

OVERVIEW AND SCRUTINY COMMITTEE

Thursday 2 October 2014 at 6.30 pm

Council Chamber, Ryedale House, Malton

Agenda

1 **Emergency Evacuation Procedure.**

The Chairman to inform Members of the Public of the emergency evacuation procedure.

2 **Apologies for absence**

3 **Minutes of the meeting held on the 26 June 2014**

(Pages 3 - 6)

4 **Urgent Business**

To receive notice of any urgent business which the Chairman considers should be dealt with at the meeting as a matter of urgency by virtue of Section 100B(4)(b) of the Local Government Act 1972.

5 **Declarations of Interest**

Members to indicate whether they will be declaring any interests under the Code of Conduct.

Members making a declaration of interest at a meeting of a Committee or Council are required to disclose the existence and nature of that interest. This requirement is not discharged by merely declaring a personal interest without further explanation.

6 **Member Development Skills Framework**

(Pages 7 - 28)

7 **Delivering the Council Business Plan Report**

(Pages 29 - 36)

8 **LGO Annual Review 2014**

(Pages 37 - 44)

9 Customer Complaints Q1 2014-15

(Pages 45 - 46)

10 Decisions from other Committees

Policy and Resources Committee held on 25 September 2014 – to follow.

11 Any other business that the Chairman decides is urgent.

On the conclusion of the formal meeting, Members will now meet as a task group.

Overview and Scrutiny Committee

Held at Council Chamber, Ryedale House, Malton
on Thursday 26 June 2014

Present

Councillors Acomb, P J Andrews, Raper, Mrs Shields (Vice-Chairman) and Wainwright (Chairman)

In Attendance

Jos Holmes, Jane Robinson, Clare Slater and Faye Snowden

Julia Mulligan, Police and Crime Commissioner for North Yorkshire
Sarah Graham, Office of the Police & Crime Commissioner for North Yorkshire

Minutes

1 **Apologies for absence**

Apologies for absence were received from Councillors Cussons, Collinson and Ward.

2 **Minutes of the meeting held on the 10th April 2014**

Decision

That the minutes of the meeting of the Overview and Scrutiny Committee held on the 10 April 2014 be approved and signed by the Chairman as a correct record.

3 **Urgent Business**

There were no items of urgent business.

4 **Declarations of Interest**

There were no declarations of interest.

5 **Police and Crime Consultation Update**

A presentation was given by Julia Mulligan, Police and Crime Commissioner for North Yorkshire. The presentation included updates on Community Safety Partnerships, the Police and Crime Consultation and Victim Support Services.

6 Safer Ryedale Partnership Plan

Considered – Report of the Head of Economy and Infrastructure.

Decision

That the report and appendices be received.

7 The Council's Priorities 2014-18

Considered – Report of the Chief Executive.

Decision

That Members note the progress made by the Council in delivering its priorities in 2013/14 and that Members agree the aims and strategic objectives of the Council Business Plan for 2014/18, including the resolutions made by the Policy and Resources Committee and amendments to the order of the aims and strategic objectives outlined in the report to be considered by Full Council.

8 Customer Complaints Q4

Considered – Report of the Business Support Manager.

Decision

That Members accept the report.

9 **Attendance at Policy Committees**

Considered – Report of the Council Solicitor.

Decision

That Members agree the rota for attendance at Policy Committees.

10 **Decisions from other Committees**

The minutes of the Policy and Resources Committee held on the 19 June 2014 were presented.

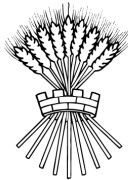
Decision

That the minutes be received.

11 **Any other business that the Chairman decides is urgent.**

There being no items of urgent business the meeting closed at 7:55pm.

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PART A:	MATTERS DEALT WITH UNDER DELEGATED POWERS
REPORT TO:	OVERVIEW AND SCRUTINY COMMITTEE
DATE:	2 OCTOBER 2014
REPORT OF THE:	COUNCIL SOLICITOR ANTHONY WINSHIP
TITLE OF REPORT:	MEMBER DEVELOPMENT SKILLS FRAMEWORK
WARDS AFFECTED:	ALL

EXECUTIVE SUMMARY

1.0 PURPOSE OF REPORT

1.1 This report presents the Member Development Skills Framework for consideration and scrutiny.

2.0 RECOMMENDATION(S)

2.1 It is recommended that:

- (i) The Member Development Skills Framework be considered and any comments fed back to the Member Development Task Group.

3.0 REASON FOR RECOMMENDATION(S)

3.1 The Member Development Task Group requested that the Skills Framework be sent to the Overview and Scrutiny Committee for consideration.

4.0 SIGNIFICANT RISKS

4.1 There are no significant risks arising directly from the consideration of the Skills Framework by the Overview and Scrutiny Committee. Ensuring that Members have the appropriate skills to carry out their roles effectively is part of risk management.

5.0 POLICY CONTEXT AND CONSULTATION

5.1 The Member Development Skills Framework links to corporate aim 5, to transform the Council, strategic objective 9, to know our communities and meet their needs, and strategic objective 10, to develop the leadership, capacity and capability to deliver future improvements. It supplements the Member Development Framework, which is aimed at promoting learning and development opportunities for all Elected

Members and ensuring that they are engaged with the learning and development process.

REPORT

6.0 REPORT DETAILS

6.1 In September 2012, following a peer review assessment, Ryedale District Council was awarded Member Development Charter status. The Charter and the underpinning good practice guidelines were developed by the Improvement and Development Agency (IDeA) and the nine Regional Employers Organisations. It is similar in its approach to Investors in People.

6.2 Following consideration of the report from that assessment, a work plan was developed by the Member Development Task Group to ensure ongoing continuous improvement in this area, drawing on best practice. The Member Development Task Group is an advisory group, currently consisting of the four Group Leaders, who seek to ensure that elected Members are fully engaged in the formulation, monitoring and evaluation of Member Development activities.

6.3 Included in the work plan was an action to develop a Member Development Skills Framework. The purpose of this Framework, as set out in its introduction, is:

“It is designed to be a guide for Councillors to help you personally identify any gaps in skills and knowledge that you need to fulfil your various roles. It’s aim is to provide a useful prompt for both new and existing Members. Use of the guide is entirely voluntary.

The skills framework is also a useful guide for Councillors involved in planning member development events and can be used by the Member Development Task Group to set some of the core skills learning and development they wish to put in place for all members, from designing induction programmes to fulfilling statutory training needs.”

A continuous thread should run from the Framework, through the planning of the Member Development Programme, the drafting of specifications for sessions including the desired learning outcomes, the evaluation of sessions and review of any further development required.

6.4 The Member Development Task Group initially considered a draft of the Framework and then further work was carried out, developing the document in the light of their feedback. A revised version of the Framework was presented in March 2014 and no further changes were requested. The Task Group allowed a period of time for Group Leaders to discuss the Framework with their respective Groups and then recommended that it should be submitted to this meeting of the Overview and Scrutiny Committee for a final stage of consideration, comment and scrutiny.

7.0 IMPLICATIONS

7.1 The following implications have been identified:
a) Financial
None.

- b) Legal
None.

- c) Other (Equalities, Staffing, Planning, Health & Safety, Environmental, Crime & Disorder)
None.

**Anthony Winship
Council Solicitor**

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Background Papers:

Member Development work plan

Background Papers are available for inspection at:

Ryedale House, Malton

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Member Development Skills Framework

A guide to the skills and knowledge required to fulfil the various roles as a Councillor.

Contents	Page number
Introduction	2
How to use the framework	2
Firm Foundations The base knowledge and skills to do the fundamentals of the role	3
Members' Core Skills The key areas of skills and knowledge required by all members to successfully fulfil their responsibilities	5
Making a difference The extra attributes which ensure that members are stretching themselves and others	7
Community leadership The skills and knowledge that are required to ensure we work with our communities and deliver the best service	9
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Introduction

What is the Members' Skills Framework?

