

Public Document Pack



Hinckley & Bosworth
Borough Council

A Borough to be proud of

Bill Cullen MBA (ISM), BA(Hons) MRTPI
Chief Executive

Date: 08 August 2017

**To: Members of the Ethical Governance and
Personnel Committee**

Mrs R Camamile (Chairman)
Mr RG Allen
Mr CW Boothby
Mr MB Cartwright
Mr WJ Crooks

Mr MR Lay
Mr M Nickerson
Mr LJP O'Shea
Ms BM Witherford

Copy to all other Members of the Council

(other recipients for information)

Dear member,

There will be a meeting of the **ETHICAL GOVERNANCE AND PERSONNEL COMMITTEE** in the De Montfort Suite - Hub on **WEDNESDAY, 16 AUGUST 2017** at **6.30 pm** and your attendance is required.

The agenda for the meeting is set out overleaf.

Yours sincerely

Rebecca Owen
Democratic Services Officer

A G E N D A

1. APOLOGIES AND SUBSTITUTIONS

2. MINUTES OF PREVIOUS MEETING (Pages 1 - 4)

To confirm the minutes of the previous meeting.

3. ADDITIONAL URGENT BUSINESS BY REASON OF SPECIAL CIRCUMSTANCES

To be advised of any additional items of business which the Chairman decides by reason of special circumstances shall be taken as matters of urgency at this meeting.

4. DECLARATIONS OF INTEREST

To receive verbally from members any disclosures which they are required to make in accordance with the Council's code of conduct or in pursuance of Section 106 of the Local Government Finance Act 1992. **This is in addition to the need for such disclosure to be also given when the relevant matter is reached on the agenda.**

5. QUESTIONS

To hear any questions received in accordance with Council Procedure Rule 10.

6. DOMESTIC ABUSE WORKPLACE POLICY (Pages 5 - 12)

To gain approval of the refreshed Domestic Abuse Workplace Policy for Hinckley and Bosworth Borough Council.

7. PEOPLE STRATEGY 2017-2021 (Pages 13 - 24)

To present the draft People Strategy 2017-2021, outlined in Appendix 1 that sets out the strategic priorities for our workplace for the next four years.

8. CORPORATE COMPLAINTS 2016-17 (Pages 25 - 34)

To inform members of complaints received under the council's two-stage complaints process and the outcome of these, and complaints received via the Local Government Ombudsman.

9. STATUTORY SAFETY COMMITTEE MINUTES (Pages 35 - 36)

10. ANY OTHER ITEMS OF BUSINESS WHICH THE CHAIRMAN DECIDES HAVE TO BE DEALT WITH AS MATTERS OF URGENCY

11. MATTERS FROM WHICH THE PUBLIC MAY BE EXCLUDED

To consider the passing of a resolution under Section 100A(4) of the Local Government Act 1972 excluding the public from the undermentioned items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraphs 1 and 10 of Schedule 12A of the 1972 Act.

12. COMPLAINT 2017-03 (Pages 37 - 40)

Fact finding report.

13. COMPLAINT 2017-04 (Pages 41 - 44)

Fact finding report.

14. COMPLAINT 2017-06 (Pages 45 - 48)

Fact finding report.

This page is intentionally left blank

HINCKLEY AND BOSWORTH BOROUGH COUNCIL

ETHICAL GOVERNANCE AND PERSONNEL COMMITTEE

30 MARCH 2017 AT 6.30 PM

PRESENT: Mr LJP O'Shea - Chairman

Mr CW Boothby, Mr WJ Crooks, Mrs L Hodgkins (for Ms BM Witherford), Mr KWP Lynch (for Mr MB Cartwright), Mr K Morrell, Mr M Nickerson and Ms AV Wright

Also in attendance: Gordon Grimes, Independent Person

Officers in attendance: Julie Kenny and Rebecca Owen

423 APOLOGIES AND SUBSTITUTIONS

Apologies for absence were submitted on behalf of Councillors Cartwright, Lay and Witherford, with the following substitutions authorised in accordance with council procedure rule 4:

Councillor Hodgkins for Councillor Witherford
Councillor Lynch for Councillor Cartwright.

424 MINUTES OF PREVIOUS MEETING

It was moved by Councillor Crooks, seconded by Councillor Morrell and

RESOLVED – the minutes of the meeting held on 12 December 2016 be confirmed and signed by the Chairman.

425 DECLARATIONS OF INTEREST

Councillor O'Shea declared a personal interest which might lead to bias in agenda item 12 (complaints 2016/01 & 2016/02) as the subject member was a friend. He agreed to leave the meeting during consideration of this item.

426 CORPORATE COMPLAINTS PROCEDURE

Members received a report which sought to amend the wording of the corporate complaints procedure to allow for review of a complaint at stage two of the process by an officer senior to or independent from the officer who provided the stage one response. An amendment was necessary following the senior management restructure and also as a result of a report from the Local Government Ombudsman in order to make the process clearer for complainants.

It was moved by Councillor Crooks, seconded by Councillor Morrell and

RESOLVED – the updated corporate complaints procedure be approved.

427 MATTERS FROM WHICH THE PUBLIC MAY BE EXCLUDED

On the motion of Councillor Morrell seconded by Councillor Lynch, it was

RESOLVED – in accordance with section 100A(4) of the Local Government Act 1972, the public be excluded from the following item of

business on the grounds that it involves the disclosure of exempt information as defined in paragraphs 1 and 10 of Part I of Schedule 12A of that Act.

428 COMPLAINT 2016/11 - FACT FINDING REPORT

A fact finding report into a complaint about a parish councillor was presented to the committee. Members supported the recommendation that other action be taken, in this instance that the parish council adopts a social media policy and that an advisory note be sent to the member around the use of social media. Members asked that adoption of a social media policy be suggested to other parish councils. Councillor Morrell agreed to raise it at the next Parish Forum and it was suggested that this also be raised with the Leicestershire & Rutland Association of Local Councils.

It was moved by Councillor Wright, seconded by Councillor Crooks and

RESOLVED –

- (i) The complaint be referred to the Monitoring Officer to be resolved through other action by way of:
 - (a) an advisory note to the subject member around the use of social media;
 - (b) a recommendation to the parish council that they adopt a social media policy.
- (ii) A suggestion be taken to the next Parish Forum that all parish councils consider adopting a social media policy;
- (iii) Leicestershire & Rutland Association of Local Councils be asked to support parish councils in drafting a policy.

429 COMPLAINT 2016/12 - FACT FINDING REPORT

Members received a fact finding report in relation to a complaint about a parish councillor. It was moved by Councillor Morrell, seconded by Councillor Crooks and

RESOLVED – the complaint be referred to the Monitoring Officer for other action by way of:

- (i) an advisory note to the subject member around the use of social media;
- (ii) a recommendation to the parish council that they adopt a social media policy.

