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Dear Members

Resources Scrutiny Committee

A meeting of the Resources Scrutiny Committee will be held on **Tuesday 2 July 2024** at **6.30pm** in the **Sheridan Room, Civic Centre, Riverside, Stafford** 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 Governance

RESOURCES SCRUTINY COMMITTEE

2 JULY 2024

Chair - Councillor M J Winnington

AGENDA

1 Minutes of 13 March 2024 as previously published on the Council's website.

2 Apologies

3 Public Question Time - Nil

4 Councillor Session - Nil

5 Called in Items - Nil

6 Members' Items - Nil

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7	Officers' Reports	
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Membership

Chair - Councillor M J Winnington

K M Aspin	B McKeown
E L Carter	A Nixon
M G Dodson	J S Powell
R A James	J P Read
A M Loughran	M J Winnington

Agenda Item 7(a)

Complaints Monitoring 2023/2024

Committee: Resources Scrutiny

Date of Meeting: 2 July 2024

Report of: Head of Law and Governance

Portfolio: Resources

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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 Recommendations

2.1 That the report be noted.

Reasons for Recommendations

2.2 To update the Scrutiny Committee on performance in relation to complaints for the previous municipal year.

3 Key Issues

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.

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 Prior to 1 April 2023, the Council's Complaints Procedure encompassed 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 was previously not possible to obtain an accurate figure as to the number of Stage 1 complaints received because of the various ways in which they were 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 was able to accurately record those complaints that developed into both stages 2 and 3, where the complainant was unsatisfied with the response received.

5.1.3 As previously reported to members, in 2022/23, the breakdown of complaints for Stages 2 and 3 were as follows:

Service	**Stage 2**	**Stage 3**
Law and Administration	1	0
Development	21	13
Housing	0	0
Finance	3	3
Technology	0	0
Operations	2	2
Human Resources	0	0
Corporate Business and Partnerships	0	0
Total	**26**	**18**

5.1.4 On 1 April 2023, the Council revised its Complaints Procedure to incorporate a two stage procedure. This brought the process into line with the majority of other public authorities and accords with the advice of the Local Government Ombudsman to limit complaints processes to two stages to avoid unduly long processes or delayed access to the Ombudsman. Stage 1 incorporates a response by an officer responsible for the service provided and Stage 2 provides from a response from a Chief Officer if the complainant is not satisfied by the Stage 1 response.

5.1.5 Most contacts received by the Council will be classed as service requests rather than complaints. Officers will seek to resolve any such requests at an early stage as a normal part of its business. If the service recipient remains unsatisfied, however, they then have access to the formal complaints process. Under the new process, the Council now keeps a central record of all complaints received at Stage 1. As those figures were not previously centrally recorded, it is not possible to compare the number of complaints received in 2023/24 with those received at the same stage in 2022/23. Comparison figures will be available in future years.

5.1.6 A breakdown of complaints for Stages 1 and 2, for 2023/24, is as follows:

Service	**Stage 1**	**Stage 2**
Law and Governance	0	0
Development Management	23	11
Finance	6	0
Transformation and Assurance	0	0
Operations	4	0
Regulatory	7	3
Wellbeing	3	0
Housing and Corporate Assets	0	0
Total	**43**	**14**

5.1.7 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. Of the 14 complaints that progressed to Stage 2, 9 complaints sought to dispute either a planning or a regulatory decision, 4 related to delays in determining planning decisions and 1 related to an alleged data protection breach that was not upheld.

5.2 Complaints referred to the Local Government and Social Care Ombudsman

5.2.1 There were 11 complaints investigated by the Local Government and Social Care Ombudsman during 2023/24, which are summarised at **APPENDIX 1**. This compares to 12 complaints in 2022/23.

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 Council at the final stage of the Corporate Complaints process.

5.2.3 As can be seen from the summary included at **APPENDIX 1**, during 2023/24, the Local Government and Social Care Ombudsman found the Council to be at fault in 3 cases.

