 2021	☹️	This work has now been incorporated into the covid recovery workstream.
3.1.6	Conduct a comprehensive review of all assets including land ownership and maintenance	Phil Gammon	March 2021	☹️	No further progress was made in this quarter as resources were prioritised to the response of Covid-19
3.1.7	Implement the recommendations from the Corporate Peer Challenge (CPC)	Tracy Redpath	31 May 2021	☹️	All of the recommendations from the corporate peer challenge have now been implemented. A follow up visit was scheduled for March, but had to be cancelled due to the Covid-19 pandemic.
3.1.10	Review Technology Policies and processes to enable agile working to support changes in workstyle and how we use our accommodation to improve efficiency and reduce costs	Peter Kendrick	February 2021	☹️	One-time passwords in use across 50% of the staff to support a better resilience to cyber security. The other staff will use this system in the next quarter.
3.1.11	Support the specification, procurement and installations of new systems and data security	Peter Kendrick	February 2021	☹️	The new intranet will go live in April 2021.

Ref	Key Deliverable	Responsible Officer	End Date	Performance Symbol	Commentary/Action
3.1.12	Support Members to be effective community leaders and representatives	Ian Curran	March 2021	☹️	A Member Development Programme has been successfully delivered through October 2020 to March 2021 via a series of virtual training sessions.
3.2.1	Review and revise Customer Access Strategy	Sue Pote	March 2021	☹️	A draft Digital Strategy has been drawn up in conjunction with IT and CCDC. This will be presented to Leadership Team for approval and will support the requirements to replace CRM with a Customer Digital Platform.
3.2.2	Maintain good levels of customer satisfaction with our services	Sue Pote	March 2021	☹️	Call volumes remain high in comparison to the same period over the past five years. This is mainly due to Covid-19 and the chargeable garden waste service. We are also seeing increased communication via social media platforms and email channels. Customers now have a number of channels to access our services and are doing so.
3.2.4	Influence and support the procurement of a customer contact tools to replace existing CRM system and consider what systems are needed for SBC	Sue Pote	March 2021	☹️	We have now engaged with the County Council Procurement team to support us through procuring a Customer Digital Platform. We are currently soft market testing and have seen to date three demonstrations from companies that have the platform we are looking for. We have a further two demonstrations booked in and we will then evaluate our Digital Strategy to ensure we have captured some of the features which have been demonstrated to us.
3.2.5	Drive and support the implementation of digital by design	Sue Pote	March 2021	☹️	Some of this work has been fast tracked as a result of Covid-19, this has helped us deliver some of our transformation objectives. We will continue to review our processes to ensure our residents have a choice of how they wish to do business with us. We have now drafted a Digital Strategy and have now started soft market testing for the new Customer Digital Platform which will further enhance what we have already achieved.

Ref	Key Deliverable	Responsible Officer	End Date	Performance Symbol	Commentary/Action
3.3.1	Manage key corporate contracts to agreed service level specifications and standards; identify and manage risks that may arise through the operation of the contract and implement robust financial and operational controls.	Lee Booth	March 2021	☹️	Key contracts continue to be managed to ensure compliance and manage risk of failure as a result of the impact of the pandemic. Wherever possible, financial grants and Government support has been accessed to minimise financial risk.
3.3.2	Review other Council expenditure on external providers to ensure compliance with procurement regulations	Lee Booth	June 2021	☹️	The priority during the pandemic continues to be the mitigation of risk of performance failure and financial failure of key contracts. Compliance with procurement regulations continues for new contracts.
3.3.3	Develop a contract management and procurement training package	Lee Booth	March 2021	☹️	At the moment, this has not been a priority as managing the risks and fall out from the pandemic takes precedence.
3.3.4	Specify and incorporate latest innovation within key corporate contracts	Lee Booth	January 2021	☹️	Discussions continue with key contracts and is part of contract meetings. Innovative solutions are required to ensure Covid-19 compliance whilst maintaining excellent service. For example, key KPI reporting and developing customer insight for the Leisure and Cultural Services contract will be via the new national online 'Moving Communities' platform.

