NOTICE OF MEETING

POLICY AND PERFORMANCE SCRUTINY PANEL
will meet on
Thursday, 13 September 2018
beginning at
7:00 pm
on the
Rooms 11/12/13, Eastleigh House, Upper Market Street, Eastleigh SO50 9YN

TO: Councillor Alan Broadhurst (Chair)
   Councillor Malcolm Cross (Vice-Chair)
   Councillor Margaret Allingham
   Councillor Janice Asman
   Councillor Steven Broomfield
   Councillor Nicholas Couldrey
   Councillor Jephthe Doguie
   Councillor Richard Gomer
   Councillor Tim Groves
   Councillor Lucy Jurd
   Councillor Louise Parker-Jones
   Councillor David Pragnell
   Councillor Rosemary Reynolds
   Councillor Sara Tyson-Payne

CC: Councillor Keith House Council Leader

Staff Contacts: Laura Johnston, Performance and Governance Specialist Tel: 023 8068 8041 Email: laura.johnston@eastleigh.gov.uk

Natalie Wigman, Corporate Director Tel: 023 8068 8405 Email: natalie.wigman@eastleigh.gov.uk

GAETANA WISEMAN
Performance and Governance Manager

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Members of the public are invited to speak on general items at the start of the meeting, and on individual agenda items at the time the item is discussed. To register please contact the Democratic Services Officer above.

Please be aware that Eastleigh Borough Council permits filming, sound recording and photography at meetings open to the public, and that Councillors will be using tablet devices to access committee papers.
AGENDA

1. Public Participation

2. Minutes (Pages 1 - 4)

To consider the Minutes of the meeting held on 5 July 2018.

3. Apologies

4. Declarations of Interest

Members are invited to declare interests in relation to items of business on the agenda. Any interests declared will be recorded in the Minutes.

5. Chairman's Report

6. Late Committee Reports (Pages 5 - 10)

7. Annual Compliments and Complaints Report (Pages 11 - 28)

8. Cabinet Forward Plan (Pages 29 - 30)

9. P&PSP Work Programme (Pages 31 - 32)

DATE OF NEXT MEETING
Thursday, 8 November 2018 at 7:00 pm
on the Rooms 11/12/13, Eastleigh House, Upper Market Street, Eastleigh
SO50 9YN

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POLICY AND PERFORMANCE SCRUTINY PANEL

Thursday, 5 July 2018 (7:00 pm – 8:46 pm)

PRESENT:

Councillor Broadhurst (Chair); Councillors Cross, Allingham, Couldrey, Doguie, Gomer, Jurd, Parker-Jones, Reynolds and Tyson-Payne

Also in attendance: Councillor Grajewski was in attendance as Councillor Broomfield’s substitute in his absence

Apologies for absence were received from Councillors Asman, Broomfield, Groves and Pragnell

________________________________________

RESOLVED ITEMS (SUBJECT TO QUESTIONS ONLY)

9. PUBLIC PARTICIPATION

There was no public participation on this occasion.

10. MINUTES

It was AGREED -

That the Minutes of the meeting of the Panel held on 7 June 2018 be confirmed and signed by the Chairman as a correct record.

Matters arising – Minute 4 New Cabinet Portfolios 2018 - The Corporate Director (Strategy) reported that ‘local centre regeneration’ had now been added to Councillor Paul Bicknell’s Portfolio Pan.

11. DECLARATIONS OF INTEREST

Councillor Judith Grajewski declared an Interest in agenda item 5, Chairman’s Report, because as she was a Governor at Eastleigh College; and

Councillor Rosemary Reynolds declared an Interest in agenda item 5, Chairman’s Report, because as she was to be a member of the Barton Peveril / Eastleigh College Liaison Group.

12. CHAIRMAN’S REPORT

The Chair advised that councillors had been seeking information regarding a potential merger of Eastleigh College with Southampton City College (CCS), and gave the following update:
“Eastleigh College responded to a Further Education Commissioner led Structure and Prospects Appraisal and was chosen as the preferred partner for potential merger with Southampton City College (CCS). The potential merger will be subject to the completion of due diligence, public consultation and a number of other processes.

There are a number of benefits to Eastleigh College through this potential merger. Eastleigh College already has good coverage in the Southampton area, as well as an excellent relationship with local businesses, and taking on CCS’s courses would provide additional variety of courses making both colleges more attractive and ultimately more robust at a time where funding cuts are leading many colleges to consider their futures.

This potential merger will build on the strong links and synergies between the two places that have existed for centuries. The Borough of Eastleigh and the City of Southampton share infrastructure and travel to work areas, with residents crossing both into and out of each location every day. There is one economy for both areas, with employers seeing them as one area, not constrained by local authority boundaries.”

(NOTE: Councillors Grajewski and Reynolds declared interests.)

13. CURRENT FIVE YEAR LAND SUPPLY

Consideration was given to the report of the Strategy Lead (Housing and Development) that required local planning authorities to identify and update annually a supply of specific and deliverable sites sufficient to provide five years’ worth of housing against its housing requirement.

The latest land supply was on the Council’s website. The Council was confident in its methodology and able to demonstrate that currently it had a 5.52 years supply of land for housing.

Emily Howbrook (Strategy Lead for Housing and Development) responded to a variety of questions including: what the Council expected going forward; updates on building completions; and contingency plans. She also advised that there would be an all members briefing on the Housing Development Programme prior to Council on 19 July 2018.

Emily advised that the projected five year housing land supply could be found online. Trend data on housing completion would be attached to the minutes.

The Chair added that he had requested information on this topic as it was important to monitor how the Council was doing with its housing land supply, and he would update the Panel on a regular basis as part of his Chairman’s report.
14. CABINET PORTFOLIO PLANS

Consideration was given to the report of the Strategic Planning Manager that set out, at a strategic level, how Cabinet members would champion projects and services to achieve the Corporate Plan (2015-2025) objectives.

Diccon Bright, Strategic Planning Manager, advised that the Council had not had Portfolio Plans before, this was something new, and Cabinet would now play a far stronger role in championing their portfolios. The new Cabinet portfolios had been established following the May 2018 local election and were broadly aligned to the Corporate Plan.

