

Please ask for: Matt Berry

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9 July, 2019

Dear Councillor,

**CORPORATE SCRUTINY COMMITTEE
4:00 PM ON THURSDAY 18 JULY, 2019
ESPERANCE ROOM, CIVIC CENTRE, CANNOCK**

You are invited to attend this meeting for consideration of the matters itemised in the following Agenda.

Yours sincerely,



**T. McGovern,
Managing Director**

To: Councillors:

Allen, F.W.C. (Chairman)
Hughes, R.J. (Vice-Chairman)

| | |
|------------------|-----------------|
| Buttery, M.S. | Startin, P.D. |
| Davis, Mrs. M.A. | Sutherland, M. |
| Fisher, P.A. | Todd, Mrs. D.M. |
| Jones, B | Witton, P.T. |
| Layton, Mrs. A | Woodhead, P.E. |
| Newbury. J.A.A. | |

A G E N D A

PART 1

1. Apologies

2. Declarations of Interests of Members in Contracts and Other Matters and Restriction on Voting by Members

(i) To declare any personal, pecuniary or disclosable pecuniary interests in accordance with the Code of Conduct and any possible contraventions under Section 106 of the Local Government Finance Act 1992.

(ii) To receive any Party Whip declarations.

3. Minutes

To approve the Minutes of the meeting held on 12 March, 2019 (enclosed).

4. End of Year 2018/19 Corporate PDP Performance Update

To receive the end of year performance information (Item 4.1 – 4.6).

5. Summary of Complaints Received April 2018 to March 2019 (Annual Report)

Report of the Managing Director (Item 5.1 – 5.6).

6. Corporate Scrutiny Committee 2018/19 Annual Report

Report of the Head of Governance and Corporate Services (Item 6.1 – 6.7).

7. Corporate Priority Delivery Plan 2019/20

To receive the Corporate Priority Delivery Plan 2019/20 (Item 7.1 – 7.3).

8. Corporate Scrutiny Committee Work Programme 2019/20

Report of the Head of Governance and Corporate Services (Item 8.1 – 8.13).

CANNOCK CHASE COUNCIL
MINUTES OF THE MEETING OF THE
CORPORATE SCRUTINY COMMITTEE
HELD ON TUESDAY 12 MARCH 2019 AT 4:00 P.M.
IN THE CIVIC CENTRE, BEECROFT ROAD, CANNOCK
PART 1

PRESENT:
Councillors

Foley, D. (Chairman)
Sutton, Mrs. H.M. (Vice-Chairman)

Cooper, Miss J. Smith, C.D. (substitute)
Davis, Mrs. M.A. Stretton, Mrs. P.Z.
Johnson, T.B. Sutherland, M.
Lyons, Miss O. Woodhead, P.E.

Also in attendance: Councillor J.T. Kraujalis (invitee as Corporate Improvement Portfolio Leader)

17. Apologies

Apologies for absence were submitted for Councillors Mrs. D. Grice, P.A. Snape and P.D. Startin.

Councillor C.D. Smith was in attendance as substitute for Councillor P.A. Snape.

18. Declarations of Interests of Members in Contracts and Other Matters and Restrictions on Voting by Members and Party Whip Declarations

No declarations of interests or party whip declarations were received.

19. Minutes

RESOLVED:

That the Minutes of the meetings held on 13 November 2018 and 21 January 2019 be approved as a correct record and signed.

20. Scrutiny Review – Members’ ICT and Training Requirements

The Committee received a presentation from the Head of Governance and Corporate Services on the work undertaken so far by the Members’ ICT and Training Requirements Task & Finish Group, which covered the following:

- Scope of the Review;
- Members IT;

- Replacement of the Members’ Portal
- IT Induction Training
- IT Needs Survey
- Group Rooms IT facilities
- Members’ Induction Training;
 - Suggested items for inclusion in 2019 Induction Programme
- What next?
 - Outstanding items from the review

In respect of the structure of the induction programme, Members suggested that for future years the core sessions be held in short blocks over one or two days, thereby making it easier for Members to manage their time and attend the sessions.

A Member recommended that provision of IT equipment for all Members should be considered as part of the next phase of the review.

RESOLVED:

It be recommended that the Members’ ICT and Training Requirement review be included in the 2019-20 work programme for the Corporate Scrutiny Committee in order the following aspects of the review be concluded:

- Work on IT training needs;
- Development of ongoing training programme;
- Review of the 2019 Induction programme;
- Information provided to candidates prior to elections;
- Review of the Members’ Handbook;
- Provision of IT equipment for all Members.

21. Quarter 3 2018/19 Corporate Priority Delivery Plan Update

Members considered the latest performance information for the 2018/19 Corporate Priority Delivery Plan (PDP) (Item 5.1 – 5.5 of the Official Minutes of the Council).

The Head of Governance and Corporate Services provided Members with the following updates:

Performance indicators

The decreased use of online forms in quarter three was due to a technological issue that meant the system was temporarily unavailable.

Key Projects

- Develop and implement a Customer Access Strategy and Procurement of a customer portal / CRM system – work on both of these projects was behind schedule due to the delayed procurement of a new telephony system. It was expected that both projects would now be completed in 2019/20.

- Simplify Members' access to committee papers and emails – the new Portal was due to be rolled out to all Members following the May 2019 elections.
- Update the IT Security Policy – it was not expected that work on this project would be completed in late 2018/19 or early 2019/20.

22. Summary of Complaints Received April to December 2018 (Q1, Q2 and Q3)

Consideration was given to the Report of the Managing Director (Item 6.1 – 6.5 of the Official Minutes of the Council) (*presented by the Head of Governance and Corporate Services*).

The Head of Governance and Corporate Services advised that this was the first time such a report had been produced, therefore any feedback Members had on the content/information included would be useful. The total number of complaints received by the Council was small when compared to the amount of customer contact received (as outlined in report paragraph 5.1). No comparative data with other local authorities was available as each council had its own means of dealing with complaints and not all councils delivered the same services. The Chairman asked that it be checked if such data could be compared.

A Member queried if the Complaints Procedure was accessible. The Head of Governance and Corporate Services advised that information was available on the Council's website to make people aware of the policy if they were dissatisfied with service provision.