Performance direction of travel - Key

Exceptional

On Track

Below what it should be



ITEM NO 7(c)**ITEM NO 7(c)**

Report of:	Head of Law and Administration
Contact Officer:	Andrew Bailey
Telephone No:	01785 619212
Ward Interest:	Nil
Report Track:	Resources 08/06/2021 (Only)

RESOURCES SCRUTINY COMMITTEE**8 JUNE 2021****Complaints Monitoring 2020/21****1 Purpose of Report**

- 1.1 To update the Scrutiny Committee on performance in relation to corporate complaints and complaints referred by the Local Government and Social Care Ombudsman.

2 Recommendation

- 2.1 The Scrutiny Committee are requested to note the contents of the report.

3 Key Issues and Reasons for Recommendation

- 3.1 The following report updates the Committee on performance in relation to corporate complaints and complaints referred by the Local Government and Social Care Ombudsman, as well as any lessons learned.
- 3.2 The report also updates the Committee on the introduction of the complaints procedure that helps to clarify what is a complaint, who responds to each stage of the process and will enable the production of more accurate complaints handling for this Committee.

4 Relationship to Corporate Priorities

- 4.1 This report is most closely associated with the following Corporate Business Objective 3:-

To be a well-run, financially sustainable and ambitious organisation responsive to the needs of our customers and communities and focussed on delivering our objectives.

5	Report Detail
----------	----------------------

5.1 The Complaints Procedure

5.1.1 The Council's Complaints Procedure tracks the following three stages of complaints that are received by the Council:-

- Stage 1 - Complaint/Service Request that is responded to by an officer responsible for the service provided
- Stage 2 - Complaint that is responded to by the Head of Service when the complainant was not satisfied under Stage 1
- Stage 3 - Complaint this is responded to by the Chief Executive when the complainant was not satisfied under Stage 2

5.1.2 It is currently not possible to obtain an accurate figure as to the number of Stage 1 complaints received because of the various ways in which they are received (e.g. directly to the Officer or via the Contact centre either by telephone or email) and it may not even be a complaint in the first instance, but a service request (e.g. a missed bin collection). However, the Council is now able to accurately record those complaints that do develop into both stages 2 and 3, where the complainant is unsatisfied with the response received. Under the previous complaints procedure, only those complaints escalated to the Chief Executive were recorded.

5.1.3 From April 2020, there were 11 Stage 2 complaints, the Service Breakdown for which was as follows (due to this being the first year that Stage 2 complaints have been recorded, there are no comparison figures for this stage from last year):-

Service	No of Complaints 2020/21
Law and Administration	1
Development	5
Finance	0
Technology	0
Operations	5
Human Resources	0
Corporate Business and Partnerships	0
Total	11

- 5.1.4 Of the 11 Stage 2 complaints made during 2020/2021, 6 were escalated to the Chief Executive under Stage 3 (compared to 4 in 2019/20) and the Service Breakdown they relate to is as follows:-

Service	No of Complaints 2020/21	No of Complaints 2019/20
Law and Administration	1	1
Development	3	1
Finance	0	0
Technology	0	0
Operations	2	1
Human Resources	0	0
Corporate Business and Partnerships	0	1
Total	6	4

- 5.1.5 In the vast majority of instances the complaints investigated related to the outcome of decisions made in accordance with the Council's working procedures, guidelines and policies and therefore no recommended action was required.

5.2 Complaints referred by the Local Government and Social Care Ombudsman

- 5.2.1 There were 2 complaints investigated by the Local Government and Social Care Ombudsman during 2020/21, which are summarised at **APPENDIX 1**. This compares to 10 complaints in 2019/20.
- 5.2.2 Although not a prerequisite, the Local Government and Social Care Ombudsman will usually only investigate a complaint when the complainant is not satisfied with the response given by the Chief Executive at the final stage of the Corporate Complaints process.
- 5.2.3 In 2020/21, 2 complaints were investigated by the Local Government and Social Care Ombudsman evolved from Corporate Complaints, which are marked in *italics* at **APPENDIX 1**. In 2019/20, 2 complaints investigated by the Local Government and Social Care Ombudsman evolved from Corporate Complaints.
- 5.2.4 This shows that during 2020/21, 2 of the 6 complainants were not satisfied with the outcome of the response provided by the Chief Executive and pursued the matter further with the Local Government and Social Care Ombudsman, which compares to 2 out of 10 during 2019/20.
- 5.2.5 As it can be seen from the summary included at **APPENDIX 1**, during 2020/21, the Local Government and Social Care Ombudsman did not find the Council to be at fault and did not issue any reports.