Following the adoption of the Corporate Plan 2015-2025 and four ‘themed’ Strategy documents (for the Environment, Health and Wellbeing, Housing and Development, and Economy) in February 2018, the Cabinet Portfolio Plans were now proposed for approval when considered by Cabinet on 16 July 2018.

During discussion and consideration of the Plans, the Panel stated that key performance indicators were major requirement of every plan, to measure progress on performance and delivery of services. The Panel also suggested a number of other issues including:

- that target dates be set so the Panel could measure performance against the set targets;
- that the Portfolio holders be invited to answer questions by the Panel at future meetings;
- that acronyms be removed;
- that the tone and language of the Plans change to a corporate voice that was understandable and meaningful;
- that there be less cross-cutting of objectives; and
- that it included Brexit, industrial strategies, and working with other key partners.

The Chair added that he had enquired who had the overall responsibility for Health and Safety and had been advised by the Strategic Planning Manager that health and safety was every Cabinet Members’ responsibility as it related to their portfolios, and Member responsibility for Corporate Health and Safety rested with the Leader of the Council; the Council’s Facilities Manager is the officer responsible for Corporate Health and Safety, who is supported by a newly-appointed interim Corporate Health and Safety Officer. A review on Health and Safety was to be considered by the Audit and Resources Committee on 10 July 2018 where a full update would be presented.

RESOLVED -
That Cabinet consider the comments of this Panel on the new Portfolio Plans.

15. **CABINET FORWARD PLAN**

The Panel considered the Cabinet Forward Plan of Key Decisions. The Corporate Director advised that there was not a lot of content for pre scrutiny at this present time, however, the Panel was welcome to post scrutinise topics if they so wished.

*It was AGREED that the report be noted.*

16. **WORK PROGRAMME**

Panel members considered their Work Programme to March 2019.

The Panel suggested the following topics be added to the work programme:

Recycling – date to be confirmed;  
Street scene performance – during the winter;  
Affordable housing - date to be confirmed; and  
Key Performance Indicators – September 2018.

The Chair was very interested in scrutinising the Houses in Multiple Occupancy (HMOs) in the Borough, and especially the town centre. He therefore proposed a Task and Finish Group be convened to look at the problems and issues surrounding HMOs and asked for volunteers.

Councillors Couldrey, Doguie and Tyson-Payne volunteered and Councillor Grajewski offered to ask Councillor Broomfield who was absent from the meeting. Ross McClean, Strategic Lead for Health and Wellbeing, would be their first point of contact/co-ordinating officer for this work.

*It was AGREED that the Work Programme be noted and updated.*

(NOTE: Subsequent to the meeting Councillor Broomfield volunteered to be part of the Task and Finish Group.)
POLICY AND PERFORMANCE SCRUTINY PANEL
Thursday, 13 September 2018
LATE COMMITTEE REPORTS
Report of the Performance and Governance Manager

Recommendation

It is recommended that Policy and Performance Scrutiny Panel considers the data relating to late reports currently going to committees and the corrective action being taken to address this.

Summary

Councillors have requested that research be undertaken in respect of the volume of late committee reports. This report sets out the findings and corrective action being taken to minimise late reports across the Council.

Statutory Powers

Local Government Act 1972

Strategic Implications

1. This report has no direct correlation to the achievement of Corporate Plan objectives. However, the timely submission of good quality reports is an important aspect of good governance that underpins achievement of all strategic outcomes.

Introduction

2. Following on from a request for late reports data to be regularly reported to Policy and Performance Scrutiny Panel, a request was made for follow-up analysis to be presented to this committee mid-way through the financial year. The first late reports analysis came to this committee in January of this year and covered the period January to December 2017.

3. The Council’s democratic system (Modern.gov) records the amount of late reports by amount and percentage (%). It also records the report author and the date the late report was published. However, the system does not have the capability to record a reason for the report being late. Appendix A outlines the results for this period (January 1 – July 31, 2018).
4. Agendas for committees are published eight days in advance. This is a statutory requirement and ensures there is enough notice to hold a committee meeting and information disseminated can be read and understood in advance.

5. All draft reports are circulated to key staff and Councillors for comments in advance of publication. The usual circulation list includes the following:
   - The Chief Executive (only for reports to Cabinet, Council, and Resources Scrutiny Panel)
   - The Management Team member who overviews the section
   - Any Management Team member who is likely to have an interest in the content of the report (for example, if it relates to a unit/service they overview or to a topic on which they lead, or it is a cross-cutting issue of general significance)
   - Any manager likely to have an interest in the report, either because it relates to their section or to a topic on which they lead
   - Local Area Managers
   - Finance
   - Monitoring Officer
   - the Strategic Planning Manager for the Corporate Plan Objectives (Cabinet and Council reports only)
   - the relevant Legal Officer
   - the relevant Committee Officer
   - the Leader of the Council
   - Any other appropriate councillors (such as the Cabinet Member or Committee Chair).

6. The report circulation checklist (outlined above) can also be found at the start of the report writing template. This template advises that the ‘Report Circulation Guide’ on the Council’s intranet lists all report deadline dates.

7. Reports are sent to committees in a number of ways:
   (a) Reports can be listed on a specific committee’s work programme (or be a key decision on the Forward Plan in the case of Cabinet) and referenced on the relevant agenda. On occasions, reports which are late (due to last minute information being obtained), will be marked ‘to follow’ and circulated after the main agenda pack has been issued as a ‘supplementary agenda’;
   (b) Reports on topics that are requested by Members/Committees, as in the case of this particular report.
   (c) Reports that are deemed ‘urgent’ and are sent to committee for consideration late on, having never previously appeared on a work programme or Forward Plan. In this instance if a report is required to go before a committee for consideration after the committee agenda has been published, then it will be tabled at the committee.
Findings and corrective action

8. Of the 118 reports that went to committees between January 1 and July 31 2018, 8.5% (10 in total) were published after the eight day deadline. The previous reporting period, considered by this committee, showed 15% of the 183 reports that went to committee between January and December 2017, (27 in total) were late.

