



Scan the code above or visit  
[www.nwleics.gov.uk/meetings](http://www.nwleics.gov.uk/meetings) for a full copy of  
the agenda.

Meeting	<b>CORPORATE SCRUTINY COMMITTEE</b>
Time/Day/Date	6.30 pm on Thursday, 23 May 2024
Location	Forest Room, Stenson House, London Road, Coalville, LE67 3FN
Officer to contact	Democratic Services (01530 454512)

### AGENDA

Item	Pages
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. DECLARATION OF INTERESTS</b>	
Under the Code of Conduct members are reminded that in declaring interests you should make clear the nature of that interest and whether it is a disclosable pecuniary interest, registerable interest or other interest.	
<b>3. PUBLIC QUESTION AND ANSWER SESSION</b>	
To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Support Services.	
<b>4. MINUTES</b>	
To approve and sign the minutes of the meeting held on 21 March 2024	<b>3 - 6</b>
<b>5. ANNUAL SCRUTINY REPORT</b>	
The report of the Strategic Director of Communities	<b>7 - 22</b>
<b>6. CORPORATE COMPLAINTS AND FEEDBACK</b>	
The report of the Customer Services Team Manager	<b>23 - 62</b>
<b>7. PERFORMANCE MONITORING REPORT</b>	
The report of the Head of Human Resources and Organisational Development	<b>63 - 88</b>

- 8. 2023/24 QUARTER 3 GENERAL FUND AND HOUSING REVENUE ACCOUNT (HRA) UPDATE**
- The report of the Strategic Director of Resources **89 - 130**
- 9. EMPLOYEE RESOURCING**
- The report of the Head of Human Resources and Organisational Development **131 - 136**
- 10. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME**
- To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information. **137 - 152**

Circulation:

Councillor S Lambeth (Chair)  
Councillor M Ball (Deputy Chair)  
Councillor C Beck  
Councillor M Blair-Park  
Councillor M Burke  
Councillor K Horn  
Councillor A Morley  
Councillor R L Morris  
Councillor S Sheahan  
Councillor J Windram

MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Forest Room, Stenson House, London Road, Coalville, LE67 3FN on THURSDAY, 21 MARCH 2024

Present: Councillor S Lambeth (Chair)

Councillors M Burke, A Morley, S Sheahan, J Windram, J Legrys (Substitute for Councillor D Bigby), C A Sewell (Substitute for Councillor M Blair-Park) and L Windram (Substitute for Councillor M Ball)

Officers: Mr A Barton, Mr T Devonshire, Mr P Stone, Mr P Sanders, Mr C Elston, Mr P Wheatley and Mr M Murphy

#### **43. APOLOGIES FOR ABSENCE**

Apologies were received from Councillor M Ball, K Horn, R Morris, D Bigby and M Blair-Park.

#### **44. DECLARATION OF INTERESTS**

There were no interests declared.

#### **45. PUBLIC QUESTION AND ANSWER SESSION**

There were no questions received.

#### **46. MINUTES**

Consideration was given to the minutes of the meeting held on 20 February 2024.

It was moved by Councillor A Morley, seconded by Councillor M Burke, and

RESOLVED THAT:

The minutes of the meeting held on 20 February 2024 be approved as an accurate record of proceedings.

#### **47. PERFORMANCE MONITORING REPORT**

The Head of Human Resources and Organisational Development presented the report.

A Member asked for an explanation for the delays in the Waste Services Review. The Strategic Director of Communities advised that the delay could be attributed to the extensive residential survey work currently being undertaken; and also to difficulties in procuring a consultant, which had now been resolved. The Head of Community Services added that the revised timetable envisaged an all-Member Workshop in July, Community Scrutiny in September, and for a final report to be put before Cabinet in October in time to feed into budget preparation for 2025/6.

A couple of Members expressed concern about the delays in auditing the accounts for 2021/22, and asked whether these delays left the Council vulnerable, in the national context of S114 notices being issued on a regular basis.

The Strategic Director of Resources agreed that delays to auditing the accounts did raise questions of how valuable the audit would be. He concurred with Members that the national backlog of auditing accounts possibly contributed somewhat to the steady proliferation of S114 notices across the country. Nevertheless, he advised Members that

the audited accounts for 2021/2022 would still provide a 'value for money' opinion and the medium-term financial plan would be assessed by the auditors. These issues would also be discussed in greater detail by the Audit and Governance Committee.

The Chair expressed concern in the performance of Mazars, the Council's external auditors. In response, the Strategic Director of Resources advised that the capacity of auditors was only one issue, alongside new complexities in the accounting system introduced in recent years, and the impacts of the Coronavirus across local government.

A Member suggested that it was worth Scrutiny considering the whole audit system, nationally, and how it was functioning. In response, the Strategic Director of Resources advised that there was a consultation taking place with national Government and local authorities about how to deal with the backlog. His response had been shared with the Chair and Deputy Chair of the Audit & Governance Committee and he was open to discussing a further representation to the sector or to national Government with the Chair of Audit & Governance too.

A discussion was had about a report being put onto the Corporate Scrutiny work programme to examine the Audit issues. Officers advised that it may be more appropriate for this to be considered by the Audit and Governance Committee, and that the national audit system was not in the control of the organisation.

A Member asked if in the future could value for money picked up in internal audits be more concretely and tangibly expressed for residents. The Strategic Director of Resources concurred and would discuss the matter with the Audit Manager.

A Member asked about the impact of vacancy levels on the areas where KPIs had not been met. The Strategic Director of Communities advised that it was not evident to him at that stage that there was a notable impact, but whatever the impact was it would become more apparent as targets matured.

A discussion was then had about the calculations used in the report and how they might be more accessibly expressed and formulated in the future. The Head of Human Resources and Organisational Development set out the technical details behind the calculations, and advised this was a new style of report, which had reflected criticism of older Performance Reports, and he was happy to consider how its presentation could be made more accessible to the public.

The Chair set out a few of his thoughts. Resource and staffing levels had, he felt, effected service delivery; he wanted to see the calculation behind the numbers within the report; he felt that it would be useful to see the interaction between KPIs and the RAG rating; and he suggested that the document could be more coherently formatted, though he accepted that it was nevertheless an improvement on previous Performance Monitoring reports. He also hoped to see a response to queries and information requests raised in the discussion, and noted that there were some outstanding requests from previous meetings which were awaiting timetabling for papers.

The Chair thanked Members for their comments, which would be presented to the Cabinet on 23 April 2024.

#### **48. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME**

Consideration was given to any items on the Work Programme.

The Strategic Director of Communities advised that as the schedule of meetings had to be approved at Annual Council it meant that items for the Work Programme after May could

not be published yet. Nevertheless, consideration was certainly being given by Officers to the business of the Corporate Scrutiny Committee for the civic year 2024/25.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 7.16 pm

This page is intentionally left blank

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 23  
MAY 2024

<b>Title of Report</b>	<b>ANNUAL SCRUTINY REPORT</b>	
<b>Presented by</b>	Andy Barton Strategic Director with Responsibility for Communities and Housing	
<b>Background Papers</b>	Agendas and minutes of meetings of the Scrutiny Committees are available on the website.	<b>Public Report: Yes</b>
<b>Financial Implications</b>	None identified.	
	<b>Signed off by the Section 151 Officer: Yes</b>	
<b>Legal Implications</b>	None identified.	
	<b>Signed off by the Monitoring Officer: Yes</b>	
<b>Staffing and Corporate Implications</b>	None identified.	
	<b>Signed off by the Head of Paid Service: Yes</b>	
<b>Reason Agenda Item Submitted to Scrutiny Committee</b>	To consider and make comment on the annual report in order that it is presented to Council setting out the work of the Scrutiny Committees over the preceding 12-month period.	
<b>Recommendations</b>	<b>THAT CORPORATE SCRUTINY COMMITTEE:</b>  <b>a) RECEIVES THE REPORT AND PROVIDES COMMENT AHEAD OF ITS SUBMISSION TO COUNCIL</b>  <b>b) DELEGATES AUTHORITY TO THE SCRUTINY COMMITTEE CHAIRS TO MAKE ANY FINAL AMENDMENTS TO THE REPORT FOLLOWING CONSIDERATION BY BOTH SCRUTINY COMMITTEES PRIOR TO CONSIDERATION BY COUNCIL</b>	

**1. BACKGROUND**

- 1.1 In accordance with the agreed scrutiny process, an annual report is submitted to Council which sets out the work of both the Scrutiny Committees over the preceding 12-month period.
- 1.2 The Scrutiny Work Programming Group has considered the draft report as part of the drafting process and its comments along with a foreword from both Chairs of the Scrutiny Committees have been included. The draft report is being considered by this

Committee and the Community Scrutiny Committee before it is reported to Council in September. The Chairs of both Scrutiny Committees will get the opportunity to agree the final report in its new format prior to consideration by Council.

- 1.3 Following comments received from Councillors in relation to the format of the Annual Scrutiny Report when it was considered last year, it was agreed by the Scrutiny Work Programming Group that a new style and format of report be produced this year. The report at appendix 1 is draft and will be updated into the new format prior to its consideration at Council.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	All
Policy Considerations:	None identified but regard had to this during the scrutiny process.
Safeguarding:	None identified but regard had to this during the scrutiny process.
Equalities/Diversity:	None identified but regard had to this during the scrutiny process.
Customer Impact:	None identified but regard had to this during the scrutiny process.
Economic and Social Impact:	None identified but regard had to this during the scrutiny process.
Environment, Climate Change and Zero Carbon:	None identified but regard had to this during the scrutiny process.
Consultation/Community Engagement:	None identified but regard had to this during the scrutiny process.
Risks:	None identified but regard had to this during the scrutiny process.
Officer Contact	Andy Barton Strategic Director with Responsibility for Communities & Housing <a href="mailto:andy.barton@nwleicestershire.gov.uk">andy.barton@nwleicestershire.gov.uk</a>



North West Leicestershire District Council

**Scrutiny Annual Report  
2023/24**

# Contents

## **Foreword**

### **What is Scrutiny?**

The principles of good scrutiny

Why Scrutiny is important

Scrutiny's role

What Scrutiny looks like in North West Leicestershire

Public involvement in scrutiny

### **What has Scrutiny been doing?**

Scrutiny Work Programming Group

Community Scrutiny Committee

Corporate Scrutiny Committee

### **Where to get further information/who to contact?**

# Foreword

By the Chairs of the Scrutiny Committees

This report provides a summary of work undertaken by scrutiny in North West Leicestershire during the 2023/24 municipal year and provides an opportunity to reflect on this work. It also provides a general overview of how scrutiny operates, the impact it has and how public can get involved.

The principal purpose and power of a scrutiny committee is to influence the policies and decisions made by the Council in connection with the delivery of public services. The scrutiny committee gathers evidence on issues affecting local people and makes recommendations based on its findings. It reviews what the Council has actually done and compares this to its stated objectives.

The Scrutiny Committees are politically balanced so that they can include as many viewpoints as possible. This year both Committees have been chaired by members of the Opposition. We believe that opposition members play a valuable role as critical friends to the ruling Cabinet. It is our job to challenge decisions so that the public get the best value from their District Council.

It can be difficult to know whether or not a new policy or project has actually worked. How can we measure success? We believe that the Council should set targets for itself and be able to say if they have been reached. These targets are called Key Performance Indicators (KPIs). They should tell you if the plans are likely to work and, when a project is finished, if it actually did work.

In the last year we have worked hard to make sure that all the Council's plans and policies have clear, realistic and sensible KPIs. Where these have not been in place we have made recommendations to Cabinet so that they can be considered in the future.

This document is a record of our progress so far.



**Cllr Terri Eynon**  
Chair of Community  
Scrutiny Committee



**Cllr Simon Lambeth**  
Chair of Corporate  
Scrutiny Committee

# What is Scrutiny?

---

*“The role that overview and scrutiny can play in holding an authority’s decision-makers to account makes it fundamentally important to the successful functioning of local democracy. Effective scrutiny helps secure the efficient delivery of public services and drives improvements within the authority itself. Conversely, poor scrutiny can be indicative of wider governance, leadership, and service failure.”*

*Overview and Scrutiny: Statutory Guidance for Council’s and Combines Authorities – by the Department of Levelling Up, Housing and Communities (DLUHC) published 2019*

---

Scrutiny is an important part of the Council’s decision-making process and allows Members who are not Cabinet Members to look into areas of local concern and critically examine decisions taken by the Cabinet to benefit the residents of North West Leicestershire.

Scrutiny Committees cannot make decisions but can make recommendations to Cabinet and other decision-making bodies of the Council. Scrutiny can also look at services provided by other organisations and as such can invite them into Committee meetings for discussions.

## Principles of Good Scrutiny

The Centre for Governance and Scrutiny established four key principles of scrutiny, these are:

<b>1. Provides critical friend challenge to executive policy and decision makers</b>
Constructive, robust and purposeful challenge. Non-aggressive to create optimum conditions for investigative evidence based process.
<b>2. Enable the voice and concerns of the public</b>
Meetings conducted in public and are webcast. Innovative, public communication, consultation and feedback.
<b>3. Be carried out by independent minded councillors</b>
Councillors actively engage in scrutiny function to drive improvement. Areas are reviewed in an a-political atmosphere.
<b>4. Drive improvement in public services</b>
Promotes community well-being and improves quality of life. Strategic review of corporate policies, plans performance and budgets.

## Why Scrutiny is important....

Scrutiny is a strategic function of the authority and is a central part of corporate governance, it is, therefore, an important element in decision-making. It also provides councillors that are not in decision-making roles an opportunity to be a ‘critical friend’ to the Cabinet and publicly hold them to account in relation to the decisions they are making.

## The scrutiny role...

The main tasks of the committees are:

- **Performance Monitoring** – The Council has to meet corporate priorities set out in the Council Delivery Plan and report against those indicators. Scrutiny can examine any aspect of the Council’s performance, including services that it delivers through partnerships with other organisations.
- **Holding the Cabinet to Account** - Decisions made by the Cabinet but not yet put into practice can be reviewed by the Scrutiny Committees and challenged.
- **Policy review and development** - Scrutiny can propose new policies or review existing policies and recommend changes to the Cabinet.
- **External Scrutiny** - Any issue directly affecting the residents of North West Leicestershire can be scrutinised by the Committees, including services provided by another organisation.

It is through demonstrating the value and impact that effective scrutiny can have in supporting councils and other organisations to deliver better, more cost-effective services, that scrutiny is a valued element of local democracy.

## What scrutiny looks like in North West Leicestershire

The scrutiny work is carried out by the two Scrutiny Committees – the Corporate Scrutiny Committee and the Community Scrutiny Committee, with programming work undertaken by an informal Scrutiny Work Programming Group. Below is a list of areas of responsibility for each Scrutiny Committee. Each Committee can receive reports and comment on matters of policy or items of business of a similar nature to those listed.

### Corporate Scrutiny Committee

Asset Management  
Estates and property  
Review of Constitution  
Communications  
Customer Services  
Finance  
Human Resources  
Equalities  
ICT  
Legal Services  
Revenue and Benefits  
Shared Services

### Community Scrutiny Committee

Business/Economy  
Planning and Building Control  
Tourism  
Partnerships  
Community Safety  
Leisure  
Health and Wellbeing  
Waste Services  
Stronger Safer Communities  
Environmental Health  
Licensing  
Environmental Protection  
Statutory crime and disorder committee  
Strategic Housing – Housing Strategy  
Housing Management  
Economic Development  
Regeneration

The Scrutiny Committees can set up special working parties called Task and Finish Groups when they need to undertake a detailed, in-depth investigation into a particular issue. The work is undertaken by a small group of councillors appointed from the membership of the Scrutiny Committee and work takes place for a set period and are time limited. These focused Task and Finish Groups make recommendations to the parent scrutiny committee prior to consideration by the Cabinet.

Further information can be found on the Council’s website regarding the Scrutiny Committee structure and terms of reference at [Part 3, section D of the Council’s Constitution](#)<sup>13</sup>

## Public involvement in scrutiny

As the Scrutiny Committees are actively working on matters that affect the residents of North West Leicestershire, involvement of the public is encouraged in the following ways:

- Accessing agendas/work programmes: All work either planned or already undertaken by the Scrutiny Committees is publicly available on the Council's website (unless in relation to a confidential matter). All meeting dates and corresponding information can be found [here](#).
- Attending meetings: Members of the public can attend any public meeting of the Scrutiny Committees, details of meeting dates can be found [here](#). If you are interested but are unable to attend in person, the meetings are also available to view online both live and after the event, links to meetings can be found [here](#).
- Asking a question: Each meeting of the Scrutiny Committees allows for public questions to be asked at the beginning of each agenda. Information on how to submit a question can be found [here](#).
- Submitting a petition: Scrutiny Committees can receive petitions relating to an area that the Council has authority over. It can be submitted by anyone who lives, works or studies in North West Leicestershire and can be submitted in writing or as an e-petition on the Council's website. Further details can be found [here](#).
- Identifying issues which a Scrutiny Committee might look at (via officers or Committee Members)
- Contributing to consultations and surveys

# What has Scrutiny been doing?

[Visual display of facts and figures to be inserted]

- Each Scrutiny Committee is made up of 10 Members, five of which sit on both Corporate and Community Scrutiny Committees. In total, there are 15 Members out of the 38 elected to represent the district that take part in Scrutiny.
- **Reports received into Scrutiny: 34**
  - For information and Update: 10
  - Pre-Cabinet review: 10
  - Policy reviews: 7
  - Performance Reviews: 3
  - Scrutiny Process: 3
  - Task & Finish Group Recommendations: 1
- 11 Committee meetings held, six Corporate Scrutiny Committee and five Community Scrutiny Committee
- 17 hours and 53 minutes of public debate
- Five sets of recommendations submitted to Cabinet

# Scrutiny Work Programming Group

The Scrutiny Work Programming Group is an informal group, made up of Councillors and Officers, that has been in operation since early 2022 and was established to manage the growing workloads of both Committees and to help shape the scrutiny function moving forward. The group's key role is to:

- Consider requests for inclusion on the work programmes of each Scrutiny Committee.
- Consider whether there are other ways of receiving information.
- Consult with members of Scrutiny Committees, Senior Officers, Cabinet Members for horizon scanning on policy development.
- Look at the corporate priorities, Council Delivery Plan and Cabinet Forward plan and identify key issues/topics for investigation/inquiry.
- Consider events and decisions in the Council's calendar which could require an input/consultation via Scrutiny.
- Review any follow up work required after previous scrutiny.

Due to the cross overs with Scrutiny, the Chair of the Audit and Governance Committee along with the lead officer attend each of the Scrutiny Work Programming Group meetings to discuss closely linked matters.

## Work Programming

The group reviewed the work programmes for both scrutiny committees at each meeting, ensuring that workloads were appropriate and identifying future items from the Cabinet's Executive Decision Notice.

## Work Requests

The group considers any requests for items received from Members and if determined that value would be added by scrutinising, they determine the best route to take, whether that be a task and finish group, report to committee or information paper. In 2023/24 the group considered 21 work requests which resulted in:

- Four reports
- 10 requests were incorporated within already scheduled reports
- Four information papers
- Three have discussions and scoping still ongoing

## Information Papers

This year a new approach was introduced to help manage the workloads of the Committees, this led to the introduction of Information Papers for the group rather than full reports to the Committees when appropriate. In 2023/24, the group received three Information Papers:

- Download Festival Investigation Update  
*Outcome: no further report required for Committee*
- Ivanhoe Line Update  
*Outcome: matter was considered by Community Scrutiny Committee*
- Section 106 Agreements and Health  
*Outcome: no further report required for Committee, Information Paper was circulated to all scrutiny members*

## Annual Report

The group was involved in shaping the Annual Scrutiny Report prior to consideration by both Scrutiny Committees and Council.



Membership	Attendance				
	6 Jul 23	6 Sep 23	6 Dec 23	20 Mar 24	%
Morgan Burke	N	N	N	N	0%
Terri Eynon (Chair of Community SC)	Y	Y	Y	Y	100%
Simon Lambeth (Chair of Corporate SC)	Y	Y	Y	Y	100%
Paul Lees	Y	Y	N	Y	75%

# Corporate Scrutiny Committee

Set out below are the key topics the Committee has scrutinised in 2023/24. All agendas and full details of the Committee's work can be found on the Council's website [here](#).

## Council's Budget Setting

The Committee thoroughly examined the draft budgets for 2024/25 as part of the budget consultation process and it was acknowledged that the Council was facing a range of financial pressures and challenges. The Committee:

- Recommended that all work on the Stenson Square Project be paused pending further financial assessment due to concerns over the clarity on levels of spending.
- Recommended that the cut in grant to Ashby Museum not be taken forward, this was taken on board and implemented.
- Asked for further information from officers on several budgetary matters for clarification purposes.
- Suggested that the final Housing Revenue Account (HRA) budget include proposed fleet replacement for future years.
- Recommended that Cabinet review the new housing supply programme.

## Council Delivery Plan

The Committee was involved in the development of the Council's Delivery Plan and was consulted twice during the drafting process both in the early stages and prior to consideration by Cabinet and approval by Council. The Committee:

- Submitted its views on the draft Council Plan for consideration by Cabinet
- Suggested that political groups be consulted on the plan prior to the draft document being presented back to the Committee, which was taken on board and implemented.
- Challenged the choice of Key Performance Indicators (KPI's) used.
- Questioned the form and content of the plan.

## Performance Monitoring

One of the roles of Scrutiny is to examine and monitor the Council's performance by using the priorities as set out in the Council Delivery Plan, the Corporate Scrutiny Committee look at the overall performance and the financial performance on a quarterly basis. Due to the change in political leadership at the District Council Elections in 2023, the approval of the Council Delivery Plan was delayed and therefore performance information was not available until the end of Quarter 3 2023/24. The financial performance continued to be reviewed on a quarterly basis and comments fed back to the Corporate Portfolio Holder. The Committee:

- Submitted its views on the quarterly financial performance updates.
- Sought clarity on several financial matters.
- Questioned staffing plans and budgets and requested a report for more information.
- Challenged the performance reporting process.

## Housing Services

The Committee has been regularly scrutinising the Housing Repairs Service following performance concerns raised by Members in recent years. In 2023/24 the Committee received a performance update and set up a Task and Finish Group to look specifically at damp and mould issues. The Committee:

- Welcomed the work undertaken to date and progress made.
- Shared concerns about staffing resources.
- Requested a further update in 2024/25

## Task and Finish Groups

### Damp and Mould Task and Finish Group

In 2023/24 the Committee established one task and finish group to look at the work currently being done by the Council to tackle mould and damp issues in Council-owned properties. The group made several recommendations that were endorsed by Corporate Scrutiny Committee and presented to Cabinet. The report detailing the work and recommendations of the group in full can be found [here](#). The group made the following recommendations that were all agreed by Cabinet:

- A stand-alone policy on damp and mould be produced.
- Steps be taken to improve the documents provided to tenants about damp and mould based on best practice.
- The Council participates in benchmarking of damp and mould cases, and associated repairs and works, and to proceed to procure a preferred contractor.
- The Housing Service be instructed to scope a specification to use external contractors to supplement the inhouse workforce capacity to specifically address mould and damp cases.

Committee meetings held	6
Reports considered	19
Reports/recommendations submitted to Cabinet	4
Comments submitted to Cabinet	5
Hours of public debate	9 hrs 36 mins
Questions submitted by public	0

Membership	Attendance						
	11 Jul 2023	31 Aug 2023	23 Nov 2023	4 Jan 2024	20 Feb 2024	21 Mar 2024	%
Simon Lambeth (Chair)	Y	Y	Y	Y	Y	Y	100%
Mike Ball (Deputy Chair)	N	Y	N	N	Y	N	33%
Dave Bigby	Y	Y	Y	Y	Y	N	83%
Murrae Blair-Park	Y	Y	N	Y	Y	N	83%
Morgan Buke	Y	Y	N	Y	N	Y	83%
Kenny Horn	Y	N	Y	Y	N	N	50%
Alison Morley	Y	Y	Y	Y	Y	Y	100%
Ray Morris	N	N	Y	Y	Y	N	50%
Sean Sheahan	Y	Y	Y	Y	Y	Y	100%
Jake Windram	Y	Y	Y	Y	Y	Y	100%

# Community Scrutiny Committee

Set out below are the key topics the Committee have scrutinised in 2023/24. All agendas and full details of the Committee's agendas can be found on the Council's website [here](#).

## Ivanhoe Line

Following the debate on a motion to Council on the progression of the Ivanhoe train line, the matter was brought to the Committee for further discussion. A representative from the Campaign to Reopen the Ivanhoe Line (CRIL) attended the committee meeting following an invitation from the Chair, to assist with further lines of enquiry. The Committee:

- Acknowledged the ongoing work of Network Rail, CRIL and officers.
- Acknowledged the phased strategy to reopen the line as appropriate at the moment.
- Noted that a further report on the issue would be brought to the Committee in due course.
- Requested that the Portfolio Holder keep the Committee updated on the progress on regular basis.

## Kegworth Project

The Committee was asked to review the progress of the Kegworth Project which involved the culmination of a number of funding streams to provide several improvements in Kegworth. The Council had been working alongside the Parish Council to deliver the project. The Committee:

- Acknowledged the history of the project and welcomed comments from the Ward Members.
- Submitted its views for consideration by Cabinet
- Recommended that the Council asks Leicestershire County Council to review parking enforcement in the area once the project is completed to ensure maximum benefit from the parking scheme is attained. This was taken on board and will be implemented.

## Planning Enforcement

Following concerns from the Committee on the effectiveness of planning enforcement due to outstanding unresolved historic enforcement cases, a report was initially received in September 2022 and a further update on the latest position was provided in 2023/24. The Committee was keen to ensure that the Council has a Planning Enforcement Team that was fit for purpose. The Committee:

- Welcomed and provided comments on the progress made to date.
- Acknowledged the proposed process to report on planning enforcement to the Planning Committee bi-annually.
- Requested an improved line of communication between officers and the public on the nature of the planning process and available enforcement mechanisms.

## Health and Wellbeing

The health and wellbeing of the community is an important matter for the Committee and several reports have been received in 2023/24 for consideration. The Committee:

- Reviewed the proposals for the creation of the Hermitage Recreation Ground Ecopark, comments were fed back to Cabinet.
- Received an update on the effectiveness of Council leisure centres which was welcomed. The Committee requested that future reports include more data profiles to demonstrate the effectiveness of the schemes
- Provided comments on the Local Cycling and Walking Infrastructure Plan and Strategy

## Task and Finish Groups

The Committee did not establish any task and finish groups this municipal year.

Committee meetings held	5
Reports considered	15
Reports/recommendations submitted to Cabinet	2
Comments submitted to Cabinet	5
Hours of public debate	8 hrs 17 mins
Questions submitted by public	0

Membership	Attendance					
	13 Jul 2023	28 Sep 2023	7 Dec 2023	8 Feb 2024	4 Apr 2024	%
Dr Terri Eynon (Chair)	Y	Y	Y	Y	Y	100%
Murrae Blair-Park (Deputy Chair)	Y	Y	Y	Y	Y	100%
Mike Ball	N	Y	N	Y	Y	60%
Marie French	Y	N	Y	Y	Y	80%
Kenny Horn	Y	Y	Y	Y	Y	100%
Simon Lambeth	Y	Y	Y	Y	Y	100%
Paul Lees	N	Y	N	Y	Y	60%
Alison Morley	Y	N	N	Y	Y	60%
Elizabeth Parle	Y	Y	Y	Y	Y	100%
Lee Windram	Y	Y	Y	Y	Y	100%

# Where to get further information?

If you would like further information about how to get involved or suggest a topic for scrutiny review, you can contact the Democratic Services Team on 01530 454512 or [memberservices@nwleicestershire.gov.uk](mailto:memberservices@nwleicestershire.gov.uk)

You can also contact the Scrutiny Committee Chair's directly:

Councillor Simon Lambeth  
Chair of the Corporate Scrutiny Committee  
[Simon.lambeth@Nwleicestershire.gov.uk](mailto:Simon.lambeth@Nwleicestershire.gov.uk)

Councillor Terri Eynon  
Chair of Community Scrutiny Committee  
[terri.eynon@nwleicestershire.gov.uk](mailto:terri.eynon@nwleicestershire.gov.uk)

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 23  
MAY 2024

<b>Title of Report</b>	<b>CORPORATE COMPLAINTS AND FEEDBACK</b>	
<b>Presented by</b>	Nichola Oliver Customer Services Team Manager	
<b>Background Papers</b>	None.	<b>Public Report:</b> Yes
<b>Financial Implications</b>	There are no financial implications in respect of this report.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	There are no legal implications arising from this report.	
	<b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	There are no direct staffing or corporate implications arising from this report.	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Reason Agenda Item Submitted to Scrutiny Committee</b>	<p>This is the Council's annual complaints report for the period 1 April 2023 to 31 March 2024. It includes information in respect of complaints across all directorates. It also provides information for decisions issued by the Local Government and Social Care Ombudsman (LGSCO) and the Housing Ombudsman (HO) in the same period.</p> <p>The report contributes to the Council's aspirations in the Corporate Delivery Plan of being customer focused by acknowledging that complaints and formal enquiries provide a regular and rich source of feedback from residents that inform the Council when things have gone wrong. Learning from this provides the opportunity to improve services to support residents.</p>	
<b>Recommendations</b>	<b>THE CORPORATE SCRUTINY COMMITTEE IS ASKED TO CONSIDER THE REPORT AND MAKE ANY RECOMMENDATIONS TO CABINET.</b>	

**1.0 BACKGROUND**

- 1.1 Each year, the Council is required to prepare an annual summary of complaints dealt with under the formalised Complaints Policy (the year runs from 1 April 2023 to 31 March 2024).