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**.

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

None

6.5 Equalities and Diversity

None

6.6 Health

None

6.7 Climate Change

None

7 Appendices

Appendix 1:

Appendix 2:

8 Previous Consideration

None

9 Background Papers

None

Contact Officer:	Jackie Allen
Telephone Number:	01785 619552
Ward Interest:	None
Report Track:	2 July 2024 Resources Scrutiny Committee (only)
Key Decision:	N/A

Appendix 1

Complaints Monitoring 2023/24

Complaints to the Local Government and Social Care Ombudsman 2023/24

Ref	Decision Date	Subject	Services Involved	Decision
1	15/05/23	Planning	Development	No investigation as insufficient evidence of fault.
2	21/05/23	Planning	Development	Fault by Council - £300 symbolic payment and commitment to providing regular updates
3	30/07/23	Planning Enforcement	Development	Fault by Council - apology and commit to timescale for enforcement decision
4	16/08/23	Noise nuisance	Environmental Health	No investigation as insufficient evidence of fault to justify investigation
5	28/08/23	Planning and Council Tax	Development and Council Tax	No investigation as complainant had rights to appeal to Planning Inspector and Valuation Tribunal
6	06/09/23	Planning	Development	No investigation as complainant had the right to appeal to the Planning Inspector
7	12/09/23	Planning	Development	No investigation as complainant had the right to appeal to the Planning Inspector
8	12/10/23	Council Tax/Business Rates	Council Tax/Business Rates	Fault by Council - £100 in recognition of delays
9	22/10/23	Planning	Development	No investigation due to complaint being late and insufficient evidence of fault by the Council
10	05/12/23	Planning Enforcement	Development	No investigation as insufficient evidence of fault by the Council
11	12/03/24	Council Tax	Council Tax	No investigation as taking legal action against the Council

SUMMARY 2023/24

Type of Decision	Number
Premature	
Incomplete/Invalid	
Advice Given	
Referred Back for Local Resolution	
Closed After Initial Enquiries - No Further Action	8
Closed After Initial Enquiries - Out of Jurisdiction	
Upheld: No Further Action	
Report Issued: Upheld, Maladministration and Injustice	3
Report Issued: Upheld Maladministration, No Injustice	
Not Upheld: No Further Action	
Not Upheld: No Maladministration	
Not Upheld: No Fault	
Report Issued: Not Upheld; No Maladministration	
Total No of Cases Resolved	**11**

Service Area

Service Area	Number
Development	8
Environmental Health	1
Council Tax	2
Operations	
Finance	
Law and Administration	
Total	**11**

Appendix 2

Committee: Resources Scrutiny Committee

Date of Meeting: 2 July 2024

Complaints Monitoring 2023/24

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
These types of complaint do not have a formal decision letter issued for them.	Advice Given
These types of complaint do not have a formal decision letter issued for them.	Referred back for local resolution
Closed after initial enquiries - no further action	Closed after initial enquiries
Closed after initial enquiries - out of jurisdiction	Closed after initial enquiries
Upheld: no further action	Upheld
Upheld: maladministration and injustice	Upheld
Upheld: maladministration, no injustice	Upheld
Report Issued: Upheld, maladministration and injustice	Upheld
Report Issued: Upheld maladministration, no injustice	Upheld
Not upheld: no further action	Not upheld
Not upheld: no maladministration	Not upheld
Report issued: Not upheld; no maladministration	Not upheld

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(b)

APPENDIX 1C

Climate Change - Delivery Plan for 2023 - 2024

Business Objective 3: To continue work towards our Climate Change and Green Recovery objectives, integrating them into our activities and strategic plans

Summary of Progress as at end of Quarter 4

★	✓	▲	✖	N/A	Total Number of Projects
Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
5		**1**			**6**

Summary of Successes as at Quarter 4
The Council continues to work closely with its Community Panel and has started work on a Mowing and Sowing protocol which ties into the Bee Friendly Campaign, which is currently ongoing.