9. The analysis shows the committees with the highest number of late reports include Audit and Resources and Chandler’s Ford and Hiltingbury Local Area Committees with two late reports each between January and July of this year (see Appendix A).

10. One of the reasons for late reports over the last two years are the number of new or newly appointed staff working within the Council following our transformation programme. To address this, additional training has been put in place to advise and guide inexperienced report authors.

11. To ensure that late reports are minimised as far as possible, late reports are being rejected by Management Team where there is no valid justification. A range of other measures have also been put in place to minimise late reports as outlined below:

- Since the last report on this issue in January the report writing process has been improved through the use of the modern.gov democratic system. Reports are generated and written within the system to ensure greater levels of transparency and sign off. This ensures:
  
  (i) Better understanding of those reports coming to individual committees with report authors given firm deadlines and email reminders when their report is due for circulation and sign off
  
  (ii) Clearer audit trail tracking who has/hasn’t signed of reports
  
  (iii) Improved version control
  
  (iv) Record of who has made changes/comments on reports
  
  (v) Ability for administrators to be able to ‘share their work’ with others enabling a report to be retrieved and circulated for sign off in the event that a report author is ill/absent from work

- To support the use of this system and new approach, mandatory report protocol training was delivered to senior staff and other report authors in November/December 2017 and early 2018. There are plans to repeat this training in the 2018/19 financial year to ensure staff are continuing to use the mod.gov system to write and submit their reports.

- A review of the Council’s governance processes is in the work programme of the new Democratic Senior Specialist and will assess:
Who writes and clears reports?

Content/style of reports?

12. Roles of committees as per the Constitution

Financial Implications

13. Agendas and report packs are no longer being printed to ensure a more environmentally friendly and cost effective approach. Councillors are equipped with iPads and make use of the Mod.gov application on their tablet devices to be able to track, access and comment on reports going to committees.

Risk Assessment

14. Risk is incurred by not giving due (public) notice of key decisions or contentious issues which could result in complaints or investigations against the Council

Equality and Diversity Implications

15. The Equality Act is not relevant to the decision in this report as the decision does not relate to eliminating discrimination, advancing equality of opportunity, or fostering good relations between different people. An Equality Impact Assessment has not been carried out.

Conclusion

16. Committee are asked to consider the findings of this report and note the steps being put in place to improve the timings of reports.

GAETANA WISEMAN
PERFORMANCE AND GOVERNANCE MANAGER

Date: 21 August 2018
Contact Officer: Gaetana Wiseman
Tel No: 023 8068 8174
e-mail: gaetana.wiseman@eastleigh.gov.uk
Appendices Attached: 1

LOCAL GOVERNMENT ACT 1972 - SECTION 100D

The following is a list of documents which disclose facts or matters on which this report or an important part of it is based and have been relied upon to a material extent in the preparation of this report. This list does not include any published works or documents which would disclose exempt or confidential information.

Background Papers - none.
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<th>Committee</th>
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<td>Tom Andrews, Emma Pearce</td>
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POLICY AND PERFORMANCE SCRUTINY PANEL
Thursday, 13 September 2018

ANNUAL COMPLIMENTS AND COMPLAINTS REPORT
Report of the Performance and Governance Team

Recommendations

It is recommended that Policy and Performance Scrutiny Panel considers the findings within the Annual Compliments and Complaints report and agrees to the following recommendations in relation to improvements to the current complaints procedure.

(1) Changing the current procedure from 15 working days full investigation time to 18 working days with set stages.

(2) Setting a maximum of three working days from complainant receipt to acknowledge the customer and 15 working days for service area investigations, including the delivery of a final response.

(3) Implementing a formal complaint extension of 10 working days for more complex investigations, with communication detailing additional time to the complainant made mandatory.

(4) Adoption of a less complex complaints procedure detailed in appendix C.

Summary

A summary report on formal complaints is prepared for both Management Team and the Policy and Performance Scrutiny Panel. The report analyses the number of compliments, complaints and Member of Parliament enquiries received in the period 1 April 2017 – 31 March 2018.

This report also considers the complaints raised and decisions made by the Local Government Ombudsman for the same period.

Recommendations for changes to the current complaints procedure effective from 1 October 2018 are detailed from paragraph 28 onwards.

Statutory Powers

Strategic Implications

1. This report has no direct correlation to the achievement of Corporate Plan objectives. However, the Council continues to strive for service excellence in the way in which it handles and responds to customer complaints. This is an important aspect of the Council’s governance arrangements.

Introduction

2. For the most part issues or concerns received into the Council are resolved informally as part of a service request, rather than a formal complaint.

3. In cases where a complainant is not satisfied with the outcome of the informal service request, their concerns can be formally raised to a Level one complaint. The escalation is usually initiated with the complainant writing to the Chief Executive, the service area or the Customer Services Manager. Customer complaints are raised through a range of different channels such as online web self-service forms, by phone and face to face (into the Customer Service Centre), email and written correspondence.

4. Currently complaint cases are logged and managed within the Lagan CRM system by the Customer Services team with migration to the Salesforce case management system expected in October. However, complaints at level one and two relating to Direct Services issues continue to be managed by the Direct Services team and are not administrated by the Customer Services team.

5. Currently Customer Services (or Direct Services) log the initial complaint within the Lagan CRM system and issue a formal acknowledgement to the customer within three working days. The 15 working day service level agreement for complaint resolution starts the day the complaint is received. The complaint is then sent onto the service area for investigation. The service sends the complaint back to the Customer Service Centre for filing and for the response to be issued to the complainant. If the service fails to meet the required timescales a holding letter should be issued to the complainant explaining the delay. The Customer Service Centre currently posts a response back to the complainant on headed paper, but will also use email where an email address is provided.

6. If the complainant is not satisfied with the outcome of the Level one complaint, the Customer Service Manager arranges for the complaint to be investigated under Level two of the complaints procedure. This investigation will be independently conducted by a nominated member of the Senior Leadership Team.

7. After receipt of the Level two response, if the complainant feels the matter has not been resolved to his/her satisfaction, they then may escalate it to the Local Government Ombudsman (LGO).