- 1.2 A complaint is defined within the Council as: *'an expression of dissatisfaction, however made, about the standard of service, actions, or lack of action by the organisation, its own staff, or those acting on its behalf affecting an individual/resident or a group of individuals/residents'*.
- 1.3 The Council provides a wide range of services to its residents and receives relatively few complaints, the Council seeks to learn from them and look for patterns of service failure. The Council continues to use the feedback it receives from its complaints to generate ideas for service improvements both in the short and long term.
- 1.4 The Council works hard to view the complaints it receives as a positive opportunity, whilst remaining focused on trying to resolve them to the satisfaction of residents as quickly as it can.
- 1.5 This is a report on all Council services' formal enquiries which are:
- Complaints
  - Member Enquiries
  - MP Enquiries
- 1.6 Many service requests and enquiries are resolved informally by officers and managers every day without the need for the formal complaints process to be followed. Officers are urged to address customer grievances and proactively rectify issues as part of their normal business. These are not all formally logged or reported on, though services are encouraged to record these informal enquiries in some way to inform the way they deliver and improve their services in the future. Managing complaints informally as soon as possible represents best practice.
- 1.7 Where a request for service has been sent via the complaints process but is not deemed as a corporate complaint these are logged as a 'Request for service' and are recorded and reported on quarterly basis.
- 1.8 The Council's complaint's procedure is designed to address those issues that necessitate a formal reply and, as such, could not be resolved during the earlier stages of the process. The Complaints Policy and procedure can be found here:

#### Corporate Complaints Policy

- 1.9 As of the 1 January 2023, all stage 1 complaints are now signed off by a Strategic Director. Stage 2 complaints are signed off by the Chief Executive to ensure that everything that could have been done to resolve the matter has been investigated prior to the complainant seeking independent review by the relevant ombudsman. Complaints are determined with one of the following statuses:
- Upheld- following investigation – the Council has found in favour of the complainant.
  - Not upheld- following investigation the Council has not found in favour of the complainant.

Sometimes complaints have more than one issue to be investigated on occasion these can have a mixture of the two above determinations.

- 1.10 This report focuses not only on volumes and timeliness of responses but also aims, when it is possible, to identify themes and lessons learnt that result in service improvements.



1.11 The Council has a commitment to learning and improvement. Complaints and other formal enquiries are important information, providing an opportunity to understand where and why things sometimes go wrong and provide a basis for the Council to make positive changes, informed by data and the resident voice.

## 2.0 Complaints overview

### 2.1 Number of Complaints and Enquiries - all stages

Level	2022/2023	2023/2024
Stage 1	274	263
Stage 2	70	74
Housing Ombudsman and Local Government and Social Care Ombudsman (that have reached formal investigation stage)	14	11
MP enquiries	197	131
Member enquiries	518	634
Compliments	202	240

2.2 There was a total of 263 stage 1 complaints which is a 4% decrease on the previous year. There was an increase of 5% on the previous year in stage 2 complaints with a total of 74.

2.3 The Council provides a wide variety of services to over 97,200 residents. In this context, 377 complaints (stage1 and 2 combined) are only a fraction of the number of customer interactions occurring each year. For example, the Council's Customer Service team received 99,455 customer interactions alone in 2023/24.

2.4 The number of compliments recorded by the Council also increased, from 202 in 2022/23 to 240 (an increase of 19%). Improved efforts by Council departments to capture more of the positive feedback of residents is reflected in this increase. There is better engagement of staff in the process of recording the compliments they receive.

2.5 The number of stage 1 complaints received can be broken down by service as follows:

Service	Number of Complaints	As a % overall
Waste Services	38	14.43
Environmental Health and Protection	8	3.04
Leisure Services	3	1.14
Community Safety	4	1.5
Customer Services	3	1.14
Finance	1	0.4
Housing Assets	26	9.88
Housing Repairs	98	37.26
Housing Management	27	10.26
Housing Strategy and Systems	13	4.93

Human Resources	1	0.4
Legal and Support Services	1	0.4
Planning and Infrastructure	23	8.74
Revenues and Benefits	16	6.08
Democratic Services	1	0.4
<b>Stage 2 escalations from the stage 1 level complaints</b>	<b>74</b>	<b>28.1</b>

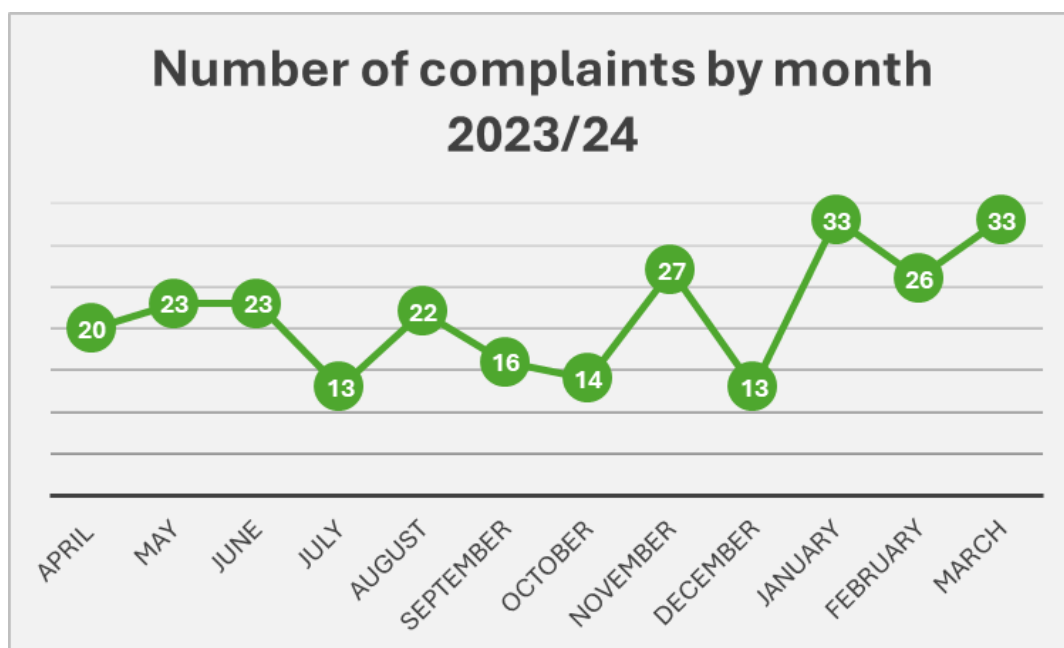
2.6 The number of complaints for each service does not, necessarily provide a direct correlation with the standard of customer service provided, and these overall results

cannot be treated in isolation. Each of these service results are heavily influenced by the type of business transacted by that service, for example, the number of customers facing transactions carried out, the public profile of the actions carried out by that service, and whether the customer has alternative formal routes for redress or appeal.

2.7 Housing Repairs receives the highest number of complaints, but when considering the number of interactions, it has with the tenants, this is to be expected. For example, in 2023/24, Housing Repairs had 34,342 contacts with tenants. Against this background, the figures show that the number of complaints received against the volume of work undertaken by the Housing Repairs equates only to approximately 0.28% of the transactions completed.

2.8 Waste Services receives second highest number of complaints, but these are very low when considering the number of interactions, it has with residents. In 2023/24, Waste Services provided waste and recycling collections to around 48,640 properties within the District each week. This totals around 3,720,960 collections a year. Using this example, the number of complaints received as a proportion of total collections equates to just 0.001%.

2.9 Stage 1 complaints received by month for the Council.



2.10 The number of complaints received per month averages around the range of 20-23 with some months considerably lower. In the last quarter of 2023/24 the Council saw a significant increase in the number of stage 1 complaints received. This increase was primarily in the housing repairs and planning and infrastructure service areas. Planning and infrastructure received a number of complaints about one application, all of which were not upheld. The housing repairs increase was mainly due to damp and mold complaints which can be due to seasonal changes.

2.11 The number of stage 1 complaints upheld and responded to within timescales broken down by service are as follows:

Service	Stage 1 upheld	% upheld	Stage 1 responded to within deadline
Waste Services	33	87%	74%
Environmental Health and Protection	2	25%	88%
Leisure Services	0	0%	100%
Community Safety	0	0%	100%
Customer Services	1	33%	100%
Finance	0	0%	100%
Housing Assets	10	38%	73%
Housing Repairs	68	69%	72%
Housing Management	6	22%	92%
Housing Strategy and Systems	4	31%	100%
Human Resources	0	0%	100%
Legal Services	0	0%	100%
Planning and Infrastructure	1	4%	65%
Revenues and Benefits	6	37%	100%
Democratic Services	0	0%	100%

2.12 49% (131) of complaints were upheld when investigated at stage 1 of the complaints process.

2.13 The Council's service standard is to respond in full to a complaint within 10 working days of receipt, or if this is not possible within that time (for example, because of the complexity of the complaint, the number of parties involved or awaiting additional information), a holding response is sent to the customer. This standard was met in 80% of complaints at stage 1 (210 complaints), processed in the year 2023/24.

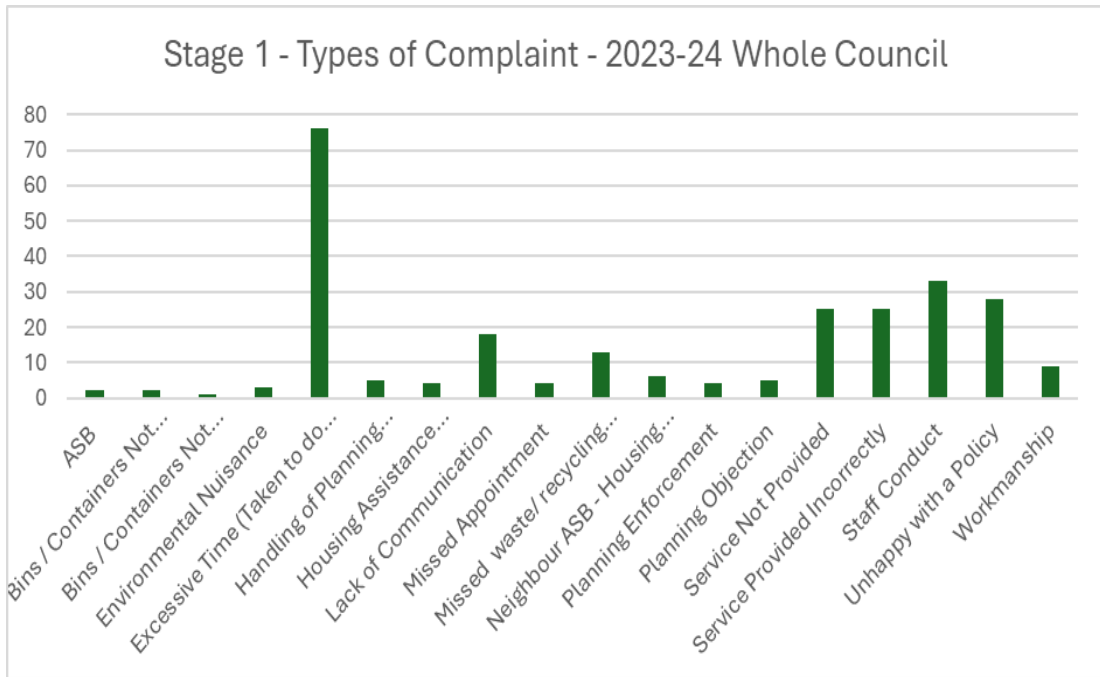
2.14 When a complaint is escalated to stage 2, the investigating head of service has 10 working days to respond. This standard was met in 73% of escalated complaints.

2.15 All services endeavor to focus on providing a high-quality response that resolves all the issues raised and finding a suitable outcome in a timely way, whilst keeping the complainant informed and up to date with progress. Responding to complaints within the timeframe is a key performance indicator within the corporate delivery plan and something that is being highlighting as an area for improvement in 2024/25.

### 3. Complaint Trends

3.1 As part of the process of monitoring and handling customer feedback, the Complaints Team is responsible for categorising complaints based on the subject matter. The following diagram outlines the categories of complaints received in 2023/24.

3.2 Stage 1 - Types of Complaint - 2023-24 Whole Council



- 3.3 76 (29%) of all complaints were categorised as excessive time taken to carry out a service. Complaints within this category have increased from 51 in 2022/23. (an increase of 49%)
- 3.4 Staff conduct accounted for the second highest category of complaints, with 33 (12%) complaints. Complaints within this category have decreased slightly from 36 in 2022/23. These are where the complainant considers that an employee has behaved poorly either in person or on the phone. These are front facing roles such as repair operatives, housing officers, community safety officers, customer services officers and are usually related to a disagreement over a decision or action taken.
- 3.5 Although the numbers of complaints in the categories of excessive time taken and staff conduct were seen as reasons across all services, the majority of the complaints categorised as excessive time taken were attributed to Housing Repairs Service, with 62 of the 76 complaints in this category. This directly correlates with the number of repairs identified as outstanding in the housing improvement plan. Housing Services as whole are undergoing significant change as reported already to this Committee, Cabinet and through the Housing Improvement Board.

**4 External Bodies**  
**- Local Government and Social Care Ombudsman (LGSCO)**  
**- Housing Ombudsman (HOS)**

- 4.1 If complainants are not satisfied with the outcome of their complaint as investigated through the Council's complaints' procedures, they can escalate their complaint to the Ombudsman. This section of the report provides information on cases that the Ombudsman has made decisions on in the 2023/24 period.
- 4.2 The Housing Ombudsman (HO) manages enquiries and complaints that are related to services provided by the Council as a social landlord e.g., repairs to properties.
- 4.3 The Local Government and Social Care Ombudsman (LGSCO) handles enquiries and complaints that are related to all other Council services. This includes non-landlord housing issues such as housing allocation, homelessness and temporary accommodation which is categorised in LGSCO reports as "Housing".
- 4.4 The HO and LGSCO produce annual review reports and the data, feedback and recommendations and remedies made in these are reviewed by the feedback team who ensure the relevant service areas act on them in a timely manner.

**Local Government and Social Care Ombudsman**

- 4.5 In February 2024, the LGSCO introduced a complaint code as "advice and guidance" for all local councils in England under section 23(12A) of the Local Government Act 1974. This means that councils should consider the Code when developing complaint handling policies and procedures and when responding to a complaint. The complaint code can be found at: [LGSCO Complaint code](#)
- 4.6 The LGSCO has not yet published its annual Report for 2023/2024 therefore all data presented below is from the Council's systems.
- 4.7 In 2023/2024, the LGSCO formally investigated one case, which was not upheld. There were a further three cases received by the LGSCO but did not reach formal investigation

stage as the feedback officer work with the investigators at an early stage to ensure that only valid cases go to formal investigation. The LGSCO produces an annual letter each summer with reference to the previous year's complaints, this is taken to the next available Audit and Governance Committee by the monitoring officer.

### **Housing Ombudsman**

- 4.8 The Housing Ombudsman Service is set up by law to look at complaints about the housing organisations that are registered with them. It resolves disputes involving the tenants and leaseholders of social landlords (housing associations and local authorities) and voluntary members (private landlords and letting agents who are committed to good service for their tenants).
- 4.9 On the 1 April 2024, the HO published its revised Complaint Handling Code which was first introduced in June 2020. This sets out requirements for member landlords that will allow them to respond to complaints effectively and fairly.
- 4.10 The Code ensures complaint handling data is being used consistently across landlord members, promotes engagement at different levels within a landlord and sets out expectations for boards or equivalent governance, senior executives and frontline staff.
- 4.11 Compliance with the Code forms part of the membership obligations. Members are obliged to complete a self-assessment to measure the level of compliance. The Council's latest self-assessment based upon the latest code can be found in appendix 1 of this report.
- 4.12 When carrying out a complaint investigation the Ombudsman will consider whether the landlord addressed the complaint in accordance with the Code. Any failure identified could result in a finding of:
- Severe maladministration
  - Maladministration
  - Service failure.
  - Mediation
  - Redress

Following an investigation where some level of maladministration has been found the HO could put an order and or recommendations in place to correct matters. The HO can also make recommendations on any case that has been investigated and determined by them to help improve service delivery and promote learnings from outcomes and ensure compliance with the Code.

- 4.13 The HO's Complaint Handling Code for 2024/25 can be found at: [Housing Ombudsman complaint code](#)
- 4.14 The Housing Ombudsman has not yet published its Landlord Reports for 2023/2024 so all data presented below is from the Council's systems.
- 4.15 In 2023/2024 the HOS formally investigated 11 cases. The 11 cases are not all from the financial year of 2023/24 due to the HOS having a backlog on their investigations of up to 18 months. The determinations found by the HOS on the 11 cases are as separated into years and are as follows:

### **2021/22**

- One case of maladministration

### **2022/23**

- Three cases of maladministration
- One case of service failure
- Three cases of no fault found, and the complaint was not upheld
- One case HOS did not reach formal investigation.

### **2023/24**

- Two cases of maladministration

The Council also has two further cases currently under investigation from 2023/24 which it is awaiting a decision and therefore will form part of the HO annual report for the following year of 2024/25.

- 4.16 In 2023, the HO introduced a portal for all their complaints which is where the Council is notified of any formal complaint investigations as well as where the Council uploads any evidence requested by the HO. The portal also allows the Council to see any complaints that they are yet to look at and determine if they will carry out formal investigations. The portal suggests that there are 10 complaints awaiting this determination for 2023/24 however this can change as the Ombudsman considers each case. If any of these are investigated as formal complaints these determinations will form part of 2024/25 annual report.
- 4.17 As a result of the HO determinations a number of recommendations and orders were put in place by the HO some of which were:
- o The landlord is to carry out safeguarding training with all officers dealing ASB.
  - o The landlord should consider increasing knowledge on external support services such as bereavement, adult social care etc. to ensure officers know who they can seek assistance from when required.
  - o The landlord should consider the effectiveness of unannounced visits on tenants and the impact these unannounced visits may have on residents.
  - o The landlord should review its compensation policy to ensure it is in line with good industry practice and the Ombudsman's established approach.
  - o The landlord should provide bereavement training.
  - o The landlord should improve record keeping.

## **5 Learning points**

- 5.1 The Council treats every complaint as an opportunity to identify learning outcomes and improve service provision. Complaints are valuable not only in identifying service improvements but in improving public perception and satisfaction with the Council as a whole. Each complaint can be an opportunity to make changes or service improvements on a small or greater scale.
- 5.2 Examples of some of the learning points and improvements made as a result of complaints during 2023/24 include:
- Ensuring continuity in communication for ongoing complaints and keeping the complainant informed on updates.
  - Speaking directly to customers to outline any potential delays in dealing with their request, whatever the reason might be.
  - Supporting staff to raise awareness of how to handle sensitive and confidential matters.
  - Seeking to understand the wider context relating to a customer's situation.



- Raising staff awareness of appropriate communication and behaviours when dealing with members of the public
  - Undertaking mandatory complaints training for all officers.
  - Feedback survey of customers who have been through a corporate complaint.
  - Introducing new corporate KPI's and reporting on complaints quarterly.
  - Producing a quarterly complaints report to corporate leadership team and portfolio holder.
  - Establishing a housing improvement board and Improvement Plan.
- 5.3 Looking back to the last years HO cases, there are a number of themes that have come forward when we consider these cases. Whilst each is unique there are some common threads which we are addressing -
- 5.4 **The timeliness of repairs** – a broad theme around repairs times which largely stems from the issues of service interruption around COVID. We are addressing this through our service review of housing and its associated Improvement Plan. This Committee has seen and commented on this Plan, and it is also being tracked through the Cross-Party Housing Improvement Board. There are a number of interventions specially aimed at timeliness, the largest of which related to the appointment of a 'Whole Home' contractor to help address these issues.
- 5.5 **Training** – there are a number of instances where the HO has asked us to refresh training on specific issues in the service. This has included ASB, bereavement, safeguarding, and the new regulatory standards. These have been added to our renewed focus on skills and training of our staff which now occur quarterly.
- 5.6 **Policy updates** – as part of the Housing Improvement Plan we have undertaken a review of a number of policies to bring them up to modern standards. Community Scrutiny and Cabinet has approved the first tranche of these including ASB, a revised repairs policy, compensation policy and tenancy.
- 5.7 **Record keeping** – a number of changes to our systems have taken place to help us improve our records of interactions with tenants. These range from Tenancy Audits, through to Stock Condition and the increased use of our hand held devices to enable greater on-the-spot reporting and record updating. This will continue to be a focus of the Improvement Plan going forwards.
- 5.8 The planned update to this Committee later this year will include an updated Improvement Plan and details of the work we have completed and are still to address.
- 5.9 Improvements for the forthcoming year of 2024/25 are:
- Focusing on the timeliness in responding to complaints to accord with the Councils Delivery Plan targets of 100% within timeline.
  - Developing a communication plan on importance of complaints across the council.
  - Working with the housing improvement board to provide both a greater understanding of the service and also to provide a cross-party consideration to the actions the service is focusing on in the moment

## 6 Member and MP enquiries

6.1 Member and MP Enquiry data is included in the annual formal enquiries report as it is acknowledged that there is great similarity between the types of complaints submitted and the types of Member/MP enquiries received. It is not uncommon for a resident to make a complaint and then contact their Councillor about the same issue.

6.2 For the period 1 April 2023 to 31 March 2024, the total number of Member Enquiries received was 634, compared with 518 in the previous period. This is a 22.5% increase in the number of Member Enquiries compared with the previous year's figures.

6.3 For the period 1 April 2023 to 31 March 2024, the total number of MP Enquiries received was 131, compared with 197 in the previous period. This is a 33% decrease in the number of MP Enquiries compared with the previous year's figures.

### 6.4 Member and MP enquiries by service.

Service	Number of Member enquires	Number of MP enquires
Community Services	278	22
Customer Services	6	2
Economic Regeneration	9	0
Finance	2	2
Housing services	204	68
Human Resources	1	1
Legal and Commercial Services	8	3
Planning and Infrastructure	82	13
Revenues and Benefits	8	12
Not NWLDC function	36	8
<b>Totals</b>	<b>634</b>	<b>131</b>

## 7 Corporate Objectives and Priorities

7.1 The reporting of complaints is embedded in the Council's performance management process, giving further opportunity for issues to be raised throughout the year, and for wider corporate trends to be identified should they arise.

7.2 A robust and effective complaints process ensures the Council is able to meet its vision, working collaboratively to deliver high quality services that support all communities in the District.

- 7.3 Reviewing and learning from complaints ensures the Council is committed to delivering its values. Delivering high standards in everything the Council does which shapes behaviours and builds trust with its residents.

## **8 Conclusion**

- 8.1 Complaints at service level remain low, particularly when compared to the overall volume of interactions the Council has had with the public in the same period, this does not negate from the fact that the Council takes each complaint seriously when investigating and act upon any learning that has been identified. The Council is not complacent about the matters raised.
- 8.2 The consistency of complaints reporting suggests that the complaints process continues to work effectively, and that the public can make a complaint with ease. Where necessary, trends are identified by the feedback team and managed by individual services. The Customer Services Team Manager and Customer Experience Team Leader will continue to work closely with Services to identify ways to effectively manage and resolve complaints.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	A well-run council
Policy Considerations:	Corporate complaints policy
Safeguarding:	None.
Equalities/Diversity:	None
Customer Impact:	<p>Customer feedback, particularly from complaints, is an invaluable resource for the Council in seeking to enhance its processes.</p> <p>By actively listening and responding to this feedback, the Council can identify specific problems, understand the customer's perspective, and take targeted actions to improve.</p>
Economic and Social Impact:	None.
Environment, Climate Change and zero carbon:	None.
Consultation/Community Engagement:	None.
Risks:	Complaints provide valuable feedback that can help the Council improve its services. Ignoring this feedback can lead to missed opportunities for improvement.
Officer Contact	Nichola Oliver Customer Services Team Manager <a href="mailto:nichola.oliver@nwleicestershire.gov.uk">nichola.oliver@nwleicestershire.gov.uk</a>

## Appendix 1

### Appendix A: Self-assessment form

This self-assessment form should be completed by the complaints officer and it must be reviewed and approved by the landlord's governing body at least annually.


Once approved, landlords must publish the self-assessment as part of the annual complaints performance and service improvement report on their website. The governing body's response to the report must be published alongside this.

Landlords are required to complete the self-assessment in full and support all statements with evidence, with additional commentary as necessary.

We recognise that there may be a small number of circumstances where landlords are unable to meet the requirements, for example, if they do not have a website. In these circumstances, we expect landlords to deliver the intentions of the Code in an alternative way, for example by publishing information in a public area so that it is easily accessible.

## Section 1: Definition of a complaint

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
1.2	A complaint must be defined as: <i>'an expression of dissatisfaction, however made, about the standard of service, actions or lack of action by the landlord, its own staff, or those acting on its behalf, affecting a resident or group of residents.'</i>	Yes	Corporate complaints policy Page 1 <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004)</a> ( <a href="http://nwleics.gov.uk">nwleics.gov.uk</a> )	
1.3	A resident does not have to use the word 'complaint' for it to be treated as such. Whenever a resident expresses dissatisfaction landlords must give them the choice to make complaint. A complaint that is submitted via a third party or representative must be handled in line with the landlord's complaints policy.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004)</a> ( <a href="http://nwleics.gov.uk">nwleics.gov.uk</a> )	Feedback officer and Customer Services are independent of any service.
1.4	Landlords must recognise the difference between a service request and a complaint. This must be set out in their complaints policy. A service request is a request from a resident to the landlord requiring action to be taken to put something right. Service requests are not complaints, but must	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004)</a> ( <a href="http://nwleics.gov.uk">nwleics.gov.uk</a> )	<ul style="list-style-type: none"> <li>• All 'requests for service' are logged on our complaints system and reportable.</li> <li>• They are monitored and reported in quarterly reports.</li> </ul>

	be recorded, monitored and reviewed regularly.			<ul style="list-style-type: none"> <li>Acknowledgement letter has time frames for monitoring of response and any escalation details to corporate complaint.</li> </ul>
1.5	A complaint must be raised when the resident expresses dissatisfaction with the response to their service request, even if the handling of the service request remains ongoing. Landlords must not stop their efforts to address the service request if the resident complains.	Yes	Template available upon request	Acknowledgement letter has time frames for monitoring of response and any escalation details to corporate complaint.
1.6	An expression of dissatisfaction with services made through a survey is not defined as a complaint, though wherever possible, the person completing the survey should be made aware of how they can pursue a complaint if they wish to. Where landlords ask for wider feedback about their services, they also must provide details of how residents can complain.	Yes	 <a href="#">Q1 Customer Service satisfaction survey 2024-25 (office.com)</a>	Comms message to everyone who does a feedback survey. Housing feedback has a QR code to complaints form. Customer Service satisfaction survey advises how to make a complaint if not satisfied.