Summary of Slippage as at Quarter 4
Climate Change continues to be priority for the Council but has been hampered by the loss of the permanent Climate Change Officer in 2023. Plans are being developed to ensure enough resources are channelled to this area of work to ensure this resource is strengthened for 2024/25.

	Objective & Actions	Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
3.1	**Reduce emissions from our own activities**							
3.1.1	Reduce emissions from our own activities	Undertake an annual audit of the council's carbon footprint to derive the council's carbon equivalent inputs and output.			X		A report has been prepared to illustrate Stafford Borough Councils overall carbon footprint for 2022-2023. The report illustrates a reduction from 2285 tCO2e last year to 1306 tCO2e this year.	
		Embed climate change actions into council and partnership policies and plans				X	Engagement with key officers to influence policies and plans (e.g., Asset Management Strategy) is ongoing.	
		Carry out feasibility studies around reducing energy usage in Council assets (i.e. battery storage; solar array; LED lighting; passive infrared sensors; renewable energy etc)				X	Works are ongoing re the replacement of LED light fittings at the Waterfront Car Park. Initial reports have been received from the Midlands Net Zero Energy Hub which identify where renewable energy technologies can be installed across the council estate.	

	Objective & Actions	Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
							These reports will be used to support the submission of a Salix funding application when the window for opportunities opens during Autumn 2024.	
		Work on carbon reduction feasibilities studies with partners in contracted out services, (i.e. Freedom Leisure)				X	A budget allocation has been made available for future installation subject to final engineering and technical appraisal.	
		Prepare an evidence base enabling funding to decarbonise the Council's estate to be obtained.				X	Feasibility study complete via Midlands Net Zero Hub (MNZH) and Maloney Associates. Aim is to identify opportunities for renewable technology at council-owned sites. Further works required, with regards to engineering possibilities.	
		Switch to a 100% renewable energy tariff.			X		The Council has now switched over to 100% renewable Renewable Energy Guarantees of Origin (REGO) certified electricity.	

	Objective & Actions	Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
		Low Emission Vehicles - Explore the feasibility of the use of electric vehicles and alternative fuels such as Hydrotreated Vegetable Oil (HVO) fuel in the Council's and its waste collection fleets.			X	X	Research is completed and determined HVO fuel is no longer a viable solution. The council have also had an EV vehicle on trial to determine its feasibility in everyday use.	
		Reduce the energy and petrochemical usage within the Council's Street Scene service in vehicles, plant and equipment by changes to working practice, vehicles, plant equipment, and operations.				X	Anti-idling campaign in place with Streetscene vehicles. All idling monitored and reported monthly through in-house performance report. Additional electric equipment purchased.	
		Continue to install Electric Vehicle charge points across council owned car parks, where practicable and funding becomes available.				X	There are currently 42 Electric vehicle charge points in use across the borough, and there are 8 additional charge points proposed. There is also a £39.3m bid for Local Electric Vehicle Infrastructure (LEVI) funding available to Staffordshire County Council, whereby Electric Vehicle Charging Points (EVCPs) will grow from 336 to 3000 over the next 7 years in Staffordshire.	

	Objective & Actions	Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
3.2	**Work in partnership to raise awareness of and identify opportunities to implement sustainable low carbon initiatives and promote community action on reducing emissions**							
3.2.1	Work in partnership with Staffordshire Sustainability Board and others to determine best practice and increase awareness of climate change in our council, communities, businesses, and contractors	Nature Recovery Declaration and base pledge agreed and incorporated into relevant policies and plans		X			Nature recovery declaration has been completed.	
		Supporting the Climate Change Community Panel made up of community representatives to support formulation and delivery of community-based initiatives and to develop and deliver sustainability projects with residents and wider stakeholders throughout the Borough	X	X	X	X	The Council continues to work with the community panel and the work they are doing will greatly benefit how the public view climate change. The group help to provide a perspective on bottom-up, community-led, initiatives relating to Climate Change.	