The Members Skills Framework has two purposes:

- It is designed to be a guide for Councillors to help you personally identify any gaps in skills and knowledge that you need to fulfil your various roles. It's aim is to provide a useful prompt for both new and existing Members. Use of the guide is entirely voluntary.
- The skills framework is also a useful guide for Councillors involved in planning member development events and can be used by the Member Development Task Group to set some of the core skills learning and development they wish to put in place for all members, from designing induction programmes to fulfilling statutory training needs.

How to use it?

Read across each table to gain an understanding of:

- What we do – Role description: this outlines the different roles and individual responsibilities.
- What we need to know – Knowledge required: this explains what you need to know to be able to carry out the role.
- How we do it – Role skills: this sets out the skills required to carry out the role.
- Good examples in practice – The effective Member is able to: this gives you an example of how an effective member would carry out this role.

You may wish to use the framework in different ways at different points during your term.

- Before standing for election - to review and refresh the skills and knowledge needed to perform the role.
- As a newly elected Member – to act as a checklist to ensure you are acquiring the knowledge you require to quickly become fully effective in your role.
- More experienced Councillors – Sections on making a difference and community leadership to support Members performing these roles or to gain skills in preparation for taking on new challenges.

Completing a Personal Development Plan – PDP - will gauge how well your skills and knowledge meet those detailed on the framework. Where you find there are gaps you might want to look at how these might be filled with learning and development activities and speak to the Democratic Services Manager for advice.

All New Members

Firm Foundations: The base knowledge and skills to do the fundamentals of the role

The majority of these topics can be used as a guide when developing the Member Induction and the Member Development Handbook

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
1.1 Getting started	<ul style="list-style-type: none"> • Understanding of the key activities undertaken by Councillors • Understanding of the work of the council • Knowledge of the priority areas for service delivery • Knowing where to find information • Knowledge of individual role • Knowledge of the Constitution • Understanding of ethical standards • Understanding of core processes such as business and financial planning • Understanding equality & diversity issues • Understanding the role & work of the monitoring officer and the chief finance officer – ‘Section 151 Officer’ 	<ul style="list-style-type: none"> • Information gathering • Networking • Communication 	<ul style="list-style-type: none"> • Describe his/her role • Describe the role of the council • Describe the strategic and policy priorities for the authority • Approach relevant contacts for information
1.2 Taking part in a meeting	<ul style="list-style-type: none"> • Knowledge of meeting timetable, locations and papers • Protocol • Standing orders • Codes of conduct/standards • Meeting conventions 	<ul style="list-style-type: none"> • Team working • Meeting skills • Listening skills • Presentation skills 	<ul style="list-style-type: none"> • Participate fully • Act assertively but not aggressively • Speak effectively in public • Express themselves effectively • Actively listen
1.3 Starting relationships	<ul style="list-style-type: none"> • Knowledge of officer responsibilities and contact points • Knowledge of the Local Protocol on 	<ul style="list-style-type: none"> • Communication • Assertiveness • Influencing skills 	<ul style="list-style-type: none"> • Build relationships • Develop trust • Adopt a suitable personal style

with officers	Member and Officer Relations	Diplomacy Interpersonal skills	Show respect for all officers equally, giving praise and thanks
1.4 Working to ethical standards	<ul style="list-style-type: none"> Understanding of code of conduct, standards and ethics Knowing when to declare interests both personal and personal prejudicial Understanding role of the National Standards Board and the Council's Standards Committee/Monitoring Officer 	<ul style="list-style-type: none"> Handling information Questioning and challenging whether decisions are made with integrity Applying knowledge learned to appropriate situations 	<ul style="list-style-type: none"> Display openness, honesty, integrity, objectivity, accountability, selflessness, honesty, leadership, uphold law, stewardship, equality & diversity awareness, respect for others and personal judgement Recognising when to seek advice from Monitoring Officer
1.5 Internal political relations	<ul style="list-style-type: none"> Understand political group policy Know the political make-up of the Council Understand roles and responsibilities Understand channels of communication 	<ul style="list-style-type: none"> Team working Building positive relationships Support and challenge others appropriately Listening Policy development 	<ul style="list-style-type: none"> Able to work with and understand a range of views Able to balance the needs of the ward, your group and the Council as a whole Be engaged and involved in the decision making process

Members' Core Skills: The key areas of skills and knowledge required by all members to successfully fulfil their responsibilities

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
2.1 Juggling your life	<ul style="list-style-type: none"> • Knowledge of key personal activities and responsibilities 	<ul style="list-style-type: none"> • Time management & Prioritisation • Delegation • Stress awareness and management • Assertiveness • Effective use of ICT 	<ul style="list-style-type: none"> • Balance work and home roles • Recognise and manage his/her own stress • Take problems seriously but not personally
2.2 Managing information	<ul style="list-style-type: none"> • Knowledge of sources of information and methods of organising it • Understanding the processes behind data presented such as budget cycle, performance indicators etc • Awareness of ICT systems and what you can achieve with a computer 	<ul style="list-style-type: none"> • Researching and data interpretation • Storing & retrieving information • Project management • Literacy & numeracy • Speed reading • Basic word processing • Use of e-mail & Internet • Access to information, data protection and freedom of information 	<ul style="list-style-type: none"> • Use a range of sources to find information and organise it • Retain, recall facts, interpret complex data • Effective use of new technology • Use ICT to communicate internally and externally to the Council • Use Internet and Intranet to gain knowledge and information
2.3 Expressing yourself	<ul style="list-style-type: none"> • Knowledge of corporate style of letter/report writing • Understanding of corporate guidance for interacting with the media • Understanding of different needs of different audiences 	<ul style="list-style-type: none"> • Effective self expression • Basic media skills • Presentation skills 	<ul style="list-style-type: none"> • Display self confidence without appearing arrogant • Express him/herself articulately and assertively • Accept and give feedback • Actively listen
2.4 Working with others	<ul style="list-style-type: none"> • Knowledge of who to work with and when • Understanding of equalities and diversity issues including responsibilities under law • Understanding of the roles of officers, Members and different agencies 	<ul style="list-style-type: none"> • Listening • Group working • Interpersonal skills • Ability to relate equalities and diversity to every day issues 	<ul style="list-style-type: none"> • Have respect for, and desire to work with different groups and individuals • Put the needs of others before their own
2.5 Relating to officers	<ul style="list-style-type: none"> • Understanding of the role of the Member and personal responsibilities in relation to employees. • Aware of how the Member role can impact on officers 	<ul style="list-style-type: none"> • Ability to interact with staff according to equalities legislation and employment law • Ability to interact with officers at the appropriate level 	<ul style="list-style-type: none"> • Treat all colleagues with respect • Give praise and constructive feedback