Section 2: Exclusions

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
2.1	Landlords must accept a complaint unless there is a valid reason not to do so. If landlords decide not to accept a complaint they must be able to evidence their reasoning. Each complaint must be considered on its own merits	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>	Feedback officer and Customer Services are independent of any service.
2.2	<p>A complaints policy must set out the circumstances in which a matter will not be considered as a complaint or escalated, and these circumstances must be fair and reasonable to residents. Acceptable exclusions include:</p> <ul style="list-style-type: none"> <li>• The issue giving rise to the complaint occurred over twelve months ago.</li> <li>• Legal proceedings have started. This is defined as details of the claim, such as the Claim Form and Particulars of Claim, having been filed at court.</li> <li>• Matters that have previously been considered under the complaints policy.</li> </ul>	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>	



2.3	Landlords must accept complaints referred to them within 12 months of the issue occurring or the resident becoming aware of the issue, unless they are excluded on other grounds. Landlords must consider whether to apply discretion to accept complaints made outside this time limit where there are good reasons to do so.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004)</a> <a href="#">(nwleics.gov.uk)</a>	
2.4	If a landlord decides not to accept a complaint, an explanation must be provided to the resident setting out the reasons why the matter is not suitable for the complaints process and the right to take that decision to the Ombudsman. If the Ombudsman does not agree that the exclusion has been fairly applied, the Ombudsman may tell the landlord to take on the complaint.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004)</a> <a href="#">(nwleics.gov.uk)</a>	
2.5	Landlords must not take a blanket approach to excluding complaints; they must consider the individual circumstances of each complaint.	Yes	Feedback officer is independent of any service	

### Section 3: Accessibility and Awareness

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
3.1	Landlords must make it easy for residents to complain by providing different channels through which they can make a complaint. Landlords must consider their duties under the Equality Act 2010 and anticipate the needs and reasonable adjustments of residents who may need to access the complaints process.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>	
3.2	Residents must be able to raise their complaints in any way and with any member of staff. All staff must be aware of the complaints process and be able to pass details of the complaint to the appropriate person within the landlord.	Yes	Mandatory complaints training. Internal communications about everyone's responsibility.  This is an internal eLearning system	
3.3	High volumes of complaints must not be seen as a negative, as they can be indicative of a well-publicised and accessible complaints process. Low complaint volumes are potentially a sign that residents are unable to complain.	Yes	This is an internal report and can be provided upon request.	Quarterly and annual complaints report acknowledge this point.
3.4	Landlords must make their complaint policy available in a clear and	Yes	Corporate complaints policy	

	accessible format for all residents. This will detail the two stage process, what will happen at each stage, and the timeframes for responding. The policy must also be published on the landlord's website.		<a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>	
3.5	The policy must explain how the landlord will publicise details of the complaints policy, including information about the Ombudsman and this Code.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>	
3.6	Landlords must give residents the opportunity to have a representative deal with their complaint on their behalf, and to be represented or accompanied at any meeting with the landlord.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>	
3.7	Landlords must provide residents with information on their right to access the Ombudsman service and how the individual can engage with the Ombudsman about their complaint.	Yes	<ul style="list-style-type: none"> <li>• Corporate complaints policy</li> <li>• Website</li> <li>• Acknowledgement letter</li> <li>• Stage response letters</li> </ul> <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>  <a href="#">Complaints, compliments, comments - North West Leicestershire District Council (nwleics.gov.uk)</a>	

			Letter templates are available upon request	
--	--	--	---	--

#### Section 4: Complaint Handling Staff

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
4.1	Landlords must have a person or team assigned to take responsibility for complaint handling, including liaison with the Ombudsman and ensuring complaints are reported to the governing body (or equivalent). This Code will refer to that person or team as the 'complaints officer'. This role may be in addition to other duties.	Yes		<ul style="list-style-type: none"> <li>• Feedback Officer administers all complaints.</li> <li>• Customer Experience Team leader is Ombudsman liaison.</li> <li>• Customer Service Team Manager CLT/ Member liaison</li> </ul>
4.2	The complaints officer must have access to staff at all levels to facilitate the prompt resolution of complaints. They must also have the authority and autonomy to act to resolve disputes promptly and fairly.	Yes		Feedback officer does not have authority or autonomy. Clarified with HOS, Our policy accounts for director and CEO signoff of complaints within the relevant time frames
4.3	Landlords are expected to prioritise complaint handling and a culture of learning from complaints. All relevant staff must be suitably trained in the importance of complaint handling. It is	Yes	Mandatory complaints training. Internal communications about everyone's responsibility.	

	important that complaints are seen as a core service and must be resourced to handle complaints effectively		This is an internal eLearning system	
--	---	--	--------------------------------------	--

## Section 5: The Complaint Handling Process

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
5.1	Landlords must have a single policy in place for dealing with complaints covered by this Code. Residents must not be treated differently if they complain.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004)</a> <a href="http://nwleics.gov.uk">nwleics.gov.uk</a>	
5.2	The early and local resolution of issues between landlords and residents is key to effective complaint handling. It is not appropriate to have extra named stages (such as 'stage 0' or 'informal complaint') as this causes unnecessary confusion.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004)</a> <a href="http://nwleics.gov.uk">nwleics.gov.uk</a>	
5.3	A process with more than two stages is not acceptable under any circumstances as this will make the complaint process unduly long and delay access to the Ombudsman.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004)</a> <a href="http://nwleics.gov.uk">nwleics.gov.uk</a>	
5.4	Where a landlord's complaint response is handled by a third party (e.g. a contractor or independent adjudicator) at any stage, it must form part of the	Yes	All housing complaints are handled internally where a third party needs to be involved due to HR for example the Council as	

	two stage complaints process set out in this Code. Residents must not be expected to go through two complaints processes.		the landlord would respond to the resident still.	
5.5	Landlords are responsible for ensuring that any third parties handle complaints in line with the Code.	Yes		
5.6	When a complaint is logged at Stage 1 or escalated to Stage 2, landlords must set out their understanding of the complaint and the outcomes the resident is seeking. The Code will refer to this as “the complaint definition”. If any aspect of the complaint is unclear, the resident must be asked for clarification.	Yes	Template available upon request	
5.7	When a complaint is acknowledged at either stage, landlords must be clear which aspects of the complaint they are, and are not, responsible for and clarify any areas where this is not clear.	Yes	Acknowledgement template available upon request	Acknowledgement letter gives a summary of complaint
5.8	At each stage of the complaints process, complaint handlers must: <ul style="list-style-type: none"> <li>a. deal with complaints on their merits, act independently, and have an open mind;</li> <li>b. give the resident a fair chance to set out their position;</li> </ul>	Yes	Corporate Director sign off of Stage 1 complaints Chief Executive sign off of stage 2 complaints ensures compliance.	

	<p>c. take measures to address any actual or perceived conflict of interest; and</p> <p>d. consider all relevant information and evidence carefully.</p>			
5.9	Where a response to a complaint will fall outside the timescales set out in this Code, the landlord must agree with the resident suitable intervals for keeping them informed about their complaint.	Yes	<p>Corporate complaints policy</p> <p><a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a></p>	
5.10	Landlords must make reasonable adjustments for residents where appropriate under the Equality Act 2010. Landlords must keep a record of any reasonable adjustments agreed, as well as a record of any disabilities a resident has disclosed. Any agreed reasonable adjustments must be kept under active review.	Part		
5.11	Landlords must not refuse to escalate a complaint through all stages of the complaints procedure unless it has valid reasons to do so. Landlords must clearly set out these reasons, and they must comply with the provisions set out in section 2 of this Code.	Yes	General letter template	Letter would be sent to complainant advising of the reasons and directed to the Ombudsman
5.12	A full record must be kept of the complaint, and the outcomes at each	Yes	Corporate complaints system House on the Hill	

	stage. This must include the original complaint and the date received, all correspondence with the resident, correspondence with other parties, and any relevant supporting documentation such as reports or surveys.			
5.13	Landlords must have processes in place to ensure a complaint can be remedied at any stage of its complaints process. Landlords must ensure appropriate remedies can be provided at any stage of the complaints process without the need for escalation.	Yes		Where possible complaints are resolved at the Request For Service stage.
5.14	Landlords must have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives. Landlords must be able to evidence reasons for putting any restrictions in place and must keep restrictions under regular review.	Yes	Unreasonable communications policy  <a href="#">Microsoft Word - NWL Unreasonable Behaviour and Communications Policy V2 25.9 (nwleics.gov.uk)</a>	
5.15	Any restrictions placed on contact due to unacceptable behaviour must be proportionate and demonstrate regard for the provisions of the Equality Act 2010.	Yes	<ul style="list-style-type: none"> <li>• Unreasonable communications policy</li> <li>• EIA on policy</li> </ul> <a href="#">Microsoft Word - NWL Unreasonable Behaviour and Communications Policy V2 25.9 (nwleics.gov.uk)</a>	





## Section 6: Complaints Stages

### Stage 1

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.1	Landlords must have processes in place to consider which complaints can be responded to as early as possible, and which require further investigation. Landlords must consider factors such as the complexity of the complaint and whether the resident is vulnerable or at risk. Most stage 1 complaints can be resolved promptly, and an explanation, apology or resolution provided to the resident.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>	
6.2	Complaints must be acknowledged, defined and logged at stage 1 of the complaints procedure <b><u>within five working days of the complaint being received.</u></b>	Yes	Corporate complaints policy Website <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>  Digital Feedback form <a href="#">Service choice, Service choice or Complaint about a service that you have received - North West Leicestershire District Council (achieveservice.com)</a>	

6.3	Landlords must issue a full response to stage 1 complaints <b><u>within 10 working days</u></b> of the complaint being acknowledged.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004)</a> <a href="http://nwleics.gov.uk">nwleics.gov.uk</a>	
6.4	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 10 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004)</a> <a href="http://nwleics.gov.uk">nwleics.gov.uk</a>	
6.5	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Holding letter template available upon request	
6.6	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes		Support services manager monitors tracking of actions.
6.7	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant	Yes	Letter templates available upon request	The letter templates guides the responder to give a comprehensive response

	policy, law and good practice where appropriate.			
6.8	Where residents raise additional complaints during the investigation, these must be incorporated into the stage 1 response if they are related and the stage 1 response has not been issued. Where the stage 1 response has been issued, the new issues are unrelated to the issues already being investigated or it would unreasonably delay the response, the new issues must be logged as a new complaint.	Yes		Additional complaints that are raised after the initial one are incorporated into the original complaint where possible, and the complainant is informed if this will delay the initial response.
6.9	Landlords must confirm the following in writing to the resident at the completion of stage 1 in clear, plain language: <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> <li>d. the reasons for any decisions made;</li> <li>e. the details of any remedy offered to put things right;</li> <li>f. details of any outstanding actions; and</li> <li>g. details of how to escalate the matter to stage 2 if the individual is not satisfied with the response.</li> </ul>	Yes	Letter templates are available upon request	

## Stage 2

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
6.10	If all or part of the complaint is not resolved to the resident's satisfaction at stage 1, it must be progressed to stage 2 of the landlord's procedure. Stage 2 is the landlord's final response.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>	
6.11	Requests for stage 2 must be acknowledged, defined and logged at stage 2 of the complaints procedure within five working days of the escalation request being received.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>	
6.12	Residents must not be required to explain their reasons for requesting a stage 2 consideration. Landlords are expected to make reasonable efforts to understand why a resident remains unhappy as part of its stage 2 response.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>	
6.13	The person considering the complaint at stage 2 must not be the same person that considered the complaint at stage 1.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>	
6.14	Landlords must issue a final response to the stage 2 <b><u>within 20 working days</u></b> of the complaint being acknowledged.	Yes	Corporate complaints policy <a href="#">Microsoft Word - Feedback Policy Updated Feb 2024 (004) (nwleics.gov.uk)</a>	The Council's policy will remain at 10 working days for stage 2.

6.15	Landlords must decide whether an extension to this timescale is needed when considering the complexity of the complaint and then inform the resident of the expected timescale for response. Any extension must be no more than 20 working days without good reason, and the reason(s) must be clearly explained to the resident.	Yes		Responders will liaise with the Feedback Officer when an extension is required for guidance, if 20 days is exceeded the responder will call the complainant to gain their approval
6.16	When an organisation informs a resident about an extension to these timescales, they must be provided with the contact details of the Ombudsman.	Yes	Holding letter template is available upon request	
6.17	A complaint response must be provided to the resident when the answer to the complaint is known, not when the outstanding actions required to address the issue are completed. Outstanding actions must still be tracked and actioned promptly with appropriate updates provided to the resident.	Yes		Support services manager monitors tracking of actions.
6.18	Landlords must address all points raised in the complaint definition and provide clear reasons for any decisions, referencing the relevant policy, law and good practice where appropriate.	Yes	Letter templates are available upon request	
6.19	Landlords must confirm the following in writing to the resident at the completion of stage 2 in clear, plain language: <ul style="list-style-type: none"> <li>a. the complaint stage;</li> <li>b. the complaint definition;</li> <li>c. the decision on the complaint;</li> </ul>	Yes	Letter templates are available upon request	

	<p>d. the reasons for any decisions made;</p> <p>e. the details of any remedy offered to put things right;</p> <p>f. details of any outstanding actions; and</p> <p>g. details of how to escalate the matter to the Ombudsman Service if the individual remains dissatisfied.</p>			
6.20	Stage 2 is the landlord's final response and must involve all suitable staff members needed to issue such a response.	Yes		

## Section 7: Putting things right

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
7.1	<p>Where something has gone wrong a landlord must acknowledge this and set out the actions it has already taken, or intends to take, to put things right. These can include:</p> <ul style="list-style-type: none"> <li>• Apologising;</li> <li>• Acknowledging where things have gone wrong;</li> <li>• Providing an explanation, assistance or reasons;</li> <li>• Taking action if there has been delay;</li> </ul>	Yes	Letter templates are available upon request	

	<ul style="list-style-type: none"> <li>• Reconsidering or changing a decision;</li> <li>• Amending a record or adding a correction or addendum;</li> <li>• Providing a financial remedy;</li> <li>• Changing policies, procedures or practices.</li> </ul>			
7.2	Any remedy offered must reflect the impact on the resident as a result of any fault identified.	Yes		
7.3	The remedy offer must clearly set out what will happen and by when, in agreement with the resident where appropriate. Any remedy proposed must be followed through to completion.	Yes	Response templates are clear as to how remedies should be set out. Feedback officer follows through to completion.	
7.4	Landlords must take account of the guidance issued by the Ombudsman when deciding on appropriate remedies.	Yes		



**Section 8: Putting things right**

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
8.1	<p>Landlords must produce an annual complaints performance and service improvement report for scrutiny and challenge, which must include:</p> <ol style="list-style-type: none"> <li>a. the annual self-assessment against this Code to ensure their complaint handling policy remains in line with its requirements.</li> <li>b. a qualitative and quantitative analysis of the landlord's complaint handling performance. This must also include a summary of the types of complaints the landlord has refused to accept;</li> <li>c. any findings of non-compliance with this Code by the Ombudsman;</li> <li>d. the service improvements made as a result of the learning from complaints;</li> <li>e. any annual report about the landlord's performance from the Ombudsman; and</li> <li>f. any other relevant reports or publications produced by the</li> </ol>	Yes	<ul style="list-style-type: none"> <li>• Annual report</li> <li>• Self assessment</li> <li>• Report to scrutiny</li> <li>• Response templates have an office use only part where lessons learnt and changes are recorded for the feedback officer to transfer to the Council's internal system.</li> </ul>	

	Ombudsman in relation to the work of the landlord.			
8.2	The annual complaints performance and service improvement report must be reported to the landlord's governing body (or equivalent) and published on the on the section of its website relating to complaints. The governing body's response to the report must be published alongside this.	Yes	Website and report if required.	Link to report will be provided after Cabinet meeting in <b>June 2024</b>
8.3	Landlords must also carry out a self-assessment following a significant restructure, merger and/or change in procedures.	Yes		
8.4	Landlords may be asked to review and update the self-assessment following an Ombudsman investigation.	Yes		
8.5	If a landlord is unable to comply with the Code due to exceptional circumstances, such as a cyber incident, they must inform the Ombudsman, provide information to residents who may be affected, and publish this on their website Landlords must provide a timescale for returning to compliance with the Code.	Yes		

## Section 9: Scrutiny & oversight: continuous learning and improvement

Code provision	Code requirement	Comply: Yes / No	Evidence	Commentary / explanation
9.1	Landlords must look beyond the circumstances of the individual complaint and consider whether service improvements can be made as a result of any learning from the complaint.	Yes	Lessons learnt and service reviews	
9.2	A positive complaint handling culture is integral to the effectiveness with which landlords resolve disputes. Landlords must use complaints as a source of intelligence to identify issues and introduce positive changes in service delivery.	Yes		
9.3	Accountability and transparency are also integral to a positive complaint handling culture. Landlords must report back on wider learning and improvements from complaints to stakeholders, such as residents' panels, staff and relevant committees.	Yes	Scrutiny Portfolio holder updates Tenant panels Tenant InTouch newsletter	
9.4	Landlords must appoint a suitably senior lead person as accountable for their complaint handling. This person must assess any themes or trends to identify potential systemic issues, serious risks, or policies and procedures that require revision.	Yes	Customer Experience Team leader Customer service team manager. See complaints policy.	

9.5	In addition to this a member of the governing body (or equivalent) must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This person is referred to as the Member Responsible for Complaints ('the MRC').	Yes	Portfolio holder for housing, property and Customer services	
9.6	The MRC will be responsible for ensuring the governing body receives regular information on complaints that provides insight on the landlord's complaint handling performance. This person must have access to suitable information and staff to perform this role and report on their findings.	Yes	Portfolio holder for housing, property and Customer services	
9.7	As a minimum, the MRC and the governing body (or equivalent) must receive: <ul style="list-style-type: none"> <li>a. regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance;</li> <li>b. regular reviews of issues and trends arising from complaint handling;</li> <li>c. regular updates on the outcomes of the Ombudsman's investigations and progress made in complying with orders related to severe maladministration findings; and</li> </ul>		Quarterly complaints report is sent to portfolio holder for housing, property and customer services.	

	d. annual complaints performance and service improvement report.			
9.8	<p>Landlords must have a standard objective in relation to complaint handling for all relevant employees or third parties that reflects the need to:</p> <ul style="list-style-type: none"> <li>a. have a collaborative and co-operative approach towards resolving complaints, working with colleagues across teams and departments;</li> <li>b. take collective responsibility for any shortfalls identified through complaints, rather than blaming others; and</li> <li>c. act within the professional standards for engaging with complaints as set by any relevant professional body.</li> </ul>	Yes		When required Housing and Customer Experience work collaboratively to establish the best outcome for complainants.

This page is intentionally left blank

**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**  
**CORPORATE SCRUTINY COMMITTEE – 23 MAY 2024**



<b>Title of Report</b>	<b>PERFORMANCE MONITORING REPORT – QUARTER 4 2023/24</b>	
<b>Presented by</b>	Mike Murphy Head of Human Resources and Organisation Development	
<b>Background Papers</b>	<a href="#">Council Delivery Plan</a> <a href="#">Council meeting held on 14 November 2023.</a>	<b>Public Report:</b> Yes
	Cabinet meeting held on 23 April 2024. <a href="#">Agenda for Cabinet on Tuesday, 23rd April, 2024, 5.00 pm - North West Leicestershire District Council (nwleics.gov.uk)</a>	<b>Key Decision:</b> Yes
<b>Financial Implications</b>	There are no direct financial implications arising out of this report.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	There are no direct legal implications arising out of this report.	
	<b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	The Council Delivery plan sets out the priorities for the Council for a five-year period so has significant corporate and staffing implications.	
	<b>Signed off by the Head of Paid Service:</b> Yes	

<b>Reason Agenda Item Submitted to Scrutiny Committee</b>	To report the performance of the Council during the period January to March 2024 against the new Council Delivery Plan as agreed by full Council in November 2023. To request that Scrutiny Committee reviews the comments of Cabinet on the performance report and provides feedback on its response for Cabinet consideration.
<b>Reason for Decision</b>	To make Members aware of the early progress of the Plan and to consider Cabinet’s response to the plan.
<b>Recommendations</b>	<b>THAT CORPORATE SCRUTINY:</b>  <b>NOTES THE CONSIDERATION OF THE PERFORMANCE REPORT BY CABINET AT THEIR MEETING ON 23 APRIL 2024 AND,</b>  <b>PROVIDES COMMENTS AND FEEDBACK ON CABINET’S RESPONSE TO THE PERFORMANCE ACHIEVED. THESE COMMENTS WILL THEN BE FED BACK TO THE NEXT CABINET PERFORMANCE REPORT.</b>

## 1.0 BACKGROUND

- 1.1 The Council agreed a new Council Delivery Plan in November 2023. The Plan is intended to cover the lifetime of the Council administration for the period 2023/24 until a year beyond the next election in May 2027 (to ensure continuity after the election and to allow time for a new plan to be developed). The Plan was developed with input from the Corporate Scrutiny Committee and the opposition groups.
- 1.2 The Plan will be monitored in relation to the targets and a suite of performance indicators on a quarterly basis in line with the performance management framework. This will involve quarterly reports to Cabinet, the outcomes of the reports will then be shared with the Corporate Scrutiny Committee. This approach enables Cabinet to consider performance data in a timely manner and to agree any actions or mitigations. The comments and views of the Corporate Scrutiny Committee on the actions and mitigations can then be fed back to the next Cabinet performance report for consideration. Further information on the progress of the set of plans that sit below the Council Delivery Plan, the directorate and service plans, are monitored at officer level by the Corporate Leadership Team.
- 1.3 The Council is at an early stage in the Council Delivery Plan’s life cycle, the Plan having only been adopted in November 2023. Accordingly, the reporting



progress is inevitably going to be limited at this point in time. The reporting period for this report runs from 1 January 2024 to 31 March 2024.

1.4 The details in this report were considered by Cabinet at its meeting on 23 April 2024, and the following comments were made by Portfolio Holders:

In relation to the actions associated with the Housing service: -

Key aim 7 – We will provide a high-quality housing service to our tenants, and

Key aim 8 – We will provide an excellent repairs service.

It was noted that a number of actions are in place to address the documented issues in the Housing service including investment of over £4m in catch up repairs, an initial restructuring of resources to bring greater focus on repairs and compliance, a number of policy changes including repairs, Anti-Social Behaviour and compensation arrangements. These future improvements will be implemented through the cross-party Housing Improvement Board and its associated Improvement Plan.

In relation to Key Aim 12: We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved.

- The Council has seen a drop in recycling rates in 2022/23 to 43% (within the baseline of the Key Performance Indicator). This was largely due to collecting 1836 less tonnage of garden waste owing to the hot summer months of 2022.
- Similar falls were seen in other Districts. NWLDC remains the second highest recycling rate amongst local authorities within Leicestershire and is the ninth highest authority in the East Midlands of 39 local authorities.
- Household waste (black bin) disposed of has reduced per person by 36.7kg which is the highest reduction in Leicestershire.
- The implementation of a weekly collection service for food waste is on track for district wide collections by April 2025.
- The Waste Services review on dry recycling collections is on track, following further investigation in the three selected methods. Public and Staff consultations are being completed and will be communicated. Operational requirements for cost, staffing and disposal contracts are now being completed through the Council's consultants Eunomia. These will be presented to Members via workshops and Scrutiny and Cabinet submission in Q3 ready in time for budget consideration.

In relation to key aim 13:

We will aim to be carbon neutral as a Council by 2030, and as a district by 2050.

The Council is progressing with the Electric Vehicle fleet plans and developing its whole approach to address the 2030 target. The focus at present is on calculating the baseline particularly around our buildings. Property services will see a new system introduced which will enable a more comprehensive view of Council assets including their carbon related costs. A similar approach is being taken with Council housing stock, which whilst is part of the 2050 target, this asset management information will be ready in Quarter 3 of this year. Once these are achieved, the plan for managing the zero-carbon programme going forwards will be updated to reflect this data.

In relation to Key Aim 15:

We will have produced a Tree Management Strategy to better manage our tree stock.

Work on developing the tree management strategy continues and will include how the Council will manage its trees and hedgerows. The cataloguing of the general fund tree stock is nearing completion.

Due to resource and procurement pressure work to catalogue and risk assess the trees in our housing portfolio has been delayed. This will be addressed over the coming year.

Due to the above the intention is to publish the Tree Management Plan in advance of having all data on all of Council trees and hedgerows. Whilst the two are linked, they can be developed independently. This is aimed to be published by Q3. The Key Performance Indicator will be updated accordingly.

## **2.0 PERFORMANCE REPORT**

### **Executive Summary**

2.1 The Council Delivery Plan contains four key priority areas – notably “A well run Council, Clean and Green, Housing and Communities and Planning and Regeneration.”

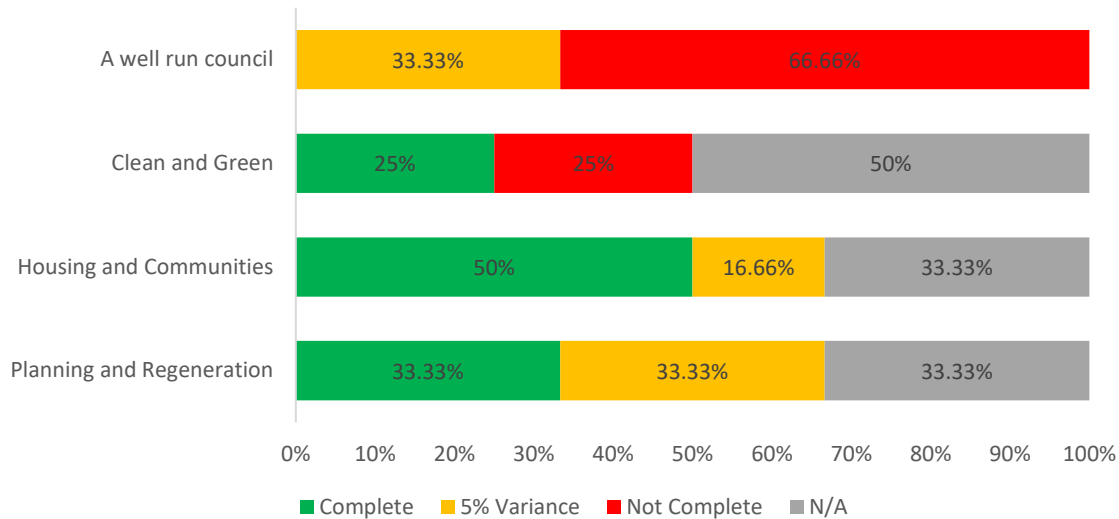
2.2 There are 18 Key Performance Indicators (KPIs) in the Council Delivery Plan.

Six relate to Planning and Regeneration, five to Housing and Community Services, four relate to Clean and Green and three relate to A Well-run Council.

The table below shows the performance overall against each of the four priority areas.

The table shows the priorities that have been completed, those that were within a 5% variance of being completed, those that were not completed at all and those that were not applicable (usually due to no data being available, because they are scheduled for completion at a later stage of the plan.)

### Our Priorities



There are 18 Key Performance Indicators in the Council Delivery Plan.

Six relate to Planning and Regeneration, two are on track, two are within a five percent variance and two are scheduled for completion at a later stage.

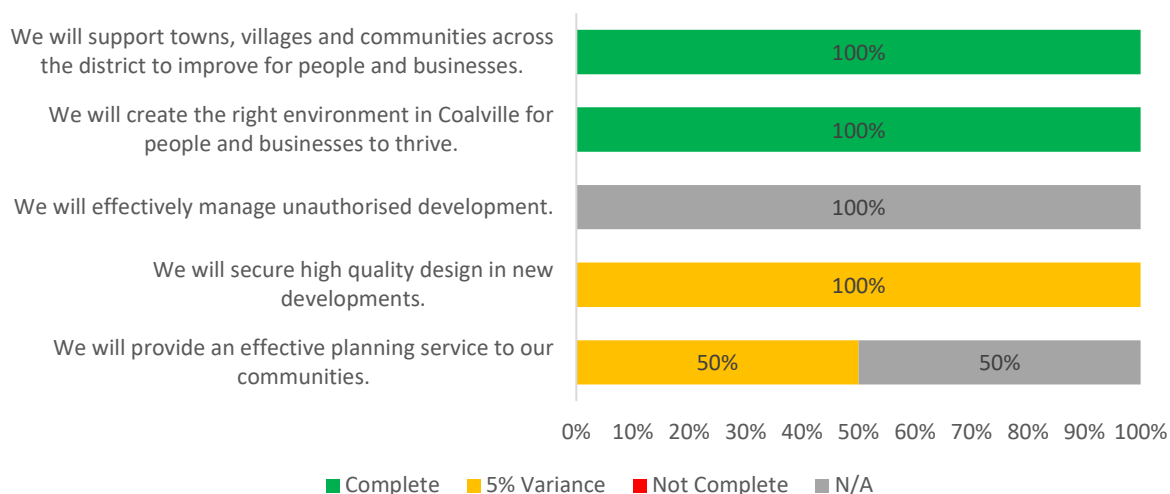
Five relate to Housing and Community Services - Two are on track, two are scheduled for completion at a later stage and the final one is split into two distinct elements- one of which is on track, and the other is scheduled for completion at a later stage.

