

Meeting	CABINET
Time/Day/Date	5.00 pm on Tuesday, 6 March 2018
Location	Board Room, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

All persons present are reminded that the meeting may be recorded and by attending this meeting you are giving your consent to being filmed and your image being used. You are kindly requested to make it known to the Chairman if you intend to film or record this meeting.

The Monitoring Officer would like to remind members that when they are considering whether the following items are exempt information under the relevant paragraph under part 1 of Schedule 12A of the Local Government Act 1972 they must have regard to the public interest test. This means that members must consider, for each item, whether the public interest in maintaining the exemption from disclosure outweighs the public interest in making the item available to the public.

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary.	
3. PUBLIC QUESTION AND ANSWER SESSION	
4. MINUTES	
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5. TENANT SCRUTINY PANEL REPORT ON COMPLAINTS	
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6. NORTH WEST LEICESTERSHIRE HEALTH AND WELLBEING STRATEGY	
Report of the Strategic Director of Place Presented by the Community Services Portfolio Holder	117 - 124

7.	COALVILLE FRONTAGES - LOCAL DEVELOPMENT ORDER	
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8.	2017/18 QUARTER 3 PERFORMANCE MANAGEMENT REPORT	
	Report of the Chief Executive Presented by the Leader	139 - 158
9.	FORMER TENANT RENT ARREARS, CURRENT TENANT RENT ARREARS, COUNCIL TAX, NON DOMESTIC RATES AND SUNDRY DEBTOR WRITE OFFS	
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Circulation:

Councillor R D Bayliss
Councillor R Blunt (Chairman)
Councillor T Gillard
Councillor T J Pendleton
Councillor N J Rushton
Councillor A V Smith MBE

MINUTES of a meeting of the CABINET held in the Board Room, Council Offices, Coalville on
TUESDAY, 6 FEBRUARY 2018

Present: Councillor R Blunt (Chairman)

Councillors R D Bayliss, T Gillard, T J Pendleton, N J Rushton and A V Smith MBE

In Attendance: Councillors J G Coxon, D Everitt, T Eynon, J Geary, G Hault, J Legrys,
S Sheahan and M Specht

Officers: Mr J Arnold, Ms T Ashe, Mr G Jones, Mrs M Meredith, Mrs B Smith and
Miss E Warhurst

98. APOLOGIES FOR ABSENCE

No apologies for absence were received.

99. DECLARATION OF INTERESTS

There were no interests declared.

100. PUBLIC QUESTION AND ANSWER SESSION

None received.

101. MINUTES

Consideration was given to the minutes of the meeting held on 16 January 2018.

It was moved by Councillor R Blunt, seconded by Councillor A V Smith and

RESOLVED THAT:

The minutes of the meeting held on 16 January 2018 be approved and signed by the
Chairman as a correct record.

102. MEDIUM TERM FINANCIAL STRATEGY

The Corporate Portfolio Holder presented the report to members, explaining that this was the first time the authority had produced a 5 year Medium Term Financial Strategy (MTFS), which was the industry standard. He highlighted the amount of work which had been undertaken to produce the strategy. He drew members' attention to the additional consultation response received from the Federation of Small Business which had been circulated at the meeting. He sought Cabinet's approval of the strategy attached at Appendix 2.

The Corporate Portfolio Holder advised that the MTFS projected a potential drop of £1 million in business rates income from 2021, when the outcome of the Fair Funding review was implemented. He advised that this was the most significant funding change and any transitional arrangements would not be known until the Fair Funding review had progressed. He added that along with the projected loss in revenue support grant and increased cost pressures, the potential drop in business rates was estimated to produce a deficit of £1.4 million in 2021, increasing each year afterwards with a projected balance of surplus and deficits over the 5 year period of £5.3 million. He explained that the strategy also addressed the long term reliance on the New Homes Bonus by setting a self-sufficiency target over the 5 year period of £1.5 million. He added that a new self-sufficiency reserve would be created using the general fund balances of £900,000 and the

projected outturn from the General Fund of £1.86 million. This fund would be held for the purpose of transforming the organisation, investing in revenue generating commercial initiatives and where necessary, to balance a predicted deficit year. For the first time the MTFs included detail on the Housing Revenue Account and the Capital Programmes to 2023 to enable members of the public to understand the Council's holistic financial position and forecasts. He thanked the officers for their work on producing the strategy.

Councillor R Blunt commented that the approach taken previously was not strategic enough and acknowledged that priorities could be changed overnight. He added that planning for all eventualities was a prudent way forward.

Councillor N J Rushton highlighted that this would be delivered along with a freeze in Council Tax for the coming year.

Councillor R D Bayliss referred to the Housing Revenue Account debt repayment regime which showed that the £78,000,000 borrowed in 2012 as part of the self-financing settlement was being paid in good order which showed sound treasury management and financial controls. He felt this was the hallmark of the Council.

It was moved by Councillor N J Rushton, seconded by Councillor R Blunt and

RESOLVED THAT:

The Medium Term Financial Strategy be approved.

Reason for decision: Requirement of the budget setting process.

103. GENERAL FUND AND SPECIAL EXPENSES REVENUE BUDGET PROPOSALS FOR 2018/19

The Corporate Portfolio Holder presented the report to members, seeking approval of the General Fund and Special Expenses budgets for 2018/19, the freeze in Council Tax and the creation of a new self-sufficiency reserve using £900,000 of existing reserves and the projected surplus for 2017/18. He referred to the consultation which had taken place following the Cabinet meeting in December and the comments made by Policy Development Group which were attached at Appendix D.

The Corporate Portfolio Holder advised that draft General Fund Budget for 2018/19 showed a projected surplus of £299,000 and the budget for business rates had increased significantly from the budgeted position for 2017/18, with the budget for next year standing at £4.9 million compared to £3.85 million currently, which reflected the massive amount of growth in the district.

The Corporate Portfolio Holder explained that both Council Tax and business rates estimates now included anticipated growth in the district for the budget year, meaning that income over and above the budgeted for position for ourselves and our major precept authorities was received during the year rather than in arrears through the collection fund. This was particularly good news for parish and town councils who would receive Council Tax for new homes for their areas in-year. He advised that in line with Cabinet's decision in January 2017, the Local Council Tax Support Scheme had continued in 2017/18, and town councils would see a phased income reduction of 25% from 2018/19. The draft Special Expenses budget showed a projected surplus of £5,000 for 2018/19 that would be contributed to reserves.

The Corporate Portfolio Holder highlighted that there would be no increase in Council Tax for the ninth year.

It was moved by Councillor N J Rushton, seconded by Councillor A V Smith and

RESOLVED THAT:

Cabinet recommends to Council:

- a) The assurance statement by the Deputy Section 151 officer be noted
- b) The General Fund Revenue Budget for 2018/19 summarised in Appendix B be approved
- c) The Special Expenses Revenue Budget for 2018/19 as summarised in Appendix C be approved
- d) The district's Council Tax be frozen in 2018/19
- e) £900,000 of General Fund reserves be used to create a new self-sufficiency reserve and the forecasted surplus income over expenditure in 2017/18 be also transferred to the self-sufficiency reserve
- f) The budgeted surplus income over expenditure in 2018/19 be transferred to the self-sufficiency reserve

Reason for decision: To enable the Council to set a balanced budget for 2018/19 as required by statute.

104. HOUSING REVENUE ACCOUNT (HRA) BUDGET PROPOSALS FOR 2018/19

The Housing Portfolio Holder presented the report to members, drawing their attention to the budget proposals set out at Appendix A. He referred to successfully maintaining services whilst there was the ongoing 1% decrease in rental income and the projected surplus for the current year of £338,000 against a budgeted outturn position of £142,000 surplus.

In response to a question from Councillor R Blunt, the Housing Portfolio Holder advised that the loan repayment provision was ahead of targets to repay the maturity loans, the first of which was due for repayment in 2022. He referred to the matrix at Appendix D. The Deputy Section 151 Officer explained that the level of interest paid on the loans would depend on the loan type and the duration of the term, but would be lower for annuity loans and higher for maturity loans.

Councillor N J Rushton congratulated the officers involved on the reductions in debt at the same time that rents were falling.

It was moved by Councillor R D Bayliss, seconded by Councillor N J Rushton and

RESOLVED THAT:

The assurance statement by the Deputy Section 151 Officer be noted,

Cabinet recommend to Council:

- a) The decrease in council house rents for 2018/19 by 1% be approved (average of 79 pence per week).
- b) The increase of 3.9% (25 pence per week) in garage rents for 2018/19 be approved.

- c) Central heating charges for 2018/19 remain at the same level as for 2017/18.
- d) The average increase of 0.40%% (1.6 pence per week) in service charge for 2018/19 be approved.
- e) The ground rent increase at Appleby Magna caravan site of 3.9% (£2.04 per week) on the anniversary of each individual rent agreement in 2018/19 be approved.
- f) The Lifeline charges for private customers be maintained at the 2017/18 level and increased by 3.9% for registered provider customers from April 2018.

Reason for decision: To enable the Council to set a balanced Housing Revenue Account Budget for 2018/19.

105. CAPITAL PROGRAMMES – GENERAL FUND, COALVILLE SPECIAL EXPENSES AND HOUSING REVENUE ACCOUNT (H.R.A). PROJECTED OUTTURN 2017/18 AND PROGRAMMES 2018/19 TO 2022/23

The Corporate Portfolio Holder presented the report to members, asking that they note the estimated outturn on the Capital Programmes for 2017/18 and approve the Capital Programmes for 2018/19, detailed in Appendices A – C. He also sought members' approval of the Capital Strategy attached at Appendix D, for which approval was an annual requirement alongside the Capital Programme.

The Corporate Portfolio Holder reported that the outturn on the General Fund Capital programme was estimated at £3.8 million against the original budget of £3 million. This movement was as a result of a number of schemes carried forward from 2016/17, net of under spends and slippage of some schemes into the 2018/19 year.

The Corporate Portfolio Holder referred members to the General Fund Capital Programme set out in Appendix A, totalling £3.1 million for 2018/19 and comprising a number of liabilities identified within the Council's Planned Preventative Maintenance (PPM) schedule as well as a number of new budget provisions, a number of which would be subject to further Cabinet approval for the schemes to go ahead. He referred to the Special Expenses Capital Programme for 2018/19 at Appendix B of £50,000 which was solely for the purpose of floodlighting at Owen Street football pitch. He also highlighted the Housing Revenue Account Capital Programme of £10 million at Appendix C, which included £2.8 million to maintain the Decent Homes standard within the housing stock and £3.9 million to continue the Council's new build scheme.

Councillor R D Bayliss highlighted the spending and investment on home improvements, planned improvements and on new build programmes. He commented that along with what members had already heard relating to debt and treasury management, he felt this reflected well on the whole business of the Council. He felt that a great deal of credit was due to officers.

It was moved by Councillor N J Rushton, seconded by Councillor R D Bayliss and

RESOLVED THAT:

- a) The estimated General Fund, Coalville Special Expenses and H.R.A. Capital outturn for 2017/18 and planned financing be noted.
- b) Council be recommended to approve the Capital Programmes in 2018/19 detailed in:
 - Appendix "A" General Fund capital schemes

- Appendix “B” Special Expense capital schemes
 - Appendix “C” HRA capital schemes and in 2019/20 these schemes only:
 - £600,000 for the vehicle replacement programme, as detailed in paragraphs 3.7 to 3.7.7
- c) The proposed procurement routes be noted and authority be delegated to award the contracts, and any associated agreements in furtherance of the projects, as detailed in section 7 (procurement routes) of this report.
- d) The 2018/19 Capital Strategy included in Appendix D be approved, in line with the prudential code.

Reason for decision: To enable projects to be included in the Programmes and proceed.

106. THE TREASURY MANAGEMENT STRATEGY STATEMENT 2018/19 AND PRUDENTIAL INDICATORS 2018/19 TO 2020/21

The Corporate Portfolio Holder presented the report to members, reminding them that this was an annual report which Cabinet considered before making recommendations to full Council. He advised that the Statement complied with statutory, regulatory and professional requirements, specific roles and responsibilities were identified and the Council utilised the services of an independent treasury adviser. He added that treasury management activity was regularly reported to the Audit and Governance Committee. He explained that this year the strategies and prudential indicators incorporated the Council’s decision to outsource its leisure centres in 2019 and to build a new facility by 2021. The Investment Strategy had also been updated to provide members with more flexibility in adopting a commercial approach going forward.

It was moved by Councillor N J Rushton, seconded by Councillor R D Bayliss and

RESOLVED THAT:

The Treasury Management Strategy Statement 2018/19, Prudential Indicators – revised 2017/18 and 2018/19 to 2020/21 and the annual minimum revenue provision statement be recommended for approval by full Council.

Reason for decision: These are statutory requirements.

107. PROPOSED COUNCIL DELIVERY PLAN

The Leader presented the report to members, explaining that the content of the draft delivery plan had been aligned with the Medium Term Financial Strategy and the format had been updated to make it more engaging to readers. He added that the draft plan had been considered by Policy Development Group and the minutes were attached at Appendix 2. The final version would be considered by full Council on 23 March 2018.

It was moved by Councillor R Blunt, seconded by Councillor A V S and

RESOLVED THAT:

- a) The proposed Council Delivery Plan for 2018/19 be considered and noted together with comments from Policy Development Group.
- b) Subsequently endorses the plan’s content be endorsed and recommended to Council for approval on 20 March 2018.
- c) The Chief Executive be authorised, in consultation with the Leader of the Council, to make any final amendments to the plan prior to Council on 20 March 2018.

Reason for decision: To endorse the Council Delivery Plan for 2018/19 prior to Council's consideration.

108. REVIEW OF HOUSING POLICIES

The Housing Portfolio Holder presented the report to members, drawing their attention to the list of proposed changes to the policy and the reasons for the changes as set out in Appendix 1.

It was moved by Councillor R D Bayliss, seconded by Councillor N J Rushton and

RESOLVED THAT:

The revised Allocations Policy and Former Tenants Arrears Policy be approved.

Reason for decision: To seek Cabinet approval for the revised policies.

109. INTRODUCTION OF PUBLIC SPACE PROTECTION ORDER IN RELATION TO DOG CONTROL (PSPO)

The Community Services Portfolio Holder presented the report to members, outlining the proposed introduction of Public Space Protection orders to tackle dog fouling. She highlighted the previous success officers had had with innovative campaigns such as Dog Watch and undertaking educational talks at schools and hotspot areas. She added that enforcement action had complemented this approach with the use of CCTV surveillance, however in order for enforcement to be effective, it was necessary to have the legal framework in place.

The Community Services Portfolio Holder referred to the public consultation undertaken which supported the conversion to the new Public Spaces Protection Orders and the introduction of a new measure of "means to pick up" after dogs. She made reference to the transition process as set out in the report and emphasised the importance of this piece of work which would further enhance powers to tackle dog handling. She supported the proposals and commended the officers involved.

Councillors T Gillard and R Blunt commented that this was a recurring issues and welcomed the proposals.