<p>2.6 Risk Management including health and safety, and fire safety</p>	<ul style="list-style-type: none"> • Understanding of responsibilities for health and safety, and fire safety as a Member and an individual 	<ul style="list-style-type: none"> • Ability to assess risk • Manual handling 	<ul style="list-style-type: none"> • Take relevant health and safety, and fire safety law into account when undertaking all aspects of work
<p>2.7 Sitting on Council</p>	<ul style="list-style-type: none"> • Knowledge of meeting structure • Understanding of Code of Conduct • Understanding constitution 	<ul style="list-style-type: none"> • Information handling • Presentation skills 	<ul style="list-style-type: none"> • Hear and understand messages from colleagues and consider all contributions • Take opportunities to take part appropriately, clearly and concisely • Act according to ethical standards and code of conduct
<p>2.8 Working with outside organisations</p>	<ul style="list-style-type: none"> • Understanding of key objectives of both council and organisations • Understand the council's community leadership role • Understanding of personal remit • Understand roles and responsibilities • Understand requirements of the code of conduct 	<ul style="list-style-type: none"> • Meeting skills • Public speaking • Meeting management • Able to balance roles • Communication • Mediation skills 	<ul style="list-style-type: none"> • Take account of different organisational priorities and cultural styles and values • Able to recognise when to act in a board/trustee role or councillor role • Provide feedback as relevant
<p>2.9 Promoting and enhancing the Council's reputation</p>	<ul style="list-style-type: none"> • Aware of key issues affecting the local community • Keep up to date with decisions and the reasons for them • Maintaining exempt and confidential information 	<ul style="list-style-type: none"> • Positively promote role of its Members and Officers • Challenging negative reactions • Communicating relevant information clearly • Recognise your audience's needs 	<ul style="list-style-type: none"> • Building good external relations with the media and other bodies • Recognise and celebrate success • Gaining the support of others • Challenge when appropriate
<p>2.10 Continuous development</p>	<ul style="list-style-type: none"> • Keep up to date with developments at a number of levels • Keep abreast of all technical and professional issues relevant to their roles 	<ul style="list-style-type: none"> • Reflect and learn from mistakes and successes • Continuously develop skills and knowledge especially through periods of change 	<ul style="list-style-type: none"> • Reflect on own abilities in order to enhance personal performance • Seek and respond to feedback from a variety of sources • Look for opportunities to constantly increase skills and knowledge • Engage with development programme and support others' development

Making a difference: The extra attributes which ensure that members are stretching themselves and others

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
3.1 Showing leadership	<ul style="list-style-type: none"> Understand current and future issues across a width of topics Understand the roles and responsibilities of a leader 	<ul style="list-style-type: none"> Mediates fairly and constructively Enables collaborative working 	<ul style="list-style-type: none"> Engage enthusiastically and with empathy with the community in order to learn and understand Take suitable action to help solve issues of local concern Encourage trust by representing and being approachable to all sections of the community Getting the best out of people
3.2 Decision making	<ul style="list-style-type: none"> Understanding of strategic and service context Knowledge of pre set procedures for decision making Recognises how own values affect decision making process Understanding of bias and predetermination 	<ul style="list-style-type: none"> Information gathering and handling Clear and open decision making skills Assessing and managing risks 	<ul style="list-style-type: none"> Act with integrity Refer decisions to others or take advice when appropriate Involve the 'right' people in the process and encourage ownership Understand the implications for the whole system
3.3 Thinking strategically	<ul style="list-style-type: none"> Understand the links between variety of issues Be aware of impact of decisions on a range of areas Know how to work with complexity 	<ul style="list-style-type: none"> Provides clear vision Prioritising actions See the big picture and understand the links Joined up planning by putting together areas and ideas Developing different ways to overcome obstacles 	<ul style="list-style-type: none"> Actively involve others Deal with communication effectively Able to balance the impact of outcomes from a number of perspectives Broaden their perspective and improve effectiveness by learning from others and sharing best practice
3.4 Impact and influence	<ul style="list-style-type: none"> Aware of their impact on others Conscious of own strengths and limitations Knows how own feelings and values impacts on others 	<ul style="list-style-type: none"> Seeks feedback on own performance from a range of sources Builds rapport Consensus building skills Adapt style and content without confusing others 	<ul style="list-style-type: none"> Lead, inspire, influence, develop and motivate others Lead by example Project a positive image Build coalitions internally and externally Be brave enough to take risks Manage conflict Promote and subscribe to organisational

			values
3.5 Challenge	<ul style="list-style-type: none"> • Understand new methods of critical challenge and scrutiny 	<ul style="list-style-type: none"> • Scrutinising • Provide critical feedback • Ask for explanations and check for implementation of recommendations 	<ul style="list-style-type: none"> • Act as a critical friend • Present views in a concise, meaningful and accessible way • Campaign with enthusiasm, courage and persistence • Deal with conflict openly and constructively without becoming confrontational • Holds position without colluding when others become confrontational

Community leadership: The skills and knowledge that are required to ensure we work with our communities and deliver the best service

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
4.1 Engaging with the community	<ul style="list-style-type: none"> • Knowledge of contacts for referral of community issues • Contacts for publicity. • General awareness of Council policy on common issues – planning and so on. • Understanding of how standards/code of conduct applies in this setting • Understanding of authority complaints procedure 	<ul style="list-style-type: none"> • Knowledge management • Information gathering • Communication assertiveness • Conflict management • Facilitation skills to enable communities to help themselves 	<ul style="list-style-type: none"> • Identify and use suitable sources of information • Adapt personal style to develop relationships • Inform service users and able to advise of council policy and procedure • Make self available to all sections of the community
4.2 Casework	<ul style="list-style-type: none"> • Understanding circumstances of a particular case • Understanding of case management techniques • Understanding of extent of personal involvement 	<ul style="list-style-type: none"> • Information gathering, handling and giving • Interpersonal skills • Advocacy 	<ul style="list-style-type: none"> • Put aside personal viewpoint and take objective stance • Make effective judgements about when to get personally involved, when to advise and when to refer and who to refer to
4.3 Representing community within the Council and other agencies	<ul style="list-style-type: none"> • Code of conduct • Standards/ethics • Understanding of community issues and how these relate to strategic issues • Awareness of partnership framework • Understanding of Councillor 'call for action' procedure 	<ul style="list-style-type: none"> • Presentation skills • Negotiation skills • Advocacy • Thinking of the wider picture • Mediation skills 	<ul style="list-style-type: none"> • Demonstrate integrity and impartiality • Engage effectively with all sections of the community

<p>4.4 Campaigning on local issues on behalf of the community</p>	<ul style="list-style-type: none"> • Knowledge relevant to issue • Knowledge of where & how to campaign 	<ul style="list-style-type: none"> • Consultation • Meeting management • Organisation • Negotiation • Media skills • Analysis of data trends • Campaigning techniques 	<ul style="list-style-type: none"> • Present relevant and well reasoned arguments • Approach negotiations to achieve win-win • Involve all who will be affected by issue • Show strategic awareness - seeing the big picture • Hold an explicit and consistent position helping others to understand the position
<p>4.5 Winning resources for the community</p>	<ul style="list-style-type: none"> • Knowledge of funding sources • Understanding of local government finance • Knowledge of Council priorities 	<ul style="list-style-type: none"> • Networking • Negotiation 	<ul style="list-style-type: none"> • Display determination and tenacity • Be imaginative in identifying sources of funding • Submit evidence based bids

Specific Roles - Scrutiny Member

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
1.1 Scrutiny in a particular area/theme	<ul style="list-style-type: none"> Understanding of area of responsibility Understanding of the issues under review whether internal or external Knowledge of councils' scrutiny toolkit Knowledge of equality impact needs assessments 	<ul style="list-style-type: none"> Questioning Interpersonal skills Non verbal communication Interpreting facts and data 	<ul style="list-style-type: none"> To challenge policies and practices on a sound basis of evidence Be open to the views of consultees
1.2 Holding the policy committees to account	<ul style="list-style-type: none"> Full understanding of scrutiny remit and roles Understanding of policy committee function and work plan Understanding of process to 'call in' decisions 	<ul style="list-style-type: none"> Information management Performance review Assertiveness 	<ul style="list-style-type: none"> Challenge decisions made when appropriate Ensure objectivity and fairness and avoid party political bias Function as team member
1.3 Reviewing and developing policy	<ul style="list-style-type: none"> Knowledge of existing policy Understanding of best practice Understanding of wider & national policy context 	<ul style="list-style-type: none"> Meetings management and participation Strategic thinking Ability to understand and assess risk 	<ul style="list-style-type: none"> To challenge policies and working practices Develop locally viable policy solutions Help external stakeholders to develop their role Use plain English
1.4 Performance management and improvement	<ul style="list-style-type: none"> Understanding of performance management. Risk management Understanding of the Council's own priorities & imperatives Knowledge of Council's performance Management strategy 	<ul style="list-style-type: none"> Ability to handle complex facts and figures Project management Questioning Monitoring and challenging 	<ul style="list-style-type: none"> See the 'big picture' Use a range of information to evaluate performance Focus on outcomes and impact Promote change and new ways of working Communicate performance priorities and results to communities and stakeholders
1.5 Oversee work programme	<ul style="list-style-type: none"> Understand Council's priorities Understand work planning procedure Understand role & priorities of other Council bodies 	<ul style="list-style-type: none"> Project management Planning 	<ul style="list-style-type: none"> Encourage proactivity and independent thought tempered with collaboration with officers and other committees Manage projects to support prioritisation and review