Four relate to Clean and Green – One is complete, one is not complete and two are scheduled for completion at a later stage.

Three relate to A Well-Run Council. One is within a five per cent variance and two have not been completed.

The following four tables show the more detailed breakdown of the indicators as they relate to each of the priority areas using the same assessment scale in relation to percentage completed etc. For each of the priority areas more information is provided in the later stages of the report together with detailed commentary on the progress. The performance tables have been amended since Quarter 3 following feedback from the Corporate Scrutiny Committee who requested more explanation of the information behind the percentages.

## Planning and regeneration



### Planning and regeneration\_ Overview of Performance in Percentage of KPI

As a percentage of applicable KPIs	Complete	5% Variance	Not Complete	N/A
We will provide an effective planning service to our communities. (Split into two sections)		50%		50%
We will secure high quality design in new developments.		100%		
We will effectively manage unauthorised development.				100%
We will create the right environment in Coalville for people and businesses to thrive.	100%			
We will support towns, villages, and communities across the district to improve for people and businesses.	100%			

### Planning and regeneration\_ Overview of Performance in KPI numbers

As a number of applicable KPIs/KPI sections	Complete	5% Variance	Not Complete	N/A
We will provide an effective planning service to our communities. (Split Across 2 KPIs 1. Adoption of a local plan by 2026 and 2. Timely determination of planning applications- Major, Minor and other)		1		1
We will secure high quality design in new developments.		1		
We will effectively manage unauthorised development.				1

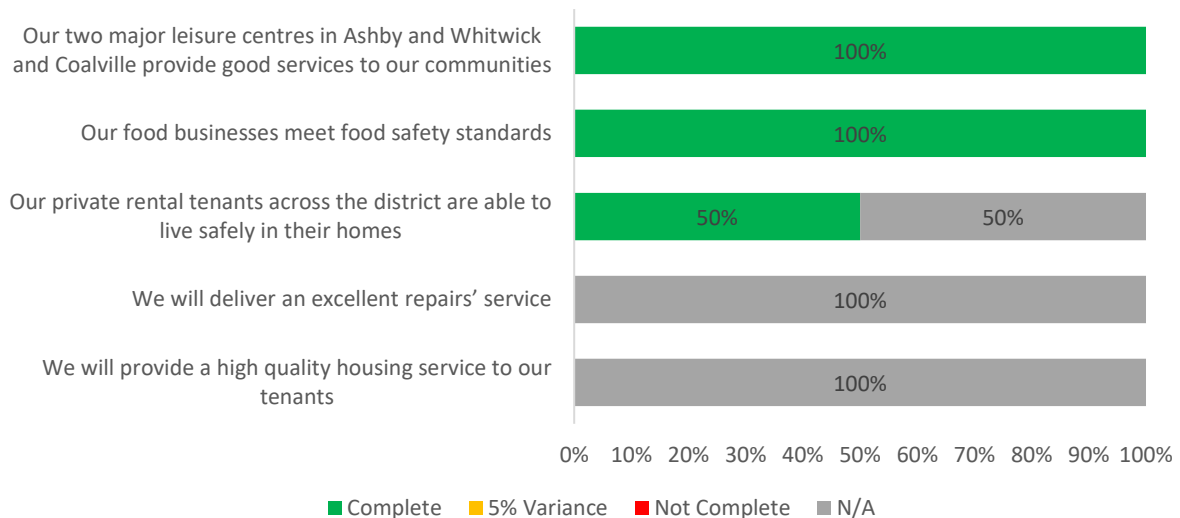
We will create the right environment in Coalville for people and businesses to thrive.

1

We will support towns, villages, and communities across the district to improve for people and businesses.

1

### Housing and Communities



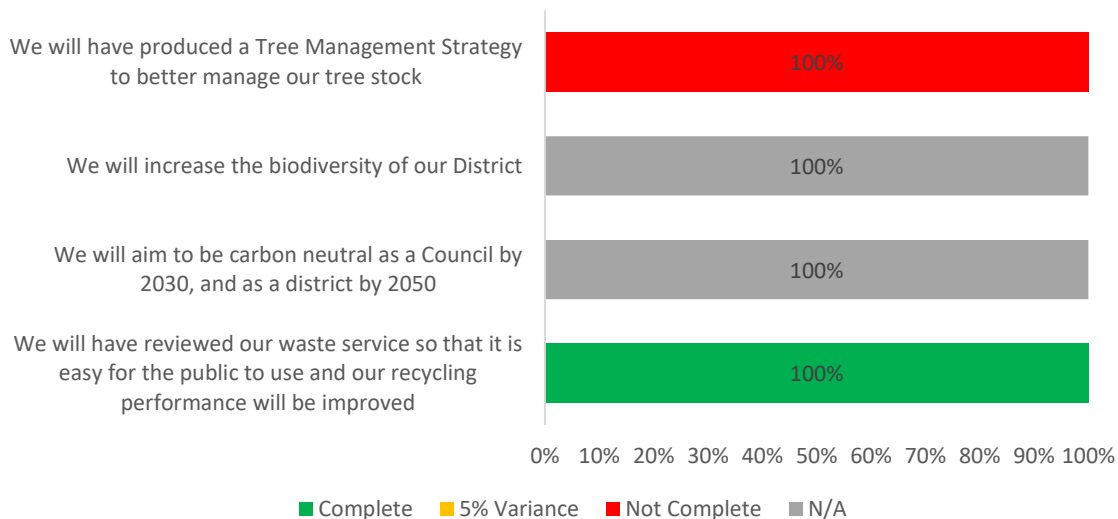
#### Housing and Communities- overview of Performance in Percentages of KPIs

As a percentage of applicable KPIs	Complete	5% Variance	Not Complete	N/A
We will provide a high-quality housing service to our tenants				100%
We will deliver an excellent repairs' service				100%
Our private rental tenants across the district are able to live safely in their homes	50%			50%
Our food businesses meet food safety standards	100%			
Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities	100%			

Housing and Communities- overview of Performance in KPI numbers

As a number of applicable KPIs/KPI sections	Complete	5% Variance	Not Complete	N/A
We will provide a high-quality housing service to our tenants				1
We will deliver an excellent repairs' service				1
Our private rental tenants across the district are able to live safely in their homes (This KPI is split across two distinct Services- Private Landlord compliance with MEES standards which is dealt with Environmental protection Team and Private Landlord's charter which is dealt with by Housing)	0.50			0.50
Our food businesses meet food safety standards	1			
Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities	1			

**Clean and Green**



Clean and Green- overview of Performance in Percentages of KPIs

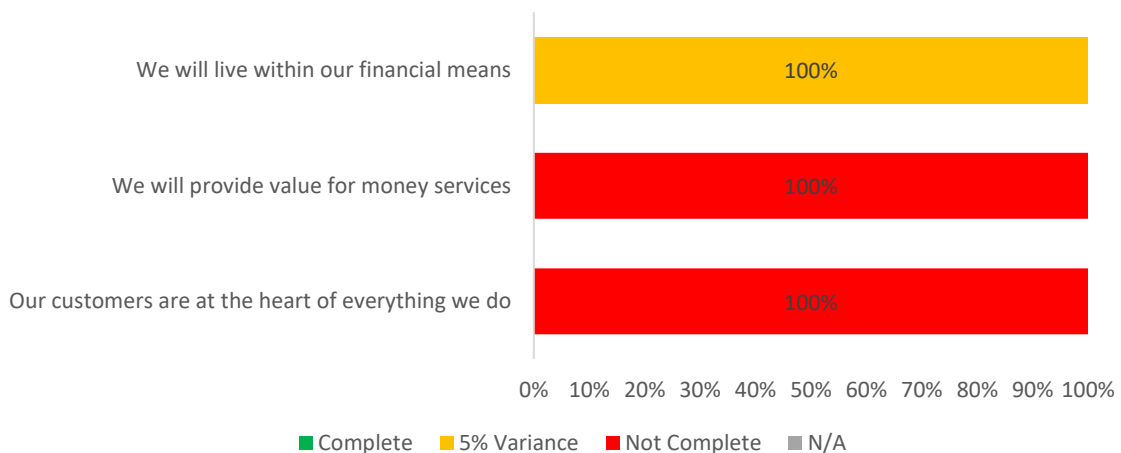
As a percentage of applicable KPIs	Complete	5% Variance	Not Complete	N/A
We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved	100%			

We will aim to be carbon neutral as a Council by 2030, and as a district by 2050	100%
We will increase the biodiversity of our District	100%
We will have produced a Tree Management Strategy to better manage our tree stock	100%

Clean and Green- overview of Performance in number of KPIs

As a number of applicable KPIs/KPI sections	Complete	5% Variance	Not Complete	N/A
We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved	1			
We will aim to be carbon neutral as a Council by 2030, and as a district by 2050				1
We will increase the biodiversity of our District				1
We will have produced a Tree Management Strategy to better manage our tree stock			1	

**A well-run Council.**



Well, Run Council- overview of Performance in Percentages of KPIs

As a percentage of applicable KPIs	Complete	5% Variance	Not Complete	N/A
Our customers are at the heart of everything we do			100%	
We will provide value for money services			100%	
We will live within our financial means		100%		

Well, Run Council- overview of Performance in numbers of KPIs

As a number of applicable KPIs/KPI sections	Complete	5% Variance	Not Complete	N/A
Our customers are at the heart of everything we do			1	
We will provide value for money services			1	
We will live within our financial means		1		

### 3.0 Detailed analysis of developments in the quarter.

#### Planning and Regeneration

**3.1** The local plan consultations generated a healthy number of responses – over 600 have been received. The responses will be assessed and reported to the Local Plan Committee for consideration before a report is prepared for full Council.

**3.2** Considering the performance indicators for handling the various types of planning applications: -

14 of the 16 Major applications received in the period were determined within 13 weeks (87.5% against a target of 60%)

28 of the 48 Minor Applications received in the period were determined within eight weeks (58% against a target of 65%) This minor fall against the target is attributable to staff absence and a vacancy. Arrangements are underway to recruit to the vacancy and absences are being managed in line with the Council’s attendance policies to place the performance back on track in future quarters.

93 of the 104 “other” applications were determined within eight weeks (89.42% against a target of 80%)



- 3.3** A number of important stakeholders including Leicestershire County Council (LCC) Highways, National Forest Company, Active Together (formerly Leicester-Shire and Rutland Sport) and some selected developers were consulted in the period on the new draft local design guide and their feedback will be helpful in developing the final draft for public consultation. Public consultation will take place later in the year with adoption due by the end of Q4 2024/5.

## **Housing and Communities**

- 3.4** There is acknowledgement that the Housing Repairs service needs improvement. A service improvement plan has been developed which has been considered by both Corporate Scrutiny Committee and Cabinet, contractors are being procured to assist the Council and there has been a focus on recruitment and a restructure to address this. The Housing Improvement Board is already overseeing the Improvement Plan in the service.

## **Clean and Green**

- 3.5** Work is continuing on the review of the Council's waste services which will aim to both improve the service delivery for customers and the recycling rates in future years.
- 3.6** The target for food hygiene rates in businesses was exceeded 81.5% having a rating of 5 against a target of 80%. The Council continues to work with businesses to provide support and advice to those businesses with a lower rating to help them further improve.

## **A Well-Run Council**


- 3.7** The percentage of customer complaints being completed within the time frames were slightly below target for both Stage 1 and Stage 2 complaints. The feedback team continues to work with individual services to help them process complaints in line with the time frames set out in the Council Delivery Plan. Some service areas receive higher numbers and higher complexity complaints in line with the types of services that they deliver – a notable example being the Housing Service. Cabinet has already agreed a number of actions in this service all of which will assist in the processing of complaints in a timelier fashion. This includes reorganising resources to deliver a better outcome for our tenants. This work is on-going and is actively addressing these issues.
- 3.8** The difficulties in obtaining sign off of the 2021/22 Statement of accounts have been previously shared with Council, Cabinet, Audit and Governance and the Scrutiny Committees. This is a national issue for many councils due to capacity issues in the external audit teams. This Council is doing everything it can to progress this to a conclusion, but this situation is a wider external issue.
- 3.9** The final objective relating to the Council's financial performance and demonstrating that the Council is Well Run, relates to having a zero-funding gap in the longer term. Details of the Council's financial position at quarter 3 2023/24 were considered by Cabinet on 26 March 2024 which demonstrated an overall overspend of £333k. However, it is important to note that these

overspends are largely attributable to one-off activities or temporary measures that have been implemented. For example:

- Industrial action within the waste collection services necessitated additional expenditure to maintain service continuity.
- A delay in the delivery of new vehicles led to increased costs due to the need for extended vehicle hire.
- Earlier in the year, there was a deficit due to the loss of rental income; however, this has been partially mitigated as some previously unoccupied units are now tenanted.


The report indicated that these are not recurring costs and are associated with unforeseen circumstances or investments that will not persist into future budgets.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	This report measures progress against all the new Council priorities
Policy Considerations:	Council Delivery Plan
Safeguarding:	No direct considerations
Equalities/Diversity:	No direct considerations, the Plan impacts across all the district's communities.
Customer Impact:	The plan seeks to improve customer impacts and interactions with the Council's many customers. An indicator around customer response times is included.
Economic and Social Impact:	The plan seeks to improve the economic and social impact of the Council's activities in the district.
Environment, Climate Change and Zero Carbon:	The plan contains the Council's commitments to a clean, green and zero carbon district.
Consultation/Community/Tenant Engagement:	No current or planned consultations.
Risks:	Consideration has been given to the corporate risk register when compiling the plan.
Officer Contact	<p>Mike Murphy Head of HR and OD Mike.murphy@nwleicestershire.gov.uk</p> <p>Allison Thomas Chief Executive Allison.thomas@nwleicestershire.gov.uk</p>

Priority	KPI reference	Key Aim	Q4 Progress	Target	Commentary	Head of Service	RAG rating
 <b>Planning and regeneration</b>	1	<a href="#">We will adopt a local plan by 2026</a>	Six-week consultation completed- 5 February-17 March 2024.	2023-4 Submit local plan (Reg 18 consultation). 2024/5 Pre-submission consultation (Reg 19)  Submission of local plan and examination.	Consultation generated over 600 responses. These are being assessed before being reported to Local Plan Committee who will consider the need for changes before a report to Council to agree the Regulation 19 Plan.	Chris Elston	
	2	<a href="#">We will deal with your planning applications for major, minor, and other developments by consistently meeting and exceeding the government's targets of 60%, 65% and 80%, respectively.</a>	The team have exceeded the national targets for major and other applications but have fallen beneath the 65% target for minor applications this quarter. This has been due to the team carrying a number of vacancies and some unforeseen staff absences.	Major- At least 60% of applications determined within 13 weeks.  Minor- At least 65% of applications determined within 8 weeks.  Other- At least 80% of applications determined within 8 weeks.	<b>87.5%</b> 14 out of 16 major determined in time.  <b>58.33%</b> 28 out of 48 minors determined in time.  <b>89.42%</b> 93 out of 104 other applications determined in time	Chris Elston	

			<p>However, performance on the minor category exceed the national target for the whole of the financial year at 76.31%.</p> <p>Performance on majors for the whole of the financial year was 87.50% and others was 89.42%.</p>				
	3	<p><a href="#">We will have developed a new local design guide, and new developments will comply with it.</a></p>	<p>Work continues on the new Good Design Guide for North West Leicestershire.</p>	<p>2023-4 Develop a new Design Guide for North West Leicestershire adopting current best practice in accordance with the Governments National design guide.</p> <p>Undertake public consultation on the new Design Guide for North West Leicestershire.</p> <p>2024/5</p>	<p>Although public consultation was not undertaken in Q4, a number of important stakeholders including LCC Highways, National Forest Company, Active Together (formerly Leicester &amp; Rutland Sport) and some selected developers were consulted on the draft document and their feedback will be helpful in developing the final draft for public consultation.</p> <p>Public consultation will take place later in the year and with adoption due by the end of Q4 2024/5.</p>	Chris Elston	

				<p>Adopt the new design guide for North West Leicestershire.</p> <p>New development complies with the requirements of the adopted design guide.</p>			
	4	<a href="#">We will effectively manage unauthorised development.</a>	N/A	<p>Work begins in 2024/5. Adopt a new local enforcement plan by the end of Q2 24/25</p> <p>Monitor and measure response times against the targets set out in the adopted Local Enforcement Plan and report biannually to Planning Committee in Q3 and 4 24/25</p>	Work on this KPI has not yet begun, the next key milestone for this project is Q2 24/25- so nothing to report currently.	Chris Elston	


	5	<a href="#">We will have delivered our ambitious Coalville Regeneration Framework.</a>		Quarterly progress statement plus an additional Annual Framework review in Q4	Refresh will commence Q1 April/May/June 2024/25.	Paul Wheatley	
	6	<a href="#">We will have developed a regeneration framework and will be on the way to supporting thriving towns, villages, and communities across the district.</a>		Work begins in Q4 with the production of the NWL Regeneration Framework	Framework to be published in Q1 24/25- currently awaiting the input of the scrutiny committee.	Paul Wheatley	
 <p><b>Housing and Communities</b></p>	7	<a href="#">We will provide a high-quality housing service to our tenants.</a>		2023/4 First data publication	<p>Our overall Tenant Satisfaction Measure for the Housing service is 64% (annually updated)</p> <p>The regulator has indicated it will be late summer/early autumn 2024 before benchmarking data from across the sector will be available and published which will enable us to set targets. Actions to address this are:</p> <ul style="list-style-type: none"> <li>- Investment of over £4m in catch up repairs.</li> </ul>	Jane Rochelle	

					<ul style="list-style-type: none"> <li>- Initial restructuring of resources to bring greater focus on repairs and compliance.</li> <li>- Number of policy changes including repairs, ASB and compensation.</li> <li>- Instigation of cross-party Housing Improvement Board and associated Improvement Plan.</li> </ul>		
	8	<a href="#">We will deliver an excellent repairs' service.</a>		2023/4 First data publication	<p>Our overall Tenant Satisfaction Measure for the repairs service is 62% (annually updated).</p> <p>The regulator has indicated it will be late summer early autumn 2024 before benchmarking data from across the sector will be available and published which will enable us to set targets. Actions to address this are:</p> <ul style="list-style-type: none"> <li>- Investment of over £4m in catch up repairs.</li> <li>- Initial restructuring of resources to bring greater focus on repairs and compliance.</li> </ul>	Jane Rochelle	



					<ul style="list-style-type: none"> <li>- Number of policy changes including repairs, ASB and compensation.</li> <li>- Instigation of cross-party Housing Improvement Board and associated Improvement Plan.</li> </ul>		
	9	<a href="#">Our private rental tenants across the district are able to live safely in their homes.</a>	100%	100% of Landlords contacted within the specified time-period within the MEES policy for non-compliance	<p>All landlords were contacted within the specified time.</p> <p>The number of non-compliant properties following enforcement intervention in Q4 has reduced from 64 in Q3 to 47 in Q4.</p> <p>The baseline number in September 2023 was 118 non-compliant properties.</p>	Paul Sanders	
				Creation of a Private Sector Housing Charter.	This is a target that will be reported annually in quarter four.		


	10	<a href="#">Our food businesses meet food safety standards.</a>	81.5%	2023/24 80% of food businesses having a hygiene rating of 5 (very good)	81.5% of food businesses in the district currently have a food hygiene rating of 5. Rating breakdown: 5 – 674 4 – 106 3 – 38 2 – 4 1 – 4 0 – 1	Paul Sanders	
--	----	---	-------	---	---	--------------	--

	11	<a href="#">Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities.</a>	Achieved	The leisure centres will be assessed independently against a national standard and achieve a 'good' or higher rating. (This will be provided annually in Q3.	As reported in Q3 Quest is the national Sport England recommended independent assessment to assess levels of customer service in leisure centres. Full assessments are undertaken biennially with a direction of travel review being undertaken in the interim year. Both assessments include a mystery customer visit. Facilities are ranked as either Excellent, Very Good, Good, Satisfactory, or Unsatisfactory.  In June 2023 Whitwick and Coalville Leisure Centre had a full assessment and was classed as 'Excellent'.  Ashby Leisure Centre and Lido had a full assessment in May 2022 when it was classed as 'Very Good'. Consequently, a Direction of Travel Review was undertaken in May 2023 where the assessment of 'Very Good' was upheld.	Paul Sanders	
 <b>Clean</b>	12	<a href="#">We will have reviewed our waste service so that it is easy for the public to use</a>	Baseline KPI 43 % - achieved	<b>46.6% Recycling rate 2021/22</b>	- We have seen a drop in recycling rates in 2022/23 to 43% (within baseline of KPI). This was due to collecting	Paul Sanders	

		<p><a href="#">and our recycling performance will be improved.</a></p>		<p><b>We saw the reduction of our recycling rates by 3.6% during 2022/23 to 43% however this meets our planned target as set out in the KPI</b></p>	<p>1836 less tonnage of garden waste owing to the hot summer months of 2022. Similar falls were seen in other Districts. NWLDC remains the second highest recycling rate amongst local authorities within Leicestershire and are the 9th highest authority in the East Midlands of 39 local authorities.</p> <ul style="list-style-type: none"> <li>- Householdwaste (black bin) disposed of has reduced per person by 36.7kg which is the highest reduction in Leicestershire.</li> <li>- The implementation of a weekly collection service for food waste is on track for district wide collections by April 2025.</li> <li>- Waste Services review on dry recycling collections is on track, following further investigation in the three selected methods. Public and Staff consultations are</li> </ul>		
--	--	--	--	---	--	--	--

					being completed and will be communicated. Operational requirements for cost, staffing and disposal contracts are now being completed through our consultants Eunomia. These will be presented to Members vis workshops and Scrutiny and Cabinet submission in Q3 ready in time for budget consideration.		
	13	<a href="#">We will aim to be carbon neutral as a Council by 2030, and as a district by 2050.</a>		<b>2023/4 Development of assessment work and target setting</b>	We are progressing our EV fleet plans and developing our whole approach to address the 2030 target. The focus as present is on calculating the baseline particularly around our buildings. A similar approach is being taken with our housing stock, which whilst is part of the 2050 target this asset management information will be ready in Q3 of this year. Once these are achieved, we will be able to address the plan for managing our zero-carbon programme going forwards.	Paul Sanders	

	14	<a href="#">We will increase the biodiversity of our District.</a>	<p>Major Developments now subject to BNG target affecting applications from 12/2/24. New target and therefore data not currently available.</p> <p>Temporary exemption for non-major development (until April 2024).</p> <p>Development which is not defined as major development under Article 2 Town and Country Planning (Development Management Procedure) (England) Order 2015 is exempt until 2 April 2024.</p> <p>The exemption will continue to apply to section 73 permissions where the original permission which the section 73 relates to was subject to this temporary exemption.</p>	<p><b>10% Biodiversity Net Gain on large developments with planning permission</b></p>	<p>Biodiversity net gain requirements for all planning application types other than householder and other similar sized developments are now in force as of the 2<sup>nd</sup> of April. Since BNG became live, only one application has been submitted which is subject to the BNG requirements and it has yet to be determined, so therefore there is no data to currently present on the performance of the team in relation to the delivery of BNG.</p>	Chris Elston	
--	----	--	--	--	---	--------------	--

	15	<a href="#">We will have produced a Tree Management Strategy to better manage our tree stock.</a>		2023/24 Cataloguing of Housing tree estate complete.	<p>Work on developing the tree management strategy continues and will include how the Council will manage its trees and hedgerows. General fund is all catalogued, risk assessed and being managed in line with best practice.</p> <p>Due to resource and procurement pressure work to catalogue and risk assess the trees in our housing portfolio has been delayed. This will be addressed over the coming year.</p> <p>Due to this we are changing our approach to this target and will publish our Tree Management Plan in advance of having all data on all our trees and hedgerows. Whilst the two are linked, they can be developed independently. This is aimed to be published by Q3. The KPI will be updated accordingly.</p>	Paul Sanders	
	16	<a href="#">Our customers are at the heart of everything we do.</a>		2023-4 70% of Complaints responded to on time by end of year	<p>Stage 1 – 66%</p> <p>Stage 2- 56%</p>	Nichola Oliver	

	17	<a href="#">We will provide value for money services.</a>		Unqualified Opinion to be provided	It was intended to have the 2021/22 Statement of Accounts signed off by Audit and Governance Committee on 10 April 2024. However, this is no longer feasible as there is insufficient capacity in the external audit team.	Anna Crouch	
	18	<a href="#">We live within our means.</a>		Zero funding gap	A deficit of £333k reported at Quarter 3 for the General Fund. The funding gap has reduced over the medium term as a result of budget options proposed for 2024/25.	Anna Crouch	



## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 23  
MAY 2024

<b>Title of Report</b>	<b>2023/24 QUARTER 3 GENERAL FUND AND HOUSING REVENUE ACCOUNT (HRA) UPDATE</b>	
<b>Presented by</b>	Paul Stone Director of Resources/S151 Officer	
<b>Background Papers</b>	<a href="#">2023/24 Quarter 3 General Fund Finance Update - Cabinet 26 March 2024</a>  <a href="#">2023/24 Quarter 3 Housing Revenue Account HRA Finance Update - Cabinet 26 March 2024</a>	<b>Public Report:</b> Yes
<b>Financial Implications</b>	The report outlines the financial position of both the General Fund and Housing Revenue Account as at Quarter 3 2023/24.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	No legal implications arising from this report.	
	<b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	Any staffing implications of this report are detailed in the body of the report and the attached appendices.	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	To provide Corporate Scrutiny with an update on the financial position for the General Fund and HRA as at Quarter 3 2023/24.	
<b>Recommendations</b>	<b>THAT CORPORATE SCRUTINY COMMITTEE NOTES:</b>  <b>1. THE FORECAST OVERSPEND ON GENERAL FUND FOR 2023/24</b> <b>2. THE FORECAST OVERSPEND ON THE HOUSING REVENUE ACCOUNT 2023/24</b>	

**1.0 PURPOSE OF THE REPORT**

- 1.1 To update Members on the financial position of the Council following the third quarter's budget monitoring exercise for both the General Fund and Housing Revenue Account details of which were reported to Cabinet on 26 March 2024.

## 2.0 GENERAL FUND

2.1 The projections at quarter 3 forecast an overspend of £333k. Appendix A provides detail of the report presented to Cabinet on 26 March 2024. There are a number of variances which make up the forecast outturn and these are highlighted in paragraph 2.1.4 of the General Fund Report shown in Appendix A.

2.2 The report reveals an overspend in the 2023/24 financial year. However, it is important to note that these overspends are largely attributable to one-off activities or temporary measures that have been implemented. For example:

- Industrial action within the waste collection services necessitated additional expenditure to maintain service continuity.
- A delay in the delivery of new vehicles led to increased costs due to the need for extended vehicle hire.
- Earlier in the year, there was a deficit due to the loss of rental income; however, this has been partially mitigated as some previously unoccupied industrial units are now tenanted.

2.3 The report indicates that these are not recurring costs and are associated with unforeseen circumstances or investments that will not persist into future budgets.

2.4 Although Appendix A contains detailed information, Cabinet Members expressed concerns regarding additional specific items for which a more detailed summary is provided below.

- **Planning and Development – Agency Costs:** There was an initial reliance on agency staff early in the year to maintain service continuity. Recent trends indicate a reduction in these costs.

- **Tanyard House Vacancies:** Half of the units at Tanyard House are currently unoccupied, with one unit becoming vacant in November 2023 and two others remaining vacant throughout the year.

- **Whitwick Business Centre Repairs:** Unforeseen repair costs for the boiler, roof, and doors at Whitwick Business Centre arose, which were not accounted for during the accommodation project.

- **Whitwick Business Centre Business Rates:** Due to vacant units, the Council was liable for the business rates for the unlet units.

- **Courtyard Vacancies:** Out of 16 units, three are vacant, including one that was vacated at the end of May. Due to enforcement action against an occupier, outstanding rent is unlikely to be recovered.

- **Council Offices Overspends:** Financial overruns have occurred due to holding costs associated with the inability to demolish the council offices until items are cleared and the CCTV feed is redirected to Stenson House. Appropriate storage solutions are being identified for items that must be retained.

- **Leisure Contract Utilities:** The additional costs for utilities under the leisure contract with Everyone Active are variable, depending on usage and market prices for gas and electricity. A business rates appeal has been lodged in relation to the ratable value at the Whitwick and Coalville Leisure Centre.