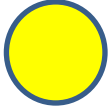


It was commented that the low number of recorded complaints could be due to Members helping to diffuse potential complaints from being formally reported. The Head of Governance and Corporate Services raised that informal resolution of complaints was always encouraged rather than formal escalation.





Another Member commented that it was not immediately clear on the Council's website as to how complaints should be raised.

The meeting closed at 4:43 p.m.

CHAIRMAN

Corporate PDP- 2018-19
(Quarter Four - 1 January 2019 - 31 March 2019)

| Quarter Four (1 January 2019 - 31 March 2019) Performance | | | | |
|---|---|---|---|---------------------|
|  |  |  |  | Not rated |
| Milestone completed | Milestone on target | Milestone/timeline/scope/target date requires attention | Project aborted/closed | Milestone not rated |
| 2 (22%) | 0 (0%) | 7 (78%) | 0 (0%) | 0 (0%) |

| Annual Performance 2018-19 | | | | |
|--|--|--|--|--------------|
|  |  |  |  | TOTAL |
| Milestone completed | Milestone on target | Milestone/timeline/scope/target date requires attention | Project aborted/closed | |
| 10 (58.82%) | 0 (0%) | 7 (41.18%) | 0 (0%) | 17 (100%) |

Comments on overall performance for this PDP (as at end of 2018/19)

Work on the Environmental Services review and GDPR has been completed.

Whilst there has been some slippage in the procurement of a new telephony system and the replacement of the Members portal, these are both on track to be completed early in 2019-20.

Once the new telephony system has been installed, work will commence on the Customer Access Strategy and the replacement for the Customer Relationship Management (CRM) system. This work will focus on how customers want to interact with the Council and take advantage of changes in technology. This should in due course help us to increase the number of users accessing services online and in turn this will help us to improve our response rate to telephone calls. The response to telephone calls has been below target due to a combination of call volume and staff shortages. The use of online forms was lower than expected due to technical issues which impacted upon the availability of the forms.

Performance Indicators






In the figures produced below for Performance Indicators, the figures in Total are for the whole of 2018/19 and are either shown as cumulative figures or an average figure taken for the whole year.

| Performance Indicators | | | | | | | | |
|--|---------------------------------|---------------------|-------------------|-------------|-------------|-------------|------------|------------------|
| Performance Indicator | Frequency of reporting (Q or A) | Last year's outturn | Target | Q1 | Q2 | Q3 | Q4 | Total |
| Customer contact data – response to telephone calls | Q | 93.4% | 94% | 90% | 92.7% | 95.2% | 90.9% | 92.2% Average |
| Use of Online Forms | Q | | 475 | 481 | 319 | 196 | 262 | 1,258 |
| E–payments transactions – Payments made via the Council's website | Q | | | | | | | |
| • Number of transactions | | 23,740 | 6,000 per quarter | 6,864 | 6,649 | 6,698 | 5,641 | 25,852 |
| • Value of transactions | | £2,580,791 | | £801,920 | £743,891 | £772,654 | £686,443 | £3,004,908 |
| Payments made via the Council's automated telephone payment system | Q | | | | | | | |
| • Number of transactions | | 22,858 | 5,750 per quarter | 6,460 | 5,961 | 5,786 | 5,569 | 23,776 |
| • Value of transactions | | £2,359,237 | | £730,494 | £656,095 | £659,130 | £710,384 | £2,756,103 |
| Payments made by Direct Debit (Council Tax) | Q | | | | | | | |
| • Number of transactions | | 302,501 | 310,000 | 87,055 | 87,527 | 87,567 | 49,282 | 311,431 |
| • Value of transactions | | £36,438,134 | £40M | £11,028,893 | £11,127,610 | £11,211,309 | £5,979,061 | £39,346,85 |

Projects and Actions

| Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services | | | | | | | | |
|---|--|---|--|----|----|----|----|---|
| Approach | Key Project | Milestone(s) | Progress | Q1 | Q2 | Q3 | Q4 | |
| Giving choice to our customers in how they access our services | Procurement of a new telephony system | Identify framework and use to procure new telephony software | The procurement process has been completed and the contract awarded | | | ✓ | | |
| | | Install new software, test and train relevant staff | A project meeting has taken place with the supplier. The provisional timeline is for staff training to take place in May, with testing in June, prior to going live later in June. | | | | ▲ | |
| | Develop and implement a Customer Access Strategy | Draft core requirements of strategy and discuss with Leadership Team | Work on this has been delayed and will not now be started until 2019/20 | | | | | ▲ |
| | | Draft strategy for approval by Cabinet | As above | | | | | ▲ |
| | Procurement of a customer portal/CRM system | Identify requirements for new customer portal/CRM system and agree with Leadership Team | Work on this has been delayed and will not now be started until 2019/20 | | | | | ▲ |

| Making the best use of limited resources – managing our people, money and assets | | | | | | | |
|--|--|--|---|----|----|----|----|
| Approach | Key Project | Milestone(s) | Progress | Q1 | Q2 | Q3 | Q4 |
| Managing our people, money and assets | Review of Environmental Services | Procurement of Consultant to undertake the review | A consultant has been appointed and work has commenced on the review. | ✓ | | | |
| | | Undertake Stage 1 of Review (May to July) | Stage 1 of the review has been completed. A draft report has been prepared and is being validated with managers. | | ✓ | | |
| | | Report to Cabinet and decision on whether to proceed to Stage 2 - revised target of Q4 | The report is going to Cabinet on 18 April | | | | ✓ |
| | Protection of Customers' personal data in accordance with GDPR | Data Protection Policy updated and approved by Cabinet | A new Data Protection Policy has been produced and approved by Cabinet | ✓ | | | |
| | | Provision of training for employees and Members | Training has been provided to Members and an additional session has been arranged for November. Online training has been provided to employees. | | ✓ | | |
| | | Completion of data audit | An audit of personal data held by the Council has been completed | ✓ | | | |
| | | Privacy Notices template agreed and published on website | Privacy notices have been prepared and published for all personal data sources | ✓ | | | |

