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Dear Members

Resources Scrutiny Committee

A meeting of the Resources Scrutiny Committee will be held in the **Craddock Room, Civic Suite, Civic Centre, Riverside, Stafford on Thursday 25 July 2019 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.

A handwritten signature in black ink, appearing to read "I. Curran".

Interim Head of Law and Administration

**RESOURCES SCRUTINY COMMITTEE -
25 JULY 2019**

Chair - Councillor R P Cooke

A G E N D A

- 1 Minutes of 26 March 2019 as published on the Council's Website and in Digest No 254 on 5 April 2019.
- 2 Apologies
- 3 Public Question Time - Nil
- 4 Councillor Session - Nil
- 5 Members' Items

Councillor A T A Godfrey has submitted the following items under Paragraph 2.8 of the Scrutiny Committee Procedure Rules;

ITEM NO 5(a) I would like the committee to look into the apparent cost cutting measures take at this year's production of Shakespeare's Merchant of Venice at Stafford Castle.

Although the play itself was excellent, the facilities were much reduced when compared to all previous productions.

This event is the highlight of our cultural year. At last year's special scrutiny presentation by Freedom Leisure their senior management reassured us there would be no reduction in the quality of the occasion, this appears not to be the case.

ITEM NO 5(b) I would like the Resources Scrutiny Committee to look into the funding available for the building of social houses by local authorities.

In recent times the Government has become more amenable to councils building their own housing for rent.

It has always been a cornerstone of local government to provide high standard affordable rented accommodation.

In recent times this has been provided by housings associations, but as members will know some local authorities are now building their own housing stock again.

I believe the committee's time will be well spent looking into this very important social issue.

6	Called in Items - Nil	
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7	Officers' Reports	
	ITEM NO 7(a) Performance Reporting 2018-21	4 - 13
	CORPORATE BUSINESS AND PARTNERSHIP MANAGER	
	ITEM NO 7(b) Complaints Monitoring 2018/19	14 - 22
	INTERIM HEAD OF LAW AND ADMINISTRATION	
	ITEM NO 7(c) Business Planning Report	23 - 25
	INTERIM HEAD OF LAW AND ADMINISTRATION	
	ITEM NO 7(d) Work Programme - Resources Scrutiny Committee	26 - 29
	INTERIM HEAD OF LAW AND ADMINISTRATION	

Membership

Chair - Councillor R P Cooke

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

Cabinet Members:-

Councillor R M Smith - Resources
Councillor J K Price - Environment and Health
Councillor C V Trowbridge - Leisure

ITEM NO 7(a)**ITEM NO 7(a)**

Report of:	Corporate and Business Partnership Manager
Contact Officer:	Tracy Redpath
Telephone No:	01785 619195
Ward Interest:	Nil
Report Track:	Resources Scrutiny Committee 25/07/19 Cabinet - 12/06/19

RESOURCES SCRUTINY COMMITTEE**25 JULY 2019****Performance Reporting 2018-21**

The following report was considered by Cabinet at its meeting held on 12 June 2019 and is submitted to this Committee for consultation.

1 Purpose of Report

- 1.1 To provide an update to members regarding performance reporting for Quarter 4 2018 – 2021 for **Resources Scrutiny Committee**.

2 Proposal of Cabinet Member

- 2.1 That the information be noted.

3 Key Issues and Reasons for Recommendation

- 3.1 The Council's Performance Report for Quarter 4 highlights the following:

(a) Performance at a glance:

- No target is below what it should be,
- 5 targets are reported as being exceptional
- 1 target is reported as being on track

(b) Narrative updates:

- No measure is below what it should be
- 1 measure is reported as being exceptional
- 23 measures are reported as being on track

4 Relationship to Business Objectives

- 4.1 Performance reporting interlinks with all corporate business objectives.

5 Report Detail

5.1 The corporate business plan is the main strategic plan of the authority. It sets the direction over the next three years and outlines the main business objectives and areas of focus.

5.2 The plan is a high level plan that enables the authority to define its success, in terms of the delivery of outcomes, and prioritises those activities that will help to achieve those outcomes. It provides a focus to all of our staff so that they know and aware of what they should be working on and what to prioritise.

5.3 As part of the business planning the council now reports on the following:

- Performance at a glance
- Narrative update against business objectives
- Improvement report

The improvement report provides members with some reassurance that issues of performance are being addressed and the actions that are being taken to improve the situation.