	Objective & Actions	Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
							Some of these initiatives involve practical input and support from frontline services such as Streetscene (e.g., Grass verges project). Also, the group acts a critical friend to help the Council to assess its own performance.	
		Active participation in the Countywide Sustainability Board and Officers Groups.	X	X	X	X	The Council continues to actively contribute towards the County's Sustainability Board	
3.3	**Mitigate and adapt to climate change**							
3.3.1	Deliver the measures identified in the Climate Change Adaptation Strategy	Climate Change Adaptation Strategy implemented and monitored	X	X	X	X	The Council adopted its Climate Change Adaptation Strategy in January 2023. Work to progress the delivery of the actions is underway. This includes: • Projects looking to provide nature-based solutions to climate change on council owned green spaces, I.e. The Bee Friendly Project.	★

	Objective & Actions	Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
							• A resilience project looking to encourage businesses to consider how future impacts of climate change might impact their premises and operations. • A Local Area Energy Plan has been produced which identifies areas for the roll out of renewable energy within the Borough.	
3.4	**Continue to implement our green recovery objectives**							
3.4.1	Develop blue and green infrastructure and public realm	Develop/implement new Open Space Strategy			X	X	Part of the Green Infrastructure Strategy work. Ongoing from Autumn 2023	
		Involvement with Stafford Brooks Project			X	X	Project lead is National Highways, with SBC partnering. Funding is approved and works will start summer 2024, carried out by Staffordshire Wildlife Trust.	
		Strategic Green Infrastructure assessment including investigating green network enhancements in Stafford and Stone			X	X	Strategic green infrastructure identified in Local Plan preferred options at Stafford & Stone. Site assessment work – Autumn 2023	

	Objective & Actions	Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
3.4.2	Protect and enhance our environment	Deliver Cannock Chase Special Area of Conservation (SAC) projects, including education and car parking enhancements	X	X	X	X	Planning consent approved for National Trust to deliver new visitor facilities at Shugborough. Initial studies for punchbowl car park redevelopment – Spring 2024. Education engagement projects progressing	
		Assessment of air quality / nitrogen dioxide for Southern Staffordshire SACs leading to data monitoring and strategic mitigation assessment				X	Air quality monitoring & analysis of nitrogen levels continuing with collaborative mitigation programme progressing - Spring 2024	
		Deliver biodiversity net gain (BNG) requirements through the Environment Act 2021			X	X	BNG requirements now mandatory from 12 February 2024.	
		Develop and implement a Biodiversity Strategy				X	Progress is being made through County Local Nature Recovery Strategy, leading to Biodiversity Net Gain requirements – Spring 2024	

	Objective & Actions	Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
3.4.3	Adopt the New Local Plan to meet climate change mitigation and adaptation, and environmental measures through new development – Delivered by Business Objective 1	Identify the appropriate policies and mitigation measure through future development in sustainable locations for services and facilities aligned to energy efficiency standards and renewable sources		X	X	X	Evidence base published for the New Local Plan, together with work alongside other Staffordshire authorities. Next stage of New Local Plan, refer to Local Development Scheme webpage.	
		Develop local design codes for high quality new developments				X	Consideration of Government's proposals through National Planning Policy Framework for local design codes and green infrastructure strategy - Spring 2024.	

APPENDIX 1D

The Council - Delivery Plan for 2023 - 2024

Business Objective 4: 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.

Summary of Progress as at end of Quarter 4

				**N/A**	**Total Number of Projects**
Action completed	Work on Target	Work < 3 months behind schedule	Work > 3 months behind schedule	Action not yet due	
2			**1**		**3**

Summary of Successes as at Quarter 4
The new customer portal has gone live this year. The number of forms available on the system has expanded in Q4 and will continue to grow in 2024/25.

Summary of Slippage as at Quarter 4
There has been slippage on the 2 HR related projects due to capacity issues in the team. The focus has been on supporting the restructuring of the manager tier as part of the shared service development and transformation. This will set the foundations for work to progress in 2024/25.