| Making the best use of limited resources – managing our people, money and assets | | | | | | | |
|--|--|--|--|----|----|---|---|
| Approach | Key Project | Milestone(s) | Progress | Q1 | Q2 | Q3 | Q4 |
| | Simplify Members' access to committee papers and emails | Draft system to be tested by officers | Test website setup. Software installed. Testing completed by Democratic Services. | | |  | |
| | | System to be piloted with sample of Members | The new system has been demonstrated to a Task & Finish Group set up by the Corporate Scrutiny Committee. | | | |  |
| | | System to be rolled out to all Members | The new system is to be rolled out to Members for the start of the new municipal year (2019/20). | | | |  |
| | Update the IT Security Policy to reflect cyber security threats and GDPR and provide training to staff | Review of current policies | To support the security policies and reduce the risk of cyber attacks the main firewalls have been replaced and staff training has taken place in their use. | | | |  |
| | | Revised policies to Leadership Team for approval | Information is being gathered to provide an update of the policies. Changes will be made to reflect GDPR, cloud technology and remote working. To complete in 2019/20. | | | |  |

| | |
|--------------------------|---|
| Report of: | Managing Director |
| Contact Officer: | Tony McGovern / Louise Griffiths |
| Telephone No: | 01543 464553 |
| Portfolio Leader: | Leader of the Council |
| Key Decision: | No |
| Report Track: | Cabinet: 11/07/19 Corporate Scrutiny Cttee: 18/07/19 |

CORPORATE SCRUTINY COMMITTEE
18 JULY 2019
SUMMARY OF COMPLAINTS RECEIVED: APRIL 2018 TO MARCH 2019
(ANNUAL REPORT)

1 Purpose of Report

- 1.1 To update Corporate Scrutiny Committee on the number and types of complaints received by the Council in the period April 2018 to March 2019.

2 Recommendations

- 2.1 Corporate Scrutiny Committee are asked to note the information about complaints received by the Council in this period and lessons learnt.

3 Key Issues and Reasons for Recommendations

Key Issues

- 3.1 This report contains information about the quantity, nature and timeliness of responses to formal complaints received in the period April, 2018 to March, 2019.

Reasons for Recommendations

- 3.2 Council approved a new Customer Feedback and Complaints Policy on 21 February, 2018; contained within the new policy is a commitment to report complaints information to Cabinet.

4 Relationship to Corporate Priorities

- 4.1 This report supports the Council's Corporate Priorities as follows:

- (i) High standards of customer service contributes to the Council's corporate priorities of promoting prosperity and improving community wellbeing by supporting businesses and individual residents.

5 Report Detail

5.1 The Council has substantial customer contact with residents and businesses on a daily basis. Examples of the scale of this contact include:

- Dealing with all businesses that are liable to pay Business Rates.
- Dealing with all residents who are liable to pay Council Tax.
- Dealing with claims for Housing Benefit and Council Tax reduction in times of reducing entitlements and the implementation of Universal Credit.
- Dealing with Council tenants in the 5150 houses on rent, housing repairs etc.
- Dealing with all food, licensed premises and taxi businesses in the District for licensing purposes.
- In the 12 month period, just under 86,000 telephone calls were handled by Customer Services; an average of 7,166 calls per month.
- An additional circa 51,000 calls were handled by Revenues and Benefits staff

5.2 A proportion of the contact with customers involves difficult and sensitive issues such as taking enforcement action for non-payment of Council Tax/Business Rates and breaches of legislation. In the context of this significant and complex customer contact, the Council receives a relatively small number of complaints but it remains important that effective arrangements are in place to handle these and to learn any lessons.

5.3 There were a total of 27 formal complaints in the 12 month period from April 2018 to March 2019, broken down as follows:

Quarter 1 – April to June 2018 = 10

Quarter 2 – July to September 2018 = 3

Quarter 3 – October to December 2018 = 8

Quarter 4 – January to March 2019 = 6

5.4 In Quarter 1, all complaints were resolved at Stage 1 of the policy. Of the 10 complaints, 7 were answered by the target date of 10 working days as per the policy which gives a 70% compliance.

5.5 In Quarter 2, all complaints were resolved at Stage 1 of the policy. Of the 3 complaints, 1 was answered by the target date of 10 working days as per the policy which gives a 33% compliance.

5.6 In Quarter 3, 5 of the 8 complaints were resolved at Stage 1 of the policy. 2 of the 8 complaints were resolved at Stage 2 of the policy; and 1 of the 8

complaints went to Stage 3 of the policy which is submission to the Council's Appeals and Complaints Panel for consideration by Members. Of the 8 complaints, 4 were answered by the target date of 10 working days (Stage 1) as per the policy which gives a 50% compliance.

5.7 In Quarter 4, all complaints were resolved at Stage 1 of the policy. Of the 6 complaints, 5 were answered by the target date of 10 working days as per the policy which gives a 83% compliance.

5.8 A breakdown of the 27 complaints received is attached at Appendix 1. 1 of the 27 complaints was submitted anonymously.

5.9 Key lessons from these complaints include:

- In the EH Q3 case (resolved January, 2019) concerns were expressed regarding the engagement of front line officers with residents who have mental health issues. It is acknowledged that mental health training/awareness raising for front line officers would be beneficial and a facilitator is being sought to deliver this.
- The priority chart used and publicised for disabled adaptations needed reviewing. The information provided proved misleading, suggesting applicants were given priority on age rather than on the points based system used.
- Complaint received in relation to on-going window disrepair – initially not upheld, however, following further complaints an issue was identified with the window and subsequently rectified. The lesson learnt in this case to actively listening to the complaint, stop being defensive and not making judgement, particularly when the individual concerned has raised multiple issues.
- Complaint received in relation to on-going WC blockages identified issues with drainage on 4 housing estates where there are two WCs in the property which run into one sewer pipe – if a blockage occurs this is now treated as an emergency. Longer term this issue has identified an issue with the pitch fibre drainage which will be addressed through the capital works programme.

5.10 There was 1 formal complaint received about an elected Member that required investigation in the period April to March, 2019.

5.11 There were 4 formal complaints received about Council Officers that required investigation in the period April to March, 2019.

5.12 There were 4 enquiries from the Local Government Ombudsman (LGO) in the period, requesting information from the Council following complaints submitted direct to the LGO. In all of these cases the LGO elected not to instigate a formal investigation.

6 Implications

6.1 Financial

None.

6.2 Legal

None.

6.3 Human Resources

None.

6.4 Section 17 (Crime Prevention)

None.