5.4 Quarter 4 Performance Report highlights the following:

(a) Performance at a glance since quarter 3:

Targets reported as exceptional:

- LI33 % of calls abandoned achieved an actual of 3.2% against a target of 5%
- LI34 100% of residents are satisfied with our customer contact centre
- LI38 Days taken to process Housing Benefit/Council Tax new claims and change events has achieved 7.7 days
- LI39 Days taken to process new HB/CT Claims has achieved 16.7 Days - Target 20 Days
- LI40 Days taken to process new HB/CT change in circumstances has achieved 7.3 Days against a target of 9 Days

Target on Track

- LBV12 Sickness Rates is recorded as 7.55% for this quarter

There were no targets reported below what they should be.

6 Implications

6.1 Financial	There are no financial implications associated with this report
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>
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Previous Consideration - Cabinet - 12 June 2019 - Minute No CAB4/19
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Background Papers - File available in Corporate Business and Partnerships
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Performance at a Glance







No	Indicator	RO	Is good high or low?	Q1			Q2			Q3			Q4			Year end forecast	Year end target	Direction of Travel
				Q1 Actual	Q1 Target	Q1 Performance	Q2 Actual	Q2 Target	Q2 Performance	Q3 Actual	Q3 Target	Q3 Performance	Q4 Actual	Q4 Target	Q4 Performance			
LI33	% of calls abandoned	Sue Pote	L	4.40%	5.00%	☹️	8.90%	5.00%	☹️	2.50%	5.00%	😊	3.20%	5.00%	😊	5.00%	5.00%	☹️
LI34	% of resident satisfaction with our customer contact centre	Sue Pote	H	97.00%	80.00%	😊	95.70%	80.00%	😊	97.40%	80.00%	😊	100.00%	80.00%	😊	95.00%	80.00%	😊
LI38	Days taken to process Housing Benefit/Council Tax new claims and change events	Rob Wolfe	L	9.09	10.00	☹️	8.3	10.00	😊	8.3	10.00	😊	7.7	10.00	😊	8.1	10.0	😊
LI39	Days taken to process new HB/CT Claims	Rob Wolfe	L	22.9	20.0	☹️	17.7	20	😊	14	20	😊	16.7	20	😊	16.8	20.0	😊
LI40	Days taken to process new HB/CT change of circumstances	Rob Wolfe	L	7.4	9.0	😊	7	9	😊	7.7	9	😊	7.3	9	😊	7.3	9.0	😊
LBV12	Sickness rates	Neville Raby	L	1.63	1.75	😊	3.94	3.5	☹️	6.07	5.25	☹️	7.55	7	☹️	7.55	7.00	☹️

Performance direction of travel - Key

- Exceptional 
- On Track 
- Below what it should be 




Narrative updates

Q4

Ref	Performance Measure	RO	End Date	Q4 Performance Status	Q4 Commentary/Action
3.1.1 Financial Management and Resources					
3.1.1.1	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	October 2018		Ongoing responses to the Consultations on Fair Funding/Business Rates retention. Components of New Homes Bonus are subject to monthly review.
3.1.1.2	A balanced budget, without the use of reserves is set for the duration of the Medium Term Financial Plan	Emma Fullagar	November 2018		Council approved a balanced budget at its meeting of the 29 January 2019. A surplus exists in 2019-20 and 2020-21, however a transfer from Working Balances could be required in 2021-22 if the changes to New Homes Bonus and Business Rates Retention prove unfavourable.
3.1.1.3	Increase in income generated by the service through Fees and Charges in line with the recommendations made as part of the annual budget process	Emma Fullagar	January 2019		Fees and charges agreed by Council 20 November 2018 were implemented with effect from 1 January 2019.
3.1.1.4	Increase in revenue and capital receipts in order to protect front line services	Michelle Smith	March 2021		The review of Council owned land is being aligned with other strategic projects such as Self and Custom Build to ensure a joined up approach to future land use
3.1.2 Service transformation and review					
3.1.2.1	Implement a rolling programme of service reviews to ensure that resources are aligned to business objective and are operating as efficiently as they can be	Tracy Redpath	March 2021		This is currently being progressed by Leadership Team as part of the wider organisational transformation agenda.
3.1.2.2	Manage and co-ordinate the Authority Peer Review in order to provide an objective view of the plans that we have put in place	Tracy Redpath	September 2021		This is currently being progressed by Leadership Team as part of the wider organisational transformation agenda.