It was moved by Councillor A V Smith, seconded by Councillor T Gillard and

RESOLVED THAT:

The introduction of a Public Space Protection Order in relation to dog control across the administrative area of North West Leicestershire District Council be approved.

Reason for decision: A change in national legislation.

110. DESIGNATION OF KEGWORTH CONSERVATION AREA

Councillor T J Pendleton presented the report to members, seeking their endorsement of the designation of the Kegworth Conservation Area. He referred to the public consultation which had been undertaken and highlighted the positive response received as set out in Appendix 3 of the report.

Councillor R Blunt commented that building the bypass provided an opportunity to stop the blight on this market town caused by traffic. He hoped the renewal of the conservation

area along with other efforts would make the residents of Kegworth proud of their town centre again. He expressed support for any future initiatives to celebrate the town centre.

Councillor T J Pendleton added that the bypass would significantly improve the current air quality issues in the area.

It was moved by Councillor T J Pendleton, seconded by Councillor A V Smith and

RESOLVED THAT:

The designation of the Kegworth Conservation Area be approved.

Reason for decision: Designation of the Kegworth conservation area would support the aims of the Council Delivery Plan relating to sustainable development and growth and people feeling proud of their homes and communities and support the Council in fulfilling its duties under the Planning (Listed Buildings and Conservation Areas) Act 1990 ("the 1990 Act") relating to the designation and review of conservation areas.

111. **AUTHORITY FOR ADDITIONAL SPEND TO COMPLETE THE DIGITAL TRANSFORMATION PROJECT**

The Corporate Portfolio Holder presented the report to members, which sought support for the ongoing transformation programme to improve online services for customers. He highlighted the benefits in terms of cost savings and staff time of online customer interaction.

It was moved by Councillor N J Rushton, seconded by Councillor T J Pendleton and

RESOLVED THAT:

- a) The additional allocated funds of £48,000 from reserves and the variation of the delivery contract with Firmstep to include the items set out in paragraph 2.3 be approved to ensure phase one of the programme is delivered.
- b) The allocated funds totalling between £155,000 - £180,000 be approved for phase two of the programme to be delivered, and that this expenditure be attributed to the Housing Revenue Account (51.5% of cost) and General Fund reserves (48.5% of cost)
- c) Authority be delegated to the Director of Housing in consultation with the Corporate Portfolio Holder to award a contract to Firmstep through the G-Cloud framework for the delivery of phase two.
- d) It be noted that further updates will be brought to Cabinet as the programme progresses.

Reason for decision: To ensure Members are aware of the additional cost to complete Phase One and the cost to complete Phase Two.

The additional costs takes the contract value above the £100,000 threshold which requires Cabinet approval.

Without the additional investment to complete Phase One, this would jeopardise the scheduled "go live" date of 19 April 2018, as well as non-completion of online services for key areas, where efficiency savings are to be made.

Without the additional investment to complete Phase One, this would cause a delay in the launch of the new internet web site, as both projects are intrinsically linked to provide an improved customer experience, which is part of the customer first strategy.

To authorise the procurement of Firmstep to deliver Phase Two of the Digital Transformation Programme.

112. MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY

The Community Services Portfolio Holder presented the report to members, highlighting the delivery of Christmas in Coalville, the progress made on the commemorative artwork in Memorial Square, the works and improvements to Owen Street floodlights, the installation of the mobile vehicle activated cameras, the success of the funding application to improve the facilities at Coalville Forest Adventure Park and the work on the Green Flag accreditation for Coalville Park. She thanked the Working Party for their continued hard work on projects in the Coalville area.

The Community Services Portfolio Holder expressed support for the request for additional funding of £5,000 towards the Coalville Commemorates project as this was an important project and would be a district wide commemoration of the end of World War 1.

It was moved by Councillor A V Smith, seconded by Councillor R Blunt and

RESOLVED THAT:

The recommendations made by the Coalville Special Expenses Working Party as summarised at section 3.0 of the report be approved, including the request for £5,000 additional funding towards the Coalville Commemorates project.

Reason for decision: To progress Coalville Special Expenses projects and programmes.

The meeting commenced at Time Not Specified

The Chairman closed the meeting at 5.39 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 6 MARCH 2018

Title of report	TENANT SCRUTINY PANEL REPORT ON COMPLAINTS
Key Decision	a) Community Yes b) Financial No
Contacts	Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk Head of Housing and Asset Management 01530 454780 chris.lambert@nwleicestershire.gov.uk
Purpose of report	To seek approval to implement the action plan developed by the Housing Service in response to the recommendations put forward by the Tenant Scrutiny Panel in respect of Complaints.
Reason for Decision	The Tenant Scrutiny Panel has concluded their inspection of Complaints.
Council Priorities	Value for Money Homes and Communities.
Implications:	
Financial/Staff	The recommendations put forward by the Tenant Scrutiny Panel can be met by existing resources within the Housing Revenue Account budget.
Link to relevant CAT	N/A
Risk Management	The recommendations and any associated risks will be monitored by the Housing Service and Tenant Scrutiny Panel.
Equalities Impact Screening	No implications apparent.

Human Rights	No implications apparent
Transformational Government	This report reflects the second outcome from the introduction of the new Social Housing Regulatory regime established by the Localism Act 2011.
Comments of Head of Paid Service	Report is satisfactory
Comments of Section 151 Officer	Report is satisfactory
Comments of Deputy Monitoring Officer	Report is satisfactory
Consultees	Tenants & Leaseholders Consultation Forum Housing Senior Management Team Corporate Management Team
Background papers	None
Recommendations	THAT CABINET APPROVES THE ACTION PLAN PREPARED IN RESPONSE TO THE RECOMMENDATIONS FROM THE TENANT SCRUTINY PANEL'S INSPECTION OF COMPLAINTS.

1.0 CONTEXT

- 1.1 Cabinet approved the establishment of a Tenant Scrutiny Panel (TSP) on 13 March 2012 in response to introduction of the Localism Act 2011. The Act heralded the focus for Housing regulation moving towards a culture of local co-regulation, with greater emphasis on locally determining standards and priorities.
- 1.2 The reforms have also provided social housing tenants with stronger tools to hold their landlords to account through tenant panels, or similar bodies, in order to give tenants the opportunity to carefully examine the services being offered and form judgements about the cost and quality of the services they receive.
- 1.3 Panel members were formally recruited in December 2012 and embarked on their first pilot review of customer satisfaction with the Decent Homes Improvement Programme in May 2013. The Panel issued their findings and recommendations in a report in May 2014 to the Housing Portfolio Holder. Each of the 5 recommendations were accepted and adopted by the Housing Service.
- 1.4 To date, the panel have undertaken a further five inspections with all recommendations accepted and actions to implement undertaken.
- 1.5 The latest report issued by the Panel in respect of Complaints is a product of the Panel's work during the 2017/2018 financial year which concluded in November 2017. This is the sixth report issued by the Panel.

- 1.6 The inspection and subsequent writing of the report took longer than anticipated and therefore some findings and recommendations have already been acted upon and there is at least one action completed. These have been indicated on the action plan.
- 1.7 The Panel is aware of a planned review of the corporate complaints policy and process and anticipates this report will feed into that review.
- 1.8 The Panel will next be inspecting Estate Management services within Housing, with a report detailing their findings and proposed recommendations due to be considered by Cabinet later in the 2018/19 financial year.

2.0 INSPECTION OF COMPLAINTS

- 2.1 The Panel's full report, including twelve recommendations can be found in Appendix A. The list of recommendations can be found specifically under section 10. All recommendations have been accepted by the Housing Senior Management Team (SMT).
- 2.2 It is important to note that the report attached has been produced by the Scrutiny Panel themselves, in their own words.

3.0 RESOURCE COMMITMENTS

- 3.1 Recommendations will be implemented through an action plan which outlines actions proposed to address the issues raised. The action plan has been approved by the Panel and SMT. All actions can be undertaken and implemented within existing resources. The action plan can be found in Appendix B.



**Tenant Scrutiny Panel
Report on: Complaints**

November 2017

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<p>Appendices:</p> <p>Appendix 1: NWLDC STAR Survey 2015</p> <p>Appendix 2A: NWLDC Complaints Policy</p> <p>Appendix 2B: NWLDC Complaints Procedure</p> <p>Appendix 3A: Meeting with Rommel Villarico</p> <p>Appendix 3B: Meeting with Andrew Hickling</p> <p>Appendix 3C: Meeting with Joanne Day</p> <p>Appendix 3D: Meeting with Chris Lambert</p> <p>Appendix 4A: Open Complaints April 2017</p> <p>Appendix 4B: Feedback Received in Housing 2015-16</p> <p>Appendix 4C: SMT Report Complaints Performance and Learning</p> <p>Appendix 4D: SMT Report Complaints Learning</p> <p>Appendix 4E: Open complaints at June 2017 Anonymised</p>	

1. Acknowledgements

The Tenant Scrutiny Panel (TSP) gratefully acknowledges the support, guidance and assistance provided by the members of the Housing Team, including Glyn Jones, Neil Barks, Chris Lambert, Joanne Day, Rommel Villarico and additionally Andrew Hickling from the Business Improvement Team. The Panel would also like to thank the Resident Involvement Team – Justin O'Brien, Laura Smythe and Steve Everson, and also Cllr Roger Bayliss, Portfolio Holder for Housing for his ongoing encouragement, support, and guidance. Also many thanks to Rob Webb for his training on the subject.

2. Executive Summary

The TSP made the decision to inspect the Complaints Service as a result of analysing data (as reported in the NWLDC STAR Survey 2015, appendix 1) revealing that the level of customer satisfaction for how the Housing Service deals with complaints was lower than expected. It became apparent from information gathered during our inspection that the current NWLDC Complaints policy leads to high tenant expectations.

3. Strengths:

- 3.1. The TSP is a group of (currently) six volunteers who are tenants and residents of NWLDC. Individually they have various different skill sets and, as part of their aims and objectives, seek to improve their skills and value to the group and to NWLDC by identifying development needs and attending relevant training.
- 3.2. Each member has completed the level 2 qualification in 'Understanding Scrutiny' delivered by tpas.
- 3.3. Each TSP member recognises the importance of adopting a flexible attitude and approach and each displays a high level of commitment to their voluntary involvement in working with NWLDC to improve Housing services to tenants and streamline processes.
- 3.4. The TSP mission is to be a "critical friend" to the Council, facilitating service improvements for Council tenants whilst improving tenants' perception of their landlord.
- 3.5. The TSP uses differing methodologies to analyse data, collect evidence, report on outcomes and make recommendations to NWLDC to enable changes and improvements to be implemented.

4. Vision and Strategy:

The vision of the TSP is to increase its knowledge of NWLDC's ways of working, and policies and procedures in order to be able to strengthen the group's knowledge and improve its offer to tenants and NWLDC alike and to play a strategic part in the way services are delivered and improved in the future.

5. Report

The TSP has reported on its findings as factually as possible and without any bias. Our inspection has, on occasion, increased awareness of the complexity of the work done by NWLDC and other agencies. However our findings and subsequent recommendations have led us to be critical of certain parts of the process of reporting/investigating complaints in line with the policies and procedures in place.

6. Methodology

- Training with Rob Webb to look at Complaints Policy & Procedures
- Desktop Review of relevant documents
- Meeting with Andrew Hickling (Records Management Officer – Business Improvement Team) to get a corporate view of complaints.
- Meeting with Rommel Villarico (Business Support Team leader) to discuss data and recording of complaints
- Joanne Day (Support Services Team Leader) attended the May TSP meeting to give feedback on the handling of complaints and the problems faced by those who record and monitor them, with an emphasis on the Asset Management Team (AMT).
- Meeting with Chris Lambert (Head of Housing) to identify why the bulk of outstanding complaints were with the Asset Management Team (AMT) and what actions were being taken to resolve the situation.

7. Aim of the Exercise

To investigate why customers were reporting low satisfaction levels in respect of complaints handling and suggest recommendations to improve how NWLDC deal with this aspect of their services to tenants.

8. Findings

- 8.1. As expected, the highest number of complaints were received by the AMT and the majority arose from tenants advising of required repairs where the service subsequently provided has not met their expectations.
- 8.2. When there was a lack of AMT resources dedicated to processing repairs responses to complaints the backlog of outstanding complaints was high. Evidence suggests that historically there was consistently insufficient emphasis and resources put into resolving this problem.
- 8.3. There was dramatic improvement during several months of 2016 when an officer was asked to concentrate on reducing the huge backlog of outstanding complaints that had accumulated; this action brought the backlog down to an acceptable level. However the officer then left NWLDC and with the loss of this resource the backlog of outstanding complaints rose quickly to exceed the original level. (see appendix 4)
- 8.4. From reviewing relevant data from 2014/15 onwards tenant complaints appear not to have always been responded to within the timescales outlined in the complaints policy. This resulted in a number of Stage 1 complaints progressing to Stage 2 simply because of a lack of communication about what was happening with regard to tenants' particular issues. (see appendix 4E)
 - It is interesting to note that 72 compensation claims were received in 2014/15 with 2015/16 showed a significant reduction in that number at 21.
 - SMT Report 2015/2016 stated that the categories used to log compensation claims, coupled with the poor recording and management of same, made it difficult to determine whether any claims were received (or payments made) outside of the compensation policy.
 - Using the Complaints Learning and Performance report there is no doubt that NWLDC Complaints service, although achieving some improvement, is still not meeting the policy requirements for response times. At its worst AMT response time was in excess of 40 days.

- In 2016/17 NWLDC received 139 Housing complaints vs. 59 compliments. In 2015/16 there were 103 complaints and 41 compliments and 2014/15 saw 175 complaints and 68 compliments. The number of compliments seems to be consistently low, with some fluctuations. There should be more emphasis on making staff aware that any/all compliments they receive – in any form (e.g. emails, cards, calls etc.) – should be included in tracking data and captured on the appropriate electronic system. There is already a corporate system that can capture customer compliments simply by sending an email to feedback@NWLeicestershire.gov.uk. Staff should be reminded of this facility and it would be simple to ensure that the NWLDC website publicises it so that tenants and residents could also post their compliments direct.
- When handling complaints, there is evidence that communications between NWLDC and its tenants is poor and it is imperative that there is improvement in this area. NWLDC should encourage initial complaints to be responded to in less than the ten day target. It would appear that occurrences of complaints responses being left to the last day is common practice, indeed evidence indicates response times are not consistently met resulting in an increase of level 2 complaints. NWLDC must ensure that everyone involved in the complaints processes and procedures complies with the timescales quoted in the Complaints Policy and where possible performs better than the agreed timescales.
- The TSP is aware that NWLDC has piloted a programme designed to capture learning points identified through logging complaints and formulating responses and actions to avoid recurrence in the future. The Panel consider this to be good practice and that it should continue.
- NWLDC is not proactive but rather reactive when dealing with complaints, there appears to be a lack of accountability due to not having a dedicated officer to deal with complaints; this is apparent as when there was a dedicated resource the level of outstanding complaints dropped significantly.
- There appears to be no training relevant for staff on dealing with customer feedback.
- It appears the Asset Management Team (AMT) and the Housing Service generally may consider a complaint from a tenant regarding a failed request for service as an additional request for service in order to both satisfy the tenant and resolve the issue. The problem with this is the tenant may believe s/he has in fact made a complaint, but this has not been recorded as a formal complaint with the Business Improvement Team. In the event that the issue continues unresolved and is then raised as a formal complaint the Business Improvement Team will not have been aware of this previously and this can confuse both the tenant and the Business improvement Team.