6.5 Human Rights Act

None.

6.6 Data Protection

None.

6.7 Risk Management

None.

6.8 Equality & Diversity

None.

6.9 Best Value

None.

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|-----------------------------------|
| 7 Appendices to the Report |
|-----------------------------------|

Appendix 1: Breakdown of Complaints Received

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|-------------------------------|
| Previous Consideration |
|-------------------------------|

| | | |
|---|---------|------------------|
| Customer Feedback and Complaints Policy | Council | 21 February 2018 |
|---|---------|------------------|

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|--------------------------|
| Background Papers |
|--------------------------|

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|-----------------------|
| Individual complaints |
|-----------------------|

APPENDIX 1**BREAKDOWN OF COMPLAINTS RECEIVED**

| QUARTER 1 – April to June 2018 | | |
|---|---|-------------------------------------|
| SERVICE | COMPLAINT | RESOLVED AT STAGE 1 (YES/NO) |
| Local Taxation & Benefits | Council Tax Liability Order | YES |
| Local Taxation & Benefits | About an Officer | YES |
| Local Taxation & Benefits | Level of service | YES |
| Local Taxation & Benefits | Enforcement action to recover debt | YES |
| Local Taxation & Benefits | About an Officer | YES |
| Local Taxation & Benefits | Level of service | YES |
| Planning Services | Discrimination linked to consultation | YES |
| Housing Property Services | Delay in disabled adaptation | YES |
| Housing – Disabled Adaptations | Time taken to assess need for disabled adaptation | YES |
| Housing Options Service | Level of service provided | YES |
| TOTAL NUMBER OF COMPLAINTS FOR Q1 = 10 | | |

| QUARTER 2 – July to September 2018 | | |
|--|---------------------------------------|-------------------------------------|
| SERVICE | COMPLAINT | RESOLVED AT STAGE 1 (YES/NO) |
| Environmental Health | Action proposed by service | YES |
| Housing Property Services | State of Council house for new tenant | YES |
| Local Taxation & Benefits | Lack of response | YES |
| TOTAL NUMBER OF COMPLAINTS FOR Q2 = 3 | | |

| QUARTER 3 – October to December 2018 | | |
|--|--|-------------------------------------|
| SERVICE | COMPLAINT | RESOLVED AT STAGE 1 (YES/NO) |
| Housing Maintenance | About an Officer | NO |
| Housing Maintenance | Quality of repair | YES |
| Housing Maintenance | About an Officer | YES |
| Environmental Health | About an Officer and recording equipment | NO |
| Local Taxation & Benefits | Business Rates | YES |
| Local Taxation & Benefits | Level of service | YES |
| Planning Services | Consultation timescales and information | NO |
| Local Taxation & Benefits | Application for Housing Benefit | YES |
| TOTAL NUMBER OF COMPLAINTS FOR Q3 = 8 | | |

| QUARTER 4 – January to March 2019 | | |
|--|---|-------------------------------------|
| SERVICE | COMPLAINT | RESOLVED AT STAGE 1 (YES/NO) |
| Parks and Open Spaces | Damaged caused by a Tree | YES |
| Local Taxation & Benefits | Business Rates recovery | YES |
| Local Taxation & Benefits | Issues registering a property for Council Tax | YES |
| Insurance | Mis-sold Mortgage Insurance Policy | YES |
| Parks and Open Spaces | Trespassing and removal of shrubbery | YES |
| Managing Director | Council Committee Meeting | YES |
| TOTAL NUMBER OF COMPLAINTS FOR Q4 = 6 | | |

| | |
|--------------------------|---|
| Report of: | Head of Governance & Customer Services |
| Contact Officer: | Judith Aupers |
| Telephone No: | 01543 464 411 |
| Portfolio Leader: | Corporate Improvement |
| Report Track: | Corporate Scrutiny Cttee: 18/07/19 Council: 04/09/19 |

COPORATE SCRUTINY COMMITTEE**18 JULY 2019****ANNUAL REPORT 2018-19****1 Purpose of Report**

- 1.1 This report summarises the work undertaken by the Corporate Scrutiny Committee during the municipal year 2018-19.

2 Recommendations

- 2.1 That Members note the report and approve its submission to Council.

3 Key Issues and Reasons for Recommendation

- 3.1 The report summarises the work undertaken by the Corporate Scrutiny Committee during the municipal year 2018-19.
- 3.2 The Committee received information on:
- (i) the end of year outturn for the Customer & Corporate Priority Delivery Plan for 2017-18;
 - (ii) progress reports on the Corporate Priority Delivery Plan for 2018-19;
 - (iii) progress in addressing the Peer Review recommendations;
 - (iv) review of the Council's Gender Pay Gap;
 - (v) the Council's General Fund Revenue Budget 2019-20 to 2021-22; and
 - (vi) review of Members' Access to Information (ICT) and Training.

4 Relationship to Corporate Priorities

- 4.1 The Corporate Scrutiny Committee was responsible for scrutinising matters relating to the Corporate Priority Delivery Plan.

5 Report Detail

- 5.1 It was agreed in July 2016 by full Council that in future the Scrutiny Committees would produce an annual report for Council on the work undertaken by each of the Committees.

- 5.2 The key role of the Scrutiny Committee is to:

- Hold the executive to account;
- Ensure corporate priorities are met
- Review and develop policies
- scrutinise partners
- consider performance management information

- 5.3 The remit of the Corporate Scrutiny Committee during 2018-19 included:

- The Corporate PDP
- Corporate Issues
- Budget Consultation
- Corporate & Support Services – i.e. Finance, HR, Governance, Legal, Technology, Communications, Customer Services and Civic Support

- 5.4 The Committee considered the following items during 2018-19:

26 June 2018

- End of Year 2017/18 Customers & Corporate PDP performance update
- The Committee's Annual Report 2017/18
- Corporate PDP 2018/19 and Peer Review Update
- Committee's work programme for 2018/19

13 November 2018

- Gender Pay Gap Review 2016/17
- PDP Q2 2018/19 performance update
- Work programme update

21 January 2019 (Additional Meeting)

- The Council's General Fund Revenue Budget 2019-20 to 2021-22

12 March 2019

- Members Access to Information (ICT) and Training Requirements
- PDP Q3 2018/19 update
- Summary of complaints received April to December 2018.