- **Increased Vehicle Hire:** There was a notable increase in vehicle hire, with five refuse vehicles being rented during the fiscal year 2023/24 due to a delay in the delivery of new vehicles.

- **Refuse and Recycling Agency Costs:** High levels of staff sickness averaging 11% have led to increased agency costs in refuse and recycling services. Additional human resources capacity has been identified to work with service managers as part of the Council's transformation programme.

- **Overtime Expenditure:** Industrial action and subsequent work backlogs have necessitated overtime, contributing to increased labour costs within Waste Services.

- **Newmarket Income Challenges:** The Marlborough Square works have disrupted the market, resulting in a dip in interest from new traders for both market and casual stalls. Marketing efforts continue to encourage interest.

- **Procurement Consultancy:** A consultancy was engaged to ensure procurement compliance, with the contract ending in March 2024. A Procurement Officer has been hired on an interim basis, with a plan to review options of how the service can be delivered in the future.

2.5 The summary above provides an overview of the key financial and operational challenges faced, highlighting areas of concern such as vacancy rates, unexpected repair costs, and increased agency and labour expenses. Strategic planning and proactive management will be essential in addressing these issues moving forward.

2.6 As well as the detailed variances, Appendix A also provides details of the following:

- **Supplementary Estimates:** Approval was sought for supplementary estimates detailed in Appendix 2 of the original Cabinet Report, with a focus on those above £100k that are externally funded and those requiring Council funding.

- **Capital Programme:** Updates on the capital programme including a revised General Fund Capital Programme detailed in Appendix 5 of the original Cabinet Report, with significant expenditures on fleet replacement, accommodation projects, and Marlborough Square improvements.

- **Special Expenses:** The report forecasts the outturn figures for special expenses based on quarter 3 information, with variances in areas like Coalville and Whitwick, and a total net revenue forecast of £606k for 2023/24.

### 3.0 HOUSING REVENUE ACCOUNT (HRA)

3.1 The HRA is predicting an overspend of £94k for 2023/24 based on quarter 3 data. The key variances are:

- £552k forecast underspend on staff. This is due to a number of vacant posts across the organisation. Interim staff are used where recruitment is challenging. This underspend is offset by a shortfall in income recharges to capital schemes which are forecast to be £305k lower than budgeted.

- Improvement in expected investment income of £100k due to higher interest rates.
- £101k adverse variance for expenditure on procurement due to an improvement in the way procurement advice is provided and a significant volume of procurement work for the HRA as part of the improvement plans.
- £164k additional interest on debt as some loans split between the General Fund and HRA were not included in the budget.
- £110k forecast overspend on Finance recharges. This is due to use of interim staff to cover roles which have been difficult to recruit to.

3.2 The HRA has a reserve balance of £7.2m, with £6.2m earmarked for capital projects and debt repayment.

3.3 The capital programme broadly consists of the Improvements and Modernisation programme as well as the New Build Programme. Further details of the Modernisation Programme are detailed in section 2.3.3 of the HRA report shown in Appendix A.

3.4 The forecast outturn demonstrates expenditure on the Improvements and Modernisation programme of £7.7m, but a low level of expenditure on the New Build programme due to schemes being at the design stage and also delays in procuring contractors.

#### 4.0 SUMMARY

4.1 The General Fund position is primarily due to one-off, non-recurring expenses. Where variances exist, the Council seeks to mitigate these ensuring financial stability.

4.2 The Council is actively enhancing the services provided by the HRA, focusing on the well-being of tenants. Efforts include an independent review of processes, employing contractors to address repair backlogs, IT system reconfiguration for better efficiency, filling essential positions, and developing a comprehensive action plan for service improvement. These steps are part of a broader strategy to ensure high-quality service delivery.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	- A well-run council
Policy Considerations:	Capital Strategy 2023/24 Treasury Management 2023/24
Safeguarding:	None.
Equalities/Diversity:	None.
Customer Impact:	None.
Economic and Social Impact:	None.
Environment, Climate Change and zero carbon:	None.

Consultation/Community Engagement:	None.
Risks:	Overspending can necessitate the use of reserves, which are set aside to cover unexpected expenses or revenue shortfalls.
Officer Contact	Paul Stone Director of Resources <a href="mailto:paul.stone@nwleicestershire.gov.uk">paul.stone@nwleicestershire.gov.uk</a>

This page is intentionally left blank

**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL  
CABINET – TUESDAY, 26 MARCH 2024**

<b>Title of Report</b>	<b>2023/24 QUARTER 3 GENERAL FUND FINANCE UPDATE</b>	
<b>Presented by</b>	Councillor Nick Rushton Corporate Portfolio Holder  PH Briefed <input checked="" type="checkbox"/>	
<b>Background Papers</b>	<b>Cabinet 19 September 2023:</b>  <a href="#">2023/24 Quarter 1 General Fund and Housing Revenue Account (HRA) Finance Update</a>	<b>Public Report:</b> Yes
	<b>Cabinet 21 November 2023:</b>  <a href="#">2023/24 Quarter 2 General Fund and Housing Revenue Account (HRA) Finance Update</a>	<b>Key Decision:</b> Yes
<b>Financial Implications</b>	Any financial implications of this report are detailed in the body of the report and the attached appendices.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	No legal implications arising from this report.	
	<b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	Any staffing implications of this report are detailed in the body of the report and the attached appendices.	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	To provide Cabinet with an update on the financial position on the General Fund as at Quarter 3 2023/24.	
<b>Reason for Decision</b>	To update Cabinet on Quarter 3 and request approval for supplementary estimates as detailed in the recommendations below.	
<b>Recommendations</b>	<b>CABINET IS RECOMMENDED TO:</b> <ol style="list-style-type: none"> <li><b>1. NOTE THE FORECAST OVERSPEND ON GENERAL FUND FOR 2023/24 OF £333K BASED ON QUARTER 3 INFORMATION.</b></li> <li><b>2. NOTE THE SPECIAL EXPENSES FORECAST OUTTURN FIGURES FOR 2023/24 BASED ON QUARTER 3 INFORMATION.</b></li> </ol>	

	<p><b>3. NOTE THE SUPPLEMENTARY ESTIMATES DETAILED ON APPENDIX 2 WHICH ARE BELOW £100K AND ARE EXTERNALLY FUNDED.</b></p> <p><b>4. APPROVE THE SUPPLEMENTARY ESTIMATES DETAILED ON APPENDIX 2 WHICH ARE ABOVE £100K AND ARE EXTERNALLY FUNDED.</b></p> <p><b>5. APPROVE ALL SUPPLEMENTARY ESTIMATES DETAILED ON APPENDIX 2 WHICH REQUIRE COUNCIL FUNDING.</b></p> <p><b>6. NOTE THAT THE SUPPLEMENTARY ESTIMATES DETAILED ON APPENDIX 2 WHICH ARE ABOVE £250K AND ARE EXTERNALLY FUNDED.</b></p> <p><b>7. NOTE THE REVISED GENERAL FUND CAPITAL PROGRAMME DETAILED IN APPENDIX 5.</b></p>
--	---

**1.0 PURPOSE OF THE REPORT**

- 1.1 To inform Members of the spending position for the period 1 April 2023 to 31 December 2023 for the Council’s General Fund focusing on the significant variances from the approved budgets. It should be noted that due to the ongoing implementation of the new finance system, the ongoing audit of the 2021/22 Statement of Accounts and the vacancies within the Finance team, the in-depth analysis of the figures which would usually be undertaken has not been possible. Therefore, the focus has been on reporting the major variances based on the information available and discussions between Finance and the budget holders.
- 1.2 To update Members on supplementary estimates requested and to request approval for those over £100k which are externally funded and for approval for those over £100k which are Council funded.
- 1.3 To update Members on the capital programme for the period 1 April 2023 to 31 December 2023 on the proposed resourcing of the capital programme and the level of Council capital resources available, including capital receipts.
- 1.4 To update Members on the changes to the capital programme and note the variations to scheme budgets and re-profiling of budgets to future years.
- 1.5 To provide Members with an update on the Council’s Treasury Management activity during the period 1 April 2023 to 31 December 2023.

**2.0 GENERAL FUND**

**2.1 General Fund Revenue**

- 2.1.1 Table 1 below summarises the third quarter position summarised by Directorates. The current projections are that an overspend of £333k on the overall General Fund budget is expected to occur for 2023/24.



**Table 1 – General Fund Revenue 2023/24 Quarter 3 Forecast Outturn Position**

Directorate	Annual Budget	Forecast Outturn	Forecast Outturn Variance
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
Chief Executive Directorate	2,672	2,721	49
Place Directorate	2,446	2,918	472
Communities Directorate	7,936	8,786	850
Resources Directorate	3,439	3,938	499
Corporate & Democratic Core (CDC) & Other Budgets	896	299	(597)
<b>NET COST OF SERVICES</b>	<b>17,389</b>	<b>18,725</b>	<b>1,336</b>
Net Recharges from General Fund	(1,694)	(1,835)	(141)
<b>NET COST OF SERVICES AFTER RECHARGES</b>	<b>15,695</b>	<b>16,827</b>	<b>1,132</b>
Corporate Items & Financing	1,444	760	(684)
<b>NET REVENUE EXPENDITURE</b>	<b>17,139</b>	<b>17,587</b>	<b>448</b>
Contribution to/(from) Balances/Reserves	(52)	(52)	0
<b>NET EXPENDITURE (AFTER RESERVE CONTRIBUTIONS)</b>	<b>17,087</b>	<b>17,535</b>	<b>448</b>

Financed By	Annual Budget	Forecast Outturn	Forecast Outturn Variance
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>TOTAL FUNDING AVAILABLE</b>	<b>(17,087)</b>	<b>(17,202)</b>	<b>(115)</b>

<b>FORECAST (UNDERSPEND) / OVERSPEND</b>	<b>0</b>	<b>333</b>	<b>333</b>
--	----------	------------	------------

2.1.2 Cabinet should note that the estimated overspend at quarter three is a forecast only and may reduce or increase. A considerable amount of work is still required between now and the end of the financial year to bring the ledger up to date. It is a top priority for Finance over the coming weeks to ensure this happens and the team are actively working on ways to improve current processes to prevent the backlog in transactions occurring next financial year. The Council's Section 151 Officer recognises the urgency to address the current situation regarding the backlog in transactions. Despite this challenge, he is confident in the robustness of the financial forecasts. The Finance Team has been diligently working to process all transactions as swiftly as possible while maintaining accuracy and compliance with regulatory standards. The Council understand the importance of timely financial reporting and are committed to resolving these delays. In the interim, our forecasts have been carefully constructed by collaborating closely with officers from all departments.

2.1.3 There are a number of variances that make up the forecast outturn detailed above. Appendix 1a gives a more detailed analysis of the forecast outturn variances by service area along with Appendix 1b which provides a more detailed list of the major variances. It should be noted that

there is considerable overspending detailed on employees against service areas but this is in part offset by the £651k budget held Corporately for the pay award for 2023/24.

2.1.4 A summarised analysis of the major factors are detailed below along with mitigating factors which service areas have identified to offset some of these areas of overspending:

#### **Place Directorate £535k**

- Property £376k – there is a forecast overspend in the region of £109k on the Courtyard development of which £28k is due to a significant leak in the roof which required emergency works - some of this should be claimed back from the insurers but the amount is unknown at the time of reporting. The remaining £81k on the Courtyard development is due to reduced income from vacant units, reduced rent periods and one unit which is under enforcement action but unlikely to recover the debt. The rent-free periods offered to two tenants was due to a leak which the Council are hoping to recover from our insurers and may total £28k. Whitwick Business Centre is forecasting an overspend of £218k due to repairs, business rates and loss of from vacant units.
- Planning £192k – this is largely due to a forecast overspend of £206k on additional agency costs. The service faces a challenge of balancing its budget and meeting its demand. One of the main reasons for the budget overrun is the high agency costs incurred due to the difficulty of filling key positions. Therefore, it is essential to invest in the recruitment and retention of qualified staff who can deliver the service effectively and efficiently. The Planning Service has been advised that two major and strategic applications for residential and employment development are expected to be submitted in Quarter 4 and if both applications are submitted the fee income received would likely be between £450-600k. There is a risk the fee income may not be received until the 2024/25 financial year.

#### **Community Services Directorate £850k**

- Leisure Services £230k – the majority of this overspend (£135k) relates to the leisure contract. As part of the leisure contract the contractor can claim additional funding to cover significant increases in the price and cost of electricity and gas, subject to a utility benchmarking exercise being undertaken. Any amount claimed in 2023/24 will depend on utility prices and the profitability of the leisure centres during the year. The forecast is based on the agreed figure for 2022/23.
- Waste Services £637k – there is an overspend of £216k from increased vehicle hire costs due to the delayed delivery of refuse vehicles and the cost of temporary vehicle hire for the replacement of ageing fleet vehicles. Agency staff costs are overspent by £118k due to high levels of sickness within the service (averaging 11%), an increase in overtime of £114k due to industrial action, the need to clear the backlog of work and repairs to ageing fleet. Salaries are forecast to be £78k overspent but this is offset by the corporately held pay award budget. The vacancy saving of £78k wasn't achieved due to the statutory nature of the service being provided. There are further additional overspends due to increased purchase of vehicle parts due to an ageing fleet and the loss of income £137k from the HRA empty homes contract as the service was halted due to union action. These overspends are partly offset by increased income of (£133k) from recycling. The figures will be reviewed before the final outturn report to try and further mitigate these overspends wherever possible.
- Strategic Housing (£296k) – this underspend has occurred due to Housing utilising external grant income received for the Rough Sleeping Initiative and Ukraine specific Homelessness Prevention Grant to fund expenditure already included within the revenue budget leading to this saving.

#### **Resources Directorate £499k**

- ICT £61k – this is largely due to costs relating to the Accommodation project in relation to cloud back up and storage. The wi-fi solution costs for the new sites cost more than originally budgeted as well as additional works at Stenson House for a backup network to support CCTV in the event of network outage. The backup line was not part of the original design.
- Finance £425k – there is an overspend on agency and recruitment costs of £313k (please see section 2.1.4 below). This overspend is partly offset by (£110k) recharged to the Housing Revenue Account (HRA). There is also an overspend on insurance premiums of £117k of which (£58k) has been recharged to the HRA.

### **Corporate, Financing and Other Budgets (£1,312k)**

- Pay award (£651k) – the Council included 4% in the 2023/24 budget for the pay award which was held Corporately. The actual pay award received was £1,925 per full time equivalent. The overspend on the pay award is reflected within the service areas and the underspend on the Corporate cost centre which largely offsets the overspend, although not fully.
- Investment Income (£470k) – this increase is largely due to the further increases in interest rates by the Bank of England. Additionally, investment balances have been higher than expected due to a number of factors including delayed repayment of grants to central government, increased level of reserves, slippage in capital programmes and extended periods between receipts and payments.
- Financing Costs (£214k) - the original budget included the cost of £2.8m of external debt being required in 2023/24, however, due to slippage on the Capital Programme, careful cash management and higher than forecast investment balances, this external debt has not been required, thereby reducing debt interest costs. Nonetheless, as we have had cash available and borrowing interest rates have not been favourable, we have not needed to take on any new external debt. The Council may at some point in the future have to convert some of the internal debt (currently £39.7m) into external debt, which will then increase the debt funding requirement.

2.1.5 There continues to be pressures within the Finance Team budget due to the continued delays in the production and audit of the Council's 2021/22 and 2022/23 Statement of Accounts. The Team is also experiencing issues with the recruitment and retention of key positions. These are currently being filled using interim support and are essential for getting the Finance Team back on track with both the new finance system, which was implemented on 1 April 2023 and the closedown of the Council's accounts, particularly as the end of the financial year for 2023/24 is also fast approaching. All additional costs will be offset against the increase in income from treasury management activities.

2.1.6 Although the overall forecast outturn detailed above is showing a £333k overspend, services are working to mitigate these areas of overspending, as detailed in the bullet points above, along with the potential of increased Planning fee income which would mitigate against the current overspend position. If this position is not recovered, the Council will need to fund the overspend from Council reserves.

## **2.2 Virements**

- 2.2.1 A virement is where one or more budget(s) are reduced to fund an increase in another budget(s). There is no net change in the total budget agreed by Council arising from a virement.
- 2.2.2 New virement approval levels were approved as part of the constitution by Council in February 2023. These approval levels are detailed in Appendix 2(a).
- 2.2.3 There are no virements within quarter three which require approval by either Cabinet or Council.

## **2.3 Supplementary Estimates**

- 2.3.1 Supplementary estimates are a new process that was also approved as part of the constitution by Council in February 2023 as per paragraph 2.2.2 above.
- 2.3.2 A supplementary estimate is an addition to the Council's agreed budget and should only be considered after all other options such as virements or savings have been considered.
- 2.3.3 Supplementary estimates include budgets fully funded by external grants or contributions.
- 2.3.4 All supplementary estimates which require Council funding require Cabinet approval whereas those fully externally funded are reported to Cabinet below £100k but require approval over £100k.
- 2.3.5 Appendix 2 details all supplementary estimates grouped by value and funding with details of the reasons for the requests. As can be seen from Appendix 2, the total external funding to be included in the 2023/24 budgets is £975k (of which £156k is capital) and the total to be transferred from reserves is £107k (of which £42k is capital).

## **2.4 Section 106**

- 2.4.1 Section 106 funds of £7.4m were held by the Council as at 31 March 2023. During the financial year, the Council has received an additional £0.45m contributions and £1.05m has been spent by several organisations including the Council as well as parish councils, health authorities etc. A breakdown of the £6.8m balance as at 31 December 23 is provided at Appendix 3.
- 2.4.2 Future quarterly reports will be developed to provide further detailed information to Members on the status of monies spent or held through S106 agreements and their expiry date where relevant.
- 2.4.3 For information, the figure provided on the reserves balance for S106 in Table 2 below will not reconcile to any figures in Appendix 3. This is because the S106 balances consist of both spent amounts, which are accounted for as a Council reserve, and unspent amounts, which are considered a liability as they could potentially be refunded to the payer.

## **2.5 General Fund Reserves**

- 2.5.1 The Council holds reserves that are earmarked for a particular purpose and are set aside to meet known or predicted future expenditure in relation to that purpose. The reserves are monitored alongside the budget as part of budget monitoring.

- 2.5.2 Assuming that reserves are utilised in line with the timescales agreed as part of their approval, reserves represent an effective means of utilising surpluses and underspends and ensuring delivery of projects.
- 2.5.3 Best practice indicates that reserves, if set aside for specific purposes should be spent in accordance with projections. Finance clinics (this is a dedicated meeting between finance officers and Heads of Service/Team Managers) focus on ensuring that earmarked reserves are expended in a timely manner in line with the purposes in which they have been set aside.
- 2.5.4 Table 2 below summarises the forecasted position in respect of earmarked reserves and other reserves held by the Council. Full details by service can be found in Appendix 4.

**Table 2 – Usable Reserves forecast at 31 March 2024**

Reserves	Balance at 01/04/2023 £m	Forecast Spend £m	No longer required £m	Forecast balance at 31/03/2024 £m
<u>General Fund</u>				
General Fund Earmarked Reserves	6.605	(0.965)	(0.080)	5.560
General Fund General Reserves (agreed minimum balance)	1.544	0.000	0.000	1.544
Medium Term Financial Plan (MTFP) Reserve	7.937	(0.10)	0.080	7.917
	16.086	(1.065)	0.000	15.021
<u>Other</u>				
S106 *	1.968	0.000	0.000	1.968
	<b>18.054</b>	<b>(1.065)</b>	<b>0.000</b>	<b>16.989</b>

\* Balance at 01/04/23, please also see paragraph 2.4.3 above

## 2.6 General Fund Capital

- 2.6.1 Table 3 below details the quarter three position on the 2023/24 capital programme. Spend up to the end of quarter three was £4.5m, the three biggest areas of expenditure are in relation to Fleet Replacement, Accommodation Project and Marlborough Square Improvements. Full scheme-by-scheme analysis can be found in Appendix 5.

**Table 3 – Quarter 3 2023/24 Outturn on the General Fund Capital Programme**

Directorate	Original Budget	C/Fwd	In-Year Changes	Revised Budget	Expenditure as at Qtr 3	2023/24 Forecast Outturn	Variance	Carry Forward to Future Years
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place	2,843,155	7,444,583	- 5,764,108	<b>4,523,629</b>	2,237,613	4,299,620	<b>224,009</b>	6,281,470
Community	3,435,540	7,251,119	- 6,404,252	<b>4,282,407</b>	2,090,463	4,453,596	- <b>171,189</b>	6,750,156
Resources	158,000	151,183	- 79,344	<b>229,839</b>	150,644	229,839	-	56,344
<b>Total</b>	<b>6,436,695</b>	<b>14,846,885</b>	<b>- 12,247,705</b>	<b>9,035,875</b>	<b>4,478,720</b>	<b>8,983,055</b>	<b>52,820</b>	<b>13,087,970</b>

- 2.6.2 The 2023/24 outturn is forecast to be £8.98m against revised budget of £9.04m. Schemes with the significant expenditure for the year include:

**Accommodation Project** – This is refurbishment works on Stenson House, a new customer service centre and Whitwick Business Centre. The works have now completed, and the buildings are all operational. Expenditure on the works this year is just over £1.82m

**Marlborough Square improvement works** – This is public realm works in Marlborough Square. Construction work is currently underway, and the works are due to complete in May 2024. Spend so far this year is just under £400k.

**Fleet replacement programme** – This is the purchase of environmentally-friendly vehicles to deliver council services. Spend on the programme so far this year is £1.60m.

2.6.3 £13.1m capital budget is projected to be carried forward to future years. This is detailed in Table 4 below.

**Table 4 – Reprofiling of budget to future years**

Directorate	Reprofiled to 2024/25	Reprofiled to 2025/26	Reprofiled to 2026/27	Total
	£'000	£'000	£'000	£'000
Place	5,128,547	1,152,923	-	<b>6,281,470</b>
Community	6,750,156	-	-	<b>6,750,156</b>
Resources	56,344	-	-	<b>56,344</b>
<b>Total</b>	<b>11,935,047</b>	<b>1,152,923</b>	-	<b>13,087,970</b>

2.6.4 The two largest budgets that have been re-profiled is £3.8m in relation to fleet replacement and £2.4m in relation to Disabled Facilities Grants. The fleet replacement is mostly due to long lead-in times in sourcing appropriate environmentally vehicles. There is a review underway in relation to Disabled Facilities Grants and therefore the expenditure has been reprofiled to future years.

## 2.7 Changes to the Capital Programme

2.7.1 Schemes in the capital programme are grouped under two categories and these are:

Development Pool: These are schemes not yet fully costed or funding sources identified. A full business case is required to be prepared and presented to the newly implemented Capital Strategy Group for consideration before the scheme can go ahead.

Active Programme: Schemes in this category have been approved (by either Capital Strategy Group, Cabinet or Council), fully funded and are being delivered.

2.7.2 Table 5 below details schemes for Cabinet approval to move from the development pool to the active projects.

**Table 5 – Scheme Movements and New Schemes**

Scheme	Budget £'000	Reason for Movement
<b>Existing Schemes moved from Development Pool to Active Programme</b>		
UKSPF: National Forest	126,500	Considered by Capital Strategy Group and approved to transfer from development pool to active programme subject to Cabinet Approval.
UKSPF: Moira Furnace	100,000	Considered by Capital Strategy Group and approved to transfer from development pool to active programme subject to Cabinet Approval.
	<b>226,500</b>	
<b>New Schemes</b>		
Whitwick and Coalville LC - Solar Panels	246,759	Considered by Capital Strategy Group and approved to be added to the active programme subject to Council Approval.
Parks Depot Storage Facility	22,000	Considered by Capital Strategy Group and approved to be added to the active programme subject to Council Approval.
Hermitage 3G Pitch - Lighting Column	20,000	Considered by Capital Strategy Group and approved to be added to the active programme subject to Council Approval.
	<b>288,759</b>	

2.7.3 As detailed in Table 5, there are three new schemes to be added to the Capital Programme that require Council approval:

**Whitwick and Coalville Leisure Centre – Solar Panels**

The Council has been awarded potential funding of £242,259 from Sport England as part of the Swimming Pool Support Fund to install additional solar panels at Whitwick and Coalville Leisure Centre. Match funding of £4,500 was applied to the funding application meaning a total project value of £246,759. The project is very much in its infancy and a business case is being developed prior to seeking corporate approval to deliver the project. A further report will be taken to Scrutiny, Cabinet and Council for approval.

**Park Depot Storage Facility**

A storage building at the Parks Depot has recently been identified as structurally unsound and in need of urgent demolition and replacement. Due to the need to maintain the parks depot as a safe and active site, a decision was taken on Health and Safety grounds to proceed with the demolition as soon as arrangements could be made. Work has now commenced. A replacement shed building will also be required to replace the accommodation that will be lost. There is no budget provision in the capital programme to cover the cost of this work at the current time and therefore it is proposed that £22,000 needs to be transferred from the Business Rates Reserve to cover the necessary expenditure. Retrospective authority will be sought from Council.

**Hermitage 3G Pitch – Lighting Column**

During routine inspections it was identified that a column was dangerous and required urgent replacement. Due to the urgent need to replace the lighting column, a decision was taken on Health and Safety grounds to proceed with the works. There is no budget provision in the capital programme to cover the cost of this work at the current time and therefore it is proposed that £20,000 needs to be transferred from the Hermitage 3G Pitch replacement budget in the capital programme for 2024/25 to cover the necessary expenditure. Retrospective authority will be sought from Council.

### 3.0 SPECIAL EXPENSES

- 3.1 Table 6 below summarises the forecast outturn position for Coalville Special Expenses and Other Special Expense areas. Further information is contained within Appendix 6 which provides a more detailed analysis.
- 3.2 At the end of the third quarter, Coalville Special expenses are forecast to be £5k over budget, Hugglescote Special Expenses on budget and Whitwick Special Expenses £9k over budget, with Other Special expense areas forecasting minor variances. It is forecast that budget shortfalls will be funded from balances available.
- 3.3 The total Special Expenses net revenue forecast for 2023/24 is £606k which is funded through Council Tax £586k, Grants of £16k, earmarked reserves (EMR) no longer required and returned to balances of £8k and a contribution to reserves of £4k.

**Table 6 - Special Expenses 2023/24 Q3 Monitoring & Forecast Outturn Position**

SPECIAL EXPENSES	Approved Budget	Forecast Outturn	Variance
	£'000	£'000	£'000
Annual Recurring Expenditure	591	606	15
Expenditure Requirement	591	606	15
Precept	586	586	0
Localisation of Council Tax Support Grant	16	16	0
EMR's not required – returned to balances	0	8	(8)
Transfer from/(to) reserves	(11)	(4)	7

- 3.4 The major variances are summarised in table 7 below:

**Table 7 – Special Expenses Major Variances**

Special Expenses - Major Variances	£'000
<b><u>Coalville</u></b>	
Events - Summer Event net saving	(3)
Cemetery - reduced burial & monument fees	9
Cemetery, Parks, Recreational Grounds, Open Spaces - reduced Grounds Maintenance recharges	(20)
Parks, Recreational Grounds, Open Spaces - increased repairs & maintenance	16
<b><u>Hugglescote</u></b>	
Cemetery - reduced burial fees	2
Cemetery - reduced Grounds Maintenance recharges	(2)
<b><u>Whitwick</u></b>	
Cemetery - reduced burial fees	10
Cemetery - reduced Grounds Maintenance recharges	(2)

- 3.5 The provisional balances as at 1 April 2023 and the forecast outturn as at 31 March 2024 are shown in table 8 below. As can be seen from the table, three of the Special Expense areas are forecast to be in a deficit position. This is not a sustainable position but following the review of the Special Expenses Policy it's anticipated these deficits will be recovered over future years to ensure that a minimum of 10% balances are retained.



**Table 8 - Forecasted Special Expense Balances 2023/24**

<b>SPECIAL EXPENSE BALANCES</b>	<b>Provisional Balances 01.04.23</b>	<b>Forecast Contribution to/(from) Balances</b>	<b>Forecast Balances 31.03.24 Surplus/ (Deficit)</b>
	£	£	£
Coalville	19,150	991	20,141
Whitwick	7,664	(8,499)	(835)
Hugglescote/Donington Le Heath	17,851	5,480	23,331
Coleorton	1,274	429	1,703
Lockington/Hemington	1,272	1,014	2,286
Measham	1,107	833	1,940
Oakthorpe & Donisthorpe	(17,250)	1,646	(15,604)
Ravenstone	492	912	1,404
Stretton	(1,501)	(219)	(1,720)
Appleby Magna	844	1,764	2,608

- 3.6 A list of the Special expense earmarked reserves as at the end of December 2023 are shown in table 9 below. Appendix 7 gives a more detailed analysis.