430 COMPLAINT 2017/01&02 - FACT FINDING REPORT

Consideration was given to a fact finding report into a complaint about a parish councillor. Members acknowledged that the tone of the article was meant as a joke and felt that, whilst it would have been better to have written it differently, it did not constitute a breach of the code of conduct. It was moved by Councillor Crooks, seconded by Councillor Lynch and

RESOLVED – no further action be taken.

431 APPOINTMENT OF CHAIRMAN FOR THE REMAINDER OF THE MEETING

Having declared an interest in the following item of business, Councillor O'Shea, as Chairman, asked for nominations for a member to take the chair for the remainder of the meeting.

It was proposed by Councillor Morrell and seconded by Councillor Lynch that Councillor Wright takes the chair for the remainder of the meeting. Upon being put to the vote, the motion was CARRIED and it was

RESOLVED – Councillor Wright takes the chair for the remainder of the meeting.

Having declared a personal interest which might lead to bias in the following item, Councillor O'Shea left the meeting at 6.56pm.

432 COMPLAINT 2016/01&02 - INVESTIGATION REPORT

Members gave consideration to an investigation report into two complaints about a parish councillor which were addressed in one report. The first complaint related to the tone of emails sent by the subject member and the second was about alleged unauthorised activities contrary to standing orders.

In relation to the first complaint (2016/01), about the tone of emails, members did not agree with the finding of the investigator that there had been a breach of the code of conduct, but felt that a letter be sent to the subject member to ask him to be mindful of the tone and content of his emails.

In relation to the second complaint (2016/02), members agreed with the investigator's finding that there was no breach of the code of conduct.

It was moved by Councillor Lynch, seconded by Councillor Morrell and

RESOLVED –

- (i) In relation to complaint 2016/01, the member had not breached the code of conduct but a letter be sent to ask him to be mindful of the tone and content of his emails;
- (ii) In relation to complaint 2017/02, the member had not breached the code of conduct and no action be taken.

(The Meeting closed at 7.18 pm)

CHAIRMAN

This page is intentionally left blank



Hinckley & Bosworth
Borough Council

A Borough to be proud of

FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

ETHICAL GOVERNANCE & PERSONNEL COMMITTEE

16 AUGUST 2017

WARDS AFFECTED: ALL WARDS

DOMESTIC ABUSE WORKPLACE POLICY

Report of Director (Community Services)

1. PURPOSE OF REPORT

- 1.1 To gain approval of the refreshed Domestic Abuse Workplace Policy for Hinckley and Bosworth Borough Council.

2. RECOMMENDATION

- 2.1 To recommend that the proposed Domestic Abuse Workplace Policy is approved by the Ethical Governance & Personnel Committee.

3. BACKGROUND TO THE REPORT

- 3.1 The Home Office defines domestic abuse and violence as any incident or pattern of incidents of controlling, coercive, threatening behaviour, violence or abuse between those aged 16 or over who are, or have been, intimate partners or family members regardless of gender or sexuality. The abuse can encompass, but is not limited to:
- Psychological
 - Physical
 - Sexual
 - Financial
 - Emotional
- Domestic abuse is a silent epidemic, impacting 1 in 4 women and 1 in 6 men in their lifetimes. It can include sexual violence, stalking, honour based violence and female genital mutilation.
- 3.2 Domestic abuse not only impacts on the well-being of women and men, but it affects the **financial strength** and **success** of the organisations for which they work. **Seventy-five per cent** of those experiencing domestic abuse are **targeted at work** and it is often possible for perpetrators to use workplace resources such as phones, email and other means to threaten, harass or abuse their current or former partner (CAADV (Corporate Alliance against Domestic Violence)2012).

4.0 DOMESTIC ABUSE WORKPLACE POLICY

- 4.1 The proposed Domestic Abuse Workplace Policy has been developed in line with best practise guidance from domestic abuse professional services, in particular in line with the Corporate Alliance against Domestic Violence (CAADV) toolkit.
- 4.2 This policy is for all staff.
- 4.3 The policy supports Hinckley and Bosworth Borough Council's commitment to tackling domestic abuse within the workplace and its commitment to ensure the safety of its employees.
- 4.4 The policy aims to be a practical guide to employees and managers on how to effectively respond to domestic abuse within the workplace and how to support employees being affected by domestic abuse.
- 4.5 The policy, on approval, will be supported by a relevant training programme for employees and managers.
- 4.6 Within the policy the importance of using specialist services to support employees is stressed.
- 4.7 The full policy is attached at Appendix 1

5. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

- 5.1 The report should be considered in open session.

6. FINANCIAL IMPLICATIONS [TF]

- 6.1 Training costs will be met from existing resources.

7. LEGAL IMPLICATIONS [MR]

- 7.1 None

8. CORPORATE PLAN IMPLICATIONS

- 8.1 This policy supports the corporate aim of 'supporting individuals'.

9. CONSULTATION

- 9.1 Trade Unions have been consulted on this policy and their comments incorporated.

10. RISK IMPLICATIONS

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
No risks identified		RB

11. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

- 11.1 It is well documented that certain equality strands, such as pregnancy, may increase a victim's risk of harm from domestic abuse.

11.2 Domestic abuse often relies on isolating the victim: the perpetrator works to weaken the victim's connections with family and friends, making it extremely difficult to seek support from outside. Isolation can trap women anywhere. But in rural areas, the social isolation can be compounded by geographical isolation and the perpetrator can be protected by the small size of the community.

11.3 This policy covers all staff.

11.4 Training for employees and managers will highlight any potential increased risks of harm for protected equality strands and will stress the importance of referring to specialist services that are aware of these risks and deal with them effectively.

12. CORPORATE IMPLICATIONS

12.1 By submitting this report, the report author has taken the following into account:

- Community Safety implications
- Environmental implications
- ICT implications
- Asset Management implications
- Procurement implications
- Human Resources implications
- Planning implications
- Data Protection implications
- Voluntary Sector

Background papers: Appendix 1: Domestic Abuse Workplace Policy

Contact Officer: Rachel Burgess, ext 5798

Executive Member: Councillor C Boothby

Domestic Abuse Workplace Policy

Hinckley and Bosworth Borough
Council

August 2017

Review date: August 2018

1.0 Introduction - Domestic Abuse and the Workplace

It is important to promote the understanding that everyone has the right to a life free from abuse in any form. Domestic abuse is wholly unacceptable and inexcusable behaviour, and responsibility for domestic abuse lies with the perpetrator. Hinckley and Bosworth Borough Council strives to create a working environment that promotes the view that abuse against people is unacceptable.

2.0 Definition

For purposes of this policy, domestic abuse is defined as ; any incident of threatening behaviour, violence or abuse (psychological, physical, sexual, financial or emotional) between adults who are, or have been, intimate partners or family members, regardless of gender or sexuality.