Specific Roles - Chair

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
3.1 Provide leadership and direction	<ul style="list-style-type: none"> An in depth understanding of the role of the committee In depth understanding of own role as chair Understand role of Democratic Services officers 	<ul style="list-style-type: none"> Leadership People management Team building Chairing meetings 	<ul style="list-style-type: none"> Provide confident management of the meeting
3.2 Provide effective meeting management	<ul style="list-style-type: none"> Understand meeting protocols and Procedure Rules In depth knowledge of code of conduct Understand bias and predetermination 	<ul style="list-style-type: none"> Meeting skills Facilitation Public speaking Mediation Interpersonal skills Non verbal communication Questioning Listening 	<ul style="list-style-type: none"> Ensure that meetings progress effectively Ensure that the necessary preparation is done beforehand Ensure that all participants are able to make an appropriate contribution. Ensure that meetings are focussed and time is not wasted
3.3 Ensure that adequate resources are provided	<ul style="list-style-type: none"> Understand the resource requirements of the committee/body 	<ul style="list-style-type: none"> Prioritisation Negotiation Lobbying 	<ul style="list-style-type: none"> Liaise with officers to ensure time, staff, development and funding is available for the committee
3.4 Ensure development & contribution of all members	<ul style="list-style-type: none"> Understands the potential role of each team member Understands the preferred team role style of each member 	<ul style="list-style-type: none"> Facilitation 	<ul style="list-style-type: none"> Encourage high performance from all team members and consultees where appropriate by encouraging appropriate participation and offering feedback as required

Specific Roles - Member of a statutory board

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
4.1 Planning	<ul style="list-style-type: none"> • Knowledge of Planning and development control law and regulations • Knowledge of local and national planning policy including the Local Plan • Basic understanding of case law • Impact of development control on community plan • Knowledge of local area • Understanding of bias predetermination 	<ul style="list-style-type: none"> • Balanced decision making • Listening to local views and articulating them • Apply planning law 	<ul style="list-style-type: none"> • Uses a range of legal and other information to make decisions • Attend site visits
4.2 Licensing	<ul style="list-style-type: none"> • Licensing regulations • Knowledge of local and national licensing policy and procedures • Basic understanding of case law • Knowledge of local area • Understanding of bias and predetermination 	<ul style="list-style-type: none"> • Decision making • Able to identify facts from evidence presented • Apply gambling and licensing laws 	<ul style="list-style-type: none"> • Uses a range of information to make decisions
4.3 Standards	<ul style="list-style-type: none"> • Code of conduct • Local protocols • Standards hearings and related law 	<ul style="list-style-type: none"> • Adjudication • Questioning and interview techniques • Making balanced decisions 	<ul style="list-style-type: none"> • Conduct fair and consistent hearings
4.4 Appeals Panels	<ul style="list-style-type: none"> • Relevant Council appeals procedure • Basic understanding 	<ul style="list-style-type: none"> • Listening • Making balanced decisions • Able to identify facts 	<ul style="list-style-type: none"> • Able to make balanced and fair decisions on the facts available

Specific Roles - The Leader

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
5.1 Self awareness	<ul style="list-style-type: none"> • Self –awareness • Social awareness 	<ul style="list-style-type: none"> • Self management 	<p>The effective member is able to:</p> <ul style="list-style-type: none"> • Recognise own strengths and limitations and recognise how own feelings and values affect performance • Display self control, transparency adaptability • Display organisational awareness and service ethos
5.2 Leadership	<ul style="list-style-type: none"> • In depth knowledge of the business of local government • Understanding of the roles and responsibility of the Leader 	<ul style="list-style-type: none"> • Leadership skills • Coaching skills • Relationship management 	<ul style="list-style-type: none"> • Lead, inspire, influence, develop and motivate others • Lead by example • Project a positive image • Build coalitions internally and externally • Be brave enough to take risks • Manage conflict • Promote and subscribe to organisational values
5.3 Develop relationships and engage with the public and the community	<ul style="list-style-type: none"> • Knowledge of key issues relevant to the local community • Knowledge of working practices of relevant partners and stakeholder bodies at local and regional levels 	<ul style="list-style-type: none"> • Leadership skills • Advanced communication • Advanced presentation 	<ul style="list-style-type: none"> • Identify and nurture external contacts • Identify and make use of events for developing external networks • Make contact with traditionally hard to reach groups or those who feel excluded from established communication links
5.4 Form a vision for the Council and community	<ul style="list-style-type: none"> • Knowledge of community strengths, areas of improvement and key issues 	<ul style="list-style-type: none"> • Strategic vision • Alliance building • Communication 	<ul style="list-style-type: none"> • Combine a clear and succinct vision with pragmatism • Recognise and celebrate success • Gain the support of others to achieve the vision

5.5 Political leadership	<ul style="list-style-type: none"> Understands the relationship between national and local politics Understands political leadership in the community 	<ul style="list-style-type: none"> Political vision Strategic awareness 	<ul style="list-style-type: none"> Demonstrate political judgement
5.6 Relationship with Chief Executive	<ul style="list-style-type: none"> Understanding of the roles and responsibilities of the Chief Executive 	<ul style="list-style-type: none"> Networking Joint working on strategic objectives 	<ul style="list-style-type: none"> Establish and maintain positive relationship Communicate effectively and frequently Give appropriate feedback Operate with Integrity Display openness and trust Call the Chief Executive to account within statutory parameters
5.7 Challenge status quo	<ul style="list-style-type: none"> Awareness and understanding of current situation and wider policy context 	<ul style="list-style-type: none"> Analysis of current situation Creative thinking 	<ul style="list-style-type: none"> Take risks/innovate Challenge constructively and persuasively
5.8 Manage reputation of Council	<ul style="list-style-type: none"> Knowledge of current reputation and issues for this Council and local government generally Equality and diversity Cultural awareness Code of Conduct Standards and ethics 	<ul style="list-style-type: none"> High level media, networking and interpersonal skills 	<ul style="list-style-type: none"> Work to ethical standards Be willing to be held to account under the legal framework Project a positive image of the Council to a range of audiences including the media