5.5 A working group was set up to support the review of Members' Access to Information (ICT) and Training. The working group has met twice and provided an update to the Committee on 12 March 2019. From the work done so far, the Committee has endorsed the adoption of the new Members Portal and made a number of suggestions regarding the induction programme. The Committee has also recommended that the review be included in the 2019-20 work programme for the Corporate Scrutiny Committee in order for that the following aspects of the review can be concluded:

- Work on IT training needs;
- Development of ongoing training programme;
- Review of the 2019 Induction programme;
- Information provided to candidates prior to elections;
- Review of the Members' Handbook;
- Provision of IT equipment for all Members.

6 Implications

6.1 Financial

None

6.2 Legal

None

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

None

6.8 Equality & Diversity

None

6.9 Best Value

None

7 Appendices to the Report

Appendix 1: Scoping document for the review of Gender Pay Gap.

Appendix 2: Scoping document for the review of Members' ICT and Training

Previous Consideration

None

Background Papers

None



SCRUTINY REVIEW TEMPLATE

| |
|---|
| REVIEW TITLE |
| Gender Pay Reporting |
| SCOPE OF THE REVIEW/TERMS OF REFERENCE |
| <p>The review of the Gender Pay Gap will cover:</p> <ul style="list-style-type: none"> (i) Understanding Gender Pay Reporting; (ii) The Gender Pay statement for 2016-17; (iii) The Council's pay and grading structure; (iv) The Council's job evaluation process; and (v) The Council's recruitment process. |
| REASON FOR SCRUTINY |
| <p>Concerns about:</p> <ul style="list-style-type: none"> • The gap between the pay of male and female employees |
| MEMBERSHIP OF THE REVIEW GROUP |
| Members of the Corporate Scrutiny Committee |
| KEY TASKS / REVIEW PLAN |
| <p>To consider:</p> <ul style="list-style-type: none"> • The reasons for the differences in gender pay • How the Council compares to other organisations • What actions, if any, the Council could take to narrow the gender pay gap |
| SOURCES OF EVIDENCE |
| <ul style="list-style-type: none"> • Gender pay statement for 2016-17 • Pay & grading structure • NJC Single Status Agreement, Craft Agreement and JNC Terms & Conditions for Chief Officers |
| TIMESCALE |
| <ul style="list-style-type: none"> • A report/presentation will be given to Members at the next meeting on 13th November. • Depending on the outcome of the review a report will be prepared for Members to consider at the meeting on 12 March 2019. |

ITEM NO. 6.



SCRUTINY REVIEW TEMPLATE

| REVIEW TITLE |
|---|
| Members IT and Training Requirements |
| SCOPE OF THE REVIEW/TERMS OF REFERENCE |
| <p>The scope of the review includes:</p> <ul style="list-style-type: none"> • Replacement of the Members Portal • Supporting Members in the move towards paperless meetings • IT facilities in the Members Group Rooms • Information provided to Candidates prior to an election • Information provided to Members upon election to serve as a Councillor • Induction Training Programme • Ongoing training requirements <p>The review will consider how Members are supported by their political groups and the Council in fulfilling their role.</p> |
| REASON FOR SCRUTINY |
| <p>The Council is moving increasingly towards paperless meetings and needs to ensure that it supports Members effectively with these changes.</p> <p>Members induction and training provision is key to ensuring that Members understand and are equipped to full their role as Community Leaders. The review will inform the Induction Programme for 2019/20</p> |
| MEMBERSHIP OF THE REVIEW GROUP |
| <p>The task & finish group comprises:</p> <ul style="list-style-type: none"> • Cllr Darren Foley (Chair) • Hyra Sutton • Muriel Davis • Paul Snape • Paul Woodhead |
| KEY TASKS / REVIEW PLAN |
| <ol style="list-style-type: none"> 1. To review the proposed replacement for the existing Members Portal to assess whether it is easy to use and contains all relevant information. 2. To identify what IT skills Members need to carry out their role effectively. |

3. To review the current IT facilities in the Members Group rooms.
4. To assess the information provided to new Members to see what their it is still relevant, useful and whether there are any gaps. This will include a review of the Members Handbook.
5. To review the Members Induction Programme for 2018 to see how it could be improved for future years
6. To consider what information and training needs are required throughout their term of office and any barriers to training.

SOURCES OF EVIDENCE

Members induction Programme 2018
Training provided during 2017/18 and the year to date
Members handbook
Information provided on the current Members Portal

TIMESCALE

It is proposed to hold 3 meetings:

1. Discussion of the scoping of the review and preparing the work plan
2. Review of IT facilities
3. Review of Information, Induction & Training

The review ideally needs to be completed by mid February if a report is to be completed for the 12 March 2019 meeting and to influence the Members Induction Programme for 2019.

If more meetings / work is required then it will need to be rolled over onto the Committee's work programme for 2019/20.

Corporate Priority Delivery Plan 2019-2020

Performance Indicators

| Performance Indicator | Frequency of reporting (Q or A) | Last year's outturn | Target | Q1 | Q2 | Q3 | Q4 |
|---|--|----------------------------|-------------------|-----------|-----------|-----------|-----------|
| Customer contact data – response to telephone calls | Q | | 94% | | | | |
| Use of Online Forms | Q | | 475 | | | | |
| E – Payments Transactions – Payments made via the Council's website | Q | | 6,000 per quarter | | | | |
| Payments made via the Council's automated telephone payment system | Q | | 5,750 per quarter | | | | |
| Payments made by Direct Debit (Council Tax) | Q | | | | | | |

Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services

| Approach | Key Project | Milestone(s) | Q1 | Q2 | Q3 | Q4 | |
|---|--|---|-----------------|----|----|----|---|
| Giving choice to our customers in how they access our services | Review the Council's digital requirements with regard to customer services / interactions to inform the Customer Access Strategy and the procurement of a replacement for the CRM system | Commission a review of the Council's digital requirements with regard to customer services / interactions | X | | | | |
| | | Review to be undertaken by consultant | | X | | | |
| | | Final report on outcome of the review | | | X | | |
| | Develop and implement a Customer Access Strategy | Draft core requirements of strategy and discuss with Leadership Team | | | | | X |
| | | Draft strategy for approval by Cabinet | 2020/ 21 | | | | |
| | Procurement of a replacement for the CRM system | Identify requirements for new customer portal/ CRM system and agree with Leadership Team | 2020/ 21 | | | | |
| | | Commence Procurement | 2020/ 21 | | | | |