3.0 Policy

a) Providing information / creating awareness

The council intends to publish, maintain, and post in locations of high visibility, a list of resources for survivors and perpetrators of domestic abuse.

b) Providing support to victims

The council intends to make support available to employees involved in domestic abuse. The council will provide support through our Managers, HR, Occupational Health and other areas of the council as appropriate. Managers will be encouraged to signpost to specialist services with consent of the victim for specialist domestic abuse support.

c) Providing support to perpetrators

It is recognised that perpetrators of domestic abuse may wish to seek help voluntarily. The council intends to provide signposting to support.

d) Providing training to managers

The council will develop a programme of training for staff to raise awareness of domestic abuse and understanding of this policy and guidance.

Managers will be trained to:

- Better identify if an employee is experiencing difficulties
- Provide support and signposting
- Discuss ways to help the person stay safe in the workplace
- Understand that they are not counsellors. Counselling is to be left to trained professionals and no one should attempt to act in place of a domestic abuse expert or counsellor. The best thing a manager can do is to refer the person to the appropriate domestic abuse resources.

e) Scope of policy: Applies to all council staff

4.0 Procedure

4.1 A Guide for Employees

a) Anti-Discrimination

The council will not discriminate against anyone who has been subjected to domestic abuse, in terms of his or her existing employment or career development.

The council is aware that domestic abuse victims may have performance problems such as chronic absenteeism or, lower productivity as a result of domestic abuse. When addressing performance and safety issues, the council will make reasonable efforts to consider all aspects of the employee's situation and / or safety problems.

b) Absence options for employees experiencing domestic abuse

The council will make every effort to assist an employee experiencing domestic abuse. If an employee needs to be absent from work due to domestic abuse, the length of the absence will be determined by the individual's situation through collaboration with the employee and their manager and a Human Resources representative and link with the Council's Attendance Management Framework and/ or the Absence Management Policy – non sickness related.

c) Safety at work

The council undertakes to ensure the safety of its employees. The council will actively provide support to employees to try and minimise the risk to their safety while at work, if they make it known to us that they are experiencing domestic abuse.

d) Providing support for employees

The council intends to make support available to employees involved in domestic abuse. The council will provide support through our Managers, HR and Occupational Health and other areas as appropriate

Their role is to:

- Be available and approachable for those employees experiencing domestic abuse
- Listen, reassure and support individuals
- Keep information confidential (subject to the requirements of child and adult protection- see council safeguarding policies)
- Respond in a sensitive and non-judgemental manner
- Discuss the specific steps that can be taken to help this person stay safe in the workplace
- Ensure the employee is aware of the options available to them
- Encourage the employee to seek the advice of other relevant agencies

4.2 A Guide for Managers

a) Anti-Discrimination

The council is aware that domestic abuse victims may have performance problems such as chronic absenteeism or lower productivity as a result of abuse. When addressing performance and safety issues the council will make reasonable efforts to consider all aspects of the employee's situation and / or safety problems.

b) Providing support for employees

Managers, and HR role is to:

- Be available and approachable for those employees experiencing domestic abuse
- Listen, reassure and support individuals
- Keep information confidential (subject to the requirements of child and adult protection- see council safeguarding policies)
- Respond in a sensitive and non-judgemental manner
- Discuss the specific steps that can be taken to help this person stay safe in the workplace
- Ensure the employee is aware of the options available to them
- Encourage the employee to seek the advice of other relevant agencies

c) Training managers to identify and respond appropriately

Managers will be trained to:

- Identify if an employee is experiencing difficulties
- Provide initial support
- Offer referrals
- Discuss ways to help the person stay safe in the workplace
- Understand that they are not counsellors. Counselling is to be left to trained professionals and no one should attempt to act in place of a domestic abuse expert or counsellor. The best thing a manager can do is to refer the person to the appropriate domestic abuse resources.

Appendix A gives options for signposting victims and perpetrators and advice to professionals.

Appendix A - Support agencies for victims or perpetrators

Victims:

It will be an individual's choice as to whether they would like to access the council's domestic abuse outreach service or another countywide/ national service. Below are some options of services that the victim or professionals could access for support:

- **Freephone National Domestic Violence Helpline**, run in partnership between *Women's Aid* and *Refuge* 0808 200 0247
- **Hinckley and Bosworth borough council's domestic abuse outreach service**. Contact Mel Diamandis on 079660202181 or 01455 255746 - for women aged 16+ suffering from intimate partner abuse.
- **UAVA- Leicester, Leicestershire and Rutland domestic abuse and sexual violence service**. Male or female service aged 13+ for victims of domestic abuse and /or sexual violence. Victims can call 0808 802 0028 for support and there is a business line for referrals from professionals on 0116 255 0004.

Perpetrators:

For more information on what help is available for perpetrators contact **Respect** on 0846 122 8609. The Respect phone line provides information and advice to perpetrators of domestic violence, to professionals wanting information and to the friends and family (including partners) of perpetrators who want more information on what help is available for perpetrators.
www.respect.uk.net



Hinckley & Bosworth
Borough Council

A Borough to be proud of

FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

ETHICAL GOVERNANCE AND
PERSONNEL COMMITTEE
COUNCIL

14 AUGUST 2017
5 SEPTEMBER 2017

WARDS AFFECTED: 'ALL WARDS'

PEOPLE STRATEGY 2017-2021

Report of Director of Corporate Services

1. PURPOSE OF REPORT

- 1.1 To present the draft People Strategy 2017-2021, outlined in Appendix 1, that sets out the strategic priorities for our workforce for the next four years.

2. RECOMMENDATION

- 2.1 To endorse the People Strategy 2017-2021 - for approval at Council on 5 September 2017.

3. BACKGROUND TO THE REPORT

- 3.1 The recently approved Corporate Plan sets out the councils clear vision 'Place of Opportunity' and the strategic priorities over the next four years. Our workforce is essential in achieving this vision and the revised People Strategy provides a broad framework to enable the council's workforce to be effectively resourced and developed in order to deliver those strategic objectives.
- 3.2 The aim of the strategy is to assist the council to:
- Understand the medium and longer term pressures on the councils services
 - Plan and develop our workforce in order to meet those challenges
 - Support and nurture our workforce; thereby enhancing the value and contribution of our employees

- 3.3 This is our third People Strategy since 2006 which builds upon our progress as an organisation since that date and to prepare for future challenges and opportunities. The strategy has four strategic themes:

- **Nurturing and Attracting Talent**
- **Building an Agile and flexible Workforce**
- **Encourage Innovation and Enterprise**
- **Promote Health and Wellbeing**

Each strategic theme includes projects which will drive our plan of work over the next few years. In some instances some work is already underway as part of day activity, such as developing our recruitment material to enhance our attraction and selection methods. However the strategy does identify discrete projects such as the review of the council's pay structure due to the impact of the living wage, which will be an immediate priority due to the impact upon the workforce and organisation.

- 3.4 Given that this is a long term plan and that there will be potential for change during the life of the strategy, the strategy is designed to be flexible in regard to its delivery. The broad strategic actions within each theme will therefore be prioritised and monitored by the Strategic Leadership Team as part of the service planning process.

4. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

- 4.1 The report to be taken in open session.

5. FINANCIAL IMPLICATIONS [AW]

- 5.1 The People Strategy 2017-2021 notes pressures from the Apprenticeship Reform requirements from 2017 and the introduction of the £9 minimum hourly rate for over 25 year olds as part of the National Living Wage changes being introduced in 2020. The current Medium Term Financial Strategy included total costs for these pressures of £233,000 up to 2020/21. These costs will be reviewed in light of any further announcements by Central Government and changes made as required.

- 5.2 The impact of pay costs have been forecast in the MTFS based on the current 1% pay inflation expected, any change to this assumption will affect forecast costs

6. LEGAL IMPLICATIONS [AR]

- 6.1 None directly arising from the report.

7. CORPORATE PLAN IMPLICATIONS

- 7.1 The People Strategy directly supports all of the priorities of the Corporate Plan.

8. CONSULTATION

- 8.1 Consultation has taken place with all staff and the Unison branch.

9. RISK IMPLICATIONS

- 9.1 It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.

- 9.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.
- 9.3 The following significant risks associated with this report / decisions were identified from this assessment:
- None
10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS
- 10.1 Due regard to equalities will be considered for each project within the strategic aims. Impact assessments will be carried out if relevant as part of the delivery of each project.
11. CORPORATE IMPLICATIONS
- 11.1 By submitting this report, the report author has taken the following into account:
- Community Safety implications
 - Environmental implications
 - ICT implications
 - Asset Management implications
 - Procurement implications
 - Human Resources implications
 - Planning implications
 - Data Protection implications
 - Voluntary Sector

Background papers: None.

Contact Officer: Julie Stay, HR and Transformation Manager
Executive Member: Councillor M Hall

This page is intentionally left blank



Hinckley & Bosworth
Borough Council

People Strategy 2017 – 2021



Introduction

The Corporate Plan 2017 – 2021 sets out our vision a ‘Place of Opportunity’ by creating great places to live, work and relax in and therefore improving the quality of life for everyone within the borough of Hinckley and Bosworth.

It defines the three priorities we will focus upon in order to realise this vision, namely:

- **People: helping people to stay healthy, active and protected from harm**
- **Places : creating clean and attractive places to live and work**
- **Prosperity: encouraging growth, attracting businesses, improving skills and supporting regeneration**

Our workforce is essential to achieve this vision as they deliver the services to the residents of Hinckley and Bosworth.

Strategic alignment

The Corporate Plan outlines the vision and priorities for our organisation. These priorities are developed in Service Improvement Plans and are the mechanism for delivering the corporate vision through our services. These plans help us understand what the opportunities and challenges ahead are going to be.

The People Strategy outlines how we are going to support and equip our workforce to meet the challenges and opportunities our vision presents. Our employees are an essential part of delivering our business and this strategy will outline key areas of focus for our workforce over the next few years. This will ensure that our staff can deliver the best service they can to residents of the borough.

The Medium Term Financial Strategy identifies the projected budget and expenditure over the next four years in order to plan the resources available to deliver the Corporate Plan and Service Improvement Plans.

Organisational context

External influences and local context

The strategy is also influenced by external and internal factors based upon the environment our organisation operates within. Some of the future challenges are known however there will also be challenges that are unknown. The strategy will need to be flexible to respond to the impact of any unplanned changes.

The challenges and opportunities are as follows:

Challenges

- **Legislative changes and government initiatives**

Housing and Planning Act the introduction of this Act could mean a potential reduction in social housing stock and changes to tenancies. This will increase demand for the council's housing services (including homelessness).

Welfare Reforms these are continuing and taking place including the roll out of Universal Credit across the borough which will also result in further pressure on housing and benefit services.

Vulnerable groups will be particularly affected and we must be ready to meet the varying needs of its customers.

Apprenticeship Reform effective from April 2017 confirms the Government's agenda to have three million apprenticeships in place by 2020.

National Living Wage the Government's agenda to tackle low pay, as employees over the age of 25 years to be paid £9.00 per hour by 2020, will have a detrimental effect as it will reduce the differences in pay grades at the lower end of our pay structure.

Industrial Strategy the Green Paper 'Building our Industrial Strategy' sets out the Government's objective to improve living standards and economic growth by increasing productivity and driving growth across the whole country. The Strategy will focus upon targeting skills gaps along with introducing a comprehensive careers strategy. The paper also proposes long term funding for the upgrading of infrastructure such as flood defences and maintaining local roads and housing and recognises the importance of digital connectivity to support growth across the sector. This will lead to closer working with Local Authorities and the Government to deliver the strategy.

- **Budget restrictions**

We will be operating in a volatile and uncertain environment following Brexit, and our organisation is not unique in having to address cuts in funding from Central Government due to ongoing austerity measures. Managing the impact of devolution has resulted in changes to the way we will manage our finances in the future. We have sought to manage future threats by securing significant savings through the Medium Term Financial Strategy and further savings are predicted over the next few years to create a stable position. However the financial impact of legislative changes outlined above and the impact on our services, when resources are limited, is still unknown.

- **Demographic changes**

The population of our borough is ageing. According to the 2011 census residents over the age of 65 has increased by 15%. This means that a growing number of residents in this age range will need our services.

The overall employment rate across the borough (residents in active employment) is 79.96% (Nomis – Official Labour Market Statistics 2017). This is a positive increase compared to the 2011 census, which was 65.3% and higher than neighbouring areas such as Coventry, Nuneaton and Leicester. Our location means the area enjoys good access links to the West Midlands, Rugby and Leicester and therefore in a good position to attract candidates from both inside and outside of the borough.

- **Labour market pressures**

Restrictions in public sector pay has not limited our ability to recruit new employees to fill the majority of our vacancies, however there have been certain difficulties in recruiting and retaining particular groups of staff, due to competition from the private sector. This affects professional posts such as Planning Officers, Building Control Officers and Solicitors and also trade positions including: Plasterers, Plumbers and Electricians. Whilst currently there is not significant turnover of HGV drivers, in the longer term, should the Street Scene rounds be expanded, there may be further pressures to recruit HGV drivers.

Opportunities

- **Partnerships**

We are working in various partnership arrangements jointly delivering cost effective services such as the Leicestershire ICT Partnership and the Revenues and Benefits Partnership. Social, Health and Welfare reforms has led to other partner arrangements with the Leicestershire County Council, Health, Police and the Voluntary Sector to provide more joined up working and sharing knowledge. Working with colocated partners at the Hinckley Hub has been integral to making this happen.

- **Different ways of delivering services**

The majority of our workforce is directly employed. There are opportunities for us to explore working with other public and private sector providers to further improve the way local services are delivered. This will help strengthen our resilience and enable us to share learning, efficiencies and productivity so that we can reinvest in our services.