8. The Council’s complaints procedure, in the current form, requires the complainant to be sent a written acknowledgement of complaint receipt
within three working days and a final formal written response within 15 working days. However where the investigation is likely to take longer, the complainant is advised in writing in the form of a holding letter. There is currently no set timescale for extensions to complaint investigations.

9. This report recommends changes to the current management of corporate complaints to improve communication to the customer, improve the speed and accuracy of complaint handling and prevent escalation of complaints to level two or the Local Government Ombudsman. This is particularly important as there has been an increase in complaints at level two in 2017/2018.

10. The Council received 302 compliments in the period of 1 April 2017 – 31 March 2018 (see appendix A). The praise has been received from members of the public who have actively chosen to express their thanks in relation to council services. Ten service areas were recognised within the compliments and 292 directly acknowledged individual staff members. In comparison, a total of 439 compliments were received over the same period in 2016/2017, demonstrating a 31% reduction for this reported period.

11. The reduction in compliments received can be mainly attributed to the Customer Service Centre no longer having the facility to record customer feedback via the Solidus telephone system. The Customer Service Manager will be conducting a review of customer feedback to establish a consistent way for measuring future feedback across all service channels. Customers are still encouraged to feedback by using our online compliment forms.

Summary of Complaints Received

12. The Council received 399 complaints in the period 1 April 2017 – 31 March 2018. With 23 Level one complaints escalating to Level two of the procedure (see appendix A). In comparison a total of 465 complaints were received in the same period for 2016/2017. The volume of Level one complaints has reduced by 16% (71), but we have seen an increase in Level two complaints by 28% (5). Overall there was a reduction of complaints by 14% (66 complaints).

13. The reduction can be explained by smarter handling of concerns from residents in customer services and dealing with cases as informal service requests rather than complaints. In particular, Direct Services queries (grass cutting, missed bins) and Traffic & Engineering queries relating to concerns around parking access and traffic regulation orders (TROs) etc.

14. The Council received 69 enquiries directly from our two local Members of Parliament (MP) Mims Davies and Steve Brine (see appendix A). Enquiries from MPs are answered by the Council’s Chief Executive, Nick Tustian, externally to the complaints process.
The Local Government Ombudsman (LGO) received 17 complaints in relation to council services for the period 1 April 2016 – 31 March 2018 (see appendix B). The report shows the complaints and enquiries recorded along with the decisions made. The LGO numbers include enquiries made direct to them from people who were then signposted back to the local authority. When referred back, some individuals will choose to go through the formal complaints procedure to resolve their matters.

The LGO’s review includes cases received and/or decided within the review period and cases brought for review in the previous year (but not yet decided). The information also includes cases which have been raised in the current year but have not been decided by the 31 March 2018 reporting period.

From April 2016 the LGO established a new mechanism for ensuring the recommendations made to councils are implemented, where agreed to. The LGO then follow up with the council concerned and seek evidence of complaints remedied and recommendations implemented. The LGO report outlines one complaint remedied satisfactorily without LGO involvement.

Annual data has been published on the LGO website to ensure improved transparency and provide information that aids scrutiny of local services.

Recommendations for Complaints Management

The Council’s Performance and Governance Team have completed a review of the current complaints procedure to understand:

- Reasons for increase in Level two complaints.
- Concerns around Level one and Level two complaints not being resolved within the service level agreement timescale of 15 working days (see paragraph 21).
- Concerns relating to poor communication with the complainant and failure to keep them informed including issuing of holding letters and expected timescales for response.
- Transparency, accuracy and consistency across complaint handling.
- Opportunities to improve the complaints process to ensure efficiencies and effective customer care.
- Opportunities to make best use of new technology to ensure improved transparency, logging/tracking of complaints and effective communication with the complainant.

The following decisions were made by Corporate Management Team on 23 May 2018 to support the effective management and administration of complaints. Plus the promotion of improved customer relations.
• Ownership of the complaint process by the Performance & Governance Team - Complete.
• Complaints administration to move from the Customer Services Centre to Case Management to ensure improved consistency in service standards and support the case management model. – Outstanding.
• Mapping of compliments and complaints administration into the new Salesforce case management system to improve complaint handling and recording of complaints - Complete.
• Migration of Compliments and Complaints administration to Salesforce – Outstanding.
• Review of website information to improve signposting for issues relating to frequently raised concerns – Outstanding.
• Undertake a full review of the current Corporate Complaints Procedure (detailed in this report) and make recommendations for improvement. – Complete.
• Training to be provided in effective complaint handling and how to write comprehensive responses – Customer Services receiving training on October 8th, Performance and Governance specialist receiving training in November to roll out to the organisation.

21. The analysis of the complaints found that 145 of the 399 complaints received in the 2017/2018 (36%) were not resolved within the service level agreement of 15 working days. The average complaint response exceeded timescales by a further ten working days for resolution.

22. Delays to the service level agreement can be attributed, in some cases, to the Council undertaking a major transformation in November 2017. The introduction of a new corporate working structure, migration to new IT systems and staff moving to new roles saw an impact on business as usual, for a short time. The 2018/2019 repost should see services settle down and a consistent approach to complaints administration.

23. The Local Government Ombudsman recommends that local authorities implement 20 working days for full complaint resolution – giving enough time for investigation and comprehensive response. The Council’s current advertised service level agreement is 15 working days for complaint resolution. However, by the time the complaint is formally acknowledged (within three working days) and then passed onto the relevant service for investigation. Often only 12 working days is left for investigation and a comprehensive response to be written and issued back to the complainant.
24. The consideration of the staged procedure (appendix C), would allow service areas 3 further days for complaint investigation. Based on 2017/2018 complaints information only 96 complaints would have exceeded timescales.

25. The introduction of performance reporting and monitoring of complaints on a monthly basis for 2018/2019 will highlight areas where delays are occurring. This will enable the delivery of additional training and support in meeting timescales and deliver a better standard of service to customers.

26. In many cases, the escalation of complaints could have been avoided if early contact with the complainant occurred and undoubtedly would have encouraged prompt resolution. On occasions complaints are being escalated due to lack of communication and the customer feels they are left with no choice but to formalise their concern.