**Table 9 - 2023/24 Special Expenses Earmarked Reserves**

<b>EARMARKED RESERVES</b>	<b>Balances 01.04.23</b>	<b>Spend to date</b>	<b>Forecast Spend</b>	<b>Reserves no longer required</b>	<b>Forecast Balance as at 31.03.24</b>
	£	£	£	£	£
Coalville	92,999	(5,297)	(81,775)	(8,223)	3,001
Hugglescote	28,720	-	(11,210)		17,510
Whitwick	9,088	-	(3,088)		6,000
	<b>130,807</b>	<b>(5,297)</b>	<b>(96,073)</b>	<b>(8,223)</b>	<b>26,511</b>

#### 4.0 TREASURY MANAGEMENT

- 4.1 The following outlines the Treasury position and variance to budget of the Council's Treasury management function. The Council's treasury management strategy for 2023/24 was approved at a Council meeting on 23 February 2023. The Council has invested substantial sums of money and is, therefore, exposed to financial risks including the loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk remains central to the Council's treasury management strategy.
- 4.2 Table 10 shows the progression of budgets as at 31 December 2023 for Treasury Management elements.

**Table 10 – Treasury Management Forecast Outturn 2023/24**

<b>Element</b>	<b>Original Budget</b>	<b>Variance</b>	<b>Revised Forecast</b>
	£'000	£'000	£'000

Element	Original Budget	Variance	Revised Forecast
Investment Interest Income:			
<i>Deductions</i>	(189)	(185)	(374)
<i>GF</i>	(423)	(382)	(805)
<i>HRA</i>	(369)	(557)	(926)
<b>Total</b>	<b>(981)</b>	<b>(1,124)</b>	<b>(2,105)</b>
Borrowing Interest Expenditure	2,228	0	2,228
Borrowing Principal Repaid	2,734	3,507	6,241
<b>Total</b>	<b>3,981</b>	<b>2,383</b>	<b>6,364</b>

4.3 The Borrowing Principal Repaid will now increase from the Original Budget due to the repayment of the Authority's Lender Option Borrower Option (LOBO) loan with Commerzbank. The loan was repaid on 8 February 2024, following the lender taking up its option to increase the interest rate on the loan from 4.80% to 5.80%. The decision to repay the loan was taken to avoid locking into a high long term interest rate when cash was available to repay the loan. The saving on debt interest more than covers the loss of investment income which could be earned on the funds. The Council has no further LOBO loans.

4.4 Table 11 shows a summary of the Council's external investments and borrowing along with the rate of return/borrowing of both. The movements from 31 March 2023 are shown in Table 15 below:

**Table 11 – Treasury Summary**

	31.3.23 Balance £m	Movement £m	31.12.23 Balance £m	31.12.23 Rate %
Long-term borrowing	59.8	0.0	59.8	3.72%
Short-term borrowing	2.7	(2.1)	0.6	2.30%
<b>Total borrowing</b>	<b>62.5</b>	<b>(2.1)</b>	<b>60.4</b>	<b>3.60%</b>
Long-term investments	0.0	0.0	0.0	0.00%
Short-term investments	39.0	(3.0)	36.0	5.30%
Cash and cash equivalents	4.1	14.2	18.3	5.28%
<b>Total investments</b>	<b>43.1</b>	<b>11.2</b>	<b>54.3</b>	<b>5.29%</b>
<b>Net borrowing</b>	<b>19.5</b>	<b>(13.3)</b>	<b>6.2</b>	

4.5 Further information on the Council's borrowing and investments can be found on Appendix 8.

4.6 One of the investments held by the Council was a loan of £5m to Birmingham City Council. On 5 September 2023, Birmingham issued a Section 114 notice, stating that they lack the necessary resources to balance their budget. This shortfall primarily arises from their inability to meet sustainable liabilities linked to increasing equal pay claims. It's important to emphasise that the Council's funds were secure, as they are backed by central government support. The Council's treasury advisors at Arlingclose have confirmed this, expressing full confidence that the investments would be repaid in full at maturity. Previous instances of Section 114 notices at other local authorities have not led to investments going unpaid. The investment itself was £5m, at a 4% interest rate, with a one- year duration. The investment matured, and was repaid in full on 25 January 2024, having commenced on the 26 January 2023.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	A well run Council.
Policy Considerations:	None
Safeguarding:	None
Equalities/Diversity:	None
Customer Impact:	None
Economic and Social Impact:	The Council plans to invest up to £3.5m in town centre regeneration and public realm works in the current financial year.
Environment and Climate Change:	The Council plans to invest up to £3.1m retrofitting Council homes to make them carbon neutral. Up to £0.5m is forecast to be spent on purchasing environmentally friendly vehicles and installing electric vehicle charging points throughout the district in the current financial year.
Consultation/Community/Tenant Engagement:	This report will be considered by Corporate Scrutiny Committee on 23 May 2024.
Risks:	<p>High levels of inflation can undermine the Council's financial reserves. As inflation rises, the real purchasing power of the Council's reserves steadily erodes, meaning the same amount of money can purchase progressively fewer goods and services. This erosion of value poses a challenge to the organisation's ability to maintain financial stability and achieve its long-term financial objectives.</p> <p>Furthermore, the Council has opted to allocate its increased interest earnings (resulting from increased base rate) towards funding its base revenue budget rather than reinvesting them into reserves. This strategic choice, combined with the inflationary pressure, leads to an overall devaluation of reserves. Essentially, this practice leaves the organisation with reduced financial resilience, as it does not adequately account for the eroding effect of inflation on its reserves.</p> <p>Although the current high levels of inflation are causing problems, reserves might be expected to grow with more moderate levels of inflation over the long term. Real returns (i.e. after inflation) are and have been negative despite investment returns rising. So even if the Council changed its policy to add interest earnings to reserves it still would not solve the whole problem. Indeed, very few investment returns are beating inflation and in general if you wanted higher returns you'd need to invest for a longer period and/or with riskier assets, which the Council has decided not to do.</p> <p>The budgets will continue to be monitored throughout the year to ensure the Council remains within its funding envelope.</p>
Officer Contact	Anna Crouch Head of Finance & Deputy S151 Officer <a href="mailto:anna.crouch@nwleicestershire.gov.uk">anna.crouch@nwleicestershire.gov.uk</a>

## 2023/2024 GENERAL FUND REVENUE QUARTER 3 FORECAST OUTTURN POSITION

Directorate & Service Area	Annual Budget	Forecast Outturn	Forecast Outturn Variance
	£'000	£'000	£'000
<b>Chief Executive</b>			
Chief Executive	277	277	0
Human Resources	740	710	(30)
Legal & Support Services	1,655	1,734	79
<b>Total Chief Executive Directorate</b>	<b>2,672</b>	<b>2,721</b>	<b>49</b>
<b>Place</b>			
Strategic Director of Place	341	378	37
Property & Economic Regeneration	1,123	1,386	263
Planning & Infrastructure	973	1,145	172
Joint Strategic Planning	9	9	0
<b>Total Place Directorate</b>	<b>2,446</b>	<b>2,918</b>	<b>472</b>
<b>Community Services</b>			
Community Services	6,322	7,363	1,041
Strategic Housing	664	368	(296)
Strategic Director of Communities including Customer Services)	950	1,055	105
<b>Total Community Services Directorate</b>	<b>7,936</b>	<b>8,786</b>	<b>850</b>
<b>Resources</b>			
Strategic Director of Resources	115	147	32
Finance	990	1,415	425
Revenues & Benefits	1,131	1,112	(19)
ICT	1,203	1,264	61
<b>Total Resources</b>	<b>3,439</b>	<b>3,938</b>	<b>499</b>
<b>Corporate &amp; Democratic Core (CDC) &amp; Other Budgets</b>			
Corporate & Democratic Core	70	92	22
Pay award	651	0	(651)
Non Distributed - Revenue Exp on Surplus Assets	108	140	32
Non Distributed - Retirement Benefits	67	67	0
<b>Total CDC &amp; Other Budgets</b>	<b>896</b>	<b>299</b>	<b>(597)</b>
<b>NET COST OF SERVICES</b>	<b>17,389</b>	<b>18,662</b>	<b>1,273</b>
Net Recharges from General Fund	(1,694)	(1,835)	(141)
<b>NET COST OF SERVICES AFTER RECHARGES</b>	<b>15,695</b>	<b>16,827</b>	<b>1,132</b>

2023/2024 GENERAL FUND REVENUE QUARTER 3 FORECAST OUTTURN POSITION

Directorate & Service Area	Annual Budget	Forecast Outturn	Forecast Outturn Variance
<b>Corporate Items &amp; Financing</b>			
Net Financing Costs	1,763	1,549	(214)
Investment Income	(335)	(805)	(470)
Localisation of CT Support Grant - Parish & Special Expenses	16	16	0
<b>Total Corporate Items &amp; Financing</b>	<b>1,444</b>	<b>760</b>	<b>(684)</b>
<b>NET REVENUE EXPENDITURE</b>	<b>17,139</b>	<b>17,587</b>	<b>448</b>
Contribution to/(from) Balances/Reserves	(52)	(52)	0
<b>NET EXPENDITURE (AFTER RESERVE CONTRIBUTION)</b>	<b>17,087</b>	<b>17,535</b>	<b>448</b>

Financed By	Annual Budget	Forecast Outturn	Forecast Outturn Variance
	£'000	£'000	£'000
New Homes Bonus	(1,220)	(1,220)	0
Transfer from/(to) Collection Fund - CT Prev Yrs Surplus/(Deficit)	(25)	(25)	0
Council Tax	(5,771)	(5,771)	0
National Non-Domestic Rates Baseline	(2,494)	(2,494)	0
Business Rates Retained Growth & Renewables Disregard	(6,222)	(6,222)	0
2022/23 Services Grant	(97)	(97)	0
Minimum Funding Guarantee	(1,168)	(1,168)	0
Revenue Support Grant	(90)	(90)	0
Other Grants	0	(95)	(95)
Levy Account Surplus	0	(20)	(20)
<b>TOTAL FUNDING AVAILABLE</b>	<b>(17,087)</b>	<b>(17,202)</b>	<b>(115)</b>

<b>FORECAST (UNDERSPEND) / OVERSPEND 2023/2024</b>	<b>0</b>	<b>333</b>	<b>333</b>
--	----------	------------	------------

## GENERAL FUND - 23/24 Q3 MONITORING SUMMARY OF VARIANCES

	£
<b><u>CHIEF EXECUTIVES</u></b>	
<b><u>HUMAN RESOURCES</u></b>	
Salary, NI, Pension - majority is 4% PA held corporately	33,000
Corporate Training	(19,000)
Employee Benefits	(8,000)
Staff Advertising	(14,000)
Consultancy	(20,000)
Software/Licences (£5k PVP development funded from consultancy savings/increase in Xpert HR fee)	8,000
Subscriptions	(10,000)
	<u>(30,000)</u>
<b><u>HEAD OF LEGAL &amp; SUPPORT</u></b>	
Monitoring Officer - Legal costs and training	10,000
Salary, NI, Pension - 4% PA held corporately, vacancy rate, honoraria, increased hours funded by reduced hours in Legal)	24,000
	<u>34,000</u>
<b><u>LEGAL</u></b>	
Salary, NI, Pension & Agency - 4% PA held corporately £25k offset by vacancies/reduced hours	9,000
Staff Advertising	10,000
Reduced income	46,000
	<u>65,000</u>
<b><u>DEMOCRATIC SERVICES</u></b>	
Members - Special Responsibility Allowances	(4,000)
Electoral Registration (add'l printing/licence costs partly offset by reduced postage)	8,000
Salary, NI, Pension & agency - vacancies	(41,000)
Consultancy - AEA assistance for Elections	30,000
	<u>(7,000)</u>
<b><u>AUDIT</u></b>	
Salary, NI, Pension offset by reduced income for shared service/EMR (vacancies)	(13,000)
Agency	17,000
Recharge to HRA for Agency	(17,000)
	<u>(13,000)</u>
<b>TOTAL CHIEF EXECUTIVES</b>	<u><u>49,000</u></u>
<b><u>PLACE</u></b>	
<b><u>DIRECTOR</u></b>	
Cropston Drive - Legal & consultancy	19,000
Salary, NI, Pension - 4% PA held corporately + vacancy rate	18,000
	<u>37,000</u>
<b><u>PLANNING &amp; DEVELOPMENT</u></b>	
Salary, NI, Pension - vacancies (with the 4% pay award this would have been -£77k)	(35,000)
Agency	206,000
Urban Design	21,000
	<u>192,000</u>
<b><u>PLANNING POLICY</u></b>	
Land Charges Fees - unspent contingency budget	(20,000)
	<u>(20,000)</u>
<b><u>ECONOMIC REGENERATION</u></b>	
Salary, NI, Pension - 4% PA held corporately + vacancy rate	29,000
Heritage Programme	(14,000)
Returned funding from LCC for Ashby Road works	(54,000)
IT licences for town centre WiFi	(11,000)
	<u>(50,000)</u>
<b><u>PROPERTY SERVICES</u></b>	
Tanyard House income from rent, maintenance & service charges due to vacant units	16,000
Whitwick Business Centre (WBC) repairs - largely due to the Accommodation Project	58,000
WBC Adhoc Grounds Maintenance	6,000

## GENERAL FUND - 23/24 Q3 MONITORING SUMMARY OF VARIANCES

	£
WBC Telephones - no budget but still receiving bills, under investigation	7,000
Whitwick Business Centre various income due to vacant units and an incorrect budget	44,000
Business Rates for WBC and other Investment Properties	35,000
Repairs (Market Street, Moira Workshops & Courtyard)	42,000
Courtyard various income due to vacant units, 2 tenants given rent fee/reduced rent periods and one taken enforcement action	81,000
Town Hall Mews Service contracts	4,000
Marlborough Centre repairs	(12,000)
Marlborough Centre lost income from service charges as not currently charging	(17,000)
Council Offices - various savings incl. Service contracts, Business Rates & valuation fees	(54,000)
Council Offices - various overspends incl repairs, cleaning, catering, consultancy & IT maintenance	88,000
Property Services Salary, NI, Pension & Agency - 4% PA held corporately	15,000
	<u>313,000</u>
<b>TOTAL PLACE</b>	<u><b>472,000</b></u>
<b>COMMUNITY SERVICES</b>	
<b><u>LEISURE SERVICES</u></b>	
Leisure Contract - Utilities benchmarking and business rates (nndr)	135,000
Vacancy allowance not achieved	32,740
Increased salary, ni, pension - additional PA + 4% PA held corporately	61,958
	<u>229,698</u>
<b><u>WASTE SERVICES</u></b>	
Increased hire of vehicles due to delay in delivery of refuse vehicles and ageing fleet	215,767
Increase in refuse & recycling agency costs	118,530
Increased overtime	114,378
Vacancy allowance not achieved	78,350
Reduced Fuel	(90,676)
Cleansing Services Empty homes contract ended Aug 2023 (reduced recharge to HRA)	120,000
Increased recycling income	(133,234)
Fleet increased stock & non stock purchases	135,627
Increased salary, ni, pension - additional PA + 4% PA held corporately	78,243
	<u>636,985</u>
<b><u>CUSTOMER SERVICES</u></b>	
Increased salary, ni, pension - additional PA + 4% PA held corporately	88,244
Vacancy allowance not achieved	17,000
	<u>105,244</u>
<b><u>ENV HEALTH</u></b>	
Port Health purchase of equipment budget not used relates to EMR	(24,000)
Increased salary, ni, pension - additional PA + 4% PA held corporately	29,661
Vacancy allowance not achieved	17,630
	<u>23,291</u>
<b><u>ENV PROTECTION</u></b>	
New Market Income - stall income below budget	40,000
Increased salary, ni, pension - additional PA + 4% PA held corporately	90,804
Vacancy allowance not achieved	19,690
	<u>150,494</u>
<b><u>General Fund Housing</u></b>	
Grant funding used to fund budgeted activities	(296,000)
	<u><b>849,712</b></u>
<b>RESOURCES</b>	
<b><u>DIRECTOR</u></b>	
Salary, NI, Pension and Agency	7,000
	<u>7,000</u>
<b><u>PROCUREMENT</u></b>	
Salary, NI, Pension - vacancies	(31,000)

## GENERAL FUND - 23/24 Q3 MONITORING SUMMARY OF VARIANCES

	£
Consultancy	129,000
Recharge to HRA	(73,000)
	<u>25,000</u>
<b><u>ICT</u></b>	
Salaries, NI, Pension and Agency (4% PA held corporately partly offset by vacancies)	8,000
IT Maintenance - Cloud backup and storage - add'l costs due to accommodation project	53,000
	<u>61,000</u>
<b><u>FINANCE</u></b>	
New system mainly salary, NI, pension and agency costs	28,000
Total/Unit 4 licences	25,000
Other licences/subscriptions & VAT support	16,000
Insurance	117,000
Insurance recharge to HRA	(58,000)
Salary, NI, Pension and agency	313,000
Apprentice Levy - a percentage of pay so increases in line with pay award but budget not increased	5,000
Unidentified Income (assumed average of last 2 years)	(21,000)
	<u>425,000</u>
<b><u>REVENUES &amp; BENEFITS</u></b>	
Discretionary Housing Payments	25,000
Audit Fee	20,000
IT Licences - Ascendant Covid Grants system	13,000
Summons income	(30,000)
Hardship discretionary payments - we received a Government grant for this which is unlikely to be spent. The unspent grant will	(39,000)
Government Grant - Business Rates Retention	(8,000)
	<u>(19,000)</u>
<b>TOTAL RESOURCES</b>	<b><u>499,000</u></b>
<b><u>CORPORATE &amp; DEMOCRATIC CORE/NON-DISTRIBUTED COSTS</u></b>	
CDC - Audit Fee	22,000
NDC - Security	20,000
NDC - Business Rates	12,000
	<u>54,000</u>
<b><u>RECHARGES</u></b>	
Recharges to HRA	(110,000)
Recharges to Capital	(31,142)
	<u>(141,142)</u>
<b><u>CORPORATE &amp; FINANCING</u></b>	
Investment income	(470,000)
Net Financing costs	(214,000)
Pay award	(651,000)
	<u>(1,335,000)</u>
<b><u>FUNDING</u></b>	
Levy account surplus	(20,158)
Business Rates Green Plant & Machinery exemption	(83,276)
Other Grants Energy Alternative Fuel New Burdens Grant	(11,490)
	<u>(114,924)</u>
<b>Total Forecast Overspend</b>	<b><u>332,646</u></b>



## Supplementary Estimates - General Fund, HRA &amp; Special Expenses (Capital &amp; Revenue)

Capital/ Revenue	General Fund/ HRA / Special Expenses	Directorate	Service	Service Area	Recurring/ One-Off	Amount £	Funded By	Reason For Request
<b>Externally Funded Between £0 and £99,999 (for info)</b>								
Revenue	General Fund	Chief Executive	Legal & Support	Democratic Services	One-Off	5,907	Grant	Elections new burdens funding Voter ID etc
Capital	General Fund	Communities	Climate Change		One-Off	26,000	Grant	Grant received for electric vehicle charging points
						<b>31,907</b>		
<b>Externally Funded Between £100,000 and £249,999</b>								
Revenue	General Fund	Place	Planning	Planning & Development	One-Off	100,000	Grant	Nutrient Support Fund. Grant only received at the end of February, so unlikely to be spent until 24/25. Planning have obtained permission from DLUHC to carry grant forward to 24/25 if we have commitments, which we do.
Revenue	General Fund	Resources	Revenues & Benefits	Revenues & Benefits	One-Off	124,315	Grant	Local Council Tax Support Grant
Capital	General Fund	Place	Economic Regeneration	Economic Regeneration	One-Off	130,000	Grant	UK Shared Prosperity Fund Year 2 Capital - Hermitage Rec Eco Park originally identified as revenue is now capital.
Revenue	General Fund	Communities	General Fund Housing		One-Off	222,500	Grant	Asylum Dispersal Grant
						<b>576,815</b>		
<b>Externally Funded Over £250,000</b>								
Revenue	General Fund	Place	Property & Economic Regeneration	Economic Regeneration	One-Off	366,121	DLUHC	UK Shared Prosperity Fund Year 2 Revenue - less the £130k transferred to capital above.
						<b>366,121</b>		
<b>TOTAL EXTERNALLY FUNDED</b>						<b>974,843</b>		
<b>Council Funded Between £0 and £99,999 (for info)</b>								
Capital	General Fund	Communities	Open Space and Parks	Open Space and Parks	One-Off	22,000	Business rates reserve	To purchase parks depot storage facility
<b>TOTAL COUNCIL FUNDED</b>						<b>22,000</b>		
<b>Council Funded Between £10,000 and £249,999 (for Cabinet Approval)</b>								
Capital	General Fund	Communities	Environmental Protection	Markets	One-off	40,200	Business rates reserve	Purchase of stalls and trailer to transport stalls to Marlborough Square Outdoor Market
Revenue	General Fund	Communities	Environmental Protection	Markets	One-off	45,000	Business rates reserve	Maintenance budget for Marlborough Square
<b>TOTAL COUNCIL FUNDED</b>						<b>85,200</b>		
<b>TOTAL SUPPLEMENTARY ESTIMATES</b>						<b>1,082,043</b>		

## Section 106 Q3 2023/24 Position

Legal Agreements under Section 106 of the Town and Country Planning Act secure developer contributions to mitigate the impacts of the development on the local area. The District Council holds funds generated from legal agreements on behalf of the Council and third parties, such as the Healthcare bodies or the National Forest Company. The Council then holds those funds in an interest-bearing account until they are spent by the body responsible for implementing the requirements in the legal agreement which secured them.

The table below summarises the position at December 2023 for the various types of contributions included in agreements.

Type of Contribution	Balance 31.03.23	Contributions Received	Contributions Paid to 3rd Parties	Expenditure by the Council	Balance at 31.12.23
Affordable Housing	2,315,798	120,160			2,435,958
Air Quality	51,380				51,380
CCTV	11,834				11,834
Healthcare	389,003	32,119	-68,347	-75	352,699
Highways	2,639,969				2,639,969
Land & Open Space	96,166			-7,514	88,652
National Forest	123,112	2,565	-49,573		76,104
Network Rail	17,516				17,516
Other Schemes	10,364				10,364
Parish Councils	363,359		-363,093		266
Police	214,263	67,021	-68,497		212,787
Recreation/Play Areas/Leisure	1,060,006	30,091	-352,212	-80,000	657,885
River Mease - Available *	80,726	30,536		-61,056	50,205
River Mease - Retain *	24,910	169,224			194,134
<b>Grand Total</b>	<b>7,398,404</b>	<b>451,716</b>	<b>-901,722</b>	<b>-148,645</b>	<b>6,799,753</b>

\*River Mease monies are split in to two pots. Those in the 'Retain' pot is where payment has been made upon the grant of planning permission, but the requirement was for money to be paid at commencement of development. Therefore, until development commences this money cannot be used. If it was and the development did not start, the applicant would be able to reclaim the money.

**North West Leicestershire District Council**  
**Estimated reserves at 31/03/24**

TEAM	Provisional balance as at 1/4/23 £	Contributions from fund/ commitments 23/24 £	No longer required £	Estimated balance as at 31/3/24 £	Comments
<b>Earmarked Reserves:</b>					
Chief Exec	334,000	0		334,000	£334k Dev Co, unknown date for spend.
Human Resources	30,000	0		30,000	
Legal & Support Services	147,010	(143,172)		3,838	Remaining balance for Audit Apprentice post
Property & Economic Regeneration	2,405,177	(2,197,847)		207,329	£131k remaining on Marlborough Sq + other minor reserves spent 24/25 and 25/26
Planning	777,060	(176,538)		600,522	Land Charges contingency £320k, to utilise future years shortfall, Neighbourhood Plan £83k + Local Plan £198k ongoing.
Joint Strategic Planning	91,017	33,613		124,630	Contingency - no plans to spend. Belongs to all 10 partners.
Customer Services	16,273	(10,000)		6,273	
Community Services	1,108,557	(317,372)		791,185	£442k climate change ongoing, funding of fixed term posts £113k 24/25, Leisure LRS/LSA £57k ongoing.
Strategic Housing	338,786	(131,139)		207,647	Residual grant funding to be applied to expenditure as appropriate.
Business Change	141,610	(34,002)		107,608	To fund 23/24 and 24/25 budgets
Finance	127,268	(127,268)		0	
Revenues & Benefits	142,645	0	(80,000)	62,645	£80k Contingency for ARG grant no longer needed. Remaining is contingency for Customer Service resource for Household Support.
ICT	5,500	(5,500)		0	
Other reserves	50,000	(50,000)		0	
MTFP Reserve	7,936,684	(100,000)	80,000	7,916,684	
Business Rates Reserve	890,142	2,194,496		3,084,638	
<b>Total earmarked reserves - General Fund</b>	<b>14,541,727</b>	<b>(1,064,729)</b>	<b>0</b>	<b>13,476,999</b>	
<b>Total earmarked reserves - Special Expenses</b>	<b>130,807</b>	<b>(96,073)</b>	<b>(8,223)</b>	<b>26,511</b>	
<b>TOTAL EARMARKED RESERVES</b>	<b>14,672,534</b>	<b>(1,160,802)</b>	<b>(8,223)</b>	<b>13,503,510</b>	
<b>Other reserves General Fund:</b>					
General Balance (minimum level of reserves)	1,544,493			1,544,493	
<b>Total other Reserves - General Fund</b>	<b>1,544,493</b>	<b>0</b>	<b>0</b>	<b>1,544,493</b>	
<b>Other reserves Special Expenses:</b>					
General Balance	30,903	(3,872)	8,223	35,254	
<b>Total other Reserves - Special Expenses</b>	<b>30,903</b>	<b>(3,872)</b>	<b>8,223</b>	<b>35,254</b>	
<b>TOTAL ALL RESERVES - GENERAL FUND &amp; SPECIAL EXPENSES</b>	<b>16,247,930</b>	<b>(1,164,674)</b>	<b>0</b>	<b>15,083,257</b>	

Scheme	Approved Budget	2022/23 C/FWD	In Year Changes	Revised Budget	Actual Expenditure	Forecast Outturn	Variance	Reprofiled to Future Years	Funding Source
<b>ACTIVE PROGRAMME</b>									
<b>Coalville Regeneration Projects</b>									
Accommodation Project	420,000	989,418	413,672	1,823,090	1,823,090	1,823,090	-	-	Business Rates Reserve
Marlborough Square Improvements		2,384,694	- 532,425	1,852,269	396,321	1,852,269	-	1,031,913	Grant/Ear Marked Reserve
Marlborough Centre Purchase and Renovation		3,490,951	- 3,390,951	100,000	9,075	100,000	-	3,390,951	Business Rates Reserve
<b>Total - Coalville Regeneration Projects</b>	<b>420,000</b>	<b>6,865,062</b>	<b>- 3,509,704</b>	<b>3,775,359</b>	<b>2,228,486</b>	<b>3,775,359</b>	<b>-</b>	<b>4,422,864</b>	
<b>UK Shared Prosperity Fund Investment Plan Programme (UKSPF)</b>									
Coalville Heritage Trail			20,000	20,000	-	20,000	-	44,000	Grant
Heart of the Forest			126,500	126,500	-	126,500	-	-	Grant
Hermitage Recreation Eco Park - Accessibility & Bridge Creation			30,000	30,000	-	30,000	-	100,000	
Mantle Lane Bridge			-	-	-	-	-	64,060	
Moira Furnace			100,000	100,000	13,259	100,000	-	-	Grant
UK Shared Prosperity Fund Investment Plan Programme (UKSPF)		197,000	- 197,000	-	-	-	-	3,000	
<b>Total - UK Shared Prosperity Investment Plan Programme (UKSPF)</b>	<b>-</b>	<b>197,000</b>	<b>79,500</b>	<b>276,500</b>	<b>13,259</b>	<b>276,500</b>	<b>-</b>	<b>211,060</b>	
<b>Carbon Zero</b>									
Electrical Vehicle (EV) Charging Point Installations		86,035	- 26,500	59,535	47,147	47,147	12,388	-	Grant
Electrical Vehicle (EV) Charging Infrastructure Strategy			-	-	-	-	-	50,000	
Electrical Vehicle (EV) Charging Point Installations (Depot)		7,100	- 7,100	-	-	-	-	12,100	
Electrical Vehicle (EV) Charging Point Installations (WBC)		151,000	- 84,901	66,099	66,099	66,099	-	-	
LED Lighting Replacement - Council Car Parks		70,600	-	70,600	38,412	38,412	32,188	-	
<b>Total - Carbon Zero</b>	<b>-</b>	<b>314,735</b>	<b>- 118,501</b>	<b>196,234</b>	<b>151,657</b>	<b>151,658</b>	<b>44,576</b>	<b>62,100</b>	
<b>Systems/ICT Schemes</b>									
Car Parking Machines - Modern Upgrade	13,300		-	13,300	12,188	13,300	-	-	Business Rates Reserve
Cloud Back-Up Solution			44,200	44,200	48,200	44,200	-	-	Business Rates Reserve
Finance System Review		137,639	-	137,639	56,690	137,639	-	-	Business Rates Reserve
SharePoint Intranet Upgrade			-	-	-	-	-	10,000	
<b>Total Systems/ICT Schemes</b>	<b>13,300</b>	<b>137,639</b>	<b>44,200</b>	<b>195,139</b>	<b>117,077</b>	<b>195,139</b>	<b>-</b>	<b>10,000</b>	
<b>Vehicle, Plant and Equipment</b>									
Air Quality		5,535	-	5,535	-	5,535	-	-	Grant
CCTV Replacement			95,000	95,000	13,396	95,000	-	-	Business Rates Reserve
Driver ID Fobs			11,035	11,035	9,600	9,600	1,435	-	Business Rates Reserve
Fleet Replacement		3,469,142	- 1,672,253	1,796,889	1,600,555	1,796,889	-	1,665,253	Business Rates Reserve/Capital Receipt