9 Recommendations:

1. NWLDC undertakes a full and in-depth review of the current Complaints and Compensation policies to:
 - a. Ensure the policy is clear about what constitutes a complaint – i.e. a request for service (repairs) is not a complaint although it seems clear some tenants understandably believe they are complaining because there is something wrong with their property.
 - b. Reconsider the level of genuine compensation pay-outs with an emphasis on each case being looked at on its own merits. The Panel would recommend that if a tenant can evidence a loss of earnings as a results of taking time off work for an appointment and that appointment is missed the evidenced loss of earnings should be compensated.

2. Ensure that any system used to capture information on complaints has a good tracking system so that each complaint is kept on track and up to date and all communications with the complainant are recorded. Also this system should automatically generate the next due date for a response.
3. The focus on learning from complaints should be emphasised and reported on a regular basis through various forms of media (i.e. website, Intouch etc.) This is a prime example of how the housing service can evidence it listens to its tenants and as a result improves its services.
4. The Housing Service should consider the appointment of a complaints officer who will dedicate a high proportion of their time to dealing with complaints, this will provide a named contact for each complainant and ensure accountability and transparency for NWLDC.
5. All staff involved in complaints must ensure that agreed timescales are adhered to in line with NWLDC Feedback Policy, indeed staff should be encouraged to respond to complaints in less than the agreed timescales wherever possible and not wait until the 10th day to respond. This would also mean that some complaints are 'headed off at the pass' and don't become Stage 2. It is unacceptable that so many complaints are not responded to within agreed timescales.
6. Although a number of complaints are resolved following telephone contact by NWLDC, a letter must always be sent to the complainant to finalise/close the complaint; this must be adhered to.
7. The TSP suggests that NWLDC carries out a skills analysis of all employees engaged in handling complaints, identify any gaps in skills levels and arrange relevant training, ensuring it is relevant and effective. Once delivered, assess effectiveness to see if it met the needs of each individual; if this is not the case arrange additional training. Keep individual training records on file with HR and use in conjunction with annual appraisals to keep staff abreast of new developments (e.g. changes to computer systems etc.) and to record personal aspirations.
8. Adopt use of 'batch jobs' – allocating operatives to certain postcode areas and repairs to that particular area/date, thereby increasing their efficiency and effectiveness and reducing travel times and costs.
9. The Housing Service and AMT must develop a robust procedure that identifies clearly when a request for service becomes a complaint (The panel believes this should be immediately when the request for service fails the first time) and then follows the corporate complaints route.
10. Learning from complaints should be part of the continuing improvement process.

Janet Higgins, Chair, On behalf of the Tenant Scrutiny Panel

NWLDC/TSP/2017 Reports/ Complaints V5

Action Plan in response to the Tenant Scrutiny Panel report on Complaints

Recommendation 1: NWLDC undertakes a full and in-depth review of the current Complaints and Compensation policies to:

- Ensure the policy is clear about what constitutes a complaint – i.e. a request for service (repairs) is not a complaint although it seems clear some tenants understandably believe they are complaining because there is something wrong with their property.
- Reconsider the level of genuine compensation pay-outs with an emphasis on each case being looked at on its own merits. The Panel would recommend that if a tenant can evidence a loss of earnings as a result of taking time off work for an appointment and that appointment is missed the evidenced loss of earnings should be compensated.

Ref	Task	Lead	Target Date	Status
TSPCOM1	To review and rewrite the Corporate Complaints policy and ensure the policy clearly details the difference between a complaint and a request for service	Sabrina Doherty (Business Improvement Team)	April 2018	
21				
TSPCOM1A	To monitor the volume of service request identified resulting to the change.	Sabrina Doherty (Business Improvement Team)	December 2018	
TSPCOM1B	To review the Housing compensation policy with a focus on the level of compensation paid with the ability to look at each case on its own merits.	Sabrina Doherty (Business Improvement Team)	August 2018	
TSPCOM1C	To have every compensation claim independently assessed (i.e. by the HRA Business Support Team) following the completion of investigation by the service area. An independent review on compensation would ensure compliance with the compensation policy and that claimants are treated fairly.	Rommel Villarico	Ongoing	

Recommendation 2: Ensure that any system used to capture information on complaints has a good tracking system so that each complaint is kept on track and up to date and all communications with the complainant are recorded. Also this system should automatically generate the next due date for a response.

Ref	Task	Lead	Target Date	Status
TSPCOM2	To ensure that both the complaints and compensation system clearly captures all the information and communication regarding the complaint and its resolution. It would also be beneficial that the system chronologically records the communication/events relevant to the complaint without the need of going through each case communication.	Rommel Villarico	June 2018	
TSPCOM2A	To automate reminders and due dates with email alerts sent to designated service areas. This would facilitate in a prompt complaint response.	Sabrina Doherty	June 2018	
TSPCOM2B	To ensure that reports can be extracted from the system to capture volume, trends, and learning from complaints.	Rommel Villarico/Sabrina Doherty	June 2018	

Recommendation 3: The focus on learning from complaints should be emphasised and reported on a regular basis through various forms of media (i.e. website, Intouch etc.) This is a prime example of how the housing service can evidence it listens to its tenants and as a result improves its services.

Ref	Task	Lead	Target Date	Status
TSPCOM3	To publish learning identified from complaints on a quarterly basis as part of Housing Senior Management Team complaints monitoring process. Learning to be publicised in Intouch, the website and social media.	Rommel Villarico/Justin O'Brien	Quarterly	

Recommendation 4: The Housing Service should consider the appointment of a complaints officer who will dedicate a high proportion of their time to dealing with complaints, this will provide a named contact for each complainant and ensure accountability and transparency for NWLDC.

Ref	Task	Lead	Target Date	Status
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TSPCOM4	To consider having a named officer who will take the lead in dealing with housing complaints and will be the main contact for all complainants.	CL/GJ	June 2018	
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Recommendation 5: All staff involved in complaints must ensure that agreed timescales are adhered to in line with NWLDC Feedback Policy, indeed staff should be encouraged to respond to complaints in less than the agreed timescales wherever possible and not wait until the 10th day to respond. This would also mean that some complaints are 'headed off at the pass' and don't become Stage 2. It is unacceptable that so many complaints are not responded to within agreed timescales.

Ref	Task	Lead	Target Date	Status
TSPCOM5	To monitor outstanding complaints on a weekly basis ensure timely response. There should be a clear guideline on specific reasons for putting a case on hold and this should only be on very rare instances.	Rommel Villarico/Sabrina Doherty	March 2018	
TSPCOM5A	SMT to consider cases not resolved on Stage 1 within the specified timescale should be moved to Stage 2 as a matter of course if no response is sent to tenants within agreed timescales	SMT	Quarterly	

Recommendation 6: Although a number of complaints are resolved following telephone contact by NWLDC, a letter must always be sent to the complainant to finalise/close the complaint; this must be adhered to.

Ref	Task	Lead	Target Date	Status
TSPCOM6	To respond to all complaints in writing (email or post) to formally close a complaint within the agreed timescales as detailed in the complaints policy	Sabrina Doherty	March 2018	

Recommendation 7: The TSP suggests that NWLDC carries out a skills analysis of all employees engaged in handling complaints, identify any gaps in skills levels and arrange relevant training, ensuring it is relevant and effective. Once delivered, assess effectiveness to see if it met the needs of each individual; if this is not the case arrange additional training. Keep individual training records on file with HR and use in conjunction with annual appraisals to keep staff abreast of new developments (e.g. changes to computer systems etc.) and to record personal aspirations.

Ref	Task	Lead	Target Date	Status
TSPCOM7	To provide relevant training to all employees with direct involvement on complaints. To obtain feedback from employees in improving the complaints process and handling.	Team Managers Team Managers	August 2018 October 2018	
Recommendation 8: Adopt use of 'batch jobs' – allocating operatives to certain postcode areas and repairs to that particular area/date, thereby increasing their efficiency and effectiveness and reducing travel times and costs.				
Ref	Task	Lead	Target Date	Status
TSPCOM8 24	The Asset Management Team have implemented a 'batch jobs' system whereby geographical areas are assigned batch jobs and as such tenants can be given an indication on when batch jobs will be completed. The aim of this was to reduce a back log of work, this has now been completed and 'batch jobs' are no longer deemed necessary	Housing Technical Services Manager	Ongoing	COMPLETED
Recommendation 9: The Housing Service and AMT must develop a robust procedure that identifies clearly when a request for service becomes a complaint (The panel believes this should be immediately when the request for service fails the first time) and then follows the corporate complaints route.				
Ref	Task	Lead	Target Date	Status
TSPCOM9	Develop a procedure for staff to follow which clearly identifies when a request for service becomes a complaint and this is recorded. When a complaint is identified the corporate complaints procedure should be followed	Housing Technical Services Manager	June 2018	

Recommendation 10: Learning from complaints should be part of the continuing improvement process.

Ref	Task	Lead	Target Date	Status
TSPCOM10	To implement learning from complaints as an integral part of the complaints process. Any learning identified should be captured prior to closing the complaints.	Rommel Villarico	June 2018	
TSPCOM10A	To implement a complaints satisfaction survey capturing any learning from the perspective of the complainant. Positive or constructive feedback should be welcomed as a challenge for the service to improve on.	Rommel Villarico	June 2018	
TSPCOM10B	To monitor areas for improvement and required changes to policy and procedures resulting from learning on complaints. This demonstrates Housing's commitment on improving its services. This would also be a factor in preventing Stage2 complaints and similar complaints happening in the future.	Rommel Villarico/SMT	June 2018	

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North West Leicestershire District Council

September 2015

Star Survey Report

Analysis and report by

NWA Social Research

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1. SUMMARY OF MAIN FINDINGS

SERVICE AND NEIGHBOURHOOD

1.1 74% of respondents stated that they are either 'very' (27%) or 'fairly satisfied' (47%) with the Housing Service provided by North West Leicestershire District Council.

1.2 Key drivers to improve and maintain satisfaction are identified below:

Improve Overall Satisfaction Ratings (Quadrant D)

- Q2e: That NWLDC listens to your views and acts upon them.
- Q2d: The way NWLDC deals with repairs and maintenance.
- Q15d: The final outcome of your query.
- Q3: Satisfaction that your service charges provide value for money?
- Q18c-g: Aspects of complaints handling: how well kept informed about progress; support received while complaint was being dealt with; speed with which complaint was dealt with; way complaint was handled; and the final outcome of the complaint.
- Q10c: Time taken before work started.

Maintain Overall Satisfaction Ratings (Quadrant C)

- Q2a: The overall quality of your home.
- Q2c: That your rent provides value for money.
- Q15b: The ability of staff to deal with your query quickly and efficiently.
- Q15a: Getting hold of the right person easily.
- Q10b: Being able to make an appointment.
- Q10d: The speed of completion of the work.

1.3 When respondents were asked to give their level of satisfaction in relation to eight aspects of services provided by the Housing Service, satisfaction ranged by 31% with satisfaction being highest in relation to 'your neighbourhood as a place to live' (87%) followed by 'gas servicing arrangements' (83%) and 'the overall quality of your home' (80%). These were followed by 'that your rent provides value for money' (77%), 'the overall appearance of your neighbourhood' (77%) and 'the way NWLDC deals with repairs and maintenance' (61%), while satisfaction was lowest in relation to 'how NWLDC deals with anti-social behaviour' (56%) and 'that NWLDC listens to your views and acts upon them' (52%) which received the highest level of 'dissatisfied' responses (25%).

1.4 54% of respondents indicated that they are 'satisfied' that their service charges provide value for money.

- 1.5 58% of the overall sample stated that they are 'satisfied' with the advice and support on using their heating and hot water controls.
- 1.6 When respondents were asked how much of a problem seven potential problems were evident in their neighbourhood, most selected as either a 'major' or 'minor problem' were 'car parking' (64%) and 'rubbish or litter' (55%). Around a third of respondents believed 'anti-social behaviour' (33%), 'noisy neighbours' (31%) and 'problems with pets and animals' (31%) to be a problem in their local area, while least selected were 'drug use or dealing' (26%) and 'other crime' (23%).
- 1.7 27% of respondents believed their neighbourhood had either 'greatly' (9%) or 'slightly improved' (18%) in the previous 3 years. 53% believed their neighbourhood has 'stayed the same' in this period, while 19% gave either 'slightly' (14%) or 'greatly declined' (5%) responses.
- 1.8 When asked to give their top three service priorities, most selected were 'repairs and maintenance' (75%) and 'the overall quality of your home' (62%). These were followed by 'your neighbourhood as a place to live' (30%), 'value for money for your rent (and service charges)' (30%), 'keeping residents informed' (28%) and 'listening to residents' views and acting upon them' (27%), while least selected as priorities were 'dealing with antisocial behaviour' (17%) and 'support and advice on claiming welfare benefits and paying rent' (13%).
- 1.9 84% of respondents stated that they see themselves as 'tenants' of North West Leicestershire District Council. 11% of respondents saw themselves as a 'resident', while one-in-twenty respondents (5%) gave 'customer' responses.

BLOCK OR SCHEME RESPONDENTS

- 1.10 Amongst respondents living in a block or scheme, satisfaction with their home was highest in relation to 'the safety and security of your home' (69%). 60% of respondents were satisfied with 'the cleaning and upkeep of communal areas', while 59% were satisfied with 'external building repairs and maintenance' which saw the highest percentage of 'dissatisfied' responses (18%). Satisfaction at this point was lowest in relation to 'repairs to communal areas' (52%).

REPAIRS AND MAINTENANCE

- 1.11 Amongst respondents who had had a repair carried out in the last 12 months, satisfaction was highest in relation to 'the attitude of the workers' (87%) followed by 'being told when workers would call' (79%), 'keeping dirt and mess to a minimum' (79%), 'the overall quality of the work' (76%) and 'the speed of completion of the work' (73%). Around 70% of respondents were satisfied with 'being able to make an appointment' (71%), 'the contractors doing the job you expected' (70%) and 'the repairs service you received on this occasion' (70%), while satisfaction was lowest in relation to 'time taken before work started' (65%) and 'the repair being done 'right first time'' (63%) which received the highest percentage of 'dissatisfied' responses (24%).
- 1.12 81% of respondents who had had a repair completed recalled the contractor showing proof of their identity.
- 1.13 87% stated that the appointment time for their repair was kept.
- 1.14 38% of respondents indicated that they would be happy to receive confirmation of their appointment by text rather than by letter.