Narrative updates

Q4

Ref	Performance Measure	RO	End Date	Q4 Performance Status	Q4 Commentary/Action
3.1.3	Accommodation and Assets				
3.1.3.1	Support the accommodation rationalisation, including One Public Estate (OPE)	Tracy Redpath	March 2021		Master planning for the Eastgate area is still underway and The masterplan proposes a phased redevelopment/repurposing of the existing buildings and a project team is now focusing on delivery of the scheme moving forwards.
3.1.5	Strategic Partnerships				
3.1.5.1	Support the implementation of Staffordshire County Council's District Place Based Approach (PBA) in order to mitigate the impact of service reductions and to improve multi-agency working	Tracy Redpath	March 2021		PBA work is focused on our two most deprived areas, Doxey and Highfields, and work with the voluntary sector is being consolidated to invest good providers and to grow other voluntary sector providers and networks to enhance the offer to families. The main priority for this work is focused upon emotional wellbeing and the provision of support to children of all ages, parents and carers.
3.1.6	Shared Services Commissioning				
3.1.6.1	Undertake a joint review into the best model/s for delivering environmental services in Cannock and Stafford, including the possibility of extending shared services between them	Neville Raby	October 2018		Stage One final report completed. Awaiting consideration by Leadership Team and recommendations to progress to Cabinet.
3.1.7	Systems and Processes				






Narrative updates

Q4

Ref	Performance Measure	RO	End Date	Q4 Performance Status	Q4 Commentary/Action
3.1.7.1	Review IT strategy 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	March 2021		Work is being done to ensure the replacement antivirus software and webfiltering system matches the proposed policies.
3.1.7.2	Support the specification, procurement and installations of new systems and data security	Peter Kendrick	September 2018		Work on supplying the new dual firewalls with dual inputs for additional resilience.
3.1.8 Constitution and Governance					
3.1.8.1	Design and implement a programme of member training and development	Jane Peat	May 2019		The Briefing Programme is completed and published. The next Meeting of the Working Group to take forward continued development of Members will be convened after the election.
3.1.8.2	General Data Protection Regulations (GDPR)	Ian Curran	September 2018		Ongoing advice and support being provided by shared Information Manager across the Council.
3.2.1 Customer Relationship Management (CRM) and Telephony					
3.2.1.1	Procure and implement a new Contact Centre Telephony system to enable a consistent approach to call handling	Sue Pote	March 2019		An initiation project board meeting has been held with the service provider Netcall to determine high level implementation requirements and timelines for the build, the user acceptance testing and the training, and a provisional go live date of w/c 17th June.





Narrative updates

Q4

Ref	Performance Measure	RO	End Date	Q4 Performance Status	Q4 Commentary/Action
3.2.1.2	Influence and support the procurement of a customer portal to replace existing CRM system. Consider what CRM system is needed for SBC	Sue Pote	March 2019		A meeting has been scheduled by our I.T Project Manager for the end of April which includes all key personnel from the Authority This is to discuss requirements for the replacement CRM.
3.2.2 Digital by Design					
3.2.2.1	Drive and support the implementation of digital by design	Sue Pote	March 2019		There are a number of projects which are being formed that fall under the transformation umbrella which will support our digital by design agenda. For example, the process for issuing and payment of additional brown bins.
3.2.2.2	Implement Customer Access Strategy	Sue Pote	March 2021		Various project groups have been identified to deliver our transformation programme, including a project group for the procurement of a digital platform which will enable us to deliver the requirements set out in the Access Strategy.
3.2.2.3	Influence and support the review, redesign and implementation of a new reception hub	Tracy Redpath	March 2021		A number of partner meetings and conference calls have taken place during the last reporting quarter to talk about potential relocation into the civic centre. This work is on-going and will continue throughout the next reporting period.
3.2.2.4	Specify and incorporate latest digital technology within car parking and CCTV contract	Robert Simpson	March 2019		The specifications of the winning bids for both the car parking contract and CCTV contract have included comprehensive and innovative ideas within their bids. Monthly contract meetings will now support the implementation.