- 5.2.6 A list of the Decision Reasons and Glossary of Terminology used by the Local Government and Social Care Ombudsman is included at **APPENDIX 2**.

5.3 The Complaints Procedure

- 5.3.1 The complaints procedure was introduced across the authority on 1 July 2019, which is now in 3 stages in order to provide greater clarity as to what constituted a complaint (as opposed to a service request), who should respond to each stage of the process and an ability to assemble more accurate and consistent complaints handling data that will be annually reported to this Committee.

5.4 Lessons Learned

- 5.4.1 The complaints procedure has been developed directly as result of the lessons learned from previous complaints and from the need to provide this Committee with accurate and consistent complaints handling data.
- 5.4.2 This approach is helping the Authority to provide a consistent approach to the recording and monitoring of all of the complaints it receives (particularly from stage 2 and onwards), demonstrating how it has learned the lessons from those complaints and assisting in the prevention of further complaints.
- 5.4.3 During the last twelve months, the Local Government and Social Care Ombudsman did find the Council to be at fault and did not issue any reports against the Council.

6	Implications
----------	---------------------

6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
-----	--	---

Previous Consideration - Nil

Background Papers - File available in Law and Administration

APPENDIX 1

RESOURCES SCRUTINY COMMITTEE

8 JUNE 2021

Complaints Monitoring 2020/21

COMPLAINTS TO THE LOCAL GOVERNMENT AND
SOCIAL CARE OMBUDSMAN 2020/21

Ref	Received	Subject	Services Involved	Decision
1	23/7/20	Failings in Dealing with Anti-Social behaviour	Corporate Business and Partnerships	Closed after Initial Enquiries - No Further Action
2	8/10/20	Failings in Dealing with a Planning Application	Development	Closed after Initial Enquiries - No Further Action

SUMMARY 2019/20

Type of decision	Number
Premature	
Incomplete/Invalid	
Advice Given	
Referred Back for Local Resolution	
Closed After Initial Enquiries - No Further Action	2
Closed After Initial Enquiries - Out of Jurisdiction	
Upheld: No Further Action	
Upheld Maladministration and Injustice	
Upheld Maladministration and No Injustice	
Report Issued: Upheld, Maladministration and Injustice	
Report Issued: Upheld Maladministration, No Injustice	
Not Upheld: No Further Action	
Not Upheld: No Maladministration	
Report Issued: Not Upheld; No Maladministration	
Total No of Cases Resolved	2
Awaiting Decision	

Service Area	Number
Corporate Business and Partnerships	1
Development	1
Total	2

APPENDIX 2**RESOURCES SCRUTINY COMMITTEE****8 JUNE 2021****Complaints Monitoring 2019/20****DECISION REASONS**

What is said at the bottom of the decision letter	What is reported at the Annual Review
These types of complaint do not have a formal decision letter issued for them.	Incomplete/Invalid
	Advice Given
	Referred back for local resolution
Closed after initial enquiries - no further action	Closed after initial enquiries
Closed after initial enquiries - out of jurisdiction	
Upheld: no further action	Upheld
Upheld: maladministration and injustice	
Upheld: maladministration, no injustice	
Report Issued: Upheld, maladministration and injustice	
Report Issued: Upheld maladministration, no injustice	
Not upheld: no further action	Not upheld
Not upheld: no maladministration	
Report issued: Not upheld; no maladministration	

GLOSSARY OF TERMINOLOGY

Advice Given

These are enquiries where the Local Government Ombudsman Advice Team has given advice on why the Ombudsman would not be able to consider a complaint, other than that the complaint is premature. For example, the complaint may clearly be one that the Ombudsman has no power to investigate.