Making the best use of limited resources – managing our people, money and assets

| Approach | Key Project | Milestone(s) | Q1 | Q2 | Q3 | Q4 |
|--|---|---|----|----|----|----|
| Managing our people, money and assets | Development of an Asset Management Strategy | Recruit a Corporate Asset Manager | X | | | |
| | | Review Condition Surveys for all Council assets and properties | | | X | |
| | | Undertake Asset Review and prepare draft Strategy for adoption by Cabinet | | | | X |

| Approach | Key Project | Milestone(s) | Q1 | Q2 | Q3 | Q4 | |
|--|--|--|----|----|----|----|--|
| Managing our people, money and assets - continued | Develop workforce development strategy, incorporating gender pay requirement | Scoping exercise to determine the development needs of the workforce | X | | | | |
| | | Review of scoping exercise to determine how to address workforce need | | X | | | |
| | | Develop content of the strategy and consult stakeholders | | | X | | |
| | | Implement strategy including training as appropriate | | | | X | |
| | Delivery of the Environmental Services Review Outcomes | <i>The actions will be determined once the report on the Environmental Services Review has been to Cabinet</i> | | | | | |
| | Identifying potential savings options | Service review methodology to be determined and agreed with Leadership Team | X | | | | |
| | | Programme of Service Reviews to be determined | | X | | | |
| | | First phase of Service Reviews to be completed | | | | X | |

| | |
|--------------------------|--|
| Report of: | Head of Governance & Corporate Services |
| Contact Officer: | Judith Aupers |
| Telephone No: | 01543 464 411 |
| Portfolio Leader: | Corporate Improvement |
| Report Track: | Corporate Scrutiny Cttee: 18/07/19 |

CORPORATE SCRUTINY COMMITTEE**18 JULY 2019****WORK PROGRAMME FOR 2019-20****1 Purpose of Report**

- 1.1 To set out the draft work programme for the Corporate Scrutiny Committee for 2019-20.

2 Recommendations

- 2.1 That the Committee review the draft work programme for 2019-20 and advise on what they wish to include for the forthcoming year (see Appendix 1).

3 Key Issues and Reasons for Recommendation

- 3.1 The scrutiny structure has been designed to ensure effective accountability for the delivery against the Council's key outcomes set out in the Council's Corporate Plan 2018-23.
- 3.2 Although there is no longer a corporate priority in the new Corporate Plan, there are still a number of corporate issues which need to be addressed and these form the basis of the Corporate Priority Delivery Plan (PDP). The Corporate Scrutiny Committee is responsible for scrutinising the Corporate PDP. This is the subject of a separate item on the agenda.
- 3.3 The Corporate Scrutiny Committee is encouraged to identify corporate issues and/or ones that are a priority for local people and communities. If a matter is a recurring issue for the people you, as Councillors, represent, the likelihood is that it is something that the Committee should consider. The more relevant the issue is to local communities then the greater the likelihood of engaging those communities in the scrutiny process and of producing outcomes that will be visible to those communities you represent. Guidance on selecting reviews is included in Appendices 2A and 2B.

- 3.4 Members are invited to comment on the draft Work Programme attached at Appendix 1. Members are also encouraged to propose issues that could be included for consideration in the work programme. The work programme may be revised during the year as necessary.

4 Relationship to Corporate Priorities

- 4.1 The remit of the Corporate Scrutiny Committee is linked to the Council's Corporate PDP.

5 Report Detail

Background

- 5.1 The Corporate Scrutiny Committee is responsible for scrutinising the Corporate PDP.
- 5.2 Although there is no longer a corporate priority in the new Corporate Plan, there are still a number of corporate issues which need to be addressed and these form the basis of the Corporate Priority Delivery Plan (PDP).
- 5.3 The Corporate PDP is split into 2 themes:
- (i) Delivering Council services that are customer centred and accessible - giving choice to our customers in how they access our services; and
 - (ii) Making the best use of limited resources – managing our people, money and assets

Developing the Work Programme

- 5.4 To support Members in their Scrutiny role and in particular in developing a work programme a Scrutiny Toolkit has been produced; a copy of this has been circulated separately to Members. An extract from the toolkit relating to developing a work programme is attached at Appendix 2A and an extract from the LGA's guidance is attached at Appendix 2B.
- 5.5 In developing the work programme Members are encouraged to consider the following questions:
- Is the matter a concern to local people? (You may wish to reflect on topics raised with you when canvassing).
 - Is the issue an identified priority for the Council or partners?
 - Does the issue relate to an area of service with a trend in weak performance?
 - What difference could scrutiny make?
 - What would happen if you did not look at this issue?

- 5.6 To further assist Members in developing the work programme:
- A copy of the Corporate PDP is attached as a separate item on the agenda; and
 - Details of the services that fall within the remit of the Committee, together with key projects and topical issues, are given in Appendix 3.
- 5.7 The Work Programme can be revised during the year to reflect emerging priorities, but it is important to plan ahead and allow time for reports to be prepared and invitations to be sent to relevant parties.
- 5.8 Whilst it is for the Committee to determine what they want to include in the Work Programme, a draft Work Programme is attached at Appendix 1 to this report which includes some standing items (eg PDP updates) and some suggestions as to potential reviews.

Undertaking the Scrutiny reviews

- 5.9 Once Members have identified the matters they wish to scrutinise, consideration should be given to scoping the subject in more detail including the timing and method of scrutiny to be used. Support in this process will be given by the Lead Officer for the Scrutiny Committee. A template to assist with scoping the review is also attached at Appendix 4.
- 5.10 Members may wish to:
- Allocate the work to a small working group of Members to investigate the issue over a period of 2-3 months (this may involve visits to see how services are working in practice);
 - Invite expert witnesses to give their views;
 - Seek the views of service users and/or the general public.
- 5.11 Members should also consider what they can do to support the review e.g.:
- Undertaking research e.g. via the internet;
 - Seeking the views of ward members or specific interest groups.