Narrative updates

Q4

Ref	Performance Measure	RO	End Date	Q4 Performance Status	Q4 Commentary/Action
3.2.2.5	Design and use new web based electronic forms	Sue Pote	March 2019		Online forms will be developed in line with delivery of the Access Strategy and Transformation programme of work. They will support the Channel Shift programme of work, to allow customers to self serve where possible and will integrate with back office systems to avoid re-keying of information where possible.
3.2.2.6	Complete digital transformation for development	Michelle Smith	March 2020		Following procurement advice from Staffordshire county Council in December 2018 we await the commencement of a new procurement framework in April 2019.
3.2.2.7	Encourage and support our residents following the introduction of Universal Credits	Rob Wolfe	March 2019		<p>We continued to provide support for residents following the introduction of the Full Universal Credit service in November, until responsibility passed to Citizens Advice on 1 April.</p> <p>We also continued to liaise with Citizens Advice to facilitate a successful handover of this service from April 2019.</p>
3.3.1	Develop customer service standards to inform development of Corporate Customer Charter	Sue Pote	March 2019		The draft Organisational Development Plan outlines organisational values and behaviours and a overarching Customer Charter will be drawn up and consulted on as part of the transformation programme.

Narrative updates

Q4

Ref	Performance Measure	RO	End Date	Q4 Performance Status	Q4 Commentary/Action
3.3.2	Devise and implement a comprehensive customer satisfaction system	Sue Pote	March 2019	☹️	There are pockets of satisfaction surveys being completed in the Authority but not in all Service Areas. We are looking to open up more access channels and automate satisfaction surveys across all of the channels and use the satisfaction data to improve the services we provide.
3.3.3	Support the review and implementation of a new system for receiving, analysing, responding and learning from complaints	Alistair Welch	March 2019	☹️	A New Complaints procedure has been approved for implementation.

Performance direction of travel - Key

Exceptional



On Track



Below what it should be



ITEM NO 7(b)

ITEM NO 7(b)

Report of:	Interim Head of Law and Administration
Contact Officer:	Andrew Bailey
Telephone No:	01785 619212
Ward Interest:	Nil
Report Track:	Resources 25/07/19 (Only)

RESOURCES SCRUTINY COMMITTEE

25 JULY 2019

Complaints Monitoring 2018/19

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 recent introduction of a new 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 his 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 Corporate Complaints

5.1.1 Prior to the introduction of the Council's new complaints procedure, a number of complaints were received by the Corporate Centre of the organisation for a response from the Chief Executive. These complaints represented Stage II of the Council's former complaints process - Stage I being where the appropriate Head of Service was given the opportunity to respond. If the complainant was not satisfied with this response the matter then became a Stage II complaint.

5.1.2 During 2018/2019 the Chief Executive responded to a total of 13 Corporate Complaints (compared to 7 in 2017/18) and the Service Breakdown they relate to is as follows:-

Service	No of Complaints 2018/19	No of Complaints 2017/18
Law and Administration	2	0
Development	5	5
Finance	4	1
Technology	0	0
Operations	2	1
Human Resources	0	0
Total	13	7

5.1.3 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. Therefore no recommended action was required.

5.2 Complaints referred by the Local Government and Social Care Ombudsman

5.2.1 There were 16 complaints investigated by the Local Government and Social Care Ombudsman during 2018/19, which are summarised at **APPENDIX 1**. This compares to 11 complaints in 2017/18.

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 2018/19, 7 complaints investigated by the Local Government and Social Care Ombudsman evolved from Corporate Complaints, which are marked in *italics* at **APPENDIX 1**. In 2017/18, 5 complaints investigated by the Local Government and Social Care Ombudsman evolved from Corporate Complaints.

5.2.4 This shows that during 2018/19, 7 of the 16 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 5 out of 11 during 2017/18.

5.2.5 As it can be seen from the summary included at **APPENDIX 1**, during 2018/19, the Local Government and Social Care Ombudsman did find the Council to be at fault on one occasion, but was satisfied that an apology provided a fully remedy to the complaint. The Local Government and Social Care Ombudsman 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 **A New Complaints Procedure**

5.3.1 A new complaints procedure has now been introduced across the authority with effect from 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 new 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 will help the Authority to provide a consistent approach to the recording and monitoring of all of the complaints it receives, demonstrate how it has learned the lessons from those complaints and assist 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 on one occasion, but was satisfied that the apology offered provided a fully remedy to the complaint. The Local Government and Social Care Ombudsman did not issue any reports against the Council.