Scheme	Approved Budget	2022/23 C/FWD	In Year Changes	Revised Budget	Actual Expenditure	Forecast Outturn	Variance	Reprofiled to Future Years	Funding Source
Hermitage 3G Pitch - Lighting Columns			20,000	20,000	-	20,000	-	-	Business Rates Reserve
Laptop Replacements			48,000	48,000	45,754	48,000	-	-	Business Rates Reserve
MOT Lane Upgrade			59,815	59,815	11,963	59,815	-	-	Business Rates Reserve
Public Conveniences - Ashby and Coalville			23,000	23,000	18,300	19,000	4,000	-	Business Rates Reserve
Refuse Bins and Recycling Containers	194,000		-	194,000	87,712	188,700	5,300	-	Business Rates Reserve
Whitwick and Coalville LC - Solar Panels			246,759	246,759	-	246,759	-	-	Business Rates Reserve
<b>Total - Vehicle, Plant and Equipment</b>	<b>194,000</b>	<b>3,474,677</b>	<b>- 1,168,644</b>	<b>2,500,033</b>	<b>1,787,280</b>	<b>2,489,298</b>	<b>10,735</b>	<b>1,665,253</b>	
<b>New Construction or Renovation</b>									
Appleby Magna Caravan Site - Redevelopment		38,510	-	38,510	37,027	37,027	1,483	-	Business Rates Reserve
Disabled Facilities Grants	670,310	2,208,703	- 2,341,013	538,000	171,833	538,000	-	2,428,744	Grant
Hermitage Access Road			25,000	25,000	-	25,000	-	-	Business Rates Reserve
Hermitage Recreation Eco Park - Tree Planting			32,260	32,260	-	32,260	-	-	Grant
Hermitage Recreation Ground Demolition		196,068	- 156,068	40,000	- 39,243	40,000	-	77,061	Business Rates Reserve
Memorial Clock Tower			1,000	1,000	625	1,000	-	9,000	Business Rates Reserve
Parks Depot Storage - Replacement Building			22,000	22,000	-	22,000	-	-	Business Rates Reserve
Whitwick and Coalville Leisure Centre		1,000,500	-	1,000,500	-	1,000,500	-	-	Business Rates Reserve
<b>Total - New Construction or Renovation</b>	<b>670,310</b>	<b>3,443,782</b>	<b>- 2,416,821</b>	<b>1,697,270</b>	<b>170,241</b>	<b>1,695,787</b>	<b>1,483</b>	<b>2,514,805</b>	
<b>TOTAL ACTIVE PROGRAMME</b>	<b>1,297,610</b>	<b>14,432,895</b>	<b>- 7,089,970</b>	<b>8,640,535</b>	<b>4,468,001</b>	<b>8,583,741</b>	<b>56,794</b>	<b>8,886,082</b>	
<b>DEVELOPMENT POOL</b>									
<b>Coalville Regeneration Projects</b>									
Coalville Regeneration Framework	500,000	344,675	- 819,675	25,000	- 390	25,000	-	541,616	Business Rates Reserve
Demolition of Council Offices	300,000		- 300,000	-	3,974	3,974	- 3,974	150,000	
<b>Total - Coalville Regeneration Projects</b>	<b>800,000</b>	<b>344,675</b>	<b>- 1,119,675</b>	<b>25,000</b>	<b>3,584</b>	<b>28,974</b>	<b>- 3,974</b>	<b>691,616</b>	
<b>UK Shared Prosperity Investment Plan Programme (UKSPF)</b>									
UK Shared Prosperity Investment Plan Programme	515,250		- 515,250	-	-	-	-	224,690	
<b>Total - UK Shared Prosperity Investment Plan Programme (UKSPF)</b>	<b>515,250</b>	<b>-</b>	<b>- 515,250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>224,690</b>	
<b>Carbon Zero</b>									
Solar Panels - Ashby Leisure Centre/Coalville Leisure Centre	195,000		- 195,000	-	-	-	-	195,000	
<b>Total - Carbon Zero</b>	<b>195,000</b>	<b>-</b>	<b>- 195,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>195,000</b>	
<b>Systems/ICT Schemes</b>									
Cloud Back-Up Solution	10,000	13,544	- 23,544	-	-	-	-	-	
Server and Storage Additional Capacity	70,000		- 70,000	-	-	-	-	46,344	
SharePoint Intranet Upgrade	10,000		- 10,000	-	-	-	-	-	

Scheme	Approved Budget	2022/23 C/FWD	In Year Changes	Revised Budget	Actual Expenditure	Forecast Outturn	Variance	Reprofiled to Future Years	Funding Source
<b>Total - Systems/ICT Schemes</b>	<b>90,000</b>	<b>13,544</b>	<b>- 103,544</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>46,344</b>	
<b>Vehicle, Plant and Equipment</b>									
CCTV Cameras Replacement	100,500	44,469	- 144,969	-	-	-	-	49,969	
Driver ID Fobs		11,035	- 11,035	-	-	-	-	-	
Fleet Replacement Programme	2,186,230		- 2,186,230	-	-	-	-	2,186,230	
Kempower Mobile DC Charging Unit	15,860		- 15,860	-	-	-	-	15,860	
Laptop Replacements	68,000		- 68,000	-	-	-	-	-	
MOT Lane Upgrade	50,000		- 50,000	-	-	-	-	-	
<b>Total - Vehicle, Plant and Equipment</b>	<b>2,420,590</b>	<b>55,504</b>	<b>- 2,476,094</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,252,059</b>	
<b>New Construction or Renovation</b>									
The Courtyard Roof Repair	200,000		- 200,000	-	-	-	-	254,007	
Kegworth Public Realm Works	907,905	- 289,733	- 308,172	<b>310,000</b>	7,135	<b>310,000</b>	-	308,172	Grant/Ear Marked Reserve
Moira Furnace		280,000	- 230,000	<b>50,000</b>	-	<b>50,000</b>	-	230,000	
Memorial Clock Tower		10,000	- 10,000	-	-	-	-	-	
<b>Total - New Construction or Renovation</b>	<b>1,107,905</b>	<b>267</b>	<b>- 748,172</b>	<b>360,000</b>	<b>7,135</b>	<b>360,000</b>	<b>-</b>	<b>792,179</b>	
<b>Special Expenses</b>									
Staples Drive - Replacement Fencing	10,340		-	<b>10,340</b>	-	<b>10,340</b>	-	-	
<b>Total - Special Expenses</b>	<b>10,340</b>	<b>-</b>	<b>-</b>	<b>10,340</b>	<b>-</b>	<b>10,340</b>	<b>-</b>	<b>-</b>	
Contingency		12,264	- 9,815	<b>2,449</b>	-	-	<b>2,449</b>	-	
<b>TOTAL DEVELOPMENT POOL</b>	<b>5,139,085</b>	<b>426,254</b>	<b>- 5,167,550</b>	<b>397,789</b>	<b>10,719</b>	<b>399,314</b>	<b>- 1,525</b>	<b>4,201,888</b>	
<b>TOTAL CAPITAL PROGRAMME</b>	<b>6,436,695</b>	<b>14,859,149</b>	<b>-12,257,520</b>	<b>9,038,324</b>	<b>4,478,720</b>	<b>8,983,055</b>	<b>55,269</b>	<b>13,087,970</b>	

## Special Expenses 2023/24 Q3 Monitoring &amp; Forecast Outturn Position

COALVILLE SPECIAL EXPENSES	2023/24		
	Budget	Forecast Outturn	Variance
	£	£	£
Parks, Recreation Grounds & Open Spaces	325,520	325,301	(219)
Broomley's Cemetery & Closed Churchyard	4,860	11,264	6,404
Coalville in Bloom	0	(225)	(225)
Coalville Events	84,440	83,310	(1,130)
<b>SPECIAL EXPENSES (NET COST OF SERVICE)</b>	<b>414,820</b>	<b>419,650</b>	<b>4,830</b>
Service Management recharges/Admin Buildings	99,880	99,880	0
<b>NET COST OF SERVICES AFTER RECHARGES</b>	<b>514,700</b>	<b>519,530</b>	<b>4,830</b>
Contribution to/(from) Balances/Reserves	(2,402)	991	3,393
<b>MET FROM GOVT GRANT &amp; COUNCIL TAX (Budget Requirement)</b>	<b>512,298</b>	<b>520,521</b>	<b>8,223</b>
<b>FUNDED BY:</b>			
Precept	497,701	497,701	0
Localisation of Council Tax Support Grant	14,597	14,597	0
EMR not required - returned to balances	0	8,223	8,223
	<b>512,298</b>	<b>520,521</b>	<b>8,223</b>

OTHER SPECIAL EXPENSES	2023/24		
	Budget	Forecast Outturn	Variance
	£	£	£
WHITWICK	13,930	22,435	8,505
HUGGLESCOTE	18,760	18,997	237
COLEORTON	4,650	5,871	1,221
RAVENSTONE	480	455	(25)
MEASHAM	2,550	2,412	(138)
LOCKINGTON-CUM-HEMINGTON	2,500	2,372	(128)
OAKTHORPE & DONISTHORPE	4,320	4,047	(273)
STRETTON	1,440	1,660	220
APPLEBY MAGNA	2,190	2,076	(114)
<b>OTHER SPECIAL EXPENSES (NET COST OF SERVICE)</b>	<b>50,820</b>	<b>60,325</b>	<b>9,505</b>
Service Management recharges/Admin Buildings	25,750	25,750	0
<b>NET COST OF SERVICES AFTER RECHARGES</b>	<b>76,570</b>	<b>86,075</b>	<b>9,505</b>
Contribution to/(from) Balances/Reserves	12,865	3,360	(9,505)
<b>MET FROM GOVT GRANT &amp; COUNCIL TAX (Budget Requirement)</b>	<b>89,435</b>	<b>89,435</b>	<b>0</b>
<b>FUNDED BY:</b>			
Precept	88,161	88,161	0
Localisation of Council Tax Support Grant	1,274	1,274	0
	<b>89,435</b>	<b>89,435</b>	<b>0</b>

## 2023/24 Special Expenses Earmarked Reserves

<b>COALVILLE SPECIAL EXPENSE RESERVES</b>	<b>Balances 01.04.23</b>	<b>Spend to date</b>	<b>Forecast Spend</b>	<b>Forecast Balance as at 31.03.24</b>	<b>Comments</b>
	£	£	£	£	
<u>EARMARKED RESERVES</u>					
Local Authority Parks Improvement Programme	15,714	0	15,714	0	
Coalville in Bloom	5,000	5,000	5,000	0	
	20,714	5,000	20,714	0	
<u>PPM EARMARKED RESERVES</u>					
Claremont Drive Play Area Equipment Replacement	8,520	297	297	8,223	to be returned to balances
Scotlands Recreation - Repairs to potholes	4,054	0	4,054	0	
Broomleys Cemetery - Tree works	4,000	0	4,000	0	
Broomleys Cemetery - Path repairs (sealing)	3,000	0	0	3,000	to be c/fwd to 24/25
Cropston drive play area - Replacement play equip	33,050	0	33,050	0	
Sharpley Avenue play area - Replacement play equip	19,660	0	19,660	0	
	72,284	297	61,061	11,223	
<b>TOTAL COALVILLE SPECIAL EXPENSE RESERVES</b>	<b>92,998</b>	<b>5,297</b>	<b>81,775</b>	<b>11,223</b>	

<b>OTHER SPECIAL EXPENSE RESERVES</b>	<b>Balances 01.04.23</b>	<b>Spend to date</b>	<b>Forecast Spend</b>	<b>Forecast Balance as at 31.03.24</b>	<b>Comments</b>
	£	£	£	£	
<u>PPM EARMARKED RESERVES</u>					
Hugglescote Cemetery - remove trees, on going tree works	8,120	0	8,120	0	
Hugglescote Cemetery - sealing pathways	15,450	0	0	15,450	to be c/fwd to 24/25
Hugglescote Cemetery - new trees, remove stumps	3,090	0	3,090	0	
Hugglescote Cemetery - decorate Iron Gate	2,060	0	0	2,060	to be c/fwd to 24/25
Whitwick Cemetery - tree works	3,088	0	3,088	0	
Whitwick Closed Churchyard - repair paved surfaces, kill moss, renew path handrail	6,000	0	0	6,000	to be c/fwd to 24/25
<b>TOTAL OTHER SPECIAL EXPENSE RESERVES</b>	<b>37,808</b>	<b>0</b>	<b>14,298</b>	<b>23,510</b>	



## Treasury Management – Borrowing & Investments

### Borrowing

Table 1 below shows the breakdown of the types of external borrowing held by the Council:

**Table 1 – Borrowing summary**

	31.3.23 Balance	Net Movement	31.12.23 Balance	31.12.23 Weighted Average Rate	31.12.23 Weighted Average Maturity
	£m	£m	£m	%	(years)
Public Works Loan Board	55.1	-2.1	53.0	3.41%	12.8
Banks (LOBO)	3.5	0.0	3.5	4.80%	0.0
Banks (fixed-term)	3.9	0.0	3.9	4.74%	2.0
Local authorities (long-term)	0.0	0.0	0.0	0.00%	0.0
Local authorities (short-term)	0.0	0.0	0.0	0.00%	0.0
<b>Total borrowing</b>	<b>62.6</b>	<b>-2.1</b>	<b>60.5</b>	<b>3.57%</b>	<b>14.8</b>

Since the beginning of the reporting period the Council has paid £1.2m in interest on borrowing. The forecast amount to be spent on interest on loans for the financial year 2023/24 in total is £2.2m. The overall interest rate on borrowing is 3.57%. There is no change to this budget and spending is in line with expectations.

During the reporting period the Council has paid back £2.1m principal on its loans. It is forecasting to repay £2.7m in PWLB loan principal by the end of the year. £1.2m of this is annuity loans whereby regular payments are made throughout the lifetime of the loan and the other is a maturity loan of £1.5m.

The Council also has a Lender Option Borrower Option (LOBO) loan whereby the lender has the option on call dates throughout the year to offer an alternative interest rate. This offer can be taken up by the Authority or the loan can be repaid when that offer is made. The Council holds £3.5m in LOBO loans. Existing procedures are in place for decisive action to be taken in the case of a 'call' to ensure best value for the Council. On 8 February 2024 the lender attempted to increase the interest rate from 4.8% to 5.8%. The Authority took the decision to repay the loan without penalty, rather than agree to the revised rate, which is higher than the current market rates, which are forecast to start falling next financial year anyway.

The budget for borrowing principal repayments was in line to be met. The only variation is that the LOBO has been called and repaid. This will cause an increased cost pressure of £3.5m in year, which will be managed by reducing investment balances.

### Investments

The breakdown of external investments held by the Council and movement since 31 December 2023 are shown in Table 2 below:

**Table 2 – Investment summary**

	31.3.23 Balance £m	Net Movement £m	31.12.23 Balance £m	31.12.23 Income Return %	31.12.23 Weighted Average Maturity (days)
Banks & building societies (unsecured)	2.0	-0.0	2.0	4.78%	1
Government (incl. local authorities)	37.0	-3.0	34.0	4.30%	88
Money Market Funds	4.1	14.2	18.3	5.28%	0
<b>Total investments</b>	<b>43.1</b>	<b>11.2</b>	<b>54.3</b>	<b>4.65%</b>	<b>90</b>

The Authority has budgeted £0.981m income from investments in 2023/24. Income received up to 31 December 2023 was £1.685m. We are now forecasting the risk adjusted interest received by 31 March 2024, to be £2.03m and after deductions income to be £1.732m. This will be split between the Housing revenue Account (HRA) and General Fund (GF) in the amounts £0.805m for the GF and £0.926m for the HRA.

It is important to note the difficulty in making accurate interest return forecasts in a volatile economic environment. These forecasts are likely to change again over the coming months as such an 80% risk adjustment is placed on anticipated income to avoid overreliance on interest return on budgets.

<b>Title of Report</b>	<b>2023/24 QUARTER 3 HOUSING REVENUE ACCOUNT (HRA) UPDATE</b>	
<b>Presented by</b>	Councillor Andrew Woodman Housing, Property and Customer Services Portfolio Holder  PH Briefed <input checked="" type="checkbox"/>	
<b>Background Papers</b>	<b>Cabinet 19 September 2023:</b>  <a href="#">2023/24 Quarter 1 General Fund and Housing Revenue Account (HRA) Finance Update</a>	<b>Public Report:</b> Yes
	<b>Cabinet 21 November 2023:</b>  <a href="#">2023/24 Quarter 2 General Fund and Housing Revenue Account (HRA) Finance Update</a>	<b>Key Decision:</b> Yes
<b>Financial Implications</b>	Any financial implications of this report are detailed in the body of the report and the attached appendices.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	No legal implications arising from this report.	
	<b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	Any staffing implications of this report are detailed in the body of the report and the attached appendices.	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	To provide Cabinet with an update on the financial position on the Housing Revenue Account as at Quarter 3 2023/24.	
<b>Reason for Decision</b>	To update Cabinet on Quarter 3.	
<b>Recommendations</b>	<b>CABINET IS RECOMMENDED TO:</b>  <b>8. NOTE THE FORECASTED OVERSPEND ON THE HOUSING REVENUE ACCOUNT OR 2023/24 OF £94K BASED ON QUARTER 3 INFORMATION.</b>  <b>9. NOTE THE REVISED HOUSING CAPITAL FORECAST DETAILED IN APPENDIX 2.</b>	

### 3.0 PURPOSE OF THE REPORT

- 3.1 To inform Members of the spending position for the period 1 April 2023 to 31 December 2023 for the Council's Housing Revenue Account (HRA) focusing on the significant variances from the approved budgets. It should be noted that due to the ongoing implementation of the new finance system, the ongoing audit of the 2021/22 Statement of Accounts and the vacancies within the Finance team, the in depth analysis of the figures which would usually be undertaken has not been possible. Therefore, the focus has been on reporting the major variances based on the information available and discussions between Finance and the budget holders.
- 3.2 To update Members on the HRA capital programme for the period 1 April 2023 to 31 December 2023 on the proposed resourcing of the capital programme and the level of Council capital resources available, including capital receipts.
- 3.3 To update Members on the changes to the capital programme and note the variations to scheme budgets and re-profiling of budgets to future years.

### 2.0 HOUSING REVENUE ACCOUNT

#### 2.1 HRA Income and Expenditure

- 2.1.1 Table 1 below shows the summary income and expenditure forecast outturn and variance for the HRA which is currently forecasting an overspend position at the end of quarter three of £94k.

**Table 1 – HRA 2023/24 Quarter 3 Forecast Outturn Position**

	<b>Budget £'000</b>	<b>Forecast £'000</b>	<b>Variance £'000</b>
Income	(20,139)	(20,213)	(74)
Operating Expenditure	17,077	17,245	168
<b>Operating (surplus)/deficit</b>	<b>(3,062)</b>	<b>(2,968)</b>	<b>94</b>
Appropriations	7,541	7,541	0
<b>Net (surplus)/deficit</b>	<b>4,479</b>	<b>4,573</b>	<b>94</b>

- 2.1.2 The service will continue to work to recover the position with use of reserves if required. A more detailed table of the forecast outturn position can be found at Appendix 1.
- 2.1.3 The Council continues to work actively to improve services delivered by the HRA and ensure the impact on tenants is considered in all service delivery. Work on this so far has included:
- Commissioning an independent review of processes.
  - Use of contractors to assist in delivering against repairs backlogs.
  - Working on reconfiguration of IT systems to improve efficiency and facilitate improved processes.
  - Recruiting staff to key vacant roles.
  - A plan for further actions within the service is also under preparation.

#### 2.1.4 Other variances include:

- £552k forecast underspend on staff. This is due to a number of vacant posts across the organisation. This underspend is offset by a shortfall in income recharges to capital schemes which are forecast to be £305k lower than budgeted.
- Improvement in expected investment income of £100k due to higher interest rates.
- £101k adverse variance for expenditure on procurement due to a change in the way procurement advice is provided and a significant volume of procurement work for the HRA as part of the improvement plans.
- £164k additional interest on debt as some loans split between the General Fund and HRA were not included in the budget.
- £110k forecast overspend on Finance recharges. This is due to use of agency staff to cover roles which have been difficult to recruit to.

## 2.2 HRA Reserves

2.2.1 The HRA currently has a balance of £7.2m. A minimum balance of £1.0m is maintained to ensure the HRA has sufficient funding to cover unforeseen revenue expenditure and the remaining £6.2m to be used for capital projects and for the repayment of debt.

2.2.2 Earmarked reserves were reviewed in 2022/23 and as a result, all earmarked reserves were transferred to a Medium Term Financial Planning reserve for the HRA. This will enable reserves to be allocated corporately to achieve strategic aims.

2.2.3 Table 2 below shows a summary of usable HRA reserves:

**Table 2 – HRA Usable Reserves forecast 2023/24**

Reserves	Balance at 31/03/23	Forecast Contributions Received	Forecast Spend Required	Balance at 31/03/24
	£'000	£'000	£'000	£'000
<u>Housing Revenue Account</u>				
HRA Medium Term Financial Plan Reserve	530			530
HRA Balance	7,200		(4,574)	2,626
	7,730	0	(4,574)	3,156
HRA Capital Receipts	11,340	2,760	(6,510)	7,590
Major Repairs Reserve	2,730	3,400	(3,470)	2,660
Debt Repayment Reserve	0	3,730	0	3,730
	<b>21,800</b>	<b>9,890</b>	<b>(14,554)</b>	<b>17,136</b>

### 2.3.1 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

2.3.2 The Housing capital programme broadly consists of the Improvements and Modernisation programme as well as the New Build programme.

2.3.3 The Improvements and Modernisation Programme includes:

- Vital fire safety works.
- Major aids and adaptation works around safety, accessibility and increasing independent living for residents.
- Transforming older persons schemes to an integrated digital service, giving full and timely works and events and visits information to residents. This also allows the Council to share a digital layout with the Fire Service so in the event of an incident they can guide crews through the building.
- Replacement heating scheme, installing new Ideal Logic (hydrogen ready) efficient boilers or air source heat pumps (if replacing solid fuel systems) and correct insulation to improve thermal efficiency of Council homes. This will improve affordability of heating for tenants this winter as well as assisting the Council in achieving progress towards every property meeting Energy Performance Certificate Level C by 2028.

2.3.4 Most of the projects in the new build scheme are still at the design stage. The Council is exploring a number of delivery models to increase the number of affordable and social housing units across the District.

2.3.5 Table 3 shows the expenditure and forecast against budget as at quarter three.

**Table 3 - Quarter 3 2023/2024 Outturn on the HRA Capital Programme**

Scheme	Original Budget £'000	Prior Year C/fwd £'000	In-year Changes £'000	Revised Budget £'000	Expenditure @ Q3 £'000	23/24 Forecast Outturn £'000	Variance (Revised Budget v Outturn) £'000	Carry-Forward to Future Years £'000
Improvements and Modernisation	12,226	8,555	(13,125)	7,656	2,603	7,656	0	13,125
New Build	2,948	6,003	(8,896)	55	5	55	0	8,896
<b>Total</b>	<b>15,174</b>	<b>14,558</b>	<b>(22,021)</b>	<b>7,711</b>	<b>2,608</b>	<b>7,711</b>	<b>0</b>	<b>22,021</b>

2.3.6 Expenditure for quarter three was £2.61m and this was largely from the Improvements and Modernisation programme. The low level of expenditure on the New Build programme is due to schemes being at the design stage and also delays in procuring contractors.

**Table 4 - Reprofileing of Future Years' Budgets**

Scheme	Reprofiled to 24/25 £'000	Reprofiled to 25/26 £'000	Reprofiled to 26/27 £'000	Total £'000
Improvements and Modernisation	5,607	0	7,518	13,125
New Build	2,879	0	6,017	8,896
<b>Total</b>	<b>8,486</b>	<b>0</b>	<b>13,535</b>	<b>22,021</b>

2.3.7 The Improvements and Modernisation programme has the largest budget allocation to future years and this is to undertake projects such as fire safety works, asbestos remediation, major aids and adaptations and zero-carbon schemes.