Specific Roles - Group Leader

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
6.1 Leadership	<ul style="list-style-type: none"> In depth knowledge of the business of local government Understanding of the roles and responsibility of a group leader Political awareness and knowledge 	<ul style="list-style-type: none"> Leadership skills Relationship management 	<ul style="list-style-type: none"> Lead, inspire, influence, develop and motivate others Lead by example Project a positive image Build coalitions internally and externally Be brave enough to take risks Manage conflict
6.2 Managing Performance	<ul style="list-style-type: none"> How to give performance feedback Understanding of targets, objectives, projects and timescales 	<ul style="list-style-type: none"> Commitment to pursuing individual and collective goals even whilst under pressure Coaching skills 	<ul style="list-style-type: none"> Work closely with others to develop, promote and achieve objectives and represent council at a strategic level. Create a sense of common purpose Demonstrate effective management of under performance
6.3 Team working	<ul style="list-style-type: none"> Knowledge of group process to enhance the performance of the group 	<ul style="list-style-type: none"> Team building Managing conflict Motivating Delegating Empowering Consulting Balancing competing needs and interests 	<ul style="list-style-type: none"> Emphasise a team approach and shares responsibility for success and failure Encourage scrutiny and responds positively to feedback, challenge and ideas Identify skills and potential in others and allocate people to appropriate roles in the team (including succession planning)
6.4 Development of Members	<ul style="list-style-type: none"> Aware of the need for succession planning Gain knowledge of individual strengths and weaknesses How to identify learning needs and access development activities 	<ul style="list-style-type: none"> Coaching & mentoring Giving & obtaining feedback Help identify learning needs 	<ul style="list-style-type: none"> Support the development of others, encourage their participation in meetings and teamwork and help them plan their progress
6.5 Communication	<ul style="list-style-type: none"> Value of different types of communication 	<ul style="list-style-type: none"> Oral communication Questioning Active listening High level media and interpersonal skills 	<ul style="list-style-type: none"> Transfer information and knowledge in a timely and relevant manner Concisely convey messages with clear summary and recommendations Receive and respond to feedback and

	6.6 Relationship with Chief Executive and senior officers		<ul style="list-style-type: none"> • Understanding of the roles and responsibilities of the Chief Executive and senior officers 		<ul style="list-style-type: none"> • Networking • Joint working on strategic objectives 	evaluate the effectiveness of communication.	<ul style="list-style-type: none"> • Establish and maintain positive relationship • Communicate effectively and frequently • Give suitable feedback • Operate with Integrity
--	---	--	--	--	---	--	--

Champion

What we do The Role	What we need to know Knowledge required	How we do it Role Skills	Good examples in practice The effective member is able to:
7.1 Member Champion	<ul style="list-style-type: none"> • Sound understanding and insight into the Council's policies and practices in the area for which they are the Champion • Up to date knowledge and awareness in their specific area • Who to liaise with including portfolio holders 	<ul style="list-style-type: none"> • Challenging • Consulting • Networking, internal and external • Ability to monitor work in progress, linking to Cabinet and Scrutiny • Benchmarking • Providing positive support • Foster cross-party co-operation and be able to engage community groups and officers 	<ul style="list-style-type: none"> • Champion their particular issue within the Council's various forums to ensure that the Council does not overlook specific interests. • Lead the Council's input in partnership discussions relevant to the area for which they are Champion. • Bring their knowledge of the subject area to bear on the development and delivery of the Council's services and policies. • Represent the Council on specific bodies, or at specific events concerned with the area for which they are champion

Council Plan 2013-17 Revised June 2014

Generated on: 08 September 2014

1. Employment Opportunity & Economic Success													
	EC 10	EC 12a	EC 12b	EC 12c	EC 12d	EC 13a	EC 13b	EC 40					
2. Housing Need													
	BS RB 3	FP 7	HS 1	HS 2	HS 5	HS 8	HS 14	HS 10a	HS 10b	BS RB 2	FP 8	HS 11	HS 17
3. High Quality Environment													
	HE 13	SS 16	SS 35	SS 36	SS 192	DM 157a	SS 15	DM 157c	DM 2	DM 157b	SS 17		
4. Active Safe Communities													
	EC 77	HE 10											
5. Transforming the Council													
	BS AS 3	BS BI 2	DS 2d	BS RB 11	BS AS 1 RDC	BS MD 1	BS RB 12	HR A 01 R					

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Key

Data Only Indicator for monitoring trend Performance is improving Performance has stayed the same Performance has got worse




1. Employment Opportunity & Economic Success

		EC 10	Total Job Seeker Allowance Claimants Aged 16 – 64			
Current Value	1.1%	July 2014	Previous Value	1.1%	Data is published monthly	
July 2014 - GB 2.4% and Yorkshire & Humber 3.1%						
		EC 12a	% Ryedale population aged 16-64 qualified - NVQ1 or equivalent			
Current Value	91.7%	2013/14	Previous Value	78.1%	Data is published annually	




Ryedale has the lowest population qualified to NVQ level 1 or above in North Yorkshire and is the third lowest in Yorkshire and the Humber. Young people achieve level 1 and 2 NVQ's in order to improve their career prospects. The council has targeted resources through various apprenticeships. This level is a stepping stone to future learning opportunities.

		EC 12b	% Ryedale population aged 16-64 qualified - NVQ2 or equivalent			
Current Value	79.9%	2013/14	Previous Value	68.2%	Data is published annually	

Ryedale has the lowest of population qualified to NVQ level 1 or above in North Yorkshire. Young people achieve level 1 and 2 NVQ's in order to improve their career prospects. The council has targeted resources through various apprenticeships. This level is a stepping stone to future learning opportunities.

		EC 12c	% Ryedale population aged 16-64 qualified - NVQ3 or equivalent			
Current Value	53.1%	2013/14	Previous Value	51.7%	Data is published annually	

Ryedale performance is above the North Yorkshire average for this level of qualification.

		EC 12d	% Ryedale population aged 16-64 qualified - NVQ4 or equivalent			
Current Value	40%	2013/14	Previous Value	35.6%	Data is published annually	

Ryedale performance is well above the North Yorkshire average for this level of qualification.

		EC 13a	Gross weekly earnings by workplace			
Current Value	£425.00	2013/14	Previous Value	£395.70	Data is published annually	

Ryedale has the lowest level of earnings by workplace in Yorkshire and the Humber




		EC 13b	Gross weekly earnings by residency			
Current Value	£417.60	2013/14	Previous Value	£399.70	Data is published annually	

Although an increase in weekly pay compared to last year - Ryedale still has the lowest Gross weekly earnings in Yorkshire and Humber.

		EC 40	Employment Rate - aged 16-64			
Current Value	76.1%	2013/14	Previous Value	77.7%	Data is published annually	

2013-14: GB - 71.7% Y&H - 70.1%

2. Housing Need

		BS RB 3	Speed of processing - changes of circumstances for HB/CTB claims			
Current Value	8.0 days	August 2014	Current Target	11.0 days	Target is the average national performance for the same quarter in the previous year	

		FP 7	Net additional homes provided			
Current Value	224	2013/14	Current Target	200	Target set according to http://extranet.ryedale.gov.uk/PDF/Background%20Paper%20-%20Population%20and%20Housing.pdf page 6, para 2.2.3	

Annual return to be calculated at the end of March 2014. Officers are considering the reporting of FP7 and FP8 on a quarterly basis in order to maintain up to date figures for additional homes provided throughout the year together with a rolling figure for the Council's five year housing supply.

		HS 1	Homeless applications on which RDC makes decision and issues notification to the applicant within 33 working days (was LPI 70)			
Current Value	100.0%	Q1 2014/15	Current Target	100.0%	Target is to decide on all applications within 33 days	

Between the 1st April 2014 and 30th June 2014 100% of applications were decided within 33 days.

		HS 2	Length of stay in temporary accommodation (B&B, weeks) Snapshot			
Current Value	4.00 weeks	Q1 2014/15	Current Target	4.00 weeks	Target: National maximum allowable is 6 weeks. Local target of 4 weeks	

2 households were accommodated between 1st January 2014 to 31st March 2014.

One family was accommodated in B&B at an address for a period exceeding the statutory 6 week limit because:

· Following a Homeless application made on 27/02/2014, a decision of "Homeless Intentionally" was reached. The family was then forced to leave Mum's home and RDC provided temporary accommodation, for a limited period of 28 days.

A referral made to Childrens' Social Care transferring the duty to secure accomm. for the family was ignored, leaving RDC to resume this responsibility.