- **Living and working in a digital age**

The increase in access to internet and digital technologies through high speed broadband is an important factor for residents and businesses when they are considering living, working or investing in the borough. What customers want from the public sector includes transactional services to be available through their own devices 24/7 and digital transformation can assist in driving down the cost of public services through increased efficiency, automation and effectiveness.

Whilst digitisation can help increase the productivity of the public sector workforce – through initiatives such as mobile and flexible working, we also need to give consideration, as a large organisation, to how it will attract and retain a younger workforce such as ‘Generation Y’ (age 20 years to 35 years and known as ‘the Millennials’) and ‘Generation Z’ (age 20 years and below). This generation, having grown up with technology and social media, will have high expectations for working in a digitised environment, where the use of social media is the ‘norm’.

Composition of our workforce

In order to deliver our people strategy actions we need to understand the workforce profile. The overall size of our workforce has remained static over recent years with approximately 420 staff in post (375 FTE). Key headlines are:

With people working for longer and our need to attract younger people, the age profile will become increasingly spread and like many organisations, we are employing four generations of workers and this makes for interesting group dynamics. Defined by their age, date of birth, and critical societal events, each generation brings its own strengths to the workplace but also its challenges. We must continue to understand and respect those differences in order to minimise organisational conflict, and remind staff of our common values and behaviours within the workplace to support positive ways of working.

<p>Age profile of our staff</p> <p>The age ‘spread’ has remained static over recent years except for the age group 16 to 24 years. This age group has steadily increased from 1.44 % in 2011 to 5.8% in 2016. We have done a lot of work to increase this number through a number of apprentices and graduate programmes. We recognise that we need to build upon this and further increase that percentage.</p>	<p>Turnover rates</p> <p>Turnover has started to increase from 10% in 2011, peaking at 14% by the end of 2015/16, this mirrors the median average in local government which is 13%, suggesting that the labour market is more buoyant.</p> <p>On average we have 50 leavers per year with approximately 40% leaving due to resignation.</p>
<p>Gender</p> <p>Our workforce is split 50/50 between male and female. 25% of our workforce is part time of which the majority are female.</p> <p>Flexible working is offered at all levels to encourage women into senior roles.</p> <p>We do not have a ‘gender pay gap’ and this is due to implementing a robust job evaluation scheme that has been in operation for 10 years.</p>	<p>Diversity</p> <p>Black Minority and Ethnic (BME) backgrounds Our BME workforce is currently 3.5% and this mirrors the community of Hinckley and Bosworth.</p> <p>Disability – The proportion of staff who have disclosed a disability is 2.7% which is lower than the profile of our borough residents (which is 8.3%). This is a priority area for us to address. We operate the ‘Disability Confident’ recruitment scheme, which guarantees an interview if the disabled applicant meets the essential criteria for the role.</p>

Local context: The LGA peer review

The review, which took place during 2016, received positive feedback in particular that 'the council had a loyal and enthusiastic workforce where staff are encouraged to develop their skills and capabilities'. The report also highlighted that, in order to maintain our excellent services, we need to strategically plan to make sure our staff have the right skills as we move towards a more commercial, digital environment in the future. The LGA made the following key people recommendations, to be built into the People Strategy:

- Explore with partners future skills required for the borough and identify how we will meet any skills gaps
- Continue to support and develop staff to ensure they are resilient, flexible and adaptable to meet future challenges

People strategic aims

We want residents of the borough to experience an excellent and friendly service from highly skilled people when they use our services. As such we want our organisation to be a great place to work for everyone, including our staff. This strategy sets out our key priorities for our workforce that will guide our focus over the next four years:

1) Nurturing and attracting talent

People are our most important asset and crucial to the successful delivery of our services. We recognise the importance of not only identifying and supporting talented individuals but also developing, managing and retaining them as part of a planned strategy for talent.

We will:

- ✓ Develop a recruitment portal and refresh our recruitment material to encourage the most talented applicants– promoting our council as an employer of choice
- ✓ Undertake a review of existing recruitment advertising (expanding to include social media) and recruitment application methods
- ✓ Implement a talent development strategy across all levels of the council using interventions including:
 1. A bespoke senior leadership programme for senior and aspiring senior managers
 2. Mentoring for leadership roles
 3. A programme of management development based upon coaching models to encourage our managers to drive performance, engage teams, grow in confidence and coach others. This includes: focus groups, interactive workshops, coaching and action learning
 4. Participation in the Job Shadowing Scheme across Leicestershire authorities; this will encourage partnership working
 5. Develop and encourage our staff to help them to fulfil their potential by investing in talent management and proactive succession planning that will help to secure the efficiency and effectiveness of our management teams of the future

- ✓ Modernise the current appraisal process and paperwork to become more responsive and Agile: for example, rolling feedback process
- ✓ Implement a corporate apprenticeship, graduate/newly qualified and 'grow our own' schemes
- ✓ Forge closer relationships with HR colleges and universities, locally and across the country
- ✓ Continue to support employee participation in our volunteering scheme

2) Building an agile and flexible workforce

We need to understand future demand for our services so we can effectively allocate workforce resources in a responsive way. We will support our staff to be high performing and prepared for increasing digitisation. We will encourage managers to seek new ways of working and delivering services through building commercial awareness and knowledge.

We will:

- ✓ Deliver technology solutions and infrastructure that will lead to improved ways of working for our staff
- ✓ Deliver training needs as identified by the Digital Strategy
- ✓ Integrate a workforce planning process linked to annual Service Improvement Planning – closely working with professional and technical areas recruitment and retention pressures and 'growing our own' staff
- ✓ Work with managers to explore new and innovative ways of delivering services. This could include different delivery models, risk management and employment options when reviewing structures
- ✓ Increase the number of career grades within the council to support succession planning
- ✓ Build role flexibility between roles inside and outside of the council – offering training and qualifications to existing employees and ensuring that future employees share those competencies by including those skills within job descriptions
- ✓ Undertake a complete review our pay structure in light of the living wage requirements and to improve the flexibility of the existing pay structure in order to meet the future needs of the organisation
- ✓ Put customer service at the heart of everything we do – Achieve accreditation for the Customer Service Excellence Standards

3) Encourage innovation and enterprise

We want to foster a culture of creativity and trust encouraging staff at all levels of the organisation to develop new ideas. We believe that building our ability to innovate will enable us to continue improving our services for the residents of the borough and encourage new income generating initiatives.

We will:

- ✓ Communicate clear messages in a clear and consistent way ensuring that our employees understand their contribution to our strategic vision and corporate priorities
- ✓ Develop a corporate approach to capture, consider and test new ideas from all employees
- ✓ Support managers to promote a culture of trust and creative thinking where staff are empowered to suggest new ideas
- ✓ Celebrate our successes and recognise great ideas, involving staff in feedback
- ✓ Provide regular opportunities for innovative and enterprising work to be shared across the council at all stages of the development, sharing lessons learnt

4) Promote health and wellbeing

We will promote the health and wellbeing of our employees to support a workforce that is able to respond to the needs of the community.