Local Settlements

The term local settlement is used to describe the outcome of a complaint where, during the course of our consideration of the complaint, the council takes, or agrees to take, some action, which the Ombudsman considers, is a satisfactory response to the complaint and the investigation is discontinued. This may occur, for example, in any of the following circumstances:

- the council on its own initiative says that there was fault that caused injustice, and proposes a remedy which the Ombudsman accepts is satisfactory;
- the council accepts the suggestion by the Ombudsman, as an independent person, that there was fault which caused injustice, and agrees a remedy which the Ombudsman accepts is satisfactory;
- the council does not consider that there was fault but is able to take some action which the Ombudsman accepts is a satisfactory outcome;
- the council and the complainant themselves agree upon a course of action and the Ombudsman sees no reason to suggest any different outcome;
- the Ombudsman considers that, even if the investigation were to continue, no better outcome would be likely to be achieved for the complainant than the action the council has already taken or agreed.

Ombudsman's Discretion

Complaints described as terminated by Ombudsman's discretion are those which have been terminated because, for example:

- the complainant wishes to withdraw his or her complaint;
- the complainant has moved away and the Ombudsman is no longer able to contact him or her;
- the complainant decides to take court action;
- the Ombudsman finds that there is no or insufficient injustice to justify continuing the investigation.

Outside Jurisdiction

The Ombudsmen can investigate most types of complaints against local authorities. But there are some things the law does not allow them to investigate, such as personnel matters, the internal management of schools and colleges, and matters which affect all or most of the people living in a council's area. Such complaints, when they are terminated, are described as being outside jurisdiction.

Premature Complaints

The Ombudsman does not normally consider a complaint unless the organisation concerned has first had a reasonable opportunity to deal with that complaint itself. So if someone complains to the Ombudsman without having taken the matter up with the organisation concerned, the Ombudsman will either refer it back to the organisation as a 'premature complaint' to see if it can itself resolve the matter, or advise the enquirer.

Report Issued

For complaints against councils (in this context 'councils' is shorthand for all authorities within the Ombudsman's jurisdiction, excluding schools or the purposes of the internal management of schools jurisdiction, and non-council adult social care providers) , if an investigation is completed, the Ombudsman issues a report. If this finds maladministration by the council which has caused injustice, then the report will include recommendations for a remedy.

ITEM NO 7(d)**ITEM NO 7(d)**

Report of:	Head of Law and Administration
Contact Officer:	Andrew Bailey
Telephone No:	01785 619212
Ward Interest:	Nil
Report Track:	Resources 08/06/2021 (Only)

RESOURCES SCRUTINY COMMITTEE**8 JUNE 2021****Business Planning Report****1 Purpose of Report**

- 1.1 To review the programme of business considered by the Resources Scrutiny Committee in 2019/21 with a view to the report being submitted to the Council.

2 Recommendation

- 2.1 The Committee is recommended to approve this report as the Annual Report to the Council.

3 Key Issues and Reasons for Recommendation

- 3.1 During the past Municipal Year (extended due to the COVID-19 Pandemic), the Resources Scrutiny Committee considered a wide variety of issues in support of the Corporate Business Objective to be a well-run, financially sustainable and ambitious organisation responsive to the needs of our customers and communities and focussed on delivering our objectives.
- 3.2 The Committee has completed two Annual Reviews of the Constitution.
- 3.3 The Committee will continue to control its own Work Programme, which is already populated with a range of issues for the forthcoming Municipal Year.

4 Relationship to Corporate Business Objectives

- 4.1 This report is most closely associated with the following Corporate Business Objective 3:-

To be a well-run, financially sustainable and ambitious organisation responsive to the needs of our customers and communities and focussed on delivering our objectives.