	Objective & Actions	Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
4.1	**Use our resources in the most effective and efficient way by focusing on financial recovery, reform and sustainability**							
4.1.1	Determine a medium term financial strategy to maintain the financial resilience of the Council	A rolling Medium Term Financial Strategy produced				X	The Medium Term Financial Strategy was approved by Council in January 2024	
4.2	**Continue to work towards organisational and transformational change, integrating equality objectives into everything we do**							
4.2.1	Consider the impact of change and future ways of working on the Council workforce, members and customers	Pilot of the Way We Work completed and evaluated	X				The review of the pilot has slipped due to capacity issues within the HR team. Intention is to complete this in Q1 2024/25	
		Overarching framework for workforce plan to be developed		X			Cabinet has approved deferring this to 2024/25	
		Review of digital strategy and development of action plan	X				A new digital strategy has been drafted and will be brought to Leadership Team in May and to Cabinet for approval in June 2024.	
		Implementation of new Customer Portal System Phase 1		X			The new system went live in Q3 with garden waste permits.	

	Objective & Actions	Milestones	Qtr 1	Qtr 2	Qtr 3	Qtr4	Progress Update	Symbol
							During Q4 a range of revenues and benefits forms have been added and work is ongoing on developing other waste related forms such as missed bins.	
4.2.2	Investigate the opportunity for further shared services with neighbouring authorities	Implementation and transformation of shared services including the delivery of savings	X	X	X	X	The new joint Leadership Team was established at the beginning of the year. Consultation has now been completed on the manager tier and the new structure for this will come into effect from 1 June 2024.	

APPENDIX 2

Key Performance Indicators (KPIs) for 2023/24 - as at end of Quarter 4

KPIs for Business Objective 1 - The Economy

Description	Symbol	Number of KPIs
Performance exceeds target	★	**3**
Performance on target	✓	
Performance below target	✖	**2**

	Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End	Symbol	Comments
	Economic Development & Planning								
	Major Planning Applications determined within time	**60%**	90.9%	100%	84.6%	100%		★	
	Non-major Planning Applications determined within time	**70%**	75.9%	81%	80.6%	79.6%		★	

	Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End	Symbol	Comments
	Regulatory Services								
L13	Applications registered and acknowledged within 3 days of valid receipt	**90%**	99%	100%	100%	N/A			Data not currently available
L14	Full plans applications with initial full assessment within 15 days of valid receipt	**70%**	85%	96%	86%	N/A			Data not currently available
LI15	Building Control-Site visits completed on day requested	**99%**	99%	99%	100%	N/A			Data not currently available
LI16	Building Control-Customers satisfied or very satisfied with the service	**90%**	88%	100%	100%	100%			
	Turnaround time for land charges searches (excluding personal searches) – average no. of working days	**100% within 10 working days**	22%	37%	55%	19.7%			There were issues with County returns previously in the year these have been resolved. We received 3 requests for large portfolios of searches to be done around 80-100 per request which has impacted turnaround times. This expectation was set with the requestor. The longest search took 21 days.
	Deliver 210 affordable homes per year working with Registered Providers, Developers and Homes England	**210 homes**					163		Delivery is in line with the anticipated pipeline for the year. Forecast figures for next year are also below the 210 figure set out in the local plan.