CONTACT AND COMPLAINTS

- 1.15 Three-quarters of respondents (74%) had contacted North West Leicestershire Housing Services in the previous 12 months.
- 1.16 Amongst respondents who had contacted the Housing Services, satisfaction in relation to four aspects of this contact was highest in relation to 'the courtesy of the staff you spoke to' (85%), while over 70% of respondents were satisfied with 'the ability of staff to deal with your query quickly and efficiently' (73%) and 'getting hold of the right person' (73%). Satisfaction was lowest in relation to 'the final outcome of your query' (65%).
- 1.17 53% of respondents were aware that North West Leicestershire Housing Service has a formal complaints procedure.
- 1.18 One-in-five respondents (20%) had made a complaint to North West Leicestershire Housing Service in the previous 12 months.
- 1.19 Amongst respondents who had made a complaint, satisfaction was highest in relation to 'how easy it was to make your complaint' (69%) and 'the information and advice provided by the staff' (55%). These were followed by 'the final outcome of your complaint' (40%), 'the way your complaint was handled' (38%) and 'how well you were kept informed about the progress of your complaint' (38%). Satisfaction was lowest in

relation to 'the support and advice you received while your complaint was dealt with' (34%) and 'the speed with which your complaint was dealt with' (34%).

INTERNET USE

- 1.20 49% of all respondents indicated that they do not use the internet. 43% of the overall sample use the internet 'at home' and 24% do so by 'phone'. 5% access the internet 'outside the home'.
- 1.21 The most stated reasons for not using the internet were 'do not have access to the internet' (62%) and 'do not want to use the internet' (52%), while 38% stated that they have a 'lack of confidence/skills'. These were followed by 'equipment costs too high' (29%), 'connection costs too high' (29%) and 'privacy and security concerns' (25%) with smaller numbers citing other reasons.

TENANT AND LEASEHOLDER CONSULTATION FORUM

- 1.22 26% of the overall sample were aware of the Tenant and Leaseholders Consultation Forum.
- 1.23 11% of respondents would like to be contacted to discuss opportunities to become involved with the Housing Service.

2. BACKGROUND AND INTRODUCTION

2.1 North West Leicestershire District Council commissioned NWA Social and Market Research Ltd to undertake a Tenant Satisfaction Survey collecting information to enable the tracking by the Council of key data. In line with previous years the survey was carried out by post using a sample randomly selected from the tenant list of North West Leicestershire Council.

2.2 The purpose of the survey was to measure tenant satisfaction using a robust approach to provide an overview of the satisfaction with services received including core questions which allow performance comparisons across time and with other providers. To this end the survey included questions relating to:

- Satisfaction with aspects of service, quality of the home and neighbourhood
- Satisfaction with value for money for service charges
- Advice and support – heating and hot water controls
- Concerns about problems in the local neighbourhood
- Tenant priorities
- Perceptions of relationship with the Council
- Satisfaction with repairs and maintenance
- Satisfaction with formal complaints procedure
- Use of the internet
- Involvement with the Housing Service

2.3 The survey uses questions from the HouseMark STAR survey developed following the demise of the former standardised approach (STATUS). The STAR methodology is more flexible than that of STATUS and therefore different approaches, such as providing the questionnaire online and supporting tenants with telephone interviewing where requested, have been available.

METHODOLOGY

Sample Selection

- 2.4 The target population was all tenant households living in the North West Leicestershire District Council (NWLDC) management area. The sample frame was a list of all tenants (4175) provided by NWLDC.
- 2.5 A minimum of 625 completed questionnaires were expected to be returned. In order to achieve the requirement 1878 tenant addresses were systematically randomly selected from the sample frame with households who had previously completed the NWLDC Resident survey which took place some two months prior to this survey.

The Questionnaire

- 2.6 The questionnaire was designed for self-completion, and both the questionnaire and the covering letter were based on the 'STAR' Housemark templates.
- 2.7 A copy of the questionnaire is included as **Appendix 1** to this report (marked-up with overall results and tracking figures from the 2011 and 2013 previous surveys).

Mailings

- 2.8 Questionnaires were posted on 14th July, using Royal Mail (second class postage). Included with each questionnaire were –
- 1) A separate covering letter providing details of a free-phone NWA helpline should respondents have any queries about the research/questionnaire.
 - 2) A freepost addressed reply envelope.
- 2.9 A reminder letter with a second copy of the questionnaire, were sent to all addresses which had not responded by 31st July.

Response

- 2.10 A total of 687 completed questionnaires were returned by the start of this analysis. The achieved response rate was 37%.

Data Entry and Analysis

- 2.11 Data was entered onto the software package SPSS and, in line with NWA standard quality control procedures, checks were applied to the entered data with a minimum of 10% of each operator's data being checked. Steps were also taken to validate the data for consistency and completeness.

2.12 Frequency counts (showing counts and count percentages), giving full details of 'missing' responses, were produced for all questions. These frequency counts are attached to this report as **Appendix 2**.

2.13 Tables were then produced for each question, for the overall sample and for the following variables:

- Postcode
- Household type
- Age of main tenant
- Gender of main tenant (respondent)
- Disability/illness limiting activity
- Household in receipt of housing benefit
- Main ethnic group
- Total responses

These tables are attached as **Appendix 3** to this report.

The returned data was reviewed for representativeness and the need for weighting. Whilst there was a slight over-representation of smaller properties in the achieved sample the weights that would have been applied were small and application made no significant difference to key questions. Therefore weighting was not considered to be appropriate and all figures quoted in this report and in the tables are based on the raw unweighted data.

2.14 As with all self-completion questionnaires, some individuals did not complete all questions. This may be because they did not have an opinion on the question asked, although we cannot make this assumption in full confidence. In line with previous surveys, most calculations exclude this 'missing data'. However, when 'missing data' is exceptionally high for any question this is reported.

2.15 Additional analyses (Key Driver Analysis) has also been undertaken as part of this report to review the factors influencing satisfaction with the Council as the landlord and the report includes the calculation of the performance indicator NI 160, which derives from the question: '*Generally, how satisfied or dissatisfied are you with the overall service provided by Housing Services as your landlord?*' For the purposes of tracking satisfaction over time, the same analysis has been provided for this survey using Q1a: '*how satisfied or dissatisfied are you with the Housing Service provided by North West Leicestershire District Council?*' The calculation is carried out as follows:

$$\frac{\text{Number of 'very satisfied' and 'fairly satisfied' responses}}{\text{Total number of valid responses}} \times 100$$

(Examples of invalid responses are if a respondent did not check any of the boxes on the questionnaire, checked more than one box, wrote in a comment – including ‘no opinion’ or ‘don’t know’ – instead of checking a box, etc.).

- 2.16 All survey results are subject to a ‘margin of error’ (‘Confidence Interval’). This is based on both the sample number and the proportion of respondents giving a particular response. With an overall returned sample of 687 the overall confidence interval for the survey is +/- 3.4%.

3. SERVICE AND NEIGHBOURHOOD

Question 1: 'Taking everything into account, how satisfied or dissatisfied are you with the Housing Service provided by North West Leicestershire District Council?'

Question 2: 'And how satisfied or dissatisfied are you with...?'

Question 3: 'How satisfied or dissatisfied are you that your service charges provide value for money?'

Question 4: 'How satisfied or dissatisfied are you with the advice and support you receive from North West Leicestershire Housing Service to confidently and efficiently use your heating and hot water controls?'

Question 5: 'To what extent are any of the following a problem in your neighbourhood?'

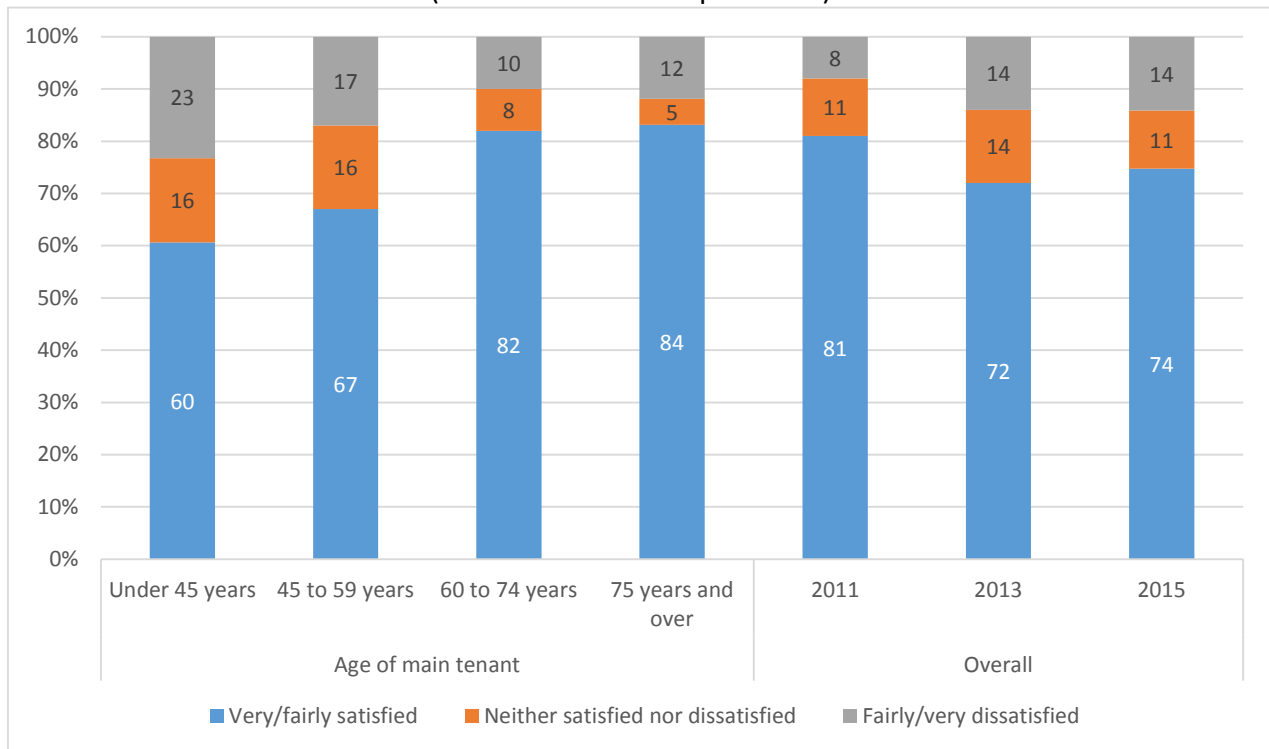
Question 6: 'In the last three years, would you say your neighbourhood has improved or declined?'

Question 7: 'Which of the following services would you consider to be your top three priorities?'

Question 8: 'Which of the following best describes how you view your relationship with North West Leicestershire as a housing provider?'

APPENDIX 1 – Pages 1 to 21

Q1: Taking everything into account, how satisfied or dissatisfied are you with the Housing Service provided by North West Leicestershire District Council?
(Overall - % - 633 respondents)



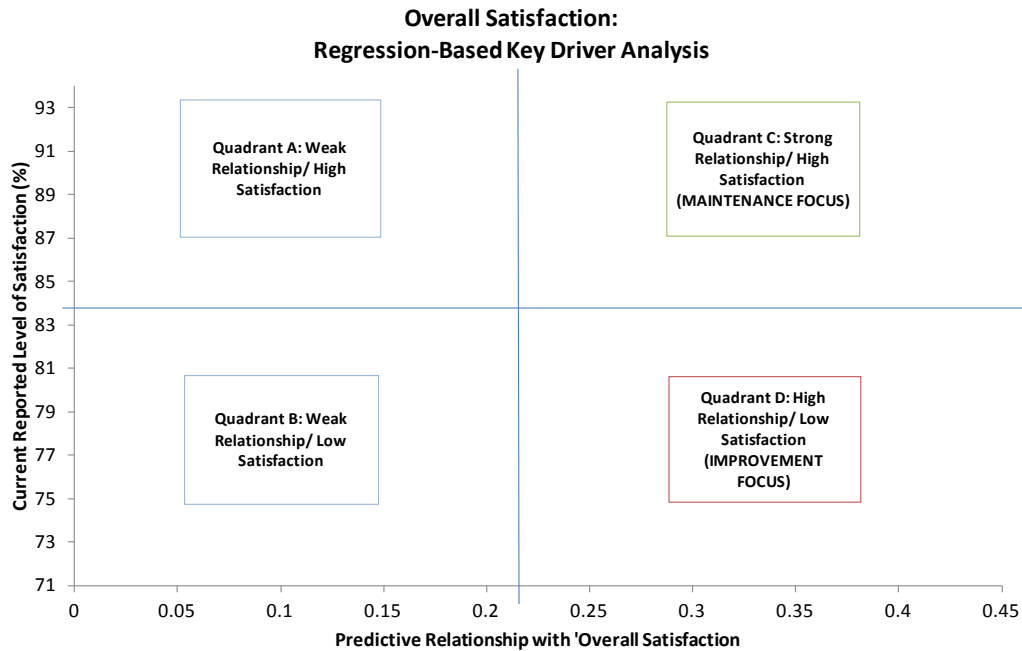
3.1 74% of respondents stated that they are either 'very' (27%) or 'fairly satisfied' (47%) with the Housing Service provided by North West Leicestershire District Council with likelihood of giving such responses continually rising with age from 60% of respondents under the age of 45 increasing to 84% of respondents aged 75 years and over. The percentage of respondents 'satisfied' with the Housing Service provided is similar to that of 72% recorded in 2013 while still being lower than that of 81% recorded in 2011. One-in-nine respondents (11%) were 'neither satisfied nor dissatisfied' with the service provided, while 14% were 'dissatisfied' (8% 'fairly'/6% 'very dissatisfied') rising to 23% of respondents under the age of 45.

Overall Satisfaction with the Housing Service Provided - Key Driver Analysis

3.2 'Key Driver Analysis' is a technique which uses the linear regression analysis function of SPSS in order to identify those aspects of the Housing Service which are 'driving' overall satisfaction. For each question in the survey concerning a service or aspect of service which might have an influence on the overall 'satisfied' ratings for the Housing Service, a predictive value (denoted 'r squared') is calculated which measures how much of the variance in 'satisfied' ratings can be attributed to variance in responses to a given question.

3.3 To make the outputs from the Key Driver Analysis easier to interpret, a scatter chart may then be produced which plots the predictive values for each relevant question against the corresponding 'satisfaction' scores for these questions. This chart can then be divided into four quadrants separating the results for those survey questions which:

- Have a limited relationship with overall satisfaction ratings and are higher in terms of current satisfaction (Quadrant A)
- Have a strong relationship with overall satisfaction ratings and are higher in terms of current satisfaction (Quadrant C)
- Have a limited relationship with overall satisfaction ratings but are lower in terms of current satisfaction (Quadrant B)
- Have a strong relationship with overall satisfaction ratings and are lower in terms of current satisfaction (Quadrant D).



(Note that the lines separating the quadrants are usually placed at the median values for 'satisfaction' and 'predictive values'.)