We will:

- ✓ Minimise sickness absence and support those suffering from ill health
- ✓ Review our Bullying and Harassment procedure
- ✓ Implement mandatory training for managers in regard to Workplace Conflict
- ✓ Review and update our Stress policy
- ✓ Develop training for managers and employees to ensure they are better equipped to deal with stressful situations
- ✓ Revise the Employee Code of Conduct
- ✓ Coordinate workplace health and wellbeing events to enable employees and partners to access advice and support about their health and wellbeing.

Delivery of the strategy

Progress against achievement of the strategic themes will be monitored by the Strategic Leadership Team. More detailed and specific implementation plans will be delivered through our performance management framework.

The successful delivery of the strategy will ensure that we attract and retain high calibre candidates, enable staff to progress their careers with the council, to feel valued and supported within the workplace. This will lead to a highly responsive workforce that can adapt to change and provide excellent services to our community.

Indicators of success include:

- High customer satisfaction rates within the Citizens Panel Satisfaction Survey
- A higher level of favourable scores in the biannual staff survey (scheduled to take place late 2017)
- Turnover levels reduced in key risk areas
- Increase in the number of apprentices and graduate placements
- Clear evidence of staff moving through career pathways
- Minimised staff complaints including grievances
- Reduced sickness absence levels including stress related absence
- Consistent level of high achievement in performance indicators
- More diverse and representative workforce



Hinckley & Bosworth Borough Council

FORWARD TIMETABLE OF CONSULTATION AND DECISION MAKING

ETHICAL GOVERNANCE & PERSONNEL COMMITTEE 16 AUGUST 2017

WARDS AFFECTED: ALL WARDS

CORPORATE COMPLAINTS 2016-17

Report of the Monitoring Officer

1. PURPOSE OF REPORT

- 1.1 To inform members of complaints received under the council's two-stage complaints process and the outcome of these, and complaints received via the Local Government Ombudsman.
- 1.2 Directors' Briefing will also receive more detailed information on areas of high numbers of complaints and complaints not receiving a response within ten working days.

2. RECOMMENDATION

- 2.1 The report be noted.

3. BACKGROUND TO THE REPORT

- 3.1 The council operates a two-stage complaints procedure which deals with complaints about council services (including those carried out on behalf of the council by contractors or partners) and actions or lack of actions by the authority or its officers.
- 3.2 At the first stage a complaint will be sent to the relevant manager for a response, which should be provided within ten working days (as recommended by Internal Audit in 2011). The response should usually state whether or not the complaint is upheld and give reasons for the decision. If, due to the level of investigation required, it is not possible to respond within this timescale, the responding officer must contact the complainant to explain the reasons for this and to let them know when they may expect a response.
- 3.3 If a complainant is not satisfied with the response received to their complaint at stage 1, they may request a review of the matter. The review ("stage 2") is reviewed by a more senior officer or an officer from a different service area who has not been involved in the case.

- 3.4 Should the complainant remain dissatisfied after stage 2 of the process, they have the opportunity to put their complaint to the Local Government Ombudsman or the Housing Ombudsman, who will usually contact us to ask for further details of the case, copies of correspondence and later in the process, a response from officers.
- 3.5 The complaints and Ombudsman process is administered by Democratic Services, and a record is kept which includes a summary of the complaint and the outcome in order to monitor patterns and learn from the information.
- 3.6 Under the Constitution, monitoring of the complaints process is the responsibility of the Ethical Governance & Personnel Committee, and as such these reports are brought to the committee annually.

Breakdown of complaints received 2016/17

- 3.7 During the period 1 April 2016 to 31 March 2017 a total of 174 complaints were processed under the formal complaints procedure. The number of complaints categorised by service is below:

Building Control	1
Community Safety	3
Cultural Services	5
Customer Services	6
Elections	3
Elections / Customer Services	1
Environmental Health	4
Estates	1
Finance	2
Housing	11
Housing repairs	42
Housing / Revenues	1
Housing / Housing repairs	1
Housing / Environmental Health	1
Legal	2
Planning	17
Refuse & recycling / Customer Services	1
Revenues & benefits	24 (19 revenues; 4 benefits; 1 both)
Street naming	1
Street Scene Services	47 (1 car parks; 8 green space; 38 refuse & recycling).

- 3.8 The number of complaints received compares with the previous years as follows:

2016/17	174	2010/11	39
2015/16	107	2009/10	37
2014/15	96	2008/09	31
2013/14	74	2007/08	28
2012/13	54	2006/07	27
2011/12	39		

The increase in complaints follows a national trend, but the vast increase in complaints over the previous year can be attributed in part to the introduction of an online complaints form, making it easier for customers to make a complaint. As a result, we have noticed an increase in complaints about matters that would

previously have been dealt with in the course of business following a phone call to Customer Services or the relevant team.

3.9 Of the 174 complaints processed, the following outcomes were recorded:

Complaint upheld:	57
Complaint upheld in part:	13
Complaint not upheld:	96
Other:	8 (including referral for HR investigation, further information requested, referral to agency/partner).

3.10 In order to learn from complaints and, more importantly, the instances where complaints have been upheld (or upheld in part) can be broken down as follows:

Cultural Services	1
Customer Services	4
Elections / Customer Services	1
Estates	1
Finance	1
Housing	2
Housing / Environmental Health	1
Housing repairs	29
Legal	1
Planning	3
Refuse & recycling / Customer Services	1
Revenues & benefits	8
Street Scene Services	17 (4 green space; 13 refuse & recycling)

3.11 The service areas with high numbers of complaints have been examined to look for common themes. The following themes have been identified:

- Housing: no themes identified
- Housing Repairs: 22 of the complaints were about the previous gas contractor (the majority of these complaints were upheld). The contract has now been let to a different provider. No other themes are evident
- Planning: no themes identified (many were dissatisfied with a decision)
- Revenues & Benefits: No themes, although five of the complaints were about information or records not having been updated and another five were about incorrect charges being applied (few of these were upheld)
- Street Scene Services: No clear theme, although several related to missed collections (but these were not always upheld based on evidence).

3.13 No compensation was paid during 2016/17 as a result of a stage 1 complaint.

3.14 Of the 174 complaints received, 148 went no further than stage 1, suggesting that the complainant was satisfied with the response. 26 were reviewed at stage two. These stage two complaints related to the following service areas:

Customer Services	2
Environmental Health	2
Finance	1
Housing & Community Safety	3
Housing / revenues	1

Housing Repairs	3
Legal	2
Planning	7
Revenues & Benefits	4
Street Scene Services	1

3.15 Of the 26 stage 2 complaints, the following outcomes were recorded:

Complaint upheld:	1
Complaint upheld in part:	3
Complaint not upheld:	21
Other:	1 (withdrawn).