- 2.3.8 It should be noted the table shows the re-profiling of expenditure from the budget agreed in February 2023, the majority of the reprofiling was reported to Cabinet as part of the Outturn Report 2022/23. It is being reported again for completeness and transparency.
- 2.3.9 The Council’s modifications to the QL Housing and Repairs data system involve enhanced recording capabilities, allowing them to track budget expenditures in greater detail and real-time, including information on when and where the spending occurs.” This system is in the process of being integrated with the Unit4 Finance system so that weekly reconciliation of forecast and actual budgets can be undertaken. Where programmes fall behind in delivery, adjustments can be made to ensure the Council delivers what it promises or communicates and takes action to intervene.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	The spending from the budget provides funding for the Council to deliver against all its priorities.
Policy Considerations:	None
Safeguarding:	None
Equalities/Diversity:	None
Customer Impact:	None
Economic and Social Impact:	None
Environment and Climate Change:	The Council is forecast to invest £850k retrofitting Council homes to reduce their environmental impact.
Consultation/Community/Tenant Engagement:	This report will go to Corporate Scrutiny Committee on 23 May 2024
Risks:	<p>High levels of inflation can undermine the Council’s financial reserves. As inflation rises, the real purchasing power of the Council’s reserves steadily erodes, meaning the same amount of money can purchase progressively fewer goods and services. This erosion of value poses a challenge to the organisation’s ability to maintain financial stability and achieve its long-term financial objectives.</p> <p>Furthermore, the Council has opted to allocate its increased interest earnings (resulting from increased base rate) towards funding its base revenue budget rather than reinvesting them into reserves. This strategic choice, combined with the inflationary pressure, leads to an overall devaluation of reserves. Essentially, this practice leaves the organisation with reduced financial resilience, as it does not adequately account for the eroding effect of inflation on its reserves.</p> <p>Although the current high levels of inflation are causing problems, reserves might be expected to</p>

	<p>grow with more moderate levels of inflation over the long term. Real returns (i.e. after inflation) are and have been negative despite investment returns rising. So even if the Council changed its policy to add interest earnings to reserves it still would not solve the whole problem. Indeed, very few investment returns are beating inflation and in general if you wanted higher returns you'd need to invest for a longer period and/or with riskier assets, which the council has decided not to do.</p> <p>There is a risk of availability of staff to resource the programme of work. There is also a national problem with increased costs of temporary staff. The service works closely with colleagues in Human Resources to recruit to vacant posts and continues to recruit through the apprentice programme.</p> <p>The budgets will continue to be monitored throughout the year to ensure the Council remains within its funding envelope.</p>
Officer Contact	<p>Anna Crouch  Head of Finance &amp; Deputy S151 Officer  <a href="mailto:anna.crouch@nwleicestershire.gov.uk">anna.crouch@nwleicestershire.gov.uk</a></p>



## 2023/24 HRA QUARTER 1 FORECAST OUTTURN POSITION

HOUSING REVENUE ACCOUNT SUMMARY	Annual Budget	Forecast Outturn	Forecast Variance
	£'000	£'000	£'000
<b>Expenditure</b>			
Repairs & Maintenance	7,694	7,672	(22)
Supervision & Management	3,995	4,021	26
Provision for Doubtful Debts	100	100	0
Depreciation	3,466	3,466	0
Capital Financing & Debt Management	1,822	1,986	164
<b>Total Expenditure</b>	<b>17,077</b>	<b>17,245</b>	<b>168</b>
<b>Income</b>			
Rent & Service Charges	(19,792)	(19,766)	26
Non-Dwelling Rents	(41)	(41)	0
Other Income	(20)	(20)	0
Investment Income	(286)	(386)	(100)
<b>Total Income</b>	<b>(20,139)</b>	<b>(20,213)</b>	<b>(74)</b>
<b>Net Operating Expenditure/-Surplus</b>	<b>(3,062)</b>	<b>(2,968)</b>	<b>94</b>
<b>Appropriations</b>			
Transfer to/from reserves	3,726	3,726	0
Revenue Contribution to Capital	3,815	3,815	0
<b>Total Appropriations</b>	<b>7,541</b>	<b>7,541</b>	<b>0</b>
<b>NET (SURPLUS)/DEFICIT</b>	<b>4,479</b>	<b>4,573</b>	<b>94</b>

North West Leicestershire District Council  
**HRA Capital Programme 2023/24**

Scheme	Original Budget	Prior Year C/fwd	In-year Changes	Revised Budget	Expenditure @ P9	2023/24 Forecast Outturn	Variance	Carry-Forward to Future Years
	£'000	£'000	£'000	£'000	£'000		£'000	£'000
<b>Development Pool:</b>								
<b>Acquisitions and New Build</b>								
Queensway, Measham (Phase 4)		929	(915)	14	3	14	0	915
Howe Road, Whitwick (Phase 4)		823	(823)	0	0	0	0	823
Woulds Court, Moira ( Phase 5)		2,089	(2,074)	15	(4)	15	0	2,074
Cedar Grove, Moira (Phase 5)	460	323	(783)	0	0	0	0	783
The Oaks	1,064	636	(1,686)	14	3	14	0	1,686
Phase 6 - Western Avenue		4	(4)	0	0	0	0	4
S106 purchase - Osgathorpe	0	395	(395)	0	0	0	0	540
S106 purchase - Ravenstone/The Coppice	0	82	(82)	0	0	0	0	82
Acquisition of affordable homes		722	(710)	12	4	12	0	565
EMH - Standard Hill	924	0	(924)	0	0	0	0	924
New Sites - Contingency	500	0	(500)	0	0	0	0	500
<b>Active Programme:</b>								
<b>Improvements and Modernisation</b>								
<b>Home Improvement Programme</b>								
2019 - 2024 Home Improvement Programme	4,500	5,738	(6,938)	3,300	1,934	3,300	0	6,938
<b>Estate Improvements</b>								
Off Street Parking	1,000	220	(220)	1,000	13	1,000	0	220
Footpaths and Unadopted Roads	50	100	(50)	100	0	100	0	50
Garage demolition and replacement	100	99	(124)	75	0	75	0	124
Place Shaping Pilot	0	250	(250)	0	0	0	0	250
Estate Projects - other	100	236	(300)	36	11	36	0	300
Commercial Boilers	150	0	(150)	0	0	0	0	150
Stock Condition Survey	450	0	(450)	0	0	0	0	450
Vehicles	55	0	0	55	0	55	0	0
<b>Compliance</b>								
Passive Fire Safety	1,100	0	(700)	400	8	400	0	700
Major Aids and Adaptations	400	0	0	400	368	400	0	0
Zero Carbon Programme	3,139	0	(2,289)	850	208	850	0	2,289
<b>Supported Housing Improvements</b>								
Speech Module	0	260		260	0	260	0	0
Sheltered Housing Improvements	100	650	(750)	0	0	0	0	750
Scheme Lighting	200	0	(164)	36	0	36	0	164
Tunstall System	260		(260)	0	0	0	0	260
Electrical Upgrades	0	200	(50)	150	0	150	0	50
Energy Performance Certificates	130	0	(130)	0	0	0	0	
Large Roof Replacement	300	0	(300)	0	0	0	0	300
<b>Other Capital Spend</b>								
Capital Works - Voids	0	494	0	494	0	494	0	
Housing Management IT System	192	308	0	500	61	500	0	0
Capital Salaries	0	0	0	0	0	0	0	0
<b>Total</b>	<b>15,174</b>	<b>14,558</b>	<b>(22,021)</b>	<b>7,711</b>	<b>2,609</b>	<b>7,711</b>	<b>0</b>	<b>21,891</b>

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 23 MAY 2024



<b>Title of Report</b>	<b>EMPLOYEE RESOURCING</b>	
<b>Presented by</b>	Mike Murphy Head of Human Resources and Organisation Development	
<b>Background Papers</b>		<b>Public Report: Yes</b>
<b>Financial Implications</b>	There are no direct financial implications as a result of this report.	
	<b>Signed off by the Deputy Section 151 Officer: Yes</b>	
<b>Legal Implications</b>	There are no direct legal implications arising out of this report.	
	<b>Signed off by the Monitoring Officer: Yes</b>	
<b>Staffing and Corporate Implications</b>	There are no direct staffing or corporate implications to consider.	
	<b>Signed off by the Head of Paid Service: Yes</b>	
<b>Reason Agenda Item Submitted to Scrutiny Committee</b>	To provide members with information about the current workforce capacity and resourcing considerations in response to a request from the Committee.	
<b>Recommendations</b>	<b>That the report be noted.</b>	

**1.0 BACKGROUND**

- 1.1 This report provides information about the Council's workforce and outlines the measures being undertaken to address the recruitment and retention issues in some parts of the workforce that can, from time to time, impact on service delivery ambitions and effectiveness.

The report details the improvements that have been made to the Council's offer in terms of pay and non-pay benefits to seek to both make the Council an attractive employer to perspective applicants and to retain existing staff.

The Council draws candidates from a wide range of occupational areas – from solicitors to plumbers to refuse operatives, drivers, and accountants to name a few. This means the job markets the Council competes in are varied and complex and increasingly the Council is in competition with the private sector where there is often greater flexibility around pay and benefits options.

Nationally there are well documented shortages of staff in some professional areas. The ones that have most directly affected this Council in recent years are those in the Planning, Accountancy, Audit, Legal and Environmental Health areas. The Council has also experienced difficulties in recruiting HGV drivers, some skilled craft workers, and the availability of some “unskilled” workers has on occasion been problematic.

## 2.0 TURNOVER / WORKFORCE NUMBERS

2.1 Turnover in the workforce has varied in the past few years. Unsurprisingly the turnover during the year of the COVID pandemic and associated lockdowns was low, with just fifty-six leavers from permanent and contract roles, amounting to a turnover rate of 10.1%. The turnover increased to 18.3% during 2021/22 in the wake of the pandemic and fell back to a level of 15.4% in 2022/23. During 2023/24 the turnover rate fell to 11.92% which is a “normal” or healthy level of workforce turnover. It is important to recognise that the recruitment and retention difficulties are confined to small (but significant) areas of the workforce. Is it also worth recognising that this is not just confined to this Council, other councils locally, regionally and nationally are all experiencing similar challenges and work is in progress at these levels too.

2.2 The size of the workforce has been stable in the past few years, as demonstrated in the table below.

Year	2020-21	2021-22	2022-23	2023-24
Average headcount	553.83	550.67	544.14	579.00

## 3.0 AGE PROFILE OF THE WORKFORCE

Age	Over 60	51 to 60	41 to 50	31 to 40	21 to 30	Under 21
Grand Total	71	167	154	101	73	13
% of workforce	12.3	28.8	26.6	17.4	12.6	2.2

3.1 The Council has ageing workforce, with a high proportion of employees aged fifty and over, with relatively low numbers of younger workers. This is not dissimilar to other councils. As such, it is recognised that the Council needs to develop approaches to attract and retain employees in the lower age cohorts, through apprenticeships and career development and succession plans. There is also a need to retain and attract older workers in some occupational areas where the numbers of skilled available workers numbers are low.

## 4.0 RECRUITMENT AND ADVERTISING

Year	Adverts	Average applications per vacancy
2020-21	87	6.34
2021-22	137	3.20
2022-23	78	3.49
2023-24	90	4.0

The table above shows the number of adverts placed in each of the past four years. Overall, the number of applicants per vacancy has fallen during the period. The trend was undoubtedly affected by the COVID pandemic period, but there is a downward trend overall which in part reflects changes to the national labour markets. There has been a marginal improvement in the last year, but this is not significant.

- 4.1 The Council is constantly reviewing its advertising strategies. The Indeed platform is used to provide national coverage and the Ashby and Coalville Nub news local website are used for all vacancies.

Specialist journals and their associated websites are also used depending on the role, for example when seeking roles at Corporate Leadership Team level, the Council will often use the Local Government Chronicle or other specialist professional journals.

LinkedIn, Twitter and other social media, and Forces families' jobs are also used. The Human Resources team works closely with the Communications team to further improve job advertisements and approaches including wider use of social media options.

The use of social media and methods / approaches to ensure our job roles appeal to the younger generations when seeking to fill roles are also being reviewed.

- 4.2 The Council's recruitment processes have also been reviewed to try to make the process easier for potential applicants by accepting CV's and a reduced application form. This is to try to make the application process more customer friendly for roles where applicants may have low levels of literacy. In areas of high-volume regular recruitment, managers have been encouraged to have "rolling" adverts.
- 4.3 Work is also underway at national and regional level to promote the Local Government sector and the opportunities available as it has been recognised that these recruitment and retention concerns run across all types of local authorities' country wide.
- 4.4 The Council has previously used an external search consultancy for job roles at Chief Officer level (Chief Executive, Directors, and Heads of Service). The final appointment decisions are delegated to the Appointments Committee (with a final consideration at Council when appointing a Chief Executive).

## **5.0 APPRENTICES**

The Council currently has ten apprentices in post and a further four other employees undertaking apprentice funded training with eight different training providers ranging from Stephenson College to Nottingham Trent University.

The “quota” numbers designated in the early days of the apprenticeship scheme do not apply now. This Council was previously 7.5 employees. The apprentice numbers struggled during the COVID period due to issues around supervision support and college course availability. The apprenticeship scheme now provides more flexibility around higher-level qualifications and is proving an effective scheme for both the apprentices and the Council. A number of the Council's previous apprentices have moved into permanent vacancies and developed their careers following their training.

The Council has in the last two years encouraged younger members of staff to take part in the Young Local Authority of the Year challenge - to support their career development. The Council's team was runner up this year.

In addition, the Council provides the opportunity for staff to take part in the East Midlands Council's Tri-Sector Challenge where staff from across the Council compete with other Council's becoming a Leadership Team for the day.

The Council has also encouraged participation in the District Council's Network Leadership Development Programme, with two managers benefiting from this opportunity. Also add that senior managers, including the Chief Executive are mentoring participants on this programme.

The Council is also investigating the possibility of a sponsorship for an undergraduate placement from the National Graduate Development Programme. Graduate placements with our local universities are also encouraged where possible.

## **6.0 AGENCY WORKERS**

6.1 Some areas of the Council are very dependent on the use of agency workers. The rates payable through an umbrella Agency provider have been increased to attract workers particularly in craft and manual roles – but also in professional roles such as solicitors, environmental health workers, finance, and planning. The preference is always to recruit directly where possible, and agency workers are encouraged to apply for permanent vacancies. However, there have been a number of occasions where there is a reluctance to move due to the premium rates being provided while on agency work. It is important to note that managers are encouraged to contain agency spend levels within existing staffing budgets wherever possible.

## **7.0 PAY ARRANGEMENTS**

7.1 The Council has a single status agreement in place which covers most of the workforce. The pay and grading scheme is linked to the national pay spine through the National Joint Council job evaluation pay grading scheme, and these arrangements have been effective in minimising risks around equal pay. The single status agreement was signed in 2005 and has been updated in line with the

changes to the national pay scale and in accordance with our commitment to the voluntary living wage annually.

- 7.2 The single status agreement includes a process for market supplements where there have been difficulties in recruiting to a post. The process requires for the post to have been unsuccessfully advertised on two occasions, and at that time a market analysis of similar vacancies can be undertaken using similarly sized local authority comparators. If the analysis shows a market discrepancy, then market supplements in the form of additional increments may be added to the post for a temporary (four year) period. The market supplements process has been used rarely since 2005 but has needed to be used more frequently in the past few years in the professional areas where we have experienced recruitment difficulties. These exercises have led to supplements being applied to posts in audit, legal services, and planning.
- 7.3 There have been recent situations where a whole service area is at service risk due to significant recruitment difficulties. In these circumstances, the Council can undertake a wider market analysis of all professional posts and add market supplements to both vacant roles and to existing employees currently in post.
- 7.4 The market supplements option has not always been effective in recruiting to some vacancies and further add-ons including lease cars and “golden hellos” can be considered for difficult to recruit to roles.

## **8.0 NON-PAY BENEFITS**

- 8.1 The Council has improved its non-pay benefits for employees to seek to improve the recruitment offer and to retain existing employees. The employee benefits package now includes the following: -
- Health Cash back scheme (covers optical, dental, health screening, prescriptions, consultations etc)
  - Salary sacrifice green personal lease car scheme.
  - Subsidised Leisure facility
  - 24/7 Counselling line
  - Leadership Development programme
  - Investors in People award at silver level. (Training and development)
  - Free will writing service.
  - Purchase of additional leave (salary sacrifice)
  - Flexible hybrid working scheme.
  - Cycle to work scheme (salary sacrifice)
  - Relocation scheme
  - Lease car scheme (selected posts only)
  - Car allowances
  - Standby and call out scheme.
  - Free car parking
  - New refurbished offices accommodation

The above non-pay benefits put us in a leading position compared to most Councils in the region.

## 9.0 FUTURE CONSIDERATIONS

- 9.1 We are continuing to review our recruitment and retention options to ensure the Council remains competitive in its various Labour markets. A report is currently in preparation following a Corporate Leadership Team and Managers task and finish group and will form part of the developing updated People management plan for the Council.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	A well-run Council
Policy Considerations:	Single status policy adopted by Council in 2005.
Safeguarding:	None
Equalities/Diversity:	Equality and diversity considerations are intrinsic to recruitment, development and people management policies.
Customer Impact:	Staff resource issues can impact on service delivery arrangements.
Economic and Social Impact:	None
Environment, Climate Change and zero carbon:	None
Consultation/Community Engagement:	Not applicable.
Risks:	The corporate risk of inadequate staffing resources is included in the corporate risk register.
Officer Contact	Mike Murphy Head of Human Resources and Organisation Development Mike.murphy@nwleicestershire.gov.uk



**Corporate Scrutiny Committee – WORK PROGRAMME (as at 15/05/24)**

<b>Date of Meeting</b>	<b>Item</b>	<b>Lead Officer</b>	<b>Witnesses</b>	<b>Indicative Agenda Item Duration</b>
<b>August 2024</b>				
29 August 2024	Performance Monitoring Report	Mike Murphy, Head of Human Resources and Organisational Development		30 minutes
<b>December 2024</b>				
5 December 2024	Performance Monitoring Report	Mike Murphy, Head of Human Resources and Organisational Development		30 minutes
5 December 2024	Draft Housing Revenue Account (HRA) Budget and Rents 2025/26	Paul Stone, Strategic Director of Resources (Section 151 Officer)		30 minutes
5 December 2024	Draft General Fund Budget 2025/26	Paul Stone, Strategic Director of Resources (Section 151 Officer)		30 minutes

Date of Meeting	Item	Lead Officer	Witnesses	Indicative Agenda Item Duration
<b>March 2025</b>				
13 March 2025	Performance Monitoring Report	Mike Murphy, Head of Human Resources and Organisational Development		30 minutes
13 March 2025	Transformation Programme Update	Paul Stone, Strategic Director of Resources (Section 151 Officer)		30 minutes
13 March 2025	Housing Repairs Performance Annual Update	Jane Rochelle, Head of Housing		30 minutes
<b>May 2025</b>				
8 May 2025	Performance Monitoring Report	Mike Murphy, Head of Human Resources and Organisational Development		30 minutes
8 May 2025	Customer Services Annual Report	Nichola Oliver, Customer Services Team Manager		30 minutes

**Work requests considered by the Scrutiny Work Programming Group**

Work Request	Status/Progress	Committee date to be considered (provisional)
Housing Repairs Update Report	Report to be considered towards the end of 2024.	March 2025

**Principles and Criteria used for Assessing Items Put Forward**

**Identify** Issues for consideration by Scrutiny

- Consulting with members of Scrutiny Committees, senior officers, Cabinet members – horizon scanning on policy development
- Looking at the corporate priorities, Council Delivery Plan and Cabinet Forward plan – identify key issues/topics for investigation/inquiry
- Considering events and decisions in the Council’s calendar which could require an input/consultation via scrutiny – eg budget setting, CDP development
- Considering requests from members – eg via another forum or scoping report submitted
- Evaluating the Council’s performance – eg quarterly reports, end of year reports, reviewing success of a particular scheme or initiative
- Reviewing any follow up work required after previous scrutiny work

**Prioritise** the potential list of scrutiny topics based on factors including

- the resources required to deliver it (from members, offices and financially)
- the value and level of impact which could be achieved
- link to the council’s priorities
- whether it is a regular recurring item which requires consideration before Cabinet/Council approval
- consideration of the guidance for selecting scrutiny topics

Topics <b>are</b> suitable for Scrutiny when	Topics <b>are not</b> suitable for Scrutiny when
Scrutiny could have an impact and add value	The issue is already being addressed elsewhere and change is imminent
The topic is of high local importance and reflects the concerns of local people	The topic would be better addressed elsewhere (and will be referred there)
The resources are available that would be required to conduct the review – staff and budget	Scrutiny involvement would have limited or no impact on outcomes
It avoids duplication of work elsewhere	The topic would be sub-judice or prejudicial to the councils interests
The issues is one that the committee can realistically influence	The topic is too broad to make a review realistic
The issue is related to an area where the council or one of its partners is not performing well	New legislation or guidance relating to the topic is expected in the next year

#### **PREVIOUS SCRUTINY RECOMMENDATIONS TO CABINET**

No recommendations have been presented to the Cabinet since the last meeting of the Corporate Scrutiny Committee.

# Notice of Executive Key Decisions

The attached notice lists the matters which are likely to be the subject of a key decision by the Council's executive and executive decision making bodies. This notice is produced in accordance with the Constitution adopted by North West Leicestershire District Council and will be published a minimum of 28 days before the date on which a key decision is to be made on behalf of the Council.

The date of publication of this notice is Friday, 24 May 2024. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 25 June 2024 is 5pm Friday, 14 June 2024.**

## Key Decisions

A key decision means a decision taken by the Cabinet, a committee of the Cabinet, an area or joint committee or an individual in connection with the discharge of a function which is the responsibility of the executive and which is likely:

- (a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the Council;
- (c) for the purposes of (a) and (b) above £100,000 shall be regarded as significant in terms of expenditure or savings, and any issue which, in the opinion of the Leader is likely to have an impact on people, shall be regarded as significant in terms of impact on communities.

## The Council's Executive

The Council's executive committee is the Cabinet. The Cabinet comprises:

Councillor R Blunt	-	Leader	Councillor A Woodman	-	Housing, Property & Customer Services
Councillor M Wyatt	-	Deputy Leader and Community Services	Councillor N J Rushton	-	Corporate
Councillor T Gillard	-	Business and Regeneration	Councillor A Saffell	-	Planning
Councillor K Merrie MBE	-	Infrastructure			

## Confidential Items and Private Meetings of the Executive

Whilst the majority of the Cabinet's business at the meetings listed in this notice will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. This is a formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Forward Plan may be held in private because the agenda and reports for the meeting contain exempt information under Part 1 Schedule 12A to the Local Government Act (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. Those Items where it is considered that they should be considered in private are identified on the Notice.

## Access to Agenda and Related Documents

Documents relating to the matters listed in this notice are available at least 5 clear working days prior to the date of decision as indicated below. Other documents relevant to the matters listed in this notice may be submitted to the decision maker.

If you wish to request or submit a document, or make representation in relation to any issue contained within this notice, please contact Democratic Services on telephone number 01530 454512 or by emailing [memberservices@nwleicestershire.gov.uk](mailto:memberservices@nwleicestershire.gov.uk)

## Executive Decisions

Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
<b>June 2024</b>							
Environmental Health - Food Safety Service Delivery Plan 2024/5	Cabinet	Key	Public	25 June 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicestershire.gov.uk  Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Draft service delivery plan Officer report Environmental Health - Food Safety Service Delivery Plan 2024/5	Not considered necessary
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non-Domestic Rates and Sundry Debts	Cabinet	Non-Key	Public	25 June 2024	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  roma.frisby@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non-Domestic Rates and Sundry Debts	Not required to go to Scrutiny.
Productivity Plan	Cabinet	Non-Key	Public	25 June 2024	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Strategic Director of Resources (Section 151 Officer)  paul.stone@nwleicestershire.gov.uk		Not required to go to Scrutiny.

Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Facilities Management System	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	25 June 2024	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk  Head of Property and Regeneration Tel: 01530 454 354 paul.wheatley@nwleicester.gov.uk	Facilities Management System	N/A.
Protected Characteristics for Care Leavers  143	Cabinet	Non-Key	Public	25 June 2024	Councillor Keith Merrie MBE  keith.merrie@nwleicester.gov.uk  Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicester.gov.uk	Protected Characteristics for Care Leavers	This report will be considered in conjunction with a report to follow on Equalities, Diversity and Inclusion, by the Corporate Scrutiny Committee in August 2024.
Housing Contracts	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	25 June 2024	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk  Strategic Director of Communities Tel: 01530 454819 andy.barton@nwleicester.gov.uk	Housing Contracts	Not required - cabinet decision

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Corporate Complaints	Cabinet	Non-Key	Public	25 June 2024	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk  Customer Services Team Manager  nichola.oliver@nwleicester.gov.uk	Corporate Complaints	23 May 2024
<b>July</b>							
Air Quality Update 14	Cabinet	Non-Key	Public	23 July 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicester.gov.uk  Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk	Air Quality	Community Scrutiny, June 2024.
The Council's Approach to Community Asset Transfers	Cabinet	Key	Public	23 July 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicester.gov.uk  Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk	The Council's Approach to Community Asset Transfers	Community Scrutiny, June 2024.



Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Disabled Facilities Grants Review	Cabinet	Non-Key	Public	23 July 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicester.gov.uk  Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk	Disabled Facilities Grants Review	Community Scrutiny, June 2024
Public Spaces Protection Orders - Car Cruise  145	Cabinet	Non-Key	Public	23 July 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicester.gov.uk  Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk	Public Spaces Protection Orders - Car Cruise	N/A
2024/25 Quarter 1 General Fund Finance Update	Cabinet	Non-Key	Public	23 July 2024	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk  Finance Team Manager, sarah.magill@nwleicester.gov.uk,	2024/25 Quarter 1 General Fund Finance Update	Will be considered by the Corporate Scrutiny Committee on 29 August 2024

Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
2024/25 Quarter 1 Housing Revenue Account (HRA) Finance Update	Cabinet	Non-Key	Public	23 July 2024	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk  Finance Team Manager, sarah.magill@nwleicester.gov.uk,	2024/25 Quarter 1 Housing Revenue Account (HRA) Finance Update	Will be considered by the Corporate Scrutiny Committee on 29 August 2024.
Performance Monitoring Report  146	Cabinet	Non-Key	Public	23 July 2024	Councillor Keith Merrie MBE  keith.merrie@nwleicester.gov.uk  Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicester.gov.uk	Performance Monitoring Report	Will be considered by the Corporate Scrutiny Committee on 29 August.
<b>August</b>							
Treasury Management Stewardship Report 2023/24	Cabinet	Non-Key	Public	20 August 2024	Corporate Portfolio Holder  Head of Finance Tel: 01530 454492 anna.crouch@nwleicester.gov.uk	Treasury Management Stewardship Report 2023/24	Audit and Governance Committee - 7/8/2024

Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
District Wide Regeneration Framework	Cabinet	Key	Public	20 August 2024	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk  Senior Economic Development Officer tom.stanyard@nwleicestershire.gov.uk	District Wide Regeneration Framework	This report will be considered by the Community Scrutiny Committee on 27 June 2024.
Coalville Memorial Workspace - Award Of Contract For Refurbishment And Conversion.  147	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	20 August 2024	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk  Head of Property and Regeneration Tel: 01530 454 354 paul.wheatley@nwleicestershire.gov.uk	Coalville Memorial Workspace - Award Of Contract For Refurbishment And Conversion.	N/A
<b>September</b>							
Review of Corporate Governance policies	Cabinet	Non-Key	Public	24 September 2024	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Apprentice Solicitor CHARLOTTE.SMITH@nwleicestershire.gov.uk	Review of Corporate Governance policies	This report will be considered by the Audit & Governance Committee on 7 August 2024.
<b>October</b>							

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Car Parking Review	Cabinet	Non-Key	Public	22 October 2024	<p>Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicester.gov.uk</p> <p>Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk</p>	Car Parking Review	Community Scrutiny, September 2024.
148 Future of Waste Services	Cabinet	Key	Public	22 October 2024	<p>Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicester.gov.uk</p> <p>Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk</p>	Future of Waste Services	Community Scrutiny, September 2024
2024/25 Quarter 2 General Fund Finance Update	Cabinet	Non-Key	Public	22 October 2024	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk</p> <p>Finance Team Manager, sarah.magill@nwleicester.gov.uk,</p>	2024/25 Quarter 2 General Fund Finance Update	To be considered by the Corporate Scrutiny Committee on 5 December 2024.

Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
2024/25 Quarter 2 Housing Revenue Account (HRA) Finance Update	Cabinet	Non-Key	Public	22 October 2024	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk  Finance Team Manager, sarah.magill@nwleicester.gov.uk,	2024/25 Quarter 2 Housing Revenue Account (HRA) Finance Update	To be considered by the Corporate Scrutiny Committee on 5 December 2024
Performance Monitoring Report  149	Cabinet	Non-Key	Public	22 October 2024	Councillor Keith Merrie MBE  keith.merrie@nwleicester.gov.uk  Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicester.gov.uk	Performance Monitoring Report	Will be considered by the Corporate Scrutiny Committee on 5 December 2024.

February 2025

Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Performance Monitoring Report	Cabinet	Non-Key	Public	25 February 2025	Councillor Keith Merrie MBE  keith.merrie@nwleicester shire.gov.uk  Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleiceste rshire.gov.uk	Performance Monitoring Report	Will be considered by the Corporate Scrutiny Committee on 13 March 2025
2024/25 Quarter 3 Housing Revenue Account (HRA) Finance Update	Cabinet	Non-Key	Public	25 February 2025	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleic estershire.gov.uk  Finance Team Manager, sarah.magill@nwleicester shire.gov.uk,	2024/25 Quarter 3 Housing Revenue Account (HRA) Finance Update	Will be considered by the Corporate Scrutiny Committee on 13 March 2025.
2024/25 Quarter 3 General Fund Finance Update	Cabinet	Non-Key	Public	25 February 2025	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleic estershire.gov.uk  Finance Team Manager, sarah.magill@nwleicester shire.gov.uk,	2024/25 Quarter 3 General Fund Finance Update	Will be considered by the Corporate Scrutiny Committee on 13 March 2025.

April 2025

Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
2024/25 Provisional Financial Outturn - Housing Revenue Account (HRA)	Cabinet	Non-Key	Public	22 April 2025	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk  Finance Team Manager, sarah.magill@nwleicester.gov.uk,	2024/25 Provisional Financial Outturn - Housing Revenue Account (HRA)	This report will be considered by the Corporate Scrutiny Committee on 8 May 2025.
2024/25 Provisional Financial Outturn - General Fund  151	Cabinet	Non-Key	Public	22 April 2025	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk  Finance Team Manager, sarah.magill@nwleicester.gov.uk,	2024/25 Provisional Financial Outturn - General Fund	This report will be considered by the Corporate Scrutiny Committee on 8 May 2025.
Performance Monitoring Report	Cabinet	Non-Key	Public	22 April 2025	Councillor Keith Merrie MBE  keith.merrie@nwleicester.gov.uk  Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicester.gov.uk	Performance Monitoring Report	Will be considered by the Corporate Scrutiny Committee on 8 May 2025.

This page is intentionally left blank