- 3.4 Therefore, focusing on improving the satisfaction scores for those questions which fall within Quadrant D should result in an improvement in overall 'satisfaction' ratings; whilst focusing on maintaining the higher satisfaction scores for those questions which fall within Quadrant C, should maintain the current level of overall satisfaction.

Key Driver Analysis Results

3.5 Based on the Key Driver Analysis performed, the Council's Housing Service should focus on improving or maintaining the satisfaction scores for the following questions in order to improve or maintain tenants' overall satisfaction ratings for the service provided:

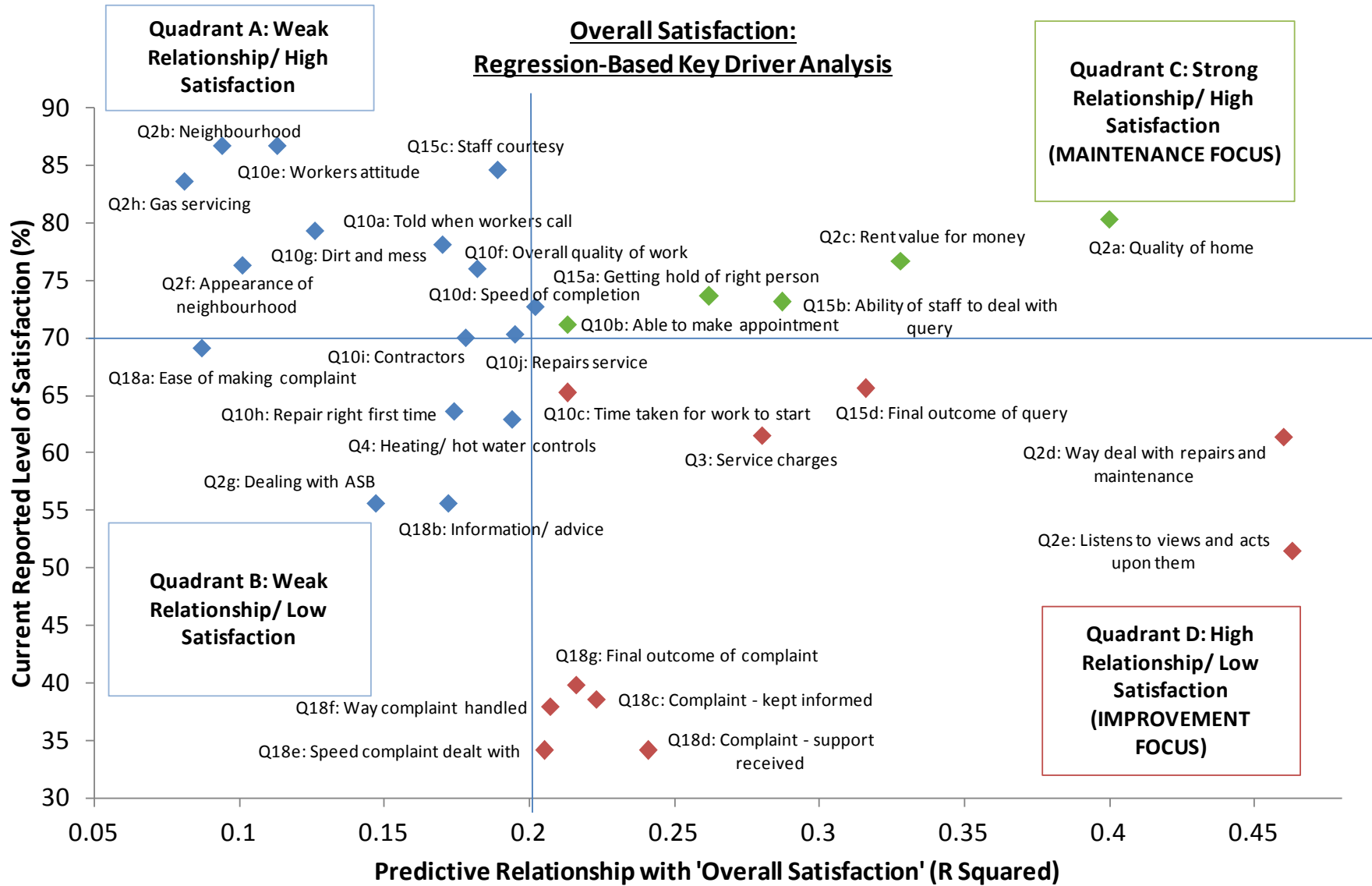
Improve Overall Satisfaction Ratings (Quadrant D)

- Q2e: That NWLDC listens to your views and acts upon them.
- Q2d: The way NWLDC deals with repairs and maintenance.
- Q15d: The final outcome of your query.
- Q3: Satisfaction that your service charges provide value for money?
- Q18c-g: Aspects of complaints handling: how well kept informed about progress; support received while complaint was being dealt with; speed with which complaint was dealt with; way complaint was handled; and the final outcome of the complaint.
- Q10c: Time taken before work started.

Maintain Overall Satisfaction Ratings (Quadrant C)

- Q2a: The overall quality of your home.
- Q2c: That your rent provides value for money.
- Q15b: The ability of staff to deal with your query quickly and efficiently.
- Q15a: Getting hold of the right person easily.
- Q10b: Being able to make an appointment.
- Q10d: The speed of completion of the work.

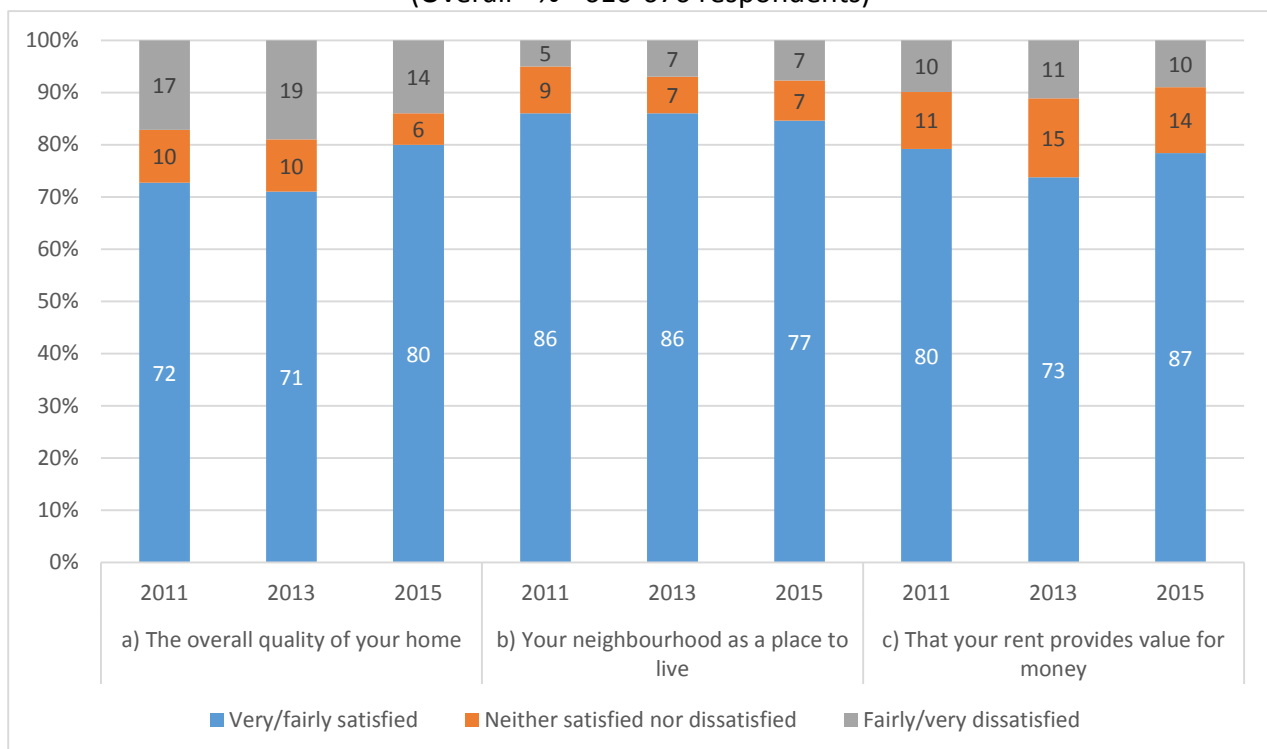
3.6 The full quadrant chart is shown overleaf – note that the analysis excludes 'not applicable' responses and any 'missing' data. (The median lines separating the quadrants are at the 70% satisfaction level and at 0.202 for the 'predictive value'.)



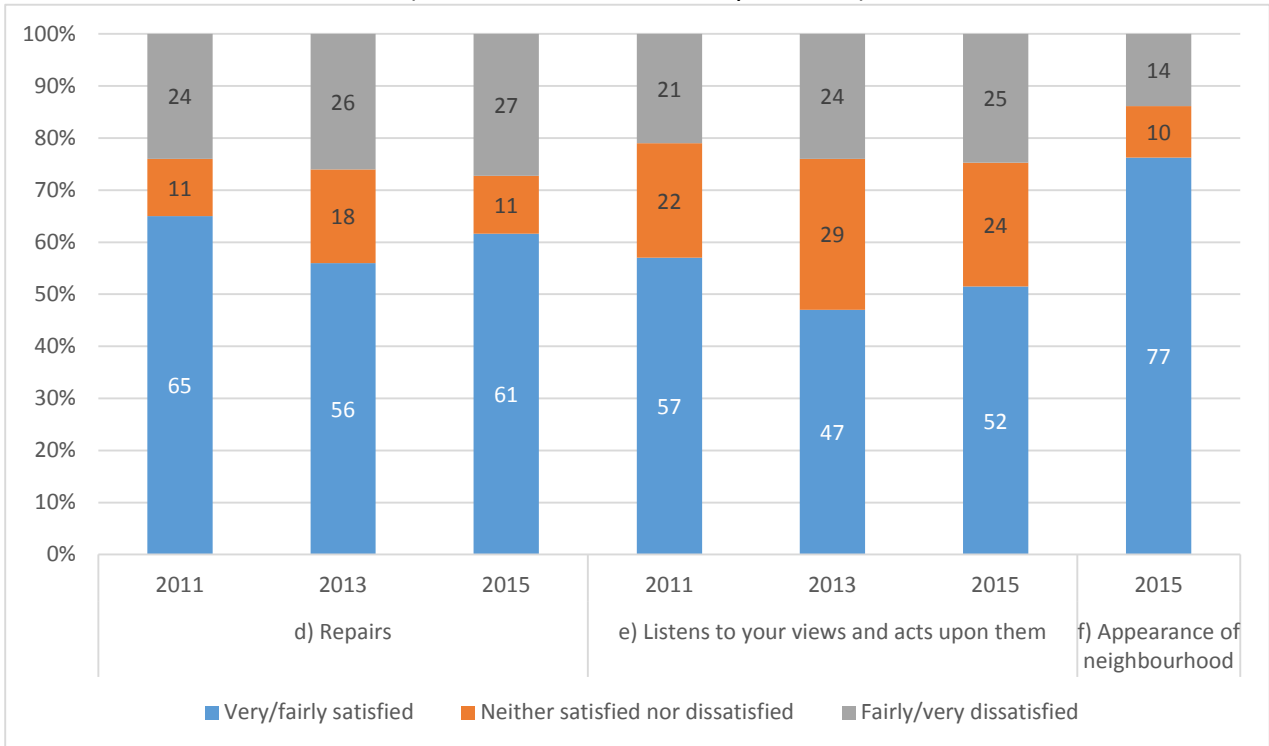
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3.7 When respondents were asked to give their level of satisfaction in relation to eight aspects of services provided by the Housing Service, satisfaction ranged by 31% with satisfaction being highest in relation to ‘your neighbourhood as a place to live’ (87%) followed by ‘gas servicing arrangements’ (83%) and ‘the overall quality of your home’ (80%). These were followed by ‘that your rent provides value for money’ (77%), ‘the overall appearance of your neighbourhood’ (77%) and ‘the way NWLDC deals with repairs and maintenance’ (61%), while satisfaction was lowest in relation to ‘how NWLDC deals with anti-social behaviour’ (56%) and ‘that NWLDC listens to your views and acts upon them’ (52%) which received the highest level of ‘dissatisfied’ responses (25%).

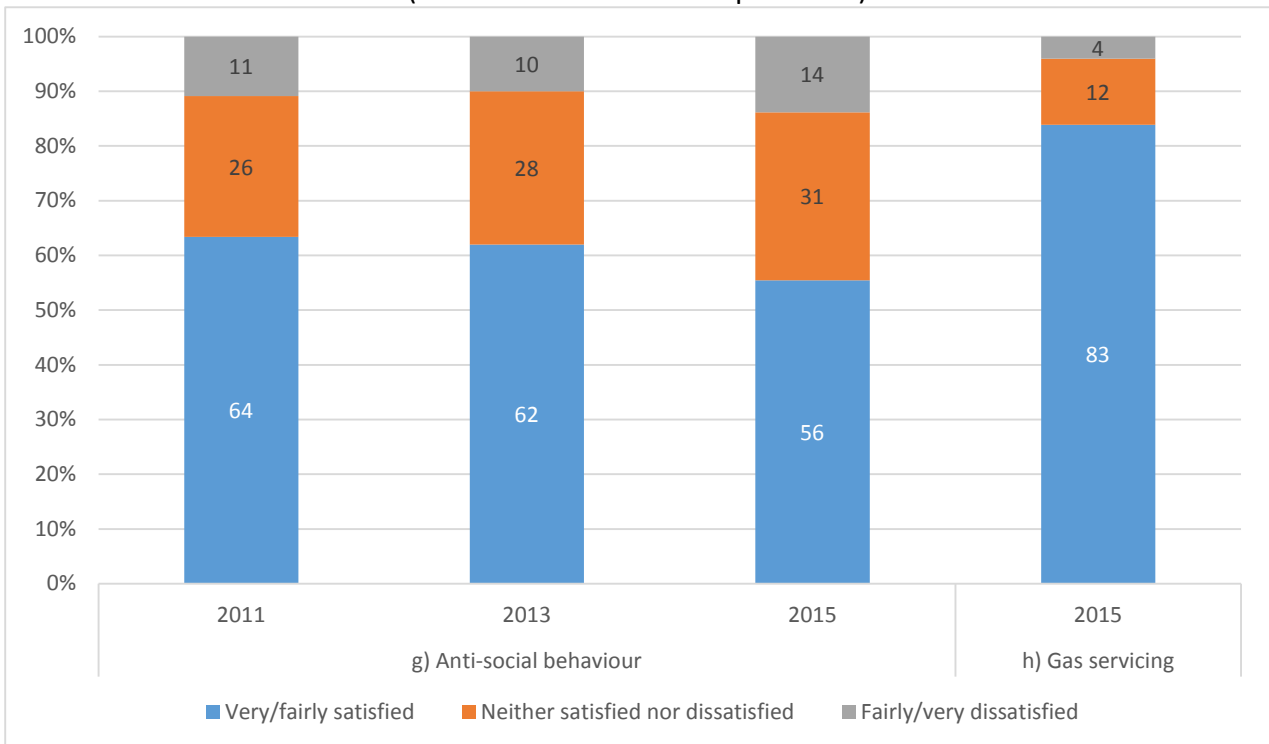
Q2: And how satisfied or dissatisfied are you with...?
(Overall - % - 610-676 respondents)