Reporting on Scrutiny Reviews

- 5.12 In addition to reporting to the Committee on the outcome of any reviews, the Committee may wish to make recommendations to Cabinet or another Committee.
- 5.13 At the year end, the Chair of the Committee will prepare a report for Council on the outcome of the Committee's Work Programme.

6 Implications**6.1 Financial**

Any costs to be incurred in undertaking any review will need to be contained within existing budgets.

6.2 Legal

None

6.3 Human Resources

None

6.4 Section 17 (Crime Prevention)

None

6.5 Human Rights Act

None

6.6 Data Protection

None

6.7 Risk Management

The key aspects of risk management in regard to scrutiny work programmes are:

- ensuring that there are clear outcomes from the scrutiny process that impact positively upon the services users/communities within the District and link to corporate priorities; and
- that there is adequate capacity for the committee to complete the work that has been agreed.

6.8 Equality & Diversity

The Council has a responsibility to undertake adequate Equality Impact Assessments to ensure services do not have a negative impact on any one section of the community and the scrutiny committees have a role in ensuring that this responsibility is fulfilled, particularly in regard to health impact. Scrutiny as a function must also comply with the relevant legislation. When considering work programme items, especially when undertaking reviews of policy, the scrutiny committees must always consider whether their recommendations may impact differently on various individuals/sections of the community.

6.9 Best Value

Work programmes which are effectively prioritised will ensure that scrutiny activity is focused where it can be of greatest benefit.

7 Appendices to the Report

| | |
|-------------|--|
| Appendix 1 | Draft Work Programme 2019/20 |
| Appendix 2A | Extract from the Council's Scrutiny Toolkit |
| Appendix 2B | Extract from the LGA Guidance on Scrutiny Work Programming |
| Appendix 3 | Overview of services and issues falling with the Committee's remit |
| Appendix 4 | Template for scoping a scrutiny review |

Previous Consideration

None

Background Papers

None

ITEM NO. 8.

**Proposed Work Programme for 2019-20 for
the Corporate Scrutiny Committee**

| Meeting Date | Item |
|---------------------|--|
| 18 July 2019 | <ul style="list-style-type: none"> • End of Year Outturn for Corporate PDP for 2018-19 • Complaints - Annual Report 2018-19 • Annual Report on Work of the Committee for 2018-19 • Corporate PDP for 2019-20 • Determine Review Programme for 2019-20 |
| 19 November 2019 | <ul style="list-style-type: none"> • Corporate PDP Progress Report April to September 2019 • Complaints Report • Scrutiny Review (to be determined) |
| 14 January 2020 | This meeting is for consultation on the budget/financial strategy only |
| 10 March 2020 | <ul style="list-style-type: none"> • Corporate PDP Progress Report October to December 2019 • Complaints Report • Scrutiny Review (to be determined) |

Suggestions for Reviews:

- Continuation of review Members Access to Information (ICT) and Training
- Customer Service Standards / Access Strategy

ITEM NO. 8.

Extract from Scrutiny Toolkit**DEVELOPING THE WORK PROGRAMME**

Members have a key role to play in developing the work programme for the Scrutiny Committees and it is important that manageable programmes are developed. The Scrutiny Committees will need to filter potential items of work; to be selective and to prioritise.

Given the limited resources available, in particular the constraints on member and officer time, it is unrealistic to select more than a few items for intensive review. Realistically, a single committee cannot undertake more than two in-depth reviews per year.

In developing the work programme Members are encouraged to consider the following questions:

Public interest – the concerns of local people should influence the issues chosen. Things to think about include:

- Any issues raised with you when canvassing;
- Have any surveys or research undertaken by the Council identified any concerns
- is the issue an identified priority for the Council or partners

Ability to change - priority should be given to issues that the Committee can realistically influence. Think about what difference Scrutiny could make and what would happen if you did not look at this issue.

Performance: priority should be given to areas in which the Council and Partners are not performing well. You should consider, the scale of the underperformance, whether it is a one off or whether there is an ongoing issue. Has the service been flagged up in an external inspection report for poor performance?

Extent: priority should be given to issues that are relevant to all or a large part of the District

Replication: work programme must take account of what else is happening to avoid duplication or wasted effort

Work programmes should be determined at the start of each municipal year and reviewed and revised regularly. Any reviews not started or completed by the year end can be referred for consideration as part of the following year's work programme. The best advice is to start small, learn what works well and what does not and then be more ambitious. It is far easier to add items to the workload than to remove them.

Stage 1: Agree the Issue

The first step is for scrutiny members to be sure that the subject to be reviewed is significant. Undertaking in-depth reviews is resource-intensive – of member and officer resources. Investing such a high level of resources should only be undertaken for **high priority issues**. The following are criteria which could be used to ‘check’ a topic against, to ensure that it would make a worthwhile review:

- Issue identified by members as key issue (through members’ surgeries and other constituency activities);
- Performance issues within a service (e.g. significant under or overachievement of targets);
- Service considered to be important by the community (through market research, citizens’ panels and so on);
- High level of user/general public dissatisfaction with service;
- Public interest issue highlighted in local media;
- High level of budgetary commitment to policy/service area;
- Persistent financial issues e.g. significant under or overspends.
- Council corporate priority area;
- Central government priority area;
- Issue raised in Inspection Reports
- Issue referred by the Cabinet or the Audit & Governance Committee
- New government guidance or legislation.

Stage 2: Determine the nature of member involvement

The committee will need to decide how members will drive the review. There are three possible approaches to member involvement:

- The whole committee investigates the issue;
- A task and finish working group is established to drive the investigation;
- Individual or paired members drive the review.

Vital to the whole review activity is that members take full control of which policy problems and solutions are explored and how that exploration takes place. Members need to take responsibility for, and ownership of, the outputs and outcomes of reviews.

Stage 3: Scoping Exercise

There are 4 key issues to consider when scoping the review:

- What are the core questions the review is seeking to answer? (no more than 3)
- What is the purpose of the Review? (in one sentence)
- What will not be included?
- What is the timescale?

Extract from LGA Guidance on Scrutiny Work Programming

Work programming

The role of scrutiny is to achieve positive outcomes for local people by undertaking a thorough, targeted examination of the council's service provision and procedures. However, it is not possible to examine every service in detail, so it is important for the scrutiny committee to prioritise and plan its workload. Some councils do this at the beginning of each year and some do it on an ongoing basis.