Having no free RDC temp. acc. RDC agreed for a further period at The Vincent. The period exceeded the 6 week limit due to the lack of alternative accommodation and co-operation from SC.

		HS 5	Number of Homeless Applications			
Current Value	10	Q1 2014/15	Current Target	13	Total number of applications for 2011/12 = 52	

Between 1st April 2013 and 31st March 2014 35 homeless applications were made.

		HS 8	Prevention of Homelessness through Advice and Proactive Intervention (values and targets are per quarter, not accumulative)			
Current Value	40	Q1 2014/15	Current Target	39	Target is to achieve 10% improvement in numbers of preventions year on year	




From 1st January 2014 to 31st March 2014 there were 109 homeless preventions. (This includes 24 partner preventions).



		HS 14	Affordability Ratio			
Current Value	7.36	2013/14	Current Target	8.65	Target is to improve on previous years performance	




		HS 10a	% Households in Ryedale in Fuel Poverty (10% income measure)			
Current Value	27.9%	2012/13	Current Target	26%	Target is to improve on previous years performance	




Results published June 2014. Est. no. of households 23,090 of which 6,446 in fuel poverty.




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		HS 10b	% Households in Ryedale in Fuel Poverty (Low Income High Cost)			
Current Value	11.9%	2012/13	Current Target	11.1%	Target is to improve on previous years performance	
2012-13 Results published June 2014 - Est. no of households 23,090 and 2,738 households in fuel poverty						




		BS RB 2	Speed of processing - new HB/CTB claims			
Current Value	30.0 days	August 2014	Current Target	24.0 days	Target is the average national performance for the same quarter in the previous year	
Changes and improvements recently introduced have resulted in improved timescales – 30 days compared to 73.6 days in August 2013.						




		FP 8	Supply of deliverable housing sites			
Current Value	89.2%	2013/14	Current Target	100.0%	See Annual Monitoring Statement and Strategic Housing Land Availability Assessments. Target five year housing supply= 100%	
Annual return to be calculated at the end of March 2014						

		HS 11	Empty Domestic Properties (New Homes Bonus Annual Return)			
Current Value	253	2013/14	Current Target	379	Target is to improve on previous years performance	

		HS 17	Number of affordable homes delivered (gross)			
Current Value	9	Q1 2014/15	Current Target	19	35% of market housing target would result in 70 affordable homes arising from 200 net additional homes.	
During the first quarter of 14/15 there were 9 affordable homes completed which consisted of 3 x 2bed houses and 6 x 2bed flats all with Broadacres Housing Association. 2 were for sale and 7 were social rent						

3. High Quality Environment

		DM 157a	Processing of planning applications: Major applications (13 weeks)			
Current Value	75.00%	August 2014	Current Target	75.00%	Targets originally set under Planning Delivery Grant regime	
By definition these applications are complex, often requiring for example legal agreements such as Section 106. These applications represent 4% of the total number received.						




		HE 13	% of Food establishments in the area broadly compliant with food hygiene law			
Current Value	76%	2013/14	Current Target	72%	Target is to improve on previous year. Assessments of premises undertaken using risk based scoring and national guidance. 17% of premises are low risk and not accessed and by default not compliant under the national definition for this indicator.	
17% of premises are low risk and not assessed and by default not compliant under the national definition for this indicator. The figures in brackets above take into account this number						

		SS 16	% of Household Waste Composted			
Current Value	33.64%	2013/14	Current Target	30.00%	Target set following analysis of previous performance levels	
Performance continues to be above target. Target will need to be assessed for 2014/15 in light of changes regarding garden waste subscription						
		SS 35	% CO2 reduction from LA operations.			
Current Value	-7.5%	2013/14	Current Target	3.0%	Target set for three years, based on national guidance. To be reviewed following analysis of performance to date	
Investment in energy efficiency continues to be made. New target to be set						
		SS 36	Tonnes of CO2 from LA operations			
Current Value	1,622	2013/14	Current Target	1,754	Target set for three years, based on national guidance. To be reviewed following analysis of performance to date	
See above						
		SS 192	% of household waste sent for reuse, recycling and composting			
Current Value	52.70%	2013/14	Current Target	49.70%	National target to achieve 50% by 2020	
Target will need to be assessed for 2014/15 in light of changes regarding garden waste subscription						
		DM 157c	Processing of planning applications: Other applications (8 weeks)			
Current Value	86.6%	August 2014	Current Target	90.00%	Target based on benchmarking data	
Performance has been improving for some months and this Trend is continuing. Delegated decisions are currently made on 88% of decisions against a target of 90%.						
		SS 15	% of Household Waste Recycled			
Current Value	19.02%	2013/14	Current Target	20.00%	Target set following analysis of previous performance levels	
Priority is to maintain this level of performance						
		DM 2	Planning appeals allowed			
Current Value	50.0%	Q1 2014/15	Current Target	33.0%	Target based on national averages and benchmarking	
The national performance level is consistently in line with the target figure of 33%, performance for Ryedale has varied because of the relatively low number of appeals received.						
		DM 157b	Processing of planning applications: Minor applications (8 weeks)			
Current Value	62.6%	August 2014	Current Target	78.00%	Target based on benchmarking data	
Additional officers have been in post since June and performance is improving. In August performance was at 78%.						
		SS 17	Household Waste Collection - % change in kilograms per head			

Current Value	6.29%	2013/14	Current Target	0.25%	Target is to improve on previous years change
Residual waste tonnage reflects economic changes.					



4. Active Safe Communities




		EC 77	Total Crime in Ryedale		
Current Value	500	July 2014	Current Target		

		HE 10	Adult participation in sport and active recreation. Sport England Active People Survey-Annual		
Current Value	23.6%	2013/14	Current Target	22.3%	Target is to improve on previous years performance
APS 7 - Ryedale ranked 208 out of 326.					




5. Transforming the Council










		BS AS 3	Payments made using electronic channels		
Current Value	91%	July 2014	Current Target	85%	Target is set to maintain performance
Electronic channels include web, telephone and Direct Debit.					

		BS BI 02	% FOI Requests responded to within 20 working days		
Current Value	96%	July 2014	Current Target	90%	
45 out of 47 FOIs responded within timescale. 2 outside of timescale by 1 day.					

		DS 2d	Percentage turnout for elections - District		
Current Value	46.54%	2011/12	Current Target	43.06%	Target is to improve on previous election turnout
02.05.13 Ryedale South West By-election: 38.39% Pickering East By-election: 36.34% http://www.ryedale.gov.uk/news_and_press_releases/local_elections.aspx					

		BS RB 11	% of Council Tax collected		
Current Value	39.51%	July 2014	Current Target	39.64%	Target is set to maintain performance
Collection rates are in line with the previous years performance					

		BS AS 1 RDC	Service enquiries resolved at first point of contact (telephone)		
Current Value	37%	2013/14	Current Target	50%	Target is for year on year improvement
Collection rates are in line with the previous years performance					

		BS MD 1	Standard searches done in 5 working days			
Current Value	45.0%	July 2014	Current Target	90.0%	Target is set to maintain performance	
NYCC late responses to searches						
		BS RB 12	% of Non-domestic Rates Collected			
Current Value	42.30%	July 2014	Current Target	44.94%	Target is set to maintain performance	
RDC internal accounts paid late.						
		HR A 01 R	Average number of Working Days Lost Due to Sickness Absence per FTE, RYEDALE			
Current Value	0.98 days	July 2014	Current Target	0.63 days	Target is North Yorkshire average for 2009	
Sickness Absence Policy created with Unison with a view to reducing absences. Line Manager training to be spiralled out .						

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7 July 2014

By email

Miss Janet Waggott
Chief Executive
Ryedale District Council

Dear Miss Janet Waggott

Annual Review Letter 2014

I am writing with our annual summary of statistics on the complaints made to the Local Government Ombudsman (LGO) about your authority for the year ended 31 March 2014. This is the first full year of recording complaints under our new business model so the figures will not be directly comparable to previous years. This year's statistics can be found in the table attached.