27. The analysis also recognised that further investigation is needed into how we deal with concerns via social media and implementing a process for this work. The Council regularly receive a growing number of queries and concerns via our Facebook and Twitter accounts. The area of work needs more analysis and consideration as a service channel. Social media interactions are currently managed by the Communications, Engagement and Marketing team.

28. The outcome of the complaints review has concluded that the current complaints procedure requires improvement to ensure effective customer care.

Therefore it is recommended the following changes are implemented to the corporate complaints process and implemented from October 2018:

**Simplifying the current complaints service to ensure more effective communication with the customer, better management of expectations and avoidance of escalation by:**

1. **Changing the current procedure from 15 working days full investigation time to 18 working days with set stages.**

2. **Setting a maximum of three working days from complainant receipt to acknowledge the customer and 15 working days for service area investigations, including the delivery of a final response.**

3. **Implementing a formal complaint extension of 10 working days for more complex investigations, with communication detailing additional time to the complainant made mandatory.**

4. **Adoption of a less complex complaints procedure detailed in appendix C.**
Financial Implications

29. Improvements to the management of complaints and future reporting arrangements will largely arise as a consequence of the Salesforce system being rolled out across the Council. There are therefore no financial implications associated directly to this report.

Risk Assessment

30. No risks identified at time of review.

Equality and Diversity Implications

31. The Equality Act is not relevant to the decision in this report as the decision does not relate to eliminating discrimination, advancing equality of opportunity, or fostering good relations between different people. An Equality Impact Assessment has not been carried out.

Conclusion

32. The Policy and Performance Scrutiny Panel should consider the recommendations stated in this report to ensure all future customer matters, where possible, are resolved before escalation. On the occasion complaints are raised customers will have confidence in the professional and epithecal approach their concerns. Demonstration of a robust complaints handling procedure will help the Council address the improvement of service standards, develop customer relationships and enhance the public perception of the Council’s service values.

NATALIE TALBOT
PERFORMANCE AND GOVERNANCE SPECIALIST

Date: 20 August 2018
Contact Officer: Natalie Talbot
Tel No: 02380 688223
e-mail: natalie.talbot@eastleigh.gov.uk
Appendices Attached: Appendix A, Appendix B, Appendix C

LOCAL GOVERNMENT ACT 1972 - SECTION 100D

The following is a list of documents which disclose facts or matters on which this report or an important part of it is based and have been relied upon to a material extent in the preparation of this report. This list does not include any published works or documents which would disclose exempt or confidential information.

No Background Papers.
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Appendix A

Annual Compliments and Complaints Report Information

This report details information of the Council’s received Compliments, Complaints and MP Enquiries from the period 1 April 2017 – 31 March 2018. This data has been extracted from the Lagan CRM system and is based on the Council’s former organisational structure. Future reporting will be outlined in accordance with the Council’s new structure.

Compliments received 1 April 2017 – 31 March 2018

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Team</th>
<th>Staff</th>
<th>Total 17/18</th>
<th>Total 16/17</th>
<th>V’LY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Exec Unit</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>-1</td>
</tr>
<tr>
<td>Countryside &amp; Trees</td>
<td>5</td>
<td>5</td>
<td>0</td>
<td>+5</td>
<td></td>
</tr>
<tr>
<td>Culture</td>
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<td>1</td>
<td>0</td>
<td>+1</td>
<td></td>
</tr>
<tr>
<td>Customer Services &amp; ICT</td>
<td>171</td>
<td>171</td>
<td>276</td>
<td>-105</td>
<td></td>
</tr>
<tr>
<td>Development Management</td>
<td>0</td>
<td>1</td>
<td>-1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Direct Services</td>
<td>5</td>
<td>101</td>
<td>106</td>
<td>106</td>
<td>0</td>
</tr>
<tr>
<td>Health &amp; Community</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>1</td>
<td>-1</td>
</tr>
<tr>
<td>Housing &amp; Environmental Health</td>
<td></td>
<td>0</td>
<td>3</td>
<td>-3</td>
<td></td>
</tr>
<tr>
<td>Local Area Managers</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td>6</td>
<td>-2</td>
</tr>
<tr>
<td>Regeneration &amp; Planning Policy</td>
<td>1</td>
<td>4</td>
<td>5</td>
<td>3</td>
<td>+2</td>
</tr>
<tr>
<td>Revenues &amp; Benefits</td>
<td>3</td>
<td>3</td>
<td>35</td>
<td>-32</td>
<td></td>
</tr>
<tr>
<td>Transport &amp; Engineering</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>6</td>
<td>-2</td>
</tr>
<tr>
<td>Total</td>
<td>10</td>
<td>292</td>
<td>302</td>
<td>439</td>
<td>-137</td>
</tr>
</tbody>
</table>

302 compliments were received in the period compared with 439 for the year 2016/2017. Overall a total reduction of 31% of compliments received compared to last year. The reduction of compliments can be mainly attributed to the Customer Service Centre no longer having the facility to record customer feedback via the solidus system.

Examples of compliments received

‘I would like to thank the tree department for clearing away some trees in Crabwood Drive, West End. You have all done a great job, thank you’.

‘Great to see EBC encouraging and supporting a group of local artists who are clearly very talented and motivated. Really enjoyed our visit to the old sorting office, this afternoon. Looking at some amazing pieces of creative work, chatting to artists and actually buying some highly original gifts. I think EBC do a grand job on the cultural front (my Winchester friends are quite envious) and in other areas and services too, am glad to be a resident of this borough’.

‘Liz was very helpful and she informed me of all the procedures and gave as much information as possible. It was a very good service I received today. Thank you’.

‘A big thank you to the garden recycling team. The resident came back from a physio appointment and wants to thank the team for emptying her garden waste bin by taking the
bin from her driveway, as she forgot to put it out because she had rushed to her appointment. ‘She wants to thank them for going above and beyond their duties’.

‘Thank you so very much for the entertainment in and around the Bandstand Park this summer. My grandchildren have so enjoyed the Urban Beach, Fleming Park paddling pool, sand pit and play area. I am so very grateful that these activities are free. Thank you for spending my Council Tax in such a positive way for the future generation’.