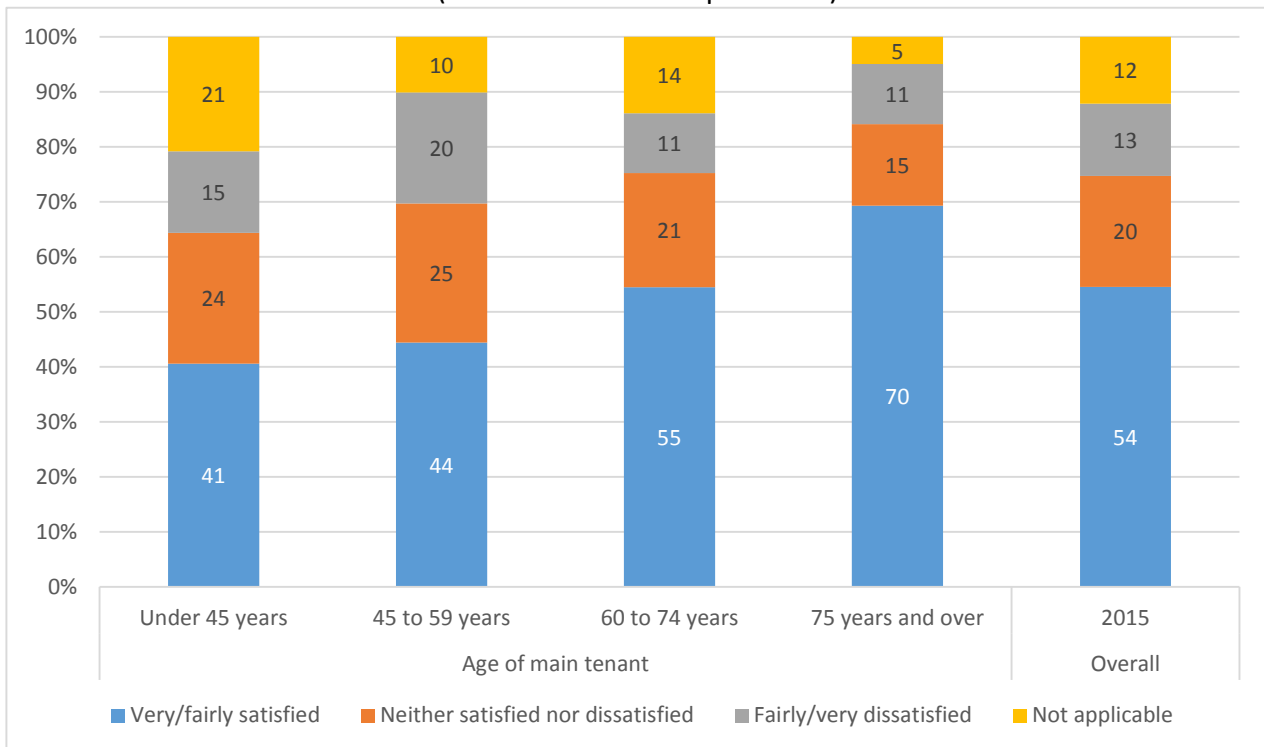
Q2: And how satisfied or dissatisfied are you with...?
(Overall - % - 610-676 respondents)



Q2: And how satisfied or dissatisfied are you with...?
(Overall - % - 610-676 respondents)

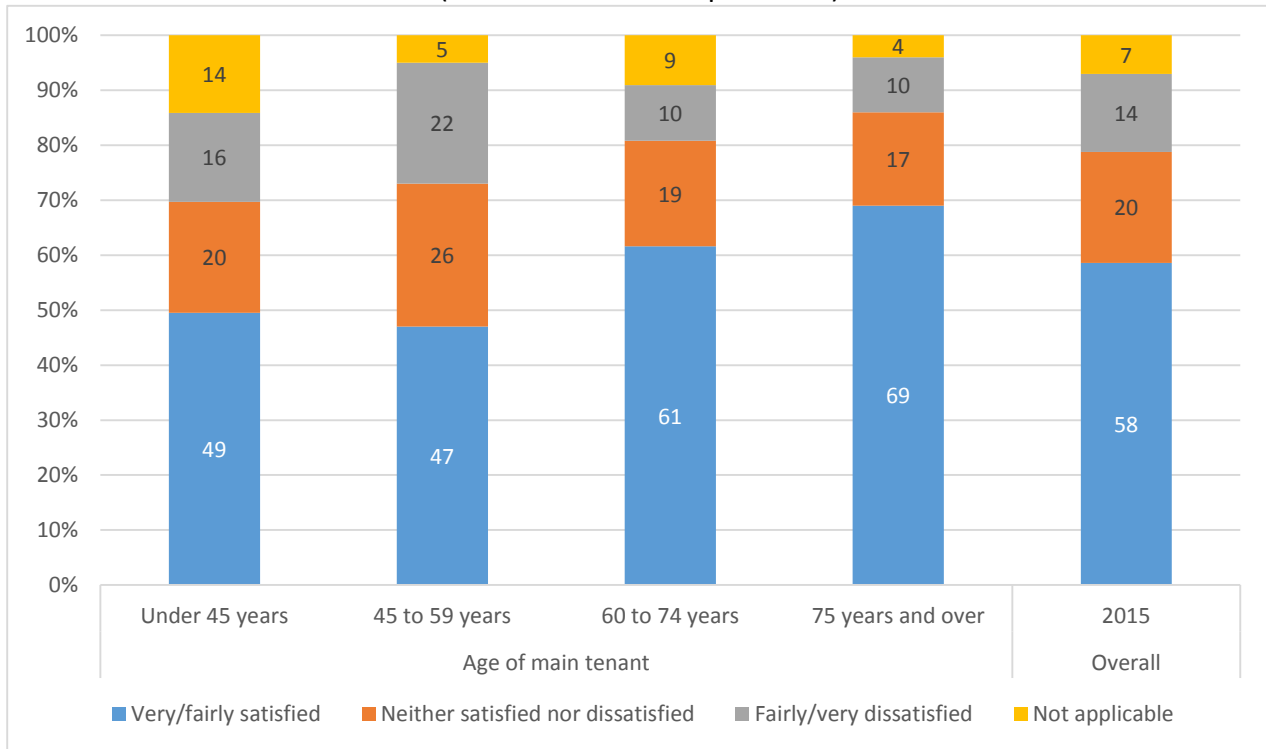


Q3: How satisfied or dissatisfied are you that your service charges provide value for money?
(Overall - % - 659 respondents)

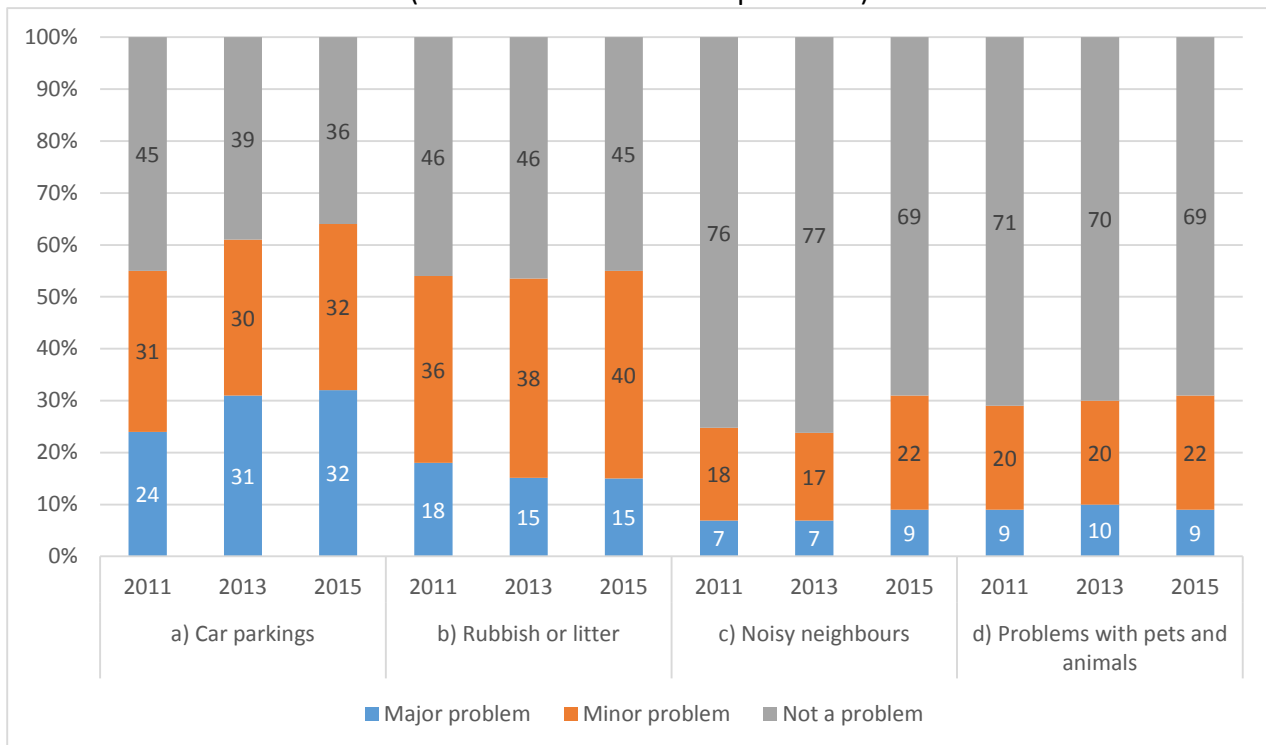


- 3.8 54% of respondents indicated that they are 'satisfied' (18% 'very'/36% 'fairly satisfied') that their service charges provide value for money, ranging by age from 41% of respondents under the age of 45 and continually increasing by age group to 70% of respondents over the age of 75. Males were more likely than females to be 'satisfied' in this regard (58% cf. 50%). One-in-five respondents were 'neither satisfied nor dissatisfied' (20%), while 13% were 'dissatisfied' (8% 'fairly'/5% 'very dissatisfied').
- 3.9 58% of the overall sample stated that they are 'satisfied' (25% 'very'/33% 'fairly satisfied') with the advice and support on using their heating and hot water controls, rising to 69% of respondents over the age of 75. One-in-five respondents (20%) were 'neither satisfied nor dissatisfied' in this regard, with 14% giving either 'fairly' (7%) or 'very dissatisfied' (7%) responses. 7% stated that this is 'not applicable' to themselves, rising to 14% of respondents under the age of 45 (14%) and of respondents living in single adult households with children under the age of 16 (14%).
- 3.10 When respondents were asked how much of a problem seven potential problems were evident in their neighbourhood, most selected as either a 'major' or 'minor problem' were 'car parking' (64%: 32% 'major'/32% 'minor problem') and 'rubbish or litter' (55%: 15% 'major problem'/40% 'minor problem') which also accounted for the two most selected problems in both 2013 and 2011. Around a third of respondents believed 'anti-social behaviour' (33%), 'noisy neighbours' (31%) and 'problems with pets and animals' (31%) to be a problem in their local area, while least selected were 'drug use or dealing' (26%) and 'other crime' (23%).

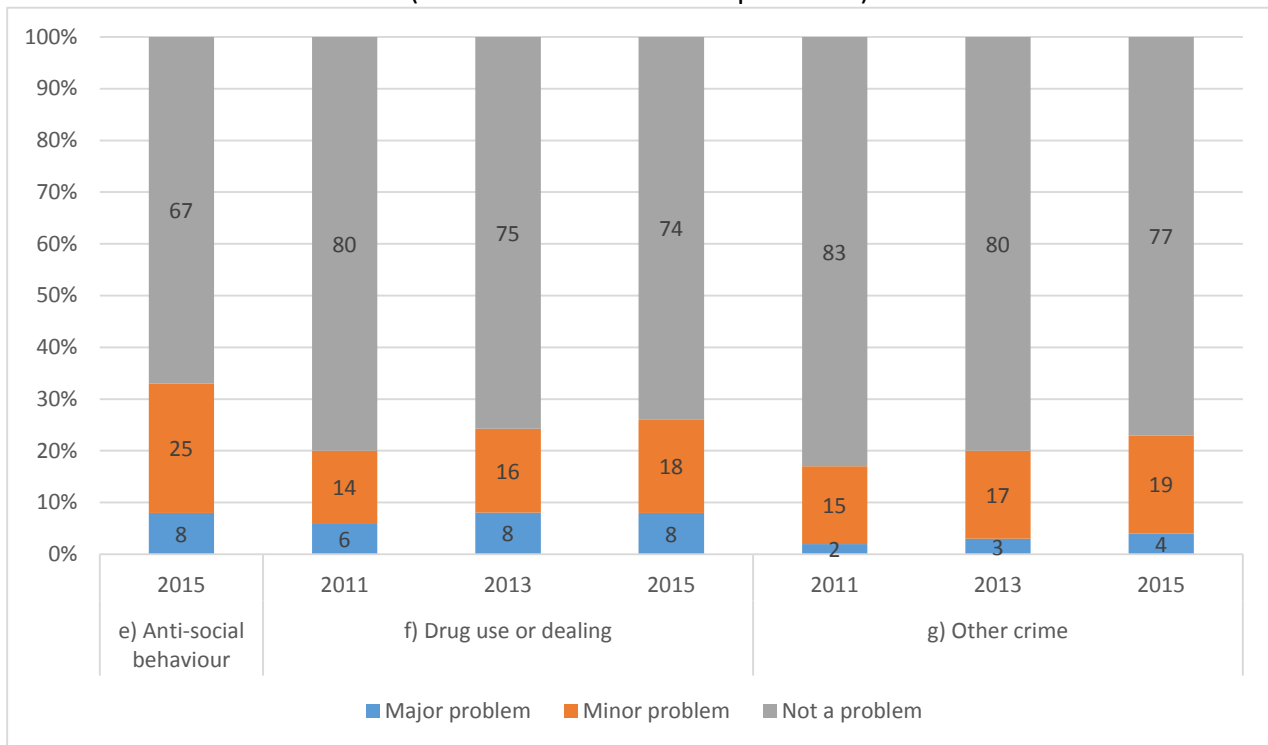
Q4: How satisfied or dissatisfied are you with the advice and support you receive from North West Leicestershire Housing Service to confidently and efficiently use your heating and hot water controls?
(Overall - % - 666 respondents)