5 Report Detail

- 5.1 During the 2019/21 Municipal Year, the Resources Scrutiny Committee considered a wide variety of issues, including Complaints Monitoring and Final Accounts, that supported the Corporate Business Objective to be a well-run, financially sustainable and ambitious organisation responsive to the needs of our customers and communities and focussed on delivering our objectives.
- 5.2 The Committee has undertaken two Task and Finish Reviews relating to the Review of the Constitution, which has led to a number of recommendations being endorsed by Council.
- 5.3 The Committee considered the following an item that was called-in for further scrutiny relating to Financial Support for Freedom Leisure.
- 5.4 The Committee have considered three Members Items related to the following:-
 - Staffing
 - Covid-19 Pandemic Essential Actions and Recovery Planning
 - Local Housing Allowance
- 5.5 The Committee considered a Councillor Session Item related to Assistance with Council Tax Arrears.
- 5.6 The Committee considered the following items that were referred to it directly from the Cabinet:-
 - Consultation on Local Council Tax Reduction Scheme
 - Recycling and Waste Collection - Future Service Option
 - Financial Plan
 - Fees and Charges Review
 - General Fund Revenue Budget and Capital Programme
 - Resources Portfolio - General Fund Revenue Budget and Capital Programme
- 5.7 The Committee considered the following other reports:-
 - COVID19 Pandemic Stafford Borough Council Response and Recovery Programme Updates
 - Freedom Leisure Performance Monitoring Report - Contract Year 2 January - November 2019
 - Local Council Tax Reduction Scheme
 - Gender Pay Gap
 - Corporate Business Plan 2021 – 2024 Consultation
- 5.8 The Committee continues to control its own Work Programme and makes appropriate adjustments as necessary.

- 5.9 Under its Terms of Reference, the Committee received details of the General Fund Budget and Capital Programme for the whole Council and the Resources Portfolio as well as receiving regular reports that monitored both operational and financial performance.
- 5.10 The Resources Scrutiny Committee's Work Programme is already populated for the forthcoming Municipal Year with various items and will again undertake the annual Review of the Constitution early in the New Year.
- 5.11 It is intended that this report, with the addition of any appropriate information concerning the current meeting, be taken to the next available meeting of the Council as the report back from this Scrutiny Committee in accordance with Article 6, Paragraph 6.3 of the Constitution whereby the Committee is required to report annually to the Council on its workings and future Work Programme.

6 Implications

6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
-----	--	---

Previous Consideration - Nil

Background Papers – File available in Law and Administration

Report of:	Head of Law and Administration
Contact Officer:	Andrew Bailey
Telephone No:	01785 619212
Ward Interest:	Nil
Report Track:	Resources 08/06/2021 (Only)

RESOURCES SCRUTINY COMMITTEE

8 JUNE 2021

Work Programme - Resources Scrutiny Committee

1 Purpose of Report

- 1.1 The purpose of this report is to present the Resources Scrutiny Committee's Work Programme.

2 Recommendation

- 2.1 That the Resources Scrutiny Committee considers and comments upon their Work Programme.

3 Key Issues and Reasons for Recommendation

- 3.1 The first stage in achieving a Member-led Overview and Scrutiny process is to develop a Work Programme for the Members of the Committee to own.
- 3.2 Accordingly, an up-to-date copy of the Resources Scrutiny Committee's Work Programme is provided for Members to consider or amend as appropriate.

4 Relationship to Corporate Business Objectives

- 4.1 This report is most closely associated with the following Corporate Business Objective 3:-

To be a well-run, financially sustainable and ambitious organisation responsive to the needs of our customers and communities and focussed on delivering our objectives.

5 Report Detail

- 5.1 Members will recall that one of the fundamental philosophies behind the creation of Overview and Scrutiny is that the process should be Member-led and the first stage in achieving this is to develop a Work Programme that is:-
- Owned by all Members of the Scrutiny Committee;
 - Flexible to allow the Committee to react to urgent items;
 - Contain aspects of both Overview and Scrutiny.
- 5.2 Therefore, at each scheduled meeting of the Resources Scrutiny Committee, an up-to-date copy of the Work Programme will be provided for Members to consider or amend as appropriate.
- 5.3 The Work Programme includes provision for the Committee to scrutinise appropriate items delivered through the Council's Service Delivery Plan up to twelve months in advance, whilst maintaining the flexibility to respond to any issues that may arise.
- 5.4 Accordingly, attached at **APPENDIX** is the Resources Scrutiny Committee's current Work Programme to consider or amend as appropriate.