KPIs for Business Objective 2 - The Community

Description	Symbol	Number of KPIs
Performance exceeds target	★	**8**
Performance on target	✓	**3**
Performance below target	✖	**3**

	Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End	Symbol	Comments
	Regulatory Services								
LI3	No of Enviro-crime complaints acknowledged and initial investigation completed within 72 hours of receipt.	**94%**	96%	99%	95.5%	98.4%	**97.5%**	★	This KPI relates to complaints about abandoned vehicles; dog fouling; fly posting; and fly tipping.
	Operations								
LI4	No of residents who think the town centres are clean and tidy	**90%**	97%	97%	96%	**98%**	**97%**	★	Consistent satisfaction levels throughout the year.
LI5	Residual Household Waste Collected per household (Kgs) (target maximum given)	**110**	109.47 (act)	110.45 (act)	108.70 (act)	**110.10 (est)**	**109.68 (est)**	★	

	Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End	Symbol	Comments
LI6	% of household waste sent for reuse, recycling and composting	**51%**	52.13% (act)	51.36% (act)	46.46% (act)	**41.30% (est)**	**48.16% (est)**	✖	Following national trend for reducing recycling rates (eg) lighter, smaller packaging. Prolonged wet weather has also affected garden waste tonnages.
LI41	No of sites with green flag status	**6**	6	6	**6**	**6**	**6**	★	
	Wellbeing								
LI7	% of homeless cases resolved through prevention	**35%**	39%	29%	21%	**19%**	**27%**	✖	Although it is not uncommon to see a seasonal increase in demand over winter, the pressures have increased when compared to previous years.
LI8	% of homeless cases resolved through relief	**65%**	61%	71%	79%	**81%**	**73%**	✖	

	Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End	Symbol	Comments
LI9	No of DFGs completed	**35**	12	23	23	**67**	**125**	★	As anticipated, works completed before the Christmas break were signed off in the New Year which has contributed to increased completions in Q4.
LI10	No of households referred for energy efficiency measures	**8**	13	7	11	**21**	**52**	★	
LI11	Empty Homes brought back into use following Officer interventions	**10**	12	17	14	**12**	**55**	★	
LI12	No of households given advice on energy efficiency	**15**	113	129	106	**119**	**457**	★	
LI52	Overall reported crime in the Borough	**8410**					**8860**	✓	There have been changes in the way police record data. Some incidents types that previously fell under ASB are now categorised as Crime, such as stalking

	Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year End	Symbol	Comments
LI53	Reported incidents of domestic abuse	**2959**					**2647**	✓	Changes in reporting
LI54	Reported incidents of ASB	**2031**					**1763**	✓	

KPIs for Business Objective 4 - The Council

Description	Symbol	Number of KPIs
Performance exceeds target	★	**2**
Performance on target	✓	
Performance below target	✖	**4**

	Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	Symbol	Comments
	Local Taxation and Benefits								
L13	Days taken to process new HB/CT Claims	20 days	33.7	42.5	24.2	15	29.1	✖	Processing of new claims has been better than target since November. Due to the problems encountered earlier in the year, relating to staff turnover and a high proportion of new starters in the service, the annual average time was higher than target.
L14	Days taken to process new HB/CT change of circumstances	9 days	7.5	8.7	6.9	5.0	7.0	★	Performance on changes of circumstances was better than target all year.

	Indicator	Target	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Year	Symbol	Comments
	% of Council Tax collected annually	98% by year end	28.8%	56.0%	83.1%	96.8%	96.8%	✖	Council tax collections are considerably improved on the previous year of 95.9% and showing a gradual return to pre-pandemic levels. A target of 97.5% should be achievable in 2024-25.
	% National non-domestic rates (NNDR) collected	98% by year end	28.9%	60.4%	83.9	97.3%	97.3%	✖	Business Rate collections are also considerably improved on the previous 96.6%. We would hope to revert to 98% in 2024-25.
	Calls								
	% of calls answered	94%	94%	94%	88%	87%	92%	✖	The high call volumes for the Garden Waste subscription service during December and January affected performance in Quarters 3 and 4
	Average call wait time	2 min	1.21	1.18	1.36	2.18	1.42	★	Despite the high call volumes for the Garden Waste subscription service resulting in longer wait times during December and January, the average call wait time for the year is lower than the target

Agenda Item 7(c)

Business Planning Report

Committee: Resources Scrutiny Committee

Date of Meeting: 2 July 2024

Report of: Head of Law and Governance

Portfolio: Resources

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1 Purpose of Report

1.1 To review the programme of business considered by the Resources Scrutiny Committee in 2023/24 with a view to the report being submitted to the Council.