A summary of complaint statistics for every local authority in England will also be included in a new yearly report on local government complaint handling. This will be published alongside our annual review letters on 15 July. This approach is in response to feedback from councils who told us that they want to be able to compare their performance on complaints against their peers.

For the first time this year we are also sending a copy of each annual review letter to the leader of the council as well as to the chief executive. We hope this will help to support greater democratic scrutiny of local complaint handling and ensure effective local accountability of public services. In the future we will also send a copy of any published Ombudsman report to the leader of the council as well as the chief executive.

Developments at the Local Government Ombudsman

At the end of March Anne Seex retired as my fellow Local Government Ombudsman. Following an independent review of the governance of the LGO last year the Government has committed to formalising a single ombudsman structure at LGO, and to strengthen our governance, when parliamentary time allows. I welcome these changes and have begun the process of strengthening our governance by inviting the independent Chairs of our Audit and Remuneration Committees to join our board, the Commission for Administration in England. We have also recruited a further independent advisory member.

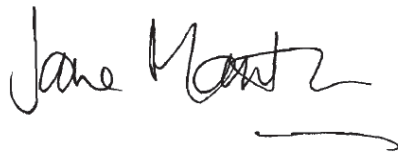
Future for local accountability

There has been much discussion in Parliament and elsewhere about the effectiveness of complaints handling in the public sector and the role of ombudsmen. I have supported the creation of a single ombudsman for all public services in England. I consider this is the best way to deliver a system of redress that is accessible for users; provides an effective and comprehensive service; and ensures that services are accountable locally.

To contribute to that debate we held a roundtable discussion with senior leaders from across the local government landscape including the Local Government Association, Care Quality Commission and SOLACE. The purpose of this forum was to discuss the challenges and opportunities that exist to strengthen local accountability of public services, particularly in an environment where those services are delivered by many different providers.

Over the summer we will be developing our corporate strategy for the next three years and considering how we can best play our part in enhancing the local accountability of public services. We will be listening to the views of a wide range of stakeholders from across local government and social care and would be pleased to hear your comments.

Yours sincerely

A handwritten signature in black ink that reads "Jane Martin". The signature is written in a cursive style with a long horizontal flourish at the end.

Dr Jane Martin
Local Government Ombudsman
Chair, Commission for Local Administration in England

Local authority report – Ryedale District Council

For the period ending – 31/03/2014

For further information on interpretation of statistics click on this link to go to <http://www.lgo.org.uk/publications/annual-report/note-interpretation-statistics/>

Complaints and enquiries received

Local authority	Adult care services	Benefits and tax	Corporate and other services	Education and children's services	Environmental services and public protection and regulation	Highways and transport	Housing	Planning and development	Total
Ryedale DC	0	1	1	0	1	0	0	3	6

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Decisions made

Local authority	<u>Detailed investigations carried out</u>		Advice given	Closed after initial enquiries	Incomplete/Invalid	Referred back for local resolution	Total
	Upheld	Not upheld					
Ryedale DC	1	1	0	4	0	1	7

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LGO link

Keeping Link Officers up-to-date on developments at the LGO

July 2014

Local Government Report/annual letters

As you may know, the publication of this year's annual letters will coincide with publication of an in-depth report reviewing the last year in local government complaints. This report will feature some of the statistics in the annual letters. This is the first time we are publishing such a report and we aim to make it an annual publication.

We will email you a copy of your annual letter around a week before the report is published - we are expecting to publish the report on **15 July** so we will email you a copy of your annual letter on the **7 July**.

As we mentioned in the last edition of link we welcome your [feedback](#) on the report. However, we are not in a position to provide any further detailed information about the data we present in the report or in your annual letter. We understand that our figures may not match the data collected by local authorities. Typically the differences between our data and data held by local authorities reflect that we refer a proportion of recorded complaints to the council for local resolution but the complainant may not always pursue the complaint. We are satisfied that the figures we will provide accurately reflect the data we hold for the financial year 2013-14.



Annual letters emailed to councils



Local Government Report published

Annual letters - describing our decisions

As you know, we now describe our decisions in terms of upholding and not upholding complaints, which brings us closer in practice with how other Ombudsman schemes and many local authorities describe their complaints.

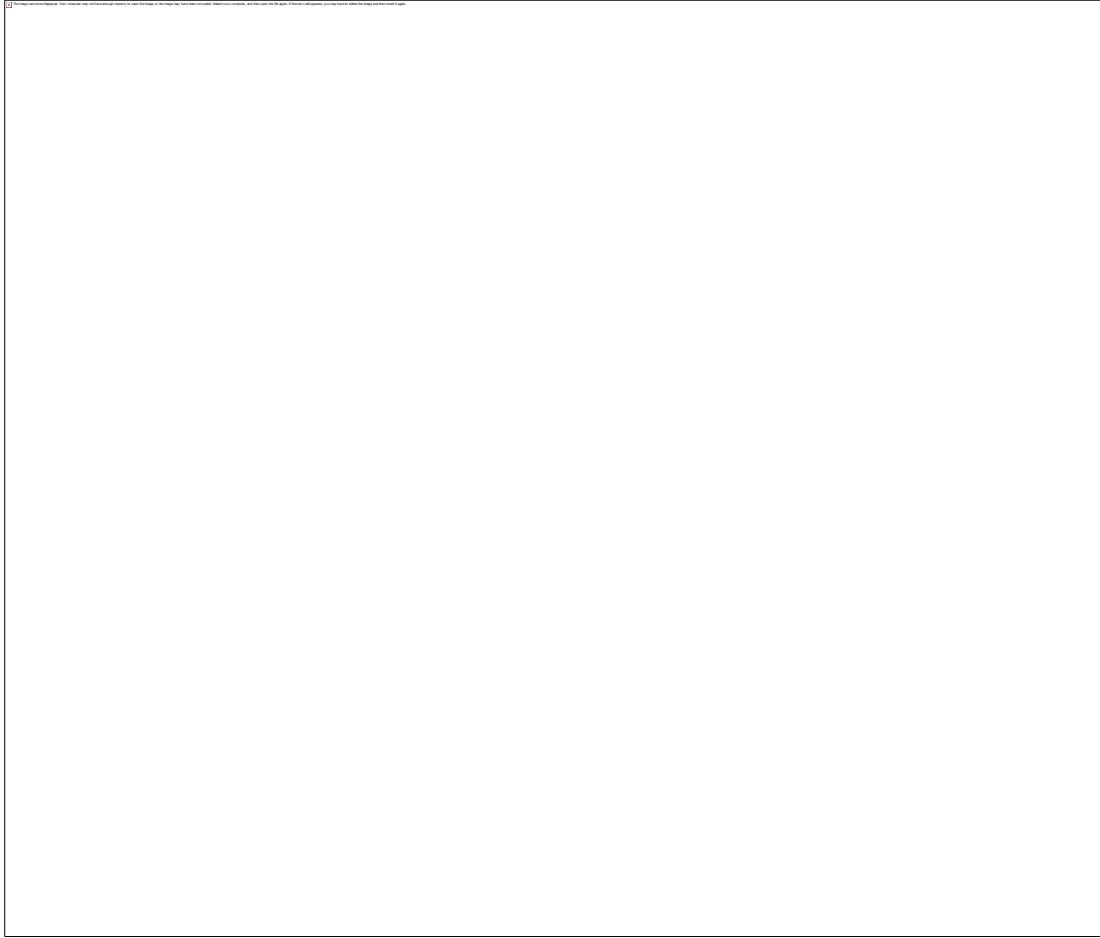
We used these new decision reasons to describe complaint outcomes in our recent [Review of Adult Social Care Complaints 2013](#) report. The feedback we've received is that the new descriptions make the information far more accessible, especially for members of the public. We've therefore decided to publish last year's data against the new decision reasons in this year's annual letters.