6	Implications
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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	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.
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Previous Consideration - Nil

Background Papers - File available in Law and Administration

APPENDIX 1

RESOURCES SCRUTINY COMMITTEE

25 JULY 2019

Complaints Monitoring 2018/19

COMPLAINTS TO THE LOCAL GOVERNMENT AND
SOCIAL CARE OMBUDSMAN 2018/19

Ref	Received	Subject	Services Involved	Decision
1	10/4/18	Failings in restricting contact with the Council	Chief Executive	Closed after initial enquiries - No Further Action
2	25/5/18	<i>Failings in dealing with a planning application</i>	<i>Development</i>	<i>Closed after initial enquiries - No Further Action</i>
3	2/8/18	<i>Failings in dealing with Council Tax</i>	<i>Finance</i>	<i>Premature Complaint</i>
4	6/9/18	Failings in dealing with a planning application	Development	Premature Complaint
5	7/9/18	Failings in dealing with Council Tax	Finance	Closed after initial enquiries - Out of Jurisdiction
6	17/9/18	<i>Failings in dealing with Council Tax</i>	<i>Finance</i>	<i>Closed after initial enquiries - Out of Jurisdiction</i>
7	28/9/18	<i>Failings in responding to a complaint</i>	<i>Law and Administration</i>	<i>Premature Complaint</i>
8	28/9/19	<i>Failings in dealing with the sale of land</i>	<i>Chief Executive</i>	<i>Premature Complaint</i>
9	10/10/18	Failings in dealing with a planning application	Development	Closed after initial enquiries - Out of Jurisdiction
10	2/11/18	Failings in dealing with Council Tax	Finance	Closed after initial enquiries - No Further Action
11	11/1/19 29/1/19	<i>Failings in dealing Discretionary with Business Rate Relief</i>	<i>Finance</i>	<i>Upheld - Maladministration and Injustice (apology provided) Remedy complete and satisfied</i>
12	29/1/19	Failings in dealing with the sale of land	Chief Executive	Closed after initial enquiries - No Further Action

13	5/2/19	Failings in dealing with a planning application	Development	Not Upheld, No Further Action
14	25/2/19	Failings in responding to a complaint	Law and Administration	Premature Complaint
15	28/2/19	<i>Failings in dealing with Enforcement Action</i>	<i>Development</i>	<i>Premature Complaint</i>
16	15/3/19	Failings in dealing with the sale of land	Chief Executive	Not Upheld, No Further Action

SUMMARY 2018/19

Type of decision	Number
Premature	5
Incomplete/Invalid	
Advice Given	
Referred Back for Local Resolution	
Closed After Initial Enquiries - No Further Action	5
Closed After Initial Enquiries - Out of Jurisdiction	3
Upheld: No Further Action	
Upheld Maladministration and Injustice	1
Upheld Maladministration and No Injustice	
Report Issued: Upheld, Maladministration and Injustice	
Report Issued: Upheld Maladministration, No Injustice	
Not Upheld: No Further Action	2
Not Upheld: No Maladministration	
Report Issued: Not Upheld; No Maladministration	
Total No of Cases Resolved	16
Awaiting Decision	0

Service Area	Number
Development	5
Finance	5
Chief Executive	4
Law and Administration	2
Total	16

RESOURCES SCRUTINY COMMITTEE

25 JULY 2019

Complaints Monitoring 2018/19

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(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 25/7/19 (Only)

RESOURCES SCRUTINY COMMITTEE

25 JULY 2019

Business Planning Report

1 Purpose of Report

- 1.1 To review the programme of business considered by the Resources Scrutiny Committee in 2018/19 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 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 have 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 The work of the Resources Scrutiny Committee 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 2018/19 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 have undertaken a Community Governance Review for the Parish of Swynnerton, which has led to the creation of a new Yarnfield and Cold Meece Parish Council.
- 5.3 The Committee has undertaken a Task and Finish Review relating to the Annual Review of the Constitution, which has led to a number of recommendations being endorsed by Council, particularly concerning the Planning Committee.
- 5.4 The Committee considered the following items that were called-in for further scrutiny:-
- Data Protection Policy
 - Council Tax and Business Rates Arrears Submitted for Approval to Write Off
- 5.5 The Committee considered two Members Items related to services provided by Freedom Leisure, particularly Stafford and Stone Swimming Club and Staffing at Stafford Leisure Centre.
- 5.6 The Committee held a special meeting in order for Freedom Leisure to update Members on the not for profit trust and its work in the delivery of Stafford Borough Council's Leisure and Cultural Services.
- 5.7 The Committee considered the following items that were referred to it directly from the Cabinet:-
- Financial Plan 2018-19 - 2021-22
 - Fees and Charges Review 2019
 - General Fund Revenue Budget 2018-19 to 2021-22 and Capital Programme 2018-19 to 2021-22
 - Resources Portfolio - General Fund Revenue Budget 2018/2019 - 2021/2022 and Capital Programme 2018/2019 - 2021/2022

