

Local Government  
**OMBUDSMAN**

**FRONT OFFICE SHARED  
SERVICES CONFERENCE (IDeA)**

**6 MAY 2009**

**Tony Redmond**

**Chairman of the Commission for Local Administration in  
England**

**Local Government Ombudsman**

# **PARTNERSHIP RELATED COMPLAINTS**

- **Local Strategic Partnerships**
- **Health and Social Care**
- **Regeneration**
- **Crime Reduction**
- **ALMOs**
- **Leisure Trusts**
- **Shared Services**
- **Outsourcing**

## **PARTNERSHIP ISSUES**

- **Matching respective Governance Codes of Partners**
- **Roles / responsibilities of Partnership Board Members**
- **Executive roles**
- **Joint commissioning of services**
- **Secondment of staff**
- **Accountability for individual projects**
- **Complaints handling arrangements**

# **GOOD GOVERNANCE WITHIN LOCAL PARTNERSHIPS**

- **Statement of the partnership's principles and objectives**
- **Statement of funding sources for joint projects**
- **Clarity regarding each partner's role and responsibility**
- **Line management responsibilities for partnership staff**
- **Defined roles of Board Members**

## **GOOD GOVERNANCE WITHIN LOCAL PARTNERSHIPS (cont'd)**

- **Clear accountability for financial administration**
- **Protocol for dispute resolution within the partnership**
- **Communication / profile**
- **Clear and well defined complaints handling arrangements**

## **WHAT THE SERVICE USER WANTS**

- **To understand the partnership and what it offers**
- **No confusion over accountability**
- **Rights of the service user not to be diminished as a result of shared responsibility for service provision**
- **A single point of access for the complainant**
- **A clear and robust process for complaints handling and providing redress**