‘The new leisure centre at Fleming Park is a real community asset. The fees are reasonable and this is a positive aspect to any community’.

Complaints received April 2017-March 2018

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Total 17/18</th>
<th>Total 16/17</th>
<th>V’s LY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Management</td>
<td>1</td>
<td></td>
<td>1</td>
<td></td>
<td>Non comparable*</td>
</tr>
<tr>
<td>Building Control</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td></td>
<td>Non comparable*</td>
</tr>
<tr>
<td>Communications</td>
<td>1</td>
<td></td>
<td>1</td>
<td></td>
<td>Non comparable*</td>
</tr>
<tr>
<td>Countryside</td>
<td>1</td>
<td></td>
<td>1</td>
<td></td>
<td>Non comparable*</td>
</tr>
<tr>
<td>Customer Services &amp; IT</td>
<td>12</td>
<td>1</td>
<td>13</td>
<td>7</td>
<td>+5</td>
</tr>
<tr>
<td>Development Management</td>
<td>29</td>
<td>12</td>
<td>41</td>
<td>30</td>
<td>+11</td>
</tr>
<tr>
<td>Direct Services</td>
<td>234</td>
<td>4</td>
<td>238</td>
<td>259</td>
<td>-21</td>
</tr>
<tr>
<td>Elections</td>
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<td></td>
<td>1</td>
<td></td>
<td>Non comparable*</td>
</tr>
<tr>
<td>Health &amp; Community</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td></td>
<td>Non comparable*</td>
</tr>
<tr>
<td>Housing &amp; Environmental Health</td>
<td>9</td>
<td>9</td>
<td>18</td>
<td>21</td>
<td>-12</td>
</tr>
<tr>
<td>Local Area Managers</td>
<td>9</td>
<td>9</td>
<td>6</td>
<td></td>
<td>-3</td>
</tr>
<tr>
<td>Local Area Services</td>
<td>3</td>
<td>1</td>
<td>4</td>
<td></td>
<td>Non comparable*</td>
</tr>
<tr>
<td>Revenues &amp; Benefits</td>
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<td>4</td>
<td>62</td>
<td>35</td>
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<tr>
<td>Transport &amp; Engineering</td>
<td>13</td>
<td>13</td>
<td>26</td>
<td>55</td>
<td>-42</td>
</tr>
<tr>
<td>Total</td>
<td>376</td>
<td>23</td>
<td>399</td>
<td>465</td>
<td>-66</td>
</tr>
</tbody>
</table>

*Non comparable areas are due to the Lagan system reporting and changes to the corporate structure. The 2018-2019 annual report will be reflective of changes.

The Council received 399 complaints in the period 1 April 2017 – 31 March 2018. With 23 Level 1 complaints escalated to Level 2 of the procedure. In comparison a total of 465 complaints were received in the same period for 2016/2017. The volume of Level 1 complaints has reduced by 16% (71) but we have seen an increase in Level 2 complaints by 21% (5). There was an overall reduction in complaints by 14% (66 complaints).

The overall decrease in complaints can be attributed to the recording of concerns as ‘service requests’ rather than formal complaints.

Examples of Complaints received

‘I would like to put in a complaint about the amount of disabled bays that are being placed in the road I live in. This is making the parking for residents that also live in this road impossible’.
‘This today is the second time I have witnessed the contents of my Brown bin having the bag removed and put in the black bin, if that was not bad enough the brown bin was not emptied properly some wrapped waste was left in the bin’

‘I am very unhappy with the level of response from the Council Tax team. I have tried to contact you in a number of ways, I call you very often, I have sent a few emails to you and I have sent to you a message on the chat line, also completed the online form today in case an agent sees any of these & responds to my request. I honestly do not understand why you have so many different means to be contacted when none of these is working and all I get is an auto response’.

‘I wrote to you most recently last Friday to complain about nil response from a neighbour to my grievance on boundary issues. I spoke to an officer in customer services on the 20th November. My original complaint was sent to the planning officer in May. I have received no formal reply from anyone at EBC on the matter. Please take my correspondence seriously and take action to rectify my boundary issue’.

### Complaints exceeding 15 working days response service level agreement

<table>
<thead>
<tr>
<th>Service Area</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Total</th>
<th>Average Days Over SLA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Management</td>
<td>1</td>
<td>1</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Benefits</td>
<td>1</td>
<td>1</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Building Control</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Customer Services</td>
<td>5</td>
<td>5</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Development Management</td>
<td>17</td>
<td>3</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Direct Services – StreetScene</td>
<td>2</td>
<td>2</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Direct Services – Waste &amp; Recycling</td>
<td>84</td>
<td>2</td>
<td>86</td>
<td>11</td>
</tr>
<tr>
<td>Environmental Health</td>
<td>4</td>
<td>4</td>
<td>9</td>
<td></td>
</tr>
<tr>
<td>Health &amp; Community</td>
<td>2</td>
<td>2</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Housing</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>IT</td>
<td>1</td>
<td>1</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Local Area Managers</td>
<td>5</td>
<td>5</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>Revenues</td>
<td>5</td>
<td>1</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Transport &amp; Engineering</td>
<td>9</td>
<td>9</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>138</strong></td>
<td><strong>7</strong></td>
<td><strong>145</strong></td>
<td><strong>10 Days</strong></td>
</tr>
</tbody>
</table>

Analysis of the complaints process found that 145 of the 399 complaints received 2017/2018 (36%) were not resolved within the service level agreement of 15 working days. The average complaint response exceeded timescales by ten days before resolution.

There were 108 complaints exceeding 15 day SLA timescales attributed to Direct Services and Development Management.
Appendix A

- Direct Services delays can be attributed to supervisor/manager resourcing issues and the service either meeting or calling each complainant to resolve issues before a formal letter is also issued. Building extra steps in the process is causing delays and the 15 day SLA being unachievable.
- Development Management delays can be attributed to the complexity of the complaints. Many of the cases are based on subjective decisions made by planning officers and can be open to interpretation. Cases need to be investigated in detail to ensure consistency with decision making.