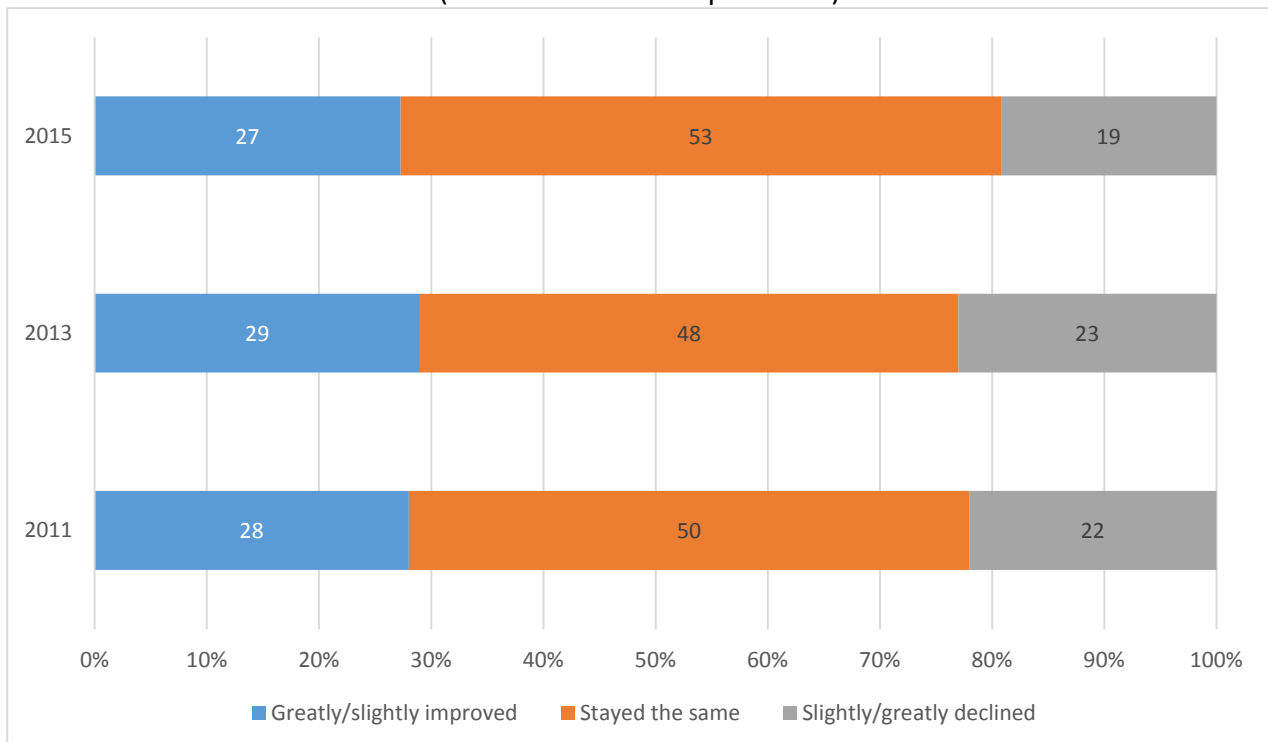
Q5: To what extent are any of the following a problem in your neighbourhood?
(Overall - % - 616-651 respondents)



Q5: To what extent are any of the following a problem in your neighbourhood?
(Overall - % - 616-651 respondents)



Q6: In the last three years, would you say your neighbourhood has improved or declined?
(Overall - % - 656 respondents)

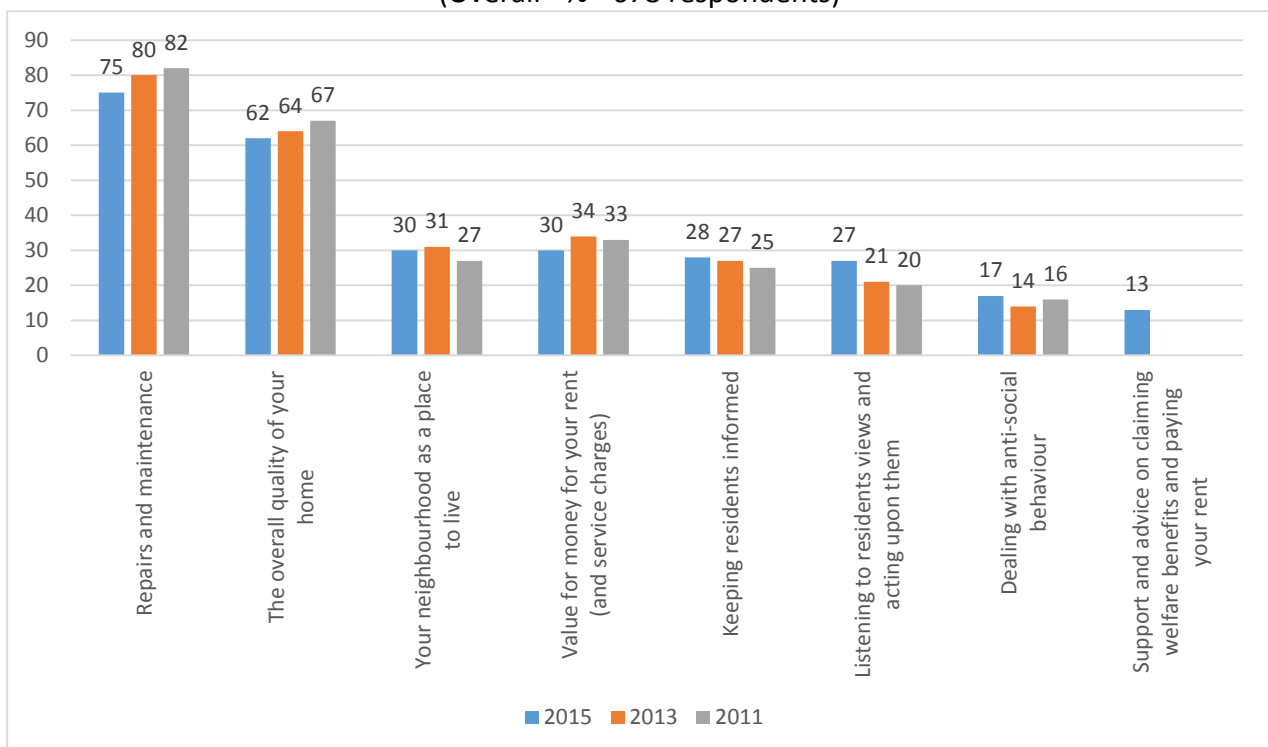


3.11 27% of respondents believed their neighbourhood had either 'greatly' (9%) or 'slightly improved' (18%) in the previous 3 years, with such responses by postcode showing no significant deviations from the overall sample while the overall sample mirrored those of

previous years. 53% believed their neighbourhood has ‘stayed the same’ in this period, while 19% gave either ‘slightly’ (14%) or ‘greatly declined’ (5%) responses.

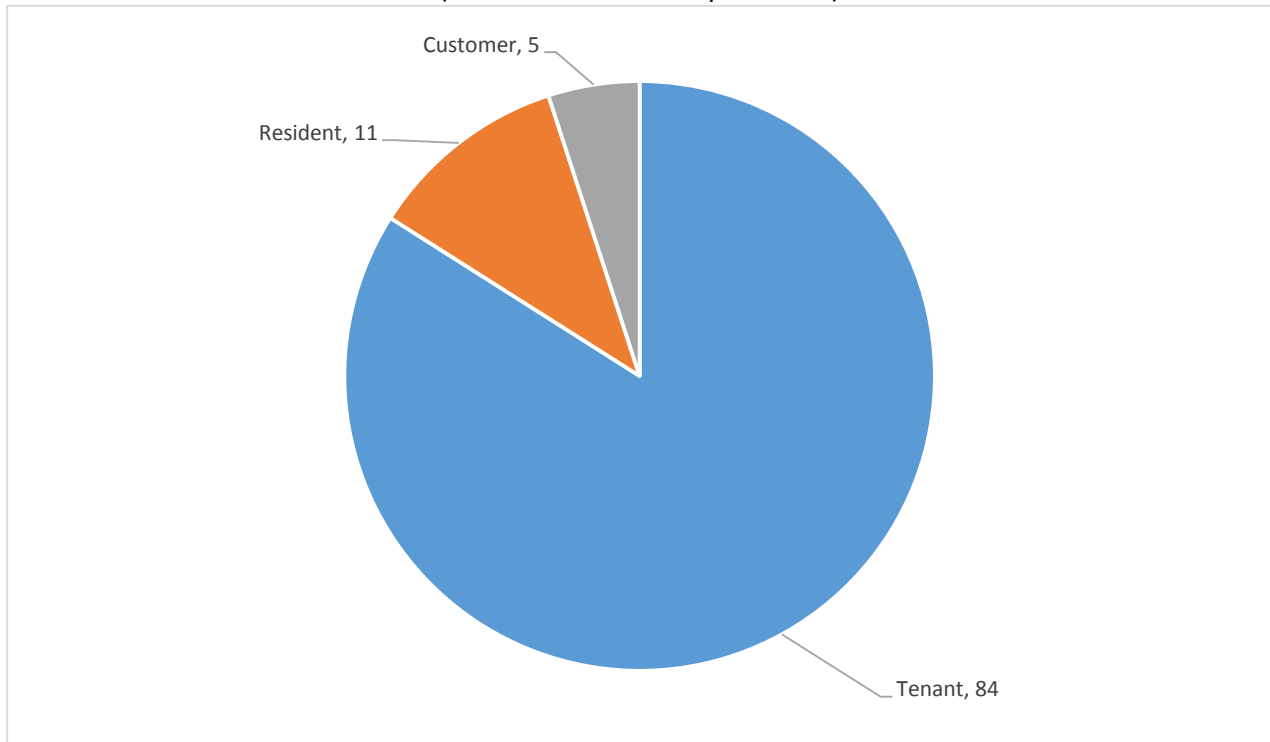
- 3.12 When asked to give their top three service priorities, most selected (as they had been in both 2011 and 2013) were ‘repairs and maintenance’ (75% [2013: 80%/2011: 82%]) and ‘the overall quality of your home’ (62% [2013: 64%/2011: 67%]). These were followed by ‘your neighbourhood as a place to live’ (30%), ‘value for money for your rent (and service charges)’ (30%), ‘keeping residents informed’ (28%) and ‘listening to residents’ views and acting upon them’ (27%), while least selected as priorities were ‘dealing with antisocial behaviour’ (17%) and ‘support and advice on claiming welfare benefits and paying rent’ (13%).

Q7: Which of the following services would you consider to be your top three priorities?
(Overall - % - 678 respondents)



- 3.13 84% of respondents stated that they see themselves as ‘tenants’ of North West Leicestershire District Council, with such responses by subgroup only falling below 80% amongst respondents from minority ethnic groups (64%). 11% of respondents saw themselves as a ‘resident’ rising to 29% of ethnic minority respondents, while one-in-twenty respondents (5%) gave ‘customer’ responses.

Q8: Which of the following best describes how you view your relationship with North West Leicestershire as a housing provider?
(Overall - % - 672 respondents)



4. BLOCK OR SCHEME RESPONDENTS

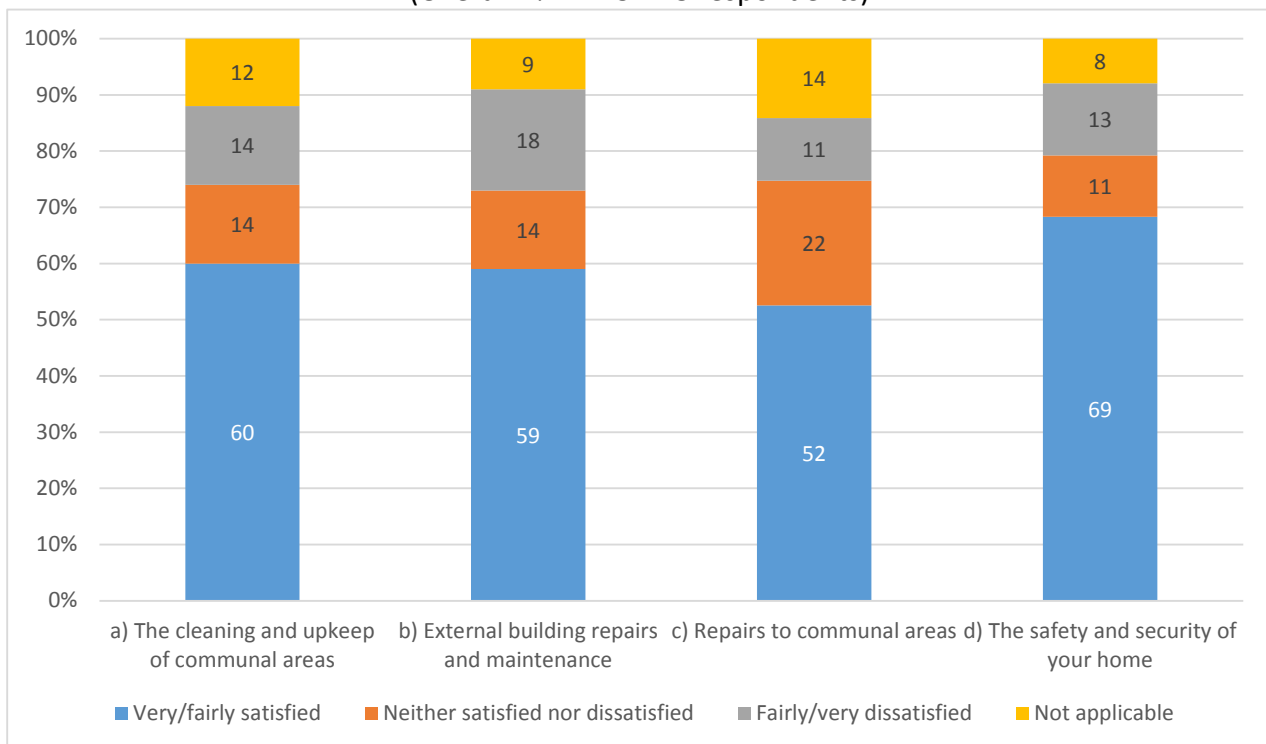
Question 9: 'Thinking about the property, block or scheme where you live, how satisfied or dissatisfied are you with the following?'

APPENDIX 1 – Pages 22 to 25

4.1 Respondents living in a block or scheme were to give their level of satisfaction with four aspects of their home. Satisfaction at this point was highest in relation to 'the safety and security of your home' (69%: 29% 'very'/'fairly satisfied') rising to 80% of respondents over the age of 75. 60% of respondents were satisfied with 'the cleaning and upkeep of communal areas', while 59% were satisfied with 'external building repairs and maintenance' which saw the highest percentage of 'dissatisfied' responses (18%: 12% 'fairly'/'very dissatisfied'). Satisfaction at this point was lowest in relation to 'repairs to communal areas' (52%).

Q9: Thinking about the property, block or scheme where you live, how satisfied or dissatisfied are you with the following?

(Overall - % - 213-228 respondents)



5. REPAIRS AND MAINTENANCE

Question 10: 'Thinking about the last repair completed, how satisfied or dissatisfied were you with the following?'