Local Government Ombudsman complaints

3.16 During 2016/17, 14 complaints about this authority were lodged with the Local Government Ombudsman, however not all of these were pursued. The Local Government Ombudsman's annual letter for this authority is attached as an appendix and shows the breakdown of complaints received and decisions made (some of which relate to complaints lodged during the previous year.

Persistent and unreasonable complainant behaviour policy

3.17 The persistent and unreasonable complainant behaviour policy is in place to address unreasonable behaviour where the frequency or nature of a complainant's contact with the council takes up unjustifiable officer time and resources, making it hard for officers to handle their complaint and/or those of other people, or where their behaviour is offensive or abusive.

3.18 The persistent and unreasonable complainant behaviour policy was revised by the Ethical Governance & Personnel Committee in December 2016 in line with the Local Government Ombudsman's "managing unreasonable complainant behaviour" policy.

4. EXEMPTIONS IN ACCORDANCE WITH THE ACCESS TO INFORMATION PROCEDURE RULES

4.1 This report is to be taken in open session.

5. FINANCIAL IMPLICATIONS (IB)

5.1 None.

6. LEGAL IMPLICATIONS (AR)

6.1 None.

7. CORPORATE PLAN IMPLICATIONS

7.1 This report supports all aims and objectives by ensuring the public and external organisations have the opportunity to raise issues with the authority which assist in improving services to the public.

8. CONSULTATION

8.1 None.

9. RISK IMPLICATIONS

- 9.1 It is the Council's policy to proactively identify and manage significant risks which may prevent delivery of business objectives.
- 9.2 It is not possible to eliminate or manage all risks all of the time and risks will remain which have not been identified. However, it is the officer's opinion based on the information available, that the significant risks associated with this decision / project have been identified, assessed and that controls are in place to manage them effectively.
- 9.3 The following significant risks associated with this report / decisions were identified from this assessment:

Management of significant (Net Red) Risks		
Risk Description	Mitigating actions	Owner
Failure to provide satisfactory services or service improvements	Ensure service areas learn from complaints	Service managers

10. KNOWING YOUR COMMUNITY – EQUALITY AND RURAL IMPLICATIONS

- 10.1 The complaints process about which this report is written is in place to ensure equality in service provision and to protect the rights of the individual. The process is available and accessible to all customers.
- 10.2 Assistance is offered and provided to support complainants in completing the form and in providing all relevant information, and complaints are accepted in the format that is most appropriate for the individual.
- 10.3 Where there is a proposed new service, change of service, or a new or reviewed policy, an Equality Impact Assessment is required and has been undertaken and can be viewed here: None required – this is not a new service or a review of policy.

11. CORPORATE IMPLICATIONS

- 11.1 By submitting this report, the report author has taken the following into account:
- Community Safety implications
 - Environmental implications
 - ICT implications
 - Asset Management implications
 - Procurement implications
 - Human Resources implications
 - Planning implications
 - Data Protection implications
 - Voluntary Sector

Background papers: Previous years' complaints reports

Contact Officer: Rebecca Owen, ext 5879
Executive Member: Councillor M Hall

This page is intentionally left blank

20 July 2017

By email

Bill Cullen
Chief Executive
Hinckley & Bosworth Borough Council

Dear Bill Cullen,

Annual Review letter 2017

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGO) about your authority for the year ended 31 March 2017. The enclosed tables present the number of complaints and enquiries received about your authority and the decisions we made during the period. I hope this information will prove helpful in assessing your authority's performance in handling complaints.

The reporting year saw the retirement of Dr Jane Martin after completing her seven year tenure as Local Government Ombudsman. I was delighted to be appointed to the role of Ombudsman in January and look forward to working with you and colleagues across the local government sector in my new role.

You may notice the inclusion of the '*Social Care Ombudsman*' in our name and logo. You will be aware that since 2010 we have operated with jurisdiction over all registered adult social care providers, able to investigate complaints about care funded and arranged privately. The change is in response to frequent feedback from care providers who tell us that our current name is a real barrier to recognition within the social care sector. We hope this change will help to give this part of our jurisdiction the profile it deserves.

Complaint statistics

Last year, we provided for the first time statistics on how the complaints we upheld against your authority were remedied. This year's letter, again, includes a breakdown of upheld complaints to show how they were remedied. This includes the number of cases where our recommendations remedied the fault and the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. In these latter cases we provide reassurance that your authority had satisfactorily attempted to resolve the complaint before the person came to us.

We have chosen not to include a 'compliance rate' this year; this indicated a council's compliance with our recommendations to remedy a fault. From April 2016, we established a new mechanism for ensuring the recommendations we make to councils are implemented, where they are agreed to. This has meant the recommendations we make are more specific, and will often include a time-frame for completion. We will then follow up with a council and seek evidence that recommendations have been implemented. As a result of this new process, we plan to report a more sophisticated suite of information about compliance and service improvement in the future.

This is likely to be just one of several changes we will make to our annual letters and the way we present our data to you in the future. We surveyed councils earlier in the year to find out, amongst other things, how they use the data in annual letters and what data is the most useful; thank you to those officers who responded. The feedback will inform new work to

provide you, your officers and elected members, and members of the public, with more meaningful data that allows for more effective scrutiny and easier comparison with other councils. We will keep in touch with you as this work progresses.

I want to emphasise that the statistics in this letter comprise the data we hold, and may not necessarily align with the data your authority holds. For example, our numbers include enquiries from people we signpost back to the authority, but who may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website. The aim of this is to be transparent and provide information that aids the scrutiny of local services.

The statutory duty to report Ombudsman findings and recommendations

As you will no doubt be aware, there is duty under section 5(2) of the Local Government and Housing Act 1989 for your Monitoring Officer to prepare a formal report to the council where it appears that the authority, or any part of it, has acted or is likely to act in such a manner as to constitute maladministration or service failure, and where the LGO has conducted an investigation in relation to the matter.

This requirement applies to all Ombudsman complaint decisions, not just those that result in a public report. It is therefore a significant statutory duty that is triggered in most authorities every year following findings of fault by my office. I have received several enquiries from authorities to ask how I expect this duty to be discharged. I thought it would therefore be useful for me to take this opportunity to comment on this responsibility.

I am conscious that authorities have adopted different approaches to respond proportionately to the issues raised in different Ombudsman investigations in a way that best reflects their own local circumstances. I am comfortable with, and supportive of, a flexible approach to how this duty is discharged. I do not seek to impose a proscriptive approach, as long as the Parliamentary intent is fulfilled in some meaningful way and the authority's performance in relation to Ombudsman investigations is properly communicated to elected members.