2 Recommendations

2.1 The Committee approve this report as its Annual Report to the Council.

Reasons for Recommendations

2.2 To update the Council of items considered at the Resources Scrutiny Committee in the 2023/24 Municipal year.

3 Key Issues

3.1 During the past Municipal Year, 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 an Annual Review 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 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 During the 2023/24 Municipal Year, the Resources Scrutiny Committee considered a wide variety of issues, including monitoring two of the Councils largest contracts 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 a Task and Finish Review relating to the Review of the Constitution, which has led to a recommendation being endorsed by Council.

5.3 The Committee considered the following reports:-

- Complaints Monitoring 2022/23
- General Fund Revenue Budget 2023-24 to 2026-27 and Capital Programme 2023-24 to 2026-27
- Fees and Charges Review 2024
- Final Accounts 2022/2023

5.4 The Committee continues to control its own Work Programme and makes appropriate adjustments as necessary.

5.5 Under its Terms of Reference, the Committee received details of the General Fund Budget and Capital Programme for the whole Council as well as receiving regular reports that monitored both operational and financial performance.

5.6 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.

5.7 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

None

6.2 Legal

None

6.3 Human Resources

None

6.4 Risk Management

None

6.5 Equalities and Diversity

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:-

Age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation.

6.6 Health

None

6.7 Climate Change

None

7 Appendices

None

8 Previous Consideration

None

9 Background Papers

File in Law and Governance

Contact Officer:	Jackie Allen
Telephone Number:	01785 619552
Ward Interest:	None
Report Track:	Resources 2 July 2024 (Only)
Key Decision:	N/A

Agenda Item 7(d)

Work Programme - Resources Scrutiny Committee

Committee: Resources Scrutiny

Date of Meeting: 2 July 2024

Report of: Head of Law and Governance

Portfolio: Resources

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1 Purpose of Report

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

2 Recommendations

2.1 That the report be noted.

Reasons for Recommendations

2.2 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 Key Issues

3.1 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 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 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

6.2 Legal

Nil

6.3 Human Resources

Nil

6.4 Risk Management

Nil

6.5 Equalities and Diversity

Nil

6.6 Health

Nil

6.7 Climate Change

Nil

7 Appendices

None

8 Previous Consideration

Nil

9 Background Papers

File available in Law and Administration.

Contact Officer:	Ian Curran
Telephone Number:	01785 619220
Ward Interest:	Nil
Report Track:	Resources 2 July 2024 (Only)
Key Decision:	N/A

Appendix

Work Programme - Resources Scrutiny Committee

Wednesday 11 September 2024 at 6:30pm

Report Deadline	Tuesday 27 August 2024
Officer Reports:	**Q1 Performance Update** Head of Transformation and Assurance
	Work Programme Head of Law and Governance

Monday 25 November 2024 at 6:30pm

Report Deadline	Friday 8 November 2024
Officer Reports:	**Q2 Performance Update** Head of Transformation and Assurance
	Final Accounts 2023-24 Deputy Chief Executive - Resources
	Fees and Charges Review Deputy Chief Executive - Resources
	Work Programme Head of Law and Governance

Tuesday 14 January 2025 at 6:30pm

Report Deadline	Monday 23 December 2024
Officer Reports:	**Review of the Constitution** Head of Law and Governance
	Work Programme Head of Law and Governance

Wednesday 5 March 2025 at 6.30pm

Report Deadline: Tuesday 18 February 2025

Q3 Performance Update
Head of Transformation and Assurance

General Fund Revenue Budget and Capital Programme
Head of Law and Governance

Work Programme
Head of Law and Governance

Future Items:

Procurement

Transformation - priority areas: system upgrades, finance changes

Synergy between CCDC and SBC (shared services)

IT Projects

Approval of Business Cases