**MP Enquiries received 1 April 2017 – 31 March 2018**

<table>
<thead>
<tr>
<th>Service Area</th>
<th>MP Enquires 17/18</th>
<th>MP Enquires 16/17</th>
<th>V’s LY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Unit</td>
<td>0</td>
<td>3</td>
<td>-3</td>
</tr>
<tr>
<td>Countryside &amp; Trees</td>
<td>3</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>Development Management</td>
<td>16</td>
<td>19</td>
<td>-3</td>
</tr>
<tr>
<td>Direct Services</td>
<td>9</td>
<td>9</td>
<td>0</td>
</tr>
<tr>
<td>Housing &amp; Environmental Health</td>
<td>2</td>
<td>8</td>
<td>-6</td>
</tr>
<tr>
<td>Legal &amp; Democratic Services</td>
<td>1</td>
<td>4</td>
<td>-3</td>
</tr>
<tr>
<td>Local Area Managers</td>
<td>13</td>
<td>9</td>
<td>4</td>
</tr>
<tr>
<td>Not Known</td>
<td>0</td>
<td>2</td>
<td>-2</td>
</tr>
<tr>
<td>Regeneration &amp; Planning Policy</td>
<td>1</td>
<td>12</td>
<td>-11</td>
</tr>
<tr>
<td>Revenues &amp; Benefits</td>
<td>5</td>
<td>9</td>
<td>-4</td>
</tr>
<tr>
<td>Transport &amp; Engineering</td>
<td>19</td>
<td>35</td>
<td>-16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>69</strong></td>
<td><strong>113</strong></td>
<td><strong>-44</strong></td>
</tr>
</tbody>
</table>

A total of 69 MP Enquiries were received in the period that came direct from the two local Members of Parliament (MP) Mims Davies and Steve Brine. Compared to a total of 113 received in 2016/2017. **Overall a reduction of 39% in MP Enquiries received V’s last year.**
Dear Nick Tustian,

**Annual Review letter 2018**

I write to you with our annual summary of statistics on the complaints made to the Local Government and Social Care Ombudsman (LGSCO) about your authority for the year ended 31 March 2018. 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.

**Complaint statistics**

In providing these statistics, I would stress that the volume of complaints does not, in itself, indicate the quality of the council’s performance. High volumes of complaints can be a sign of an open, learning organisation, as well as sometimes being an early warning of wider problems. Low complaint volumes can be a worrying sign that an organisation is not alive to user feedback, rather than always being an indicator that all is well. So, I would encourage you to use these figures as the start of a conversation, rather than an absolute measure of corporate health. One of the most significant statistics attached is the number of upheld complaints. This shows how frequently we find fault with the council when we investigate. Equally importantly, we also give a figure for the number of cases where we decided your authority had offered a satisfactory remedy during the local complaints process. Both figures provide important insights.

I want to emphasise the statistics in this letter reflect 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, some of whom may never contact you.

In line with usual practice, we are publishing our annual data for all authorities on our website, alongside an annual review of local government complaints. The aim of this is to be transparent and provide information that aids the scrutiny of local services.
**Future development of annual review letters**

Last year, we highlighted our plans to move away from a simplistic focus on complaint volumes and instead turn focus onto the lessons that can be learned and the wider improvements we can achieve through our recommendations to improve services for the many. We have produced a new corporate strategy for 2018-21 which commits us to more comprehensibly publish information about the outcomes of our investigations and the occasions our recommendations result in improvements to local services.

We will be providing this broader range of data the first time in next year’s letters, as well as creating an interactive map of local authority performance on our website. We believe this will lead to improved transparency of our work, as well as providing increased recognition to the improvements councils have agreed to make following our interventions. We will therefore be seeking views from councils on the future format of our annual letters early next year.

**Supporting local scrutiny**

One of the purposes of our annual letters to councils is to help ensure learning from complaints informs scrutiny at the local level. Sharing the learning from our investigations and supporting the democratic scrutiny of public services continues to be one of our key priorities. We have created a dedicated section of our website which contains a host of information to help scrutiny committees and councillors to hold their authority to account – complaints data, decision statements, public interest reports, focus reports and scrutiny questions. This can be found at www.lgo.org.uk/scrutiny. I would be grateful if you could encourage your elected members and scrutiny committees to make use of these resources.

**Learning from complaints to improve services**

We share the issues we see in our investigations to help councils learn from the issues others have experienced and avoid making the same mistakes. We do this through the reports and other resources we publish. Over the last year, we have seen examples of councils adopting a positive attitude towards complaints and working constructively with us to remedy injustices and take on board the learning from our cases. In one great example, a county council has seized the opportunity to entirely redesign how its occupational therapists work with all of its districts, to improve partnership working and increase transparency for the public. This originated from a single complaint. This is the sort of culture we all benefit from – one that takes the learning from complaints and uses it to improve services.

**Complaint handling training**

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. In 2017-18 we delivered 58 courses, training more than 800 people. We also set up a network of council link officers to promote and share best practice in complaint handling, and hosted a series of seminars for that group. To find out more visit www.lgo.org.uk/training.

Yours sincerely,

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

<table>
<thead>
<tr>
<th>Adult Care Services</th>
<th>Benefits and Tax</th>
<th>Corporate and Other Services</th>
<th>Education and Children’s Services</th>
<th>Environment Services</th>
<th>Highways and Transport</th>
<th>Housing</th>
<th>Planning and Development</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>2</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>0</td>
<td>6</td>
<td>5</td>
<td>0</td>
<td>17</td>
</tr>
</tbody>
</table>

Decisions made

<table>
<thead>
<tr>
<th>Incomplete or Invalid</th>
<th>Advice Given</th>
<th>Referred back for Local Resolution</th>
<th>Closed After Initial Enquiries</th>
<th>Detailed Investigations</th>
<th>Upheld Rate</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0</td>
<td>6</td>
<td>7</td>
<td>Not Upheld</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Upheld</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>20%</td>
<td>19</td>
</tr>
</tbody>
</table>

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.
The Corporate Complaints Procedure - 1 October 2018