Planned scrutiny

Work programming is the process for determining which topics scrutiny will look at over the coming year, either at committee meetings or

in task and finish groups. This involves evaluating a number of factors to decide which topics are to be investigated and when. The process will typically involve long-listing and then short-listing topics before making a final decision.

Responsive scrutiny

Whether planned scrutiny takes place at the beginning of the year or on an ongoing basis, the priorities for scrutiny need to be monitored and evaluated on an ongoing basis. This makes sure scrutiny can be flexible and responsive to high-priority issues or policy changes that occur throughout the year.



The scrutiny topic selection process

Each council has its own method for selecting topics for scrutiny; in some councils there may be a very structured selection process, whilst in others it may be more informal. Whatever level of detail is involved, the general process should include the following activities.

1. Identify issues

You can identify potential issues by:

- consulting with all members of scrutiny committees, senior officers, cabinet members and council officers
- looking at corporate priorities, business plans and the Forward Plan of the council (and the council's neighbours)
- considering events and decisions in the council's calendar that could require an input from scrutiny, such as setting budgets
- evaluating previous council performance and identifying any follow-up work required to previous scrutiny work
- carrying out work to engage with local people, for example through surgeries, local media, opinion surveys and online forums.

2. Prioritise topics

Identify and prioritise potential scrutiny topics, considering the resources they would require and the level of impact they could achieve.

3. Plan scrutiny work

Decide which scrutiny topics to review and include them in the work programme.

4. Review and evaluate

Review progress and evaluate outcomes to demonstrate the value added by scrutiny.



Criteria for selecting scrutiny topics

The following criteria provide a useful guide for prioritising and selecting which topics are suitable for scrutiny to review.

Topics **are** suitable for scrutiny when:

- scrutiny could have an impact and add value
- the topic is of high local importance and reflects the concerns of local people
- the resources are available that would be required to conduct the review, in terms of manpower and budget
- it avoids work duplication elsewhere
- the issue is one that the committee can realistically influence
- the issue is related to an area where the council, or one of its partners, is not performing well
- the issue is relevant to all or large parts of the local area
- the review would be in the council's interests.

Topics **are not** suitable for scrutiny when:

- the issue is already being addressed elsewhere and change is imminent
- the topic would be better addressed elsewhere (and will be referred there)
- scrutiny involvement would have limited or no impact upon outcomes
- the topic may be sub-judice or prejudicial to the council's interest
- the topic is too broad to make a review realistic
- new legislation or guidance relating to the topic is expected within the next year
- the topic area is currently subject to inspection or has recently undergone substantial change.

Defining scrutiny topics

For every item on the work programme/new referral, it should be clear:

- What is the issue/activity/project under consideration?
- What is scrutiny being asked to do?
- What are the reasons for/expected benefits of involving scrutiny in the matter?
- Is there a specific deadline for the piece of work?

Services Falling within the Corporate Scrutiny Committee's Remit

| Service Area | Sub-Areas | Notes |
|---|--|--|
| Corporate Issues | <ul style="list-style-type: none"> Budget Consultation (as appropriate) | |
| | <ul style="list-style-type: none"> Complaints (includes Ombudsman and MP enquiries) | Report on complaints to Cabinet and Corporate Scrutiny Committee |
| Civic Support | <ul style="list-style-type: none"> Civic Events | |
| Governance and Corporate Services | <ul style="list-style-type: none"> Internal Audit | Reports on performance and audit matters to the Audit & Governance Committee |
| | <ul style="list-style-type: none"> Risk Management | Reports on risks to Cabinet and the Audit & Governance Committee |
| | <ul style="list-style-type: none"> Insurance | |
| | <ul style="list-style-type: none"> Health & Safety | |
| | <ul style="list-style-type: none"> Procurement | |
| | <ul style="list-style-type: none"> Democratic Services | |
| | <ul style="list-style-type: none"> Electoral Services | Reviewed in 2017/18 |
| | <ul style="list-style-type: none"> Emergency Planning | |
| | <ul style="list-style-type: none"> Business Continuity | |
| | <ul style="list-style-type: none"> Policy | |
| | <ul style="list-style-type: none"> Performance | Performance information is reported to Cabinet and each of the Scrutiny Committees |
| | <ul style="list-style-type: none"> Equality & Diversity | Revised Policy approved April 2019 |
| | <ul style="list-style-type: none"> Consultation & Engagement | Scrutiny review in 2015/16 |
| | <ul style="list-style-type: none"> Communications | |
| | <ul style="list-style-type: none"> Website | |
| | <ul style="list-style-type: none"> Data Protection | |
| | <ul style="list-style-type: none"> Freedom of Information | |
| | <ul style="list-style-type: none"> Customer Services | Customer Access Strategy to be developed in 2019/20 |
| | <ul style="list-style-type: none"> Support Services | |
| <ul style="list-style-type: none"> Caretaking & Cleaning | | |
| <ul style="list-style-type: none"> Land Charges | Part of the service is to be transferred to the Land Registry | |

| Service Area | Sub-Areas | Notes |
|------------------------------|--|---|
| Finance | <ul style="list-style-type: none"> • Financial Management | Medium Term Financial Strategy reported to Cabinet and Council |
| | <ul style="list-style-type: none"> • Treasury Management | Reports to Council and Audit & Governance Committee |
| | <ul style="list-style-type: none"> • Creditors and Debtors | |
| Stafford Led Shared Services | <ul style="list-style-type: none"> • Technology (including Reprographics) | Performance is generally reported via SBC's Scrutiny Committee, though specific reviews can be requested by CCDC's Corporate Scrutiny Committee |
| | <ul style="list-style-type: none"> • Legal | |
| | <ul style="list-style-type: none"> • Human Resources | |



SCRUTINY REVIEW TEMPLATE

| |
|---|
| REVIEW TITLE |
| |
| SCOPE OF THE REVIEW / TERMS OF REFERENCE |
| |
| REASON FOR SCRUTINY |
| |
| MEMBERSHIP OF THE REVIEW GROUP |
| |
| KEY TASKS / REVIEW PLAN |
| |
| SOURCES OF EVIDENCE |
| |
| TIMESCALE |
| |