We appreciate that you may have recorded complaint outcomes throughout the year against our old descriptions: the information and table below should help you match the descriptions across.

- **Upheld:** These are complaints where we have decided that an authority has been at fault in how it acted and that this fault may or may not have caused an injustice to the complainant, or where an authority has accepted that it needs to remedy the complaint before we make a finding on fault. If we have decided there was fault

and it caused an injustice to the complainant, usually we will have recommended the authority take some action to address it.

- **Not upheld:** Where we have investigated a complaint and decided that a council has not acted with fault, we classify these complaints as not upheld.
- **Advice given:** These are cases where we give advice about why LGO would not look at a complaint because the body complained about was not within the LGO's scope or we had previously looked at the same complaint from the complainant, or another complaints handling organisation or advice agency was best placed to help them.
- **Closed after initial enquiries:** These complaints are where we have made an early decision that we could not or should not investigate the complaint, usually because the complaint is outside LGO's jurisdiction and we either cannot lawfully investigate it or we decide that it would not be appropriate in the circumstances of the case to do so. Our early assessment of a complaint may also show there was little injustice to a complainant that would need an LGO investigation of the matter, or that an investigation could not achieve anything, either because the evidence we see shows at an early stage there was no fault, or the outcome a complainant wants is not one we could achieve, for example overturning a court order.
- **Incomplete/Invalid:** These are complaints where the complainant has not provided us with enough information to be able to decide what should happen with their complaint, or where the complainant tells us at a very early stage that they no longer wish to pursue their complaint.
- **Referred back for local resolution:** We work on the principle that it is always best for complaints to be resolved by the service provider wherever possible. Furthermore, the Local Government Act 1974 requires LGO to give authorities an opportunity to try and resolve a complaint before we will get involved. In many instances, authorities are successful in doing this.



We will also be including the following explanatory note about the statistics on our website:

It must be remembered the bare numbers of complaints against an authority do not prove that it is a 'bad' or 'good' council. The larger the population an authority serves, the more likely we will receive complaints about it. A significant uplift in complaint numbers again does not necessarily show that a council has become worse at what it does. We may have received several complaints about the same issue from different residents, for example a controversial planning decision or application. An authority may have a 50% uplift in complaints against it, but when we received two complaints against it last year, and four this year, this cannot lead to the conclusion the service the council provides has significantly worsened.

Complaints Q1 2014-15

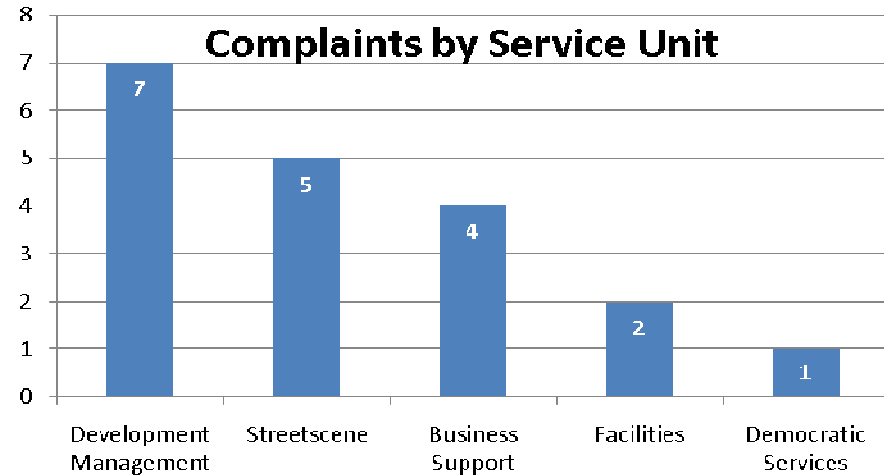
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Complaint Type Description



- Complaints regarding conduct, attitude and actions of employees = 3
- Delays in responding or complaints about the administrative process = 2
- Dissatisfaction with the way Council policies are carried out = 8
- Failure to achieve standards of service = 4
- Failure to provide a service = 2



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Service Unit	Summary of Complaint	Complaint Type	Remedy	Ward	Opened Date	Closed Date	Total
Business Support (BS)	Dissatisfaction with speed of service at front of house	Failure to achieve standards of service	Written explanation and apology		09-May-2014	13-May-2014	4
Business Support (BS)	Dissatisfaction with housing benefit process	Dissatisfaction with the way Council policies are carried out	Written explanation and apology	Amotherby	29-Apr-2014	02-May-2014	
Business Support (BS)	Dissatisfaction with Council Tax billing process	Failure to achieve standards of service	Written explanation	Derwent	09-May-2014	09-May-2014	
Business Support (BS)	Dissatisfaction with council tax billing process	Dissatisfaction with the way Council policies are carried out	Written explanation issued		12-Jun-2014	13-Jun-2014	
Development Management (DM)	Conflicting advice	Complaints regarding conduct, attitude and actions of employees	Written explanation		03-Apr-2014	08-Apr-2014	7
Development Management (DM)	Dissatisfaction with planning procedure	Dissatisfaction with the way Council policies are carried out	Written explanation	Pickering East	12-May-2014	16-May-2014	
Development Management (DM)	Dissatisfaction with planning committee proceedings	Dissatisfaction with the way Council policies are carried out	Written explanation		14-Apr-2014	15-Apr-2014	
Development Management (DM)	Dissatisfaction with enforcement actions	Dissatisfaction with the way Council policies are carried out	Written explanation	Sheriff Hutton	21-May-2014	29-May-2014	
Development Management (DM)	Dissatisfaction with time taken to receive	Complaints regarding conduct, attitude and actions of employees	Written explanation	Amotherby	22-May-2014	09-Jun-2014	

Service Unit	Summary of Complaint	Complaint Type	Remedy	Ward	Opened Date	Closed Date	Total
	information						
Development Management (DM)	Dissatisfaction with enforcement actions	Delays in responding or complaints about the administrative process	Written explanation	Sheriff Hutton	02-Jun-2014	11-Jun-2014	
Development Management (DM)	Dissatisfaction with communications from staff	Failure to achieve standards of service	Written explanation	Pickering East	04-Jun-2014	10-Jun-2014	
Democratic Services (DS)	Address used on proxy vote application pack	Delays in responding or complaints about the administrative process	Written apology and explanation		27-May-2014	27-May-2014	1
Facilities (FE)	Dissatisfaction with customer service at Derwent Pool	Complaints regarding conduct, attitude and actions of employees	Written apology and explanation	Norton East	03-Jun-2014	11-Jul-2014	2
Facilities (FE)	Concern over car park safety	Failure to provide a service	Written apology and explanation	Pickering East	21-Jun-2014	30-Jun-2014	
Streetscene (SS)	Not informed of credit card surcharge	Dissatisfaction with the way Council policies are carried out	Written apology and explanation		30-Apr-2014	01-May-2014	
Streetscene (SS)	Dissatisfaction with disabled toilet facilities	Failure to achieve standards of service	Written apology and explanation	Pickering East	02-Jun-2014	04-Jun-2014	
Streetscene (SS)	Dissatisfaction with disabled toilet facilities	Failure to provide a service	Written apology and explanation		03-Jun-2014	03-Jun-2014	5
Streetscene (SS)	Dissatisfaction with household waste collections	Dissatisfaction with the way Council policies are carried out	Written apology/ explanation		24-Jun-2014	02-Jul-2014	
Streetscene (SS)	Dissatisfaction with garden waste charge	Dissatisfaction with the way Council policies are carried out	Written explanation	Wolds	24-Apr-2014	23-Jul-2014	
Total							19