- The following procedures are mandatory for a Level 1 complaint.

  a) The Complaint should be logged on the complaints enquiry form in the case management system - via website, Customer Services Centre or Case Management Team.

  b) The Case Management Officer (CMO) should send acknowledgement in writing via email or letter (if requested) to complainant within a maximum of 3 working days. The service level agreement starts from the date of acknowledgement or on the 4\textsuperscript{th} working day.

  c) The CMO liaises with the Operational Manager in the relevant service area to obtain information and asks for a response to be provided back to them within 15 working days.

  d) The CMO responds to the complainant on the 15\textsuperscript{th} working day using email, letter or chatter facility (allowing for the complaint to be sense checked and matters raised properly addressed). The response will be issued in the Operational Manager’s name. Is the CMO expected to check the content and/or grammar? If so, these are junior graded staff and is this really reasonable??

  e) If the response cannot be provided within 15 working days the Operational Manager must inform the Case Management Officer and a holding response sent to the complainant, detailing an extension of 10 working days to the investigation.

- The following procedures are mandatory for a Level 2 complaint.

  The above process will be repeated with the variation that a Level 2 complaint investigation will be undertaken by a member of the Senior Leadership Team outside of the service area.

If the complainant feels the matter has not been resolved to his/her satisfaction on completion of Level 2 in the Council’s Complaints Procedure, they may refer the matter to the Local Government Ombudsman.
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This Forward Plan sets out matters which may be considered by Cabinet in the four month period. It includes items on which a “key decision” is likely to be taken.

**A KEY DECISION IS** - An executive decision (whether or not taken by the Cabinet) which is likely to:

1. result in the Council incurring expenditure or making savings which amount to either £50,000 or 20% (whichever is the larger) of the gross expenditure budget for the service or general function to which the decision relates; or
2. be significant in terms of its effect on communities living or working in an area comprising two or more wards within the Borough of Eastleigh.

The Plan also includes matters for likely decision relating to the Council’s policy or budget framework.

<table>
<thead>
<tr>
<th>KEY ITEM</th>
<th>TO BE TAKEN BY</th>
<th>DATE DECISION TO BE TAKEN</th>
<th>PRE-DECISION SCRUTINY</th>
<th>DESCRIPTION</th>
<th>Contact Officer / Cabinet Member</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3 September 2018</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes CIP Approval</td>
<td>Cabinet</td>
<td>3 Sep 2018</td>
<td></td>
<td></td>
<td>Andy Smith, Finance Lead Specialist (Deputy Chief Financial Officer)</td>
</tr>
<tr>
<td>No Property Transactions</td>
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<td>3 Sep 2018</td>
<td></td>
<td></td>
<td>Liz Suatt Lead Asset Manager</td>
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<tr>
<td><strong>4 October 2018</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Yes CIP Schemes Approval</td>
<td>Cabinet</td>
<td>4 Oct 2018</td>
<td></td>
<td></td>
<td>Andy Smith, Finance Lead Specialist (Deputy Chief Financial Officer)</td>
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<tr>
<td>KEY</td>
<td>ITEM</td>
<td>TO BE TAKEN BY</td>
<td>DATE DECISION TO BE TAKEN</td>
<td>PRE-DECISION SCRUTINY</td>
<td>DESCRIPTION</td>
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<td>Yes</td>
<td>Property transaction</td>
<td>Cabinet</td>
<td>4 Oct 2018</td>
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<td>Yes</td>
<td>CIP Schemes Approval</td>
<td>Cabinet</td>
<td>15 Nov 2018</td>
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<td>Yes</td>
<td>Property Transactions</td>
<td>Cabinet</td>
<td>15 Nov 2018</td>
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</table>

**FOOTNOTES:**
Public Participation will apply to enable representations to be made at the time the decision is to be taken. Written reports for public items will be available as part of the agenda papers and are usually available one week prior to the meeting.

Contact Officer: Laura Johnston – Lead Specialist – Democratic Services
Publication Date: 21 August 2018
Future Items

<table>
<thead>
<tr>
<th>Date of Meeting</th>
<th>Item for Consideration</th>
<th>Additional Attendance By</th>
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</thead>
<tbody>
<tr>
<td>Thursdays 7pm</td>
<td>Emergency Planning Scrutiny</td>
<td>M Hartley</td>
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<tr>
<td>TBC</td>
<td>Compliments and Complaints Review</td>
<td>Performance &amp; Governance Team</td>
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<td></td>
<td>Housing Policy (Housing needs/Homelessness/Affordable Housing</td>
<td>E Howbrook/Janine Pickering</td>
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<td>Enforcement</td>
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<td>NHS Commissioning Team</td>
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<td></td>
<td>Crime and Disorder (plus closure of police Station)</td>
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<td></td>
<td>Commercialisation Discussion</td>
<td>Strategic Planning Team</td>
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<td>Draft Corporate Business Plans and Portfolio Plans for 2019/20</td>
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<tr>
<td>13 September 2018</td>
<td>Late Reports Annual Update</td>
<td>G Wiseman</td>
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<td>Update to the Complaints Procedure /Compliments and Complaints Annual Report</td>
<td>G Wiseman / O Dougherty</td>
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<tr>
<td>8 November 2018</td>
<td>Public Transport Annual Report</td>
<td>Public Transport Reps</td>
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<td></td>
<td>Current 5 year land supply</td>
<td>G Tuck</td>
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<tr>
<td></td>
<td>Customer Service Update</td>
<td>E West</td>
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<tr>
<td>10 January 2019</td>
<td>Review of Places Leisure Eastleigh performance 12</td>
<td>J Pickering?</td>
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<tr>
<td>Date</td>
<td>Item Description</td>
<td>Responsible Person</td>
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<td>7 February 2019</td>
<td>General Fund Budget <em>(this item only)</em></td>
<td>S King</td>
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<td>14 March 2019</td>
<td>Current 5 year land supply</td>
<td>G Tuck</td>
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**Recurring Agenda Items** *(It is proposed that these form part of every meeting of the formal Policy and Performance Committee)*

- Performance – performance highlight report to every meeting
- Work Plan review
- Task and Finish Group update/review