As a general guide I would suggest:

- Where my office has made findings of maladministration/fault in regard to routine mistakes and service failures, and the authority has agreed to remedy the complaint by implementing the recommendations made following an investigation, I feel that the duty is satisfactorily discharged if the Monitoring Officer makes a periodic report to the council summarising the findings on all upheld complaints over a specific period. In a small authority this may be adequately addressed through an annual report on complaints to members, for example.
- Where an investigation has wider implications for council policy or exposes a more significant finding of maladministration, perhaps because of the scale of the fault or injustice, or the number of people affected, I would expect the Monitoring Officer to consider whether the implications of that investigation should be individually reported to members.
- In the unlikely event that an authority is minded not to comply with my recommendations following a finding of maladministration, I would always expect the Monitoring Officer to report this to members under section five of the Act. This is an exceptional and unusual course of action for any authority to take and should be considered at the highest tier of the authority.

The duties set out above in relation to the Local Government and Housing Act 1989 are in addition to, not instead of, the pre-existing duties placed on all authorities in relation to Ombudsman reports under The Local Government Act 1974. Under those provisions, whenever my office issues a formal, public report to your authority you are obliged to lay that report before the council for consideration and respond within three months setting out the action that you have taken, or propose to take, in response to the report.

I know that most local authorities are familiar with these arrangements, but I happy to discuss this further with you or your Monitoring Officer if there is any doubt about how to discharge these duties in future.

Manual for Councils

We greatly value our relationships with council Complaints Officers, our single contact points at each authority. To support them in their roles, we have published a Manual for Councils, setting out in detail what we do and how we investigate the complaints we receive. When we surveyed Complaints Officers, we were pleased to hear that 73% reported they have found the manual useful.

The manual is a practical resource and reference point for all council staff, not just those working directly with us, and I encourage you to share it widely within your organisation. The manual can be found on our website www.lgo.org.uk/link-officers

Complaint handling training

Our training programme is one of the ways we use the outcomes of complaints to promote wider service improvements and learning. We delivered an ambitious programme of 75 courses during the year, training over 800 council staff and more 400 care provider staff. Post-course surveys showed a 92% increase in delegates' confidence in dealing with complaints. To find out more visit www.lgo.org.uk/training

Yours sincerely

A handwritten signature in black ink, appearing to be 'M King', with a stylized flourish at the end.

Michael King
Local Government and Social Care Ombudsman for England
Chair, Commission for Local Administration in England

For further information on how to interpret our statistics, please visit our website:
<http://www.lgo.org.uk/information-centre/reports/annual-review-reports/interpreting-local-authority-statistics>

Complaints and enquiries received

Adult Care Services	Benefits and Tax	Corporate and Other Services	Education and Children's Services	Environment Services	Highways and Transport	Housing	Planning and Development	Other	Total
0	4	3	0	2	0	1	4	0	14

Page 34

Decisions made

				Detailed Investigations			
Incomplete or Invalid	Advice Given	Referred back for Local Resolution	Closed After Initial Enquiries	Not Upheld	Upheld	Uphold Rate	Total
0	0	3	8	4	3	43%	18

Notes

Our uphold rate is calculated in relation to the total number of detailed investigations.
 The number of remedied complaints may not equal the number of upheld complaints. This is because, while we may uphold a complaint because we find fault, we may not always find grounds to say that fault caused injustice that ought to be remedied.

Complaints Remedied

by LGO	Satisfactorily by Authority before LGO Involvement
3	0

Hinckley & Bosworth Borough Council

Statutory Safety Committee Minutes

30 March 2017 (3)

Attending: Adrian Wykes (AWy), Tony Cunnington (TCu), Darren Moore (DMo), Lisa Kirby (LKl), Ged Hickey (GHi), Mark Lee (MLe), Ken Hudson (KHu), Daniel Brookes (DBr).

Item	Minute		Action
1.		APOLOGIES – Rob Vaughan, Sarah Marriner, Rob Smart.	
2.		MINUTES OF PREVIOUS MEETING – Accepted.	
3.		MATTERS ARISING – to be brought forward:	
	A	<ul style="list-style-type: none"> Vehicle accidents and claims by members of the public. Discuss with finance process to receive figures for meetings. 	AWy
	B	<ul style="list-style-type: none"> Jo Baggott to be invited to the next meeting. 	AWy
4.		DISCUSSION:	
	A	<ul style="list-style-type: none"> Discussion on personal protective equipment (PPE). GHi gave a brief on what his Service does e.g. issue bag and box for each operative. This system is working well in his Service. He informed the group he also completes a three month bag and PPE check to ensure equipment is in good order and present in the bag. 	
	B	<ul style="list-style-type: none"> Agreed that AWy would discuss with Refuse, Streets and Green spaces to see if the bag system would work for them. Discussion on legionella management. AWy briefed group on new revised ACOP and detailed main responsibilities. MLe gave a brief concerning management of Legionella as a Facilities Responsible Person. 	AWy
	C	<ul style="list-style-type: none"> AWy to send ACOP to the entire group. AWy presented the accidents statistics for 2016. The Group agreed that all statistics would be presented to the closest month to the meeting thus facilitating discussion on recent accidents / incidents. 	AWy AWy

	D	<ul style="list-style-type: none"> Under reporting of accidents was discussed. It was agreed accident forms would be made easily available for manual workers. 3 trays will be put in to the canteen at the Jubilee building. <p>1 for accidents, 1 for vehicle, 1 for near misses.</p>	Jub manage -ment
	E	<ul style="list-style-type: none"> Discussion was had concerning excessive waste in wheelie bins. The Group agreed that excess waste needs to be left at the premises and hands are not to be placed inside the bin. 	AWy & KHu
	F	<ul style="list-style-type: none"> COP for waste to be changed and photos added. 	AWy
	G	<ul style="list-style-type: none"> Discussion was had concerning team meetings. GHl stated in his Service, having smaller groups facilitated Q&A. Larger groups, while quicker, did not lend itself to Q&A and employee raising issues for discussion. DBr presented the stress statistics. 24% of all absence in the council is due to stress. DBr stated there is a difference between personal and work related stress though the two may cross over. 	KHu DBr
	H	<ul style="list-style-type: none"> KHu to return to RVa and ascertain if the statistics are what he required for Unison discussion. The Group agreed that where personal and work related stress cross over this would be indicated on the statistics. DBr informed the group that the Council supplies an online and telephone service for counselling. The Group agreed that this needs to be publicised yearly. AWy asked the group if they were having issues accessing the HSW resource on out intranet. The group stated that it depends on what type of computer you are using e.g. PC, laptop or thin client. The Group stated the search, on intranet, does not work well but the pull down Service listing does work. AWy to contact Ann Jones and discuss. 	DBr AWy
5.		AOB: <ul style="list-style-type: none"> TCu enquired when work would commence on Grounds COP. AWy informed TCu that the project plan will be agreed by Caroline Roffey and she will decide what is the priority of work. Meetings to be organised for July, Sept, Dec 2017 and March 2018. 	AWy

By virtue of paragraph(s) 1, 10 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1, 10 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank

By virtue of paragraph(s) 1, 10 of Part 1 of Schedule 12A
of the Local Government Act 1972.

Document is Restricted

This page is intentionally left blank