6 Implications

6.1	Financial	Nil
	Legal	Nil
	Human Resources	Nil
	Human Rights Act	Nil
	Data Protection	Nil
	Risk Management	Nil

6.2	Community Impact Assessment Recommendations	<p>The Borough Council considers the effect of its actions on all sections of our community and has addressed all of the following Equality Strands in the production of this report, as appropriate:-</p> <p>Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.</p>
-----	--	---

Previous Consideration - Nil

Background Papers – File available in Law and Administration

RESOURCES SCRUTINY COMMITTEE

8 JUNE 2021

Work Programme - Resources Scrutiny Committee

TUESDAY 17 AUGUST 2021 AT 6.30PM

Minutes of Last Meeting:	8 June 2021
Officer Items by:	Monday 2 August 2021
Call-in Deadline:	Tuesday 17 August 2021
Member/Public Items by:	Thursday 5 August 2021
Agenda Despatch on:	Monday 9 August 2021
Officer Reports:	<ul style="list-style-type: none"> • COVID-19 Recovery Corporate Business and Partnerships Manager • Final Accounts 2020/21 Head of Finance • Gender Pay Gap Report - 31 March 2020 Head of Human Resources • Performance Update /Budget Monitoring Report Corporate Business and Partnerships Manager /Head of Finance • Work Programme Scrutiny Officer

TUESDAY 2 NOVEMBER 2021 AT 6.30PM

Minutes of Last Meeting:	17 August 2021
Officer Items by:	Monday 18 October 2021
Call-in Deadline:	Tuesday 19 October 2021
Member/Public Items by:	Thursday 21 October 2021
Agenda Despatch on:	Monday 25 October 2021
Officer Reports:	<ul style="list-style-type: none"> • Scrutiny of the Waste Contract Head of Operations • COVID-19 Recovery Corporate Business and Partnerships Manager • Financial Plan 2022/23 - 2024/25 Head of Finance • Fees and Charges Review 2022 Head of Finance • Fees and Charges Review 2022 - Leisure Contractor Head of Finance • Performance Update /Budget Monitoring Report

	<p>Corporate Business and Partnerships Manager /Head of Finance</p> <ul style="list-style-type: none"> • Review of the Constitution Head of Law and Administration • Work Programme Scrutiny Officer
--	--

TUESDAY 11 JANUARY 2022 AT 6.30PM

Minutes of Last Meeting:	2 November 2021
Officer Items by:	Friday 17 December 2021
Call-in Deadline:	Tuesday 14 December 2021
Member/Public Items by:	Tuesday 21 December 2021
Agenda Despatch on:	Friday 24 December 2021
Officer Reports:	<ul style="list-style-type: none"> • General Fund Revenue Budget 2021-22 to 2024-25 and Capital Programme 2021-22 - 2024-25 Head of Finance • Resources Portfolio - General Fund Revenue Budget 2021-22 to 2024-25 and Capital Programme 2021-22 - 2024-25 Head of Finance • COVID-19 Recovery Corporate Business and Partnerships Manager • Work Programme Scrutiny Officer

TUESDAY 15 FEBRUARY 2022 AT 6.30PM

Minutes of Last Meeting:	11 January 2022
Officer Items by:	Monday 31 January 2022
Call-in Deadline:	Tuesday 15 February 2022
Member/Public Items by:	Thursday 3 February 2022
Agenda Despatch on:	Monday 7 February 2022
Officer Reports:	<ul style="list-style-type: none"> • COVID-19 Recovery Corporate Business and Partnerships Manager • Review of the Constitution (If available by then) Head of Law and Administration • Performance Update /Budget Monitoring Report Corporate Business and Partnerships Manager /Head of Finance • Work Programme Scrutiny Officer

FUTURE ITEMS	
<ul style="list-style-type: none"> • Freedom Leisure Annual Report 	Freedom Leisure

TASK AND FINISH REVIEW	
<ul style="list-style-type: none"> • Review of the Constitution 	