- 5.8 The Committee considered the Gender Pay Gap for the Council, which indicated a positive trend from that of the previous year.
- 5.9 The Committee continues to control its own Work Programme and makes adjustments as appropriate.
- 5.10 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.
- 5.11 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.
- 5.12 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
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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>
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Previous Consideration - Nil

Background Papers - File available in Law and Administration

ITEM NO 7(d)

ITEM NO 7(d)

Report of:	Interim Head of Law and Administration
Contact Officer:	Andrew Bailey
Telephone No:	01785 619212
Ward Interest:	Nil
Report Track:	Resources 25/07/19 (Only)

RESOURCES SCRUTINY COMMITTEE

25 JULY 2019

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 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
	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>
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Previous Consideration - Nil

Background Papers - File available in Law and Administration

RESOURCES SCRUTINY COMMITTEE

25 JULY 2019

Work Programme - Resources Scrutiny Committee

TUESDAY 20 AUGUST 2019 at 6:30 PM

Minutes of Last Meeting: 25 July 2019
Officer Items by: Monday 5 August 2019
Call-in Deadline: Tuesday 13 August 2019
Member/Public Items by: Thursday 8 August 2019
Agenda Despatch on: Monday 12 August 2019

Officer Reports	<ul style="list-style-type: none"> • Consultation on Local Council Tax Reduction Scheme Head of Finance • Final Accounts 2018/19 Head of Finance • Performance Update /Budget Monitoring Report Corporate Business and Partnerships Manager /Head of Finance • Work Programme Scrutiny Officer
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THURSDAY 21 NOVEMBER 2019 at 6:30 PM

Minutes of Last Meeting: 20 August 2019
Officer Items by: Wednesday 6 November 2019
Call-in Deadline: Tuesday 19 November 2019
Member/Public Items by: Monday 11 November 2019
Agenda Despatch on: Wednesday 13 November 2019

Officer Reports	<ul style="list-style-type: none"> • Financial Plan 2020/21 - 2023/24 Head of Finance • Fees and Charges Review 2020 Head of Finance • Performance Update /Budget Monitoring Report Corporate Business and Partnerships Manager /Head of Finance • Review of the Constitution Head of Law and Administration • Work Programme Scrutiny Officer
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TUESDAY 7 JANUARY 2020 at 4:30 PM	
Minutes of Last Meeting:	21 November 2019
Officer Items by:	Friday 13 December 2019
Call-in Deadline:	Tuesday 17 December 2019
Member/Public Items by:	Wednesday 18 December 2019
Agenda Despatch on:	Friday 20 December 2019
Officer Reports	<ul style="list-style-type: none"> • General Fund Revenue Budget 2019-20 to 2022-23 and Capital Programme 2019-20 - 2022/23 Head of Finance • Resources Portfolio - General Fund Revenue Budget 2019-20 to 2022-23 and Capital Programme 2019-20 - 2022/23 Head of Finance • Work Programme Scrutiny Officer
THURSDAY 20 FEBRUARY 2020 at 6:30 PM	
Minutes of Last Meeting:	7 January 2020
Officer Items by:	Wednesday 5 February 2020
Call-in Deadline:	Tuesday 18 February 2020
Member/Public Items by:	Monday 10 February 2020
Agenda Despatch on:	Wednesday 12 February 2020
Officer Reports	<ul style="list-style-type: none"> • 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"> • One Public Estate Corporate Business and Partnerships Manager • Scrutiny of the Waste Contract Neighbourhood Services Group Manager 	
TASK AND FINISH REVIEW	
<ul style="list-style-type: none"> • Review of the Constitution 	