Question 11: 'Did the contractor show proof of identity?'

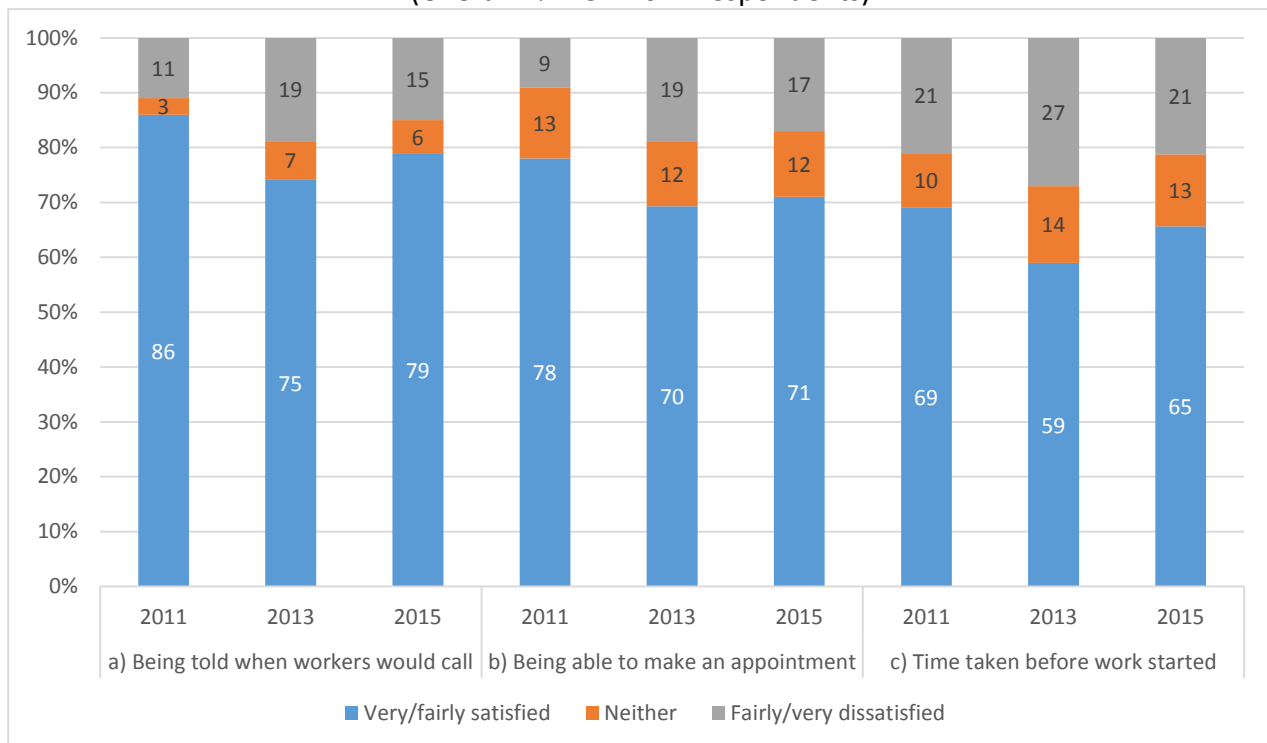
Question 12: 'If you had an appointment for this repair was it kept?'

Question 13: 'Would you be happy to receive appointment confirmation of repair appointments by text rather than by letter?'

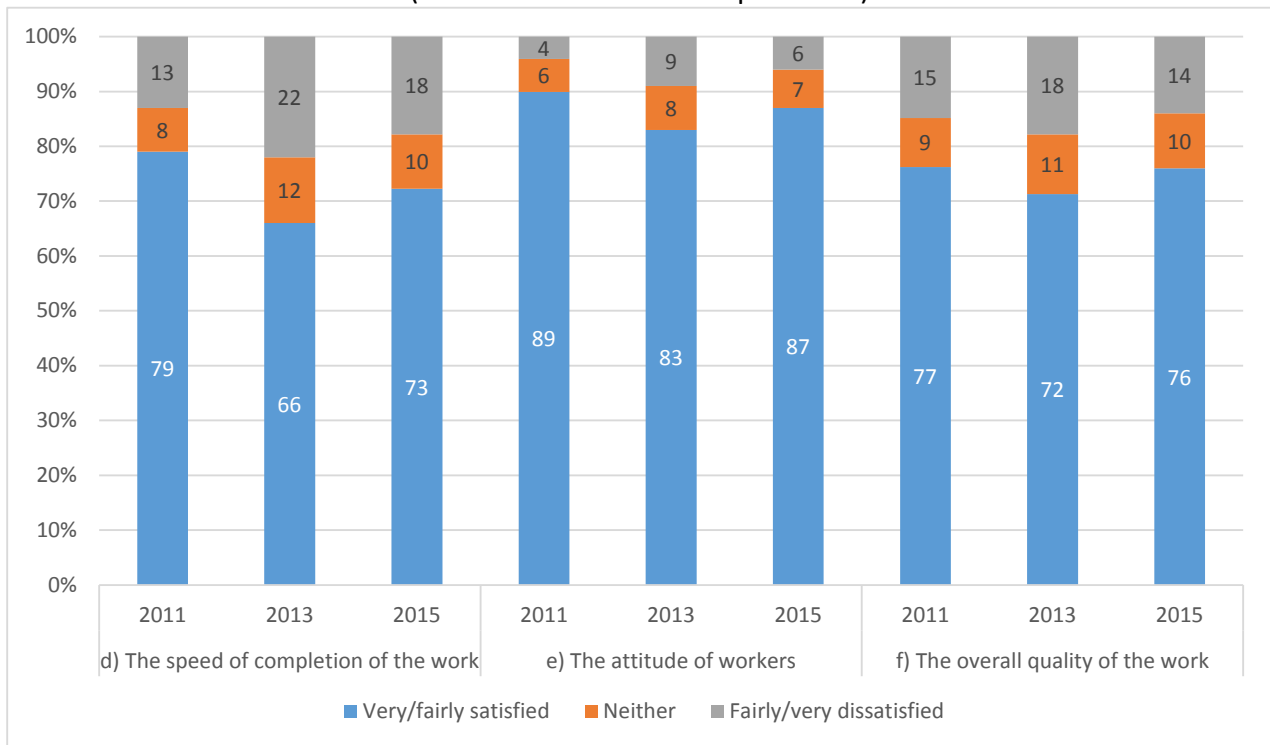
APPENDIX 1 – Pages 26 to 38

5.1 At Question 10 respondents who had had a repair carried out in the last 12 months were asked to state their satisfaction with ten aspects of their last completed repair. Satisfaction at this point was highest in relation to 'the attitude of the workers' (87%) followed by 'being told when workers would call' (79%), 'keeping dirt and mess to a minimum' (79%), 'the overall quality of the work' (76%) and 'the speed of completion of the work' (73%). Around 70% of respondents were satisfied with 'being able to make an appointment' (71%), 'the contractors doing the job you expected' (70%) and 'the repairs service you received on this occasion' (70%), while satisfaction was lowest in relation to 'time taken before work started' (65%) and 'the repair being done 'right first time'' (63%) which received the highest percentage of 'dissatisfied' responses (24%).

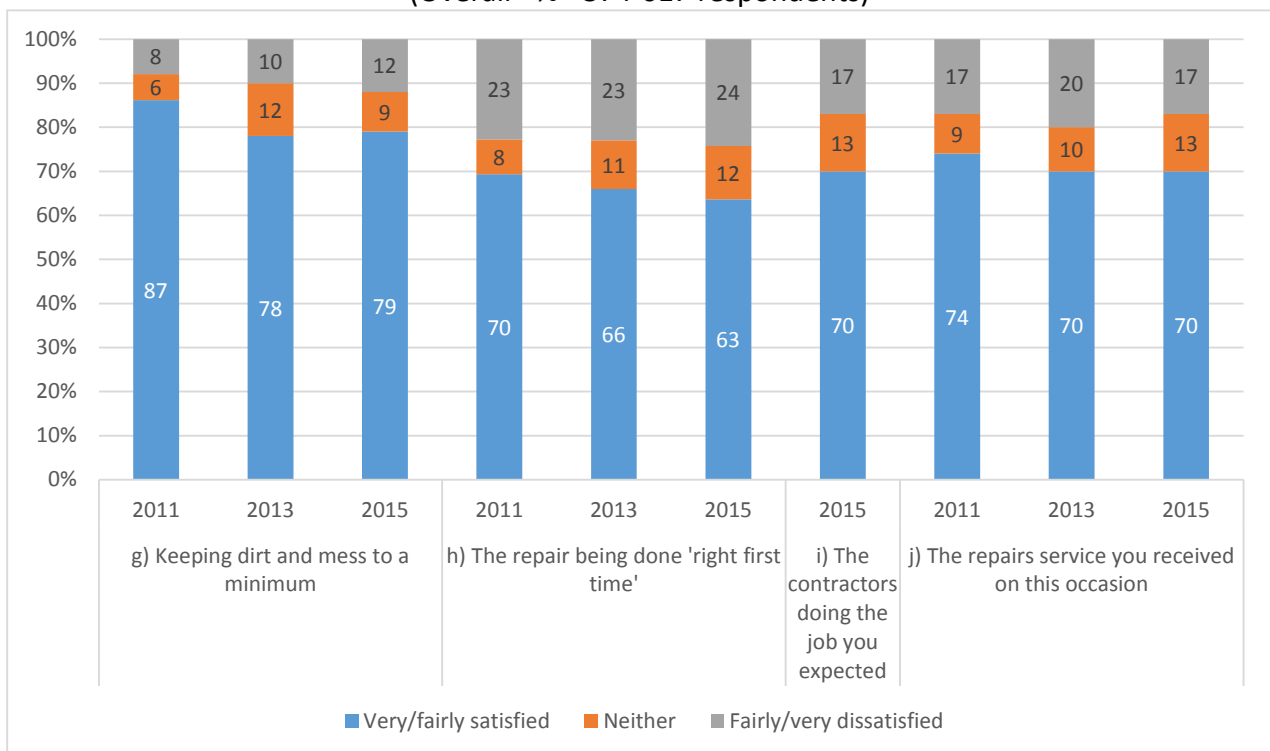
Q10: Thinking about the last repair completed, how satisfied or dissatisfied were you with the following?
(Overall - % - 574-617 respondents)



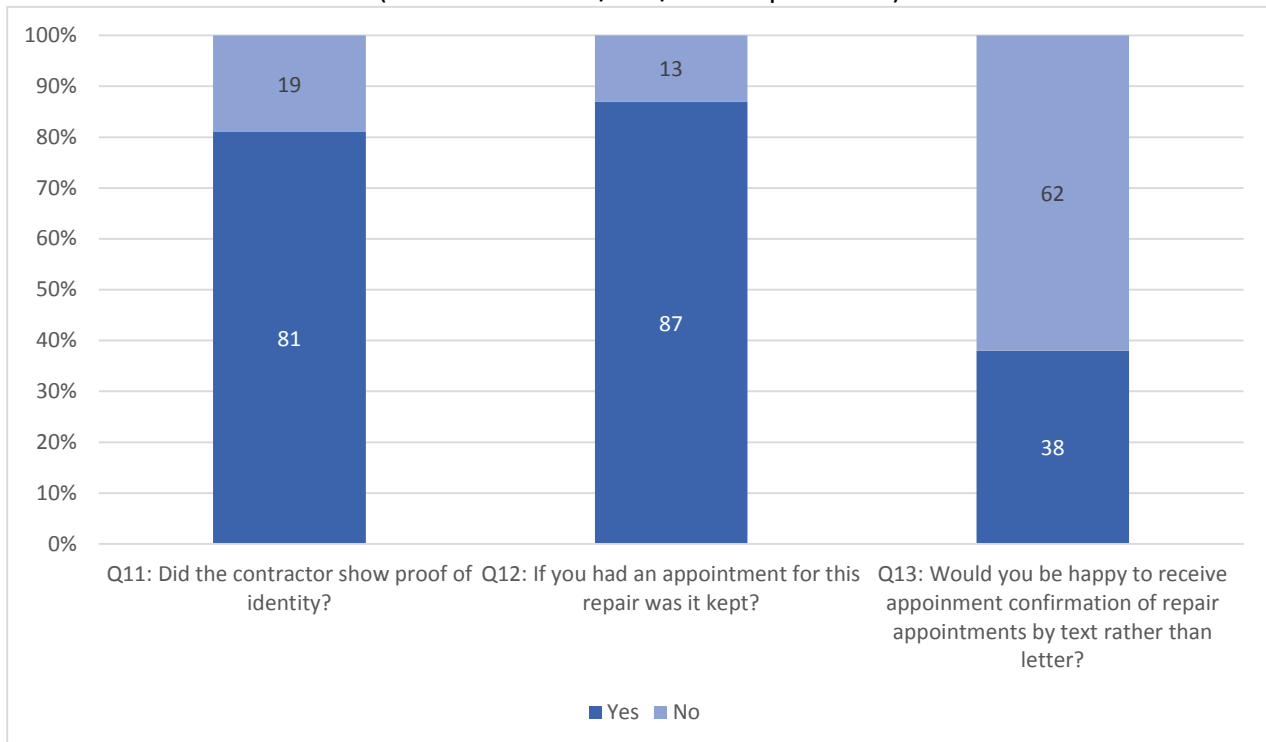
Q10: Thinking about the last repair completed, how satisfied or dissatisfied were you with the following?
(Overall - % - 574-617 respondents)



Q10: Thinking about the last repair completed, how satisfied or dissatisfied were you with the following?
(Overall - % - 574-617 respondents)



Q11: Did the contractor show proof of identity? / Q12: If you had an appointment for this repair was it kept? / Q13: Would you be happy to receive appointment confirmation of repair appointments by text rather than letter?
(Overall - % - 610/598/632 respondents)



- 5.2 81% of respondents who had had a repair completed recalled the contractor showing proof of their identity, rising to 89% of respondents over the age of 75 while reducing to 69% of those under the age of 45. 19% stated that the contractor did not show proof of identity.
- 5.3 87% stated that the appointment time for their repair was kept, with responses by subgroup being lowest amongst respondents aged 45 to 59 (79%). 13% stated that their appointment time had not been kept.
- 5.4 38% of respondents indicated that they would be happy to receive confirmation of their appointment by text rather than by letter, with likelihood of giving such responses continually falling with age from three-quarters of respondents under the age of 45 reducing to a third of those aged 60 to 74 (33%) and 11% of those over the age of 75. The majority of respondents (62%) would not be happy to have their appointment confirmed by text rather than letter.

6. CONTACT AND COMPLAINTS

Question 14: 'Have you made contact with North West Leicestershire Housing Service in the last 12 months other than to pay your rent or service charges?'

Question 15: 'When you made contact with NWLDC Housing Services in the last 12 months, how satisfied or dissatisfied were you with the following?'

Question 16: 'Are you aware that North West Leicestershire Housing Service has a formal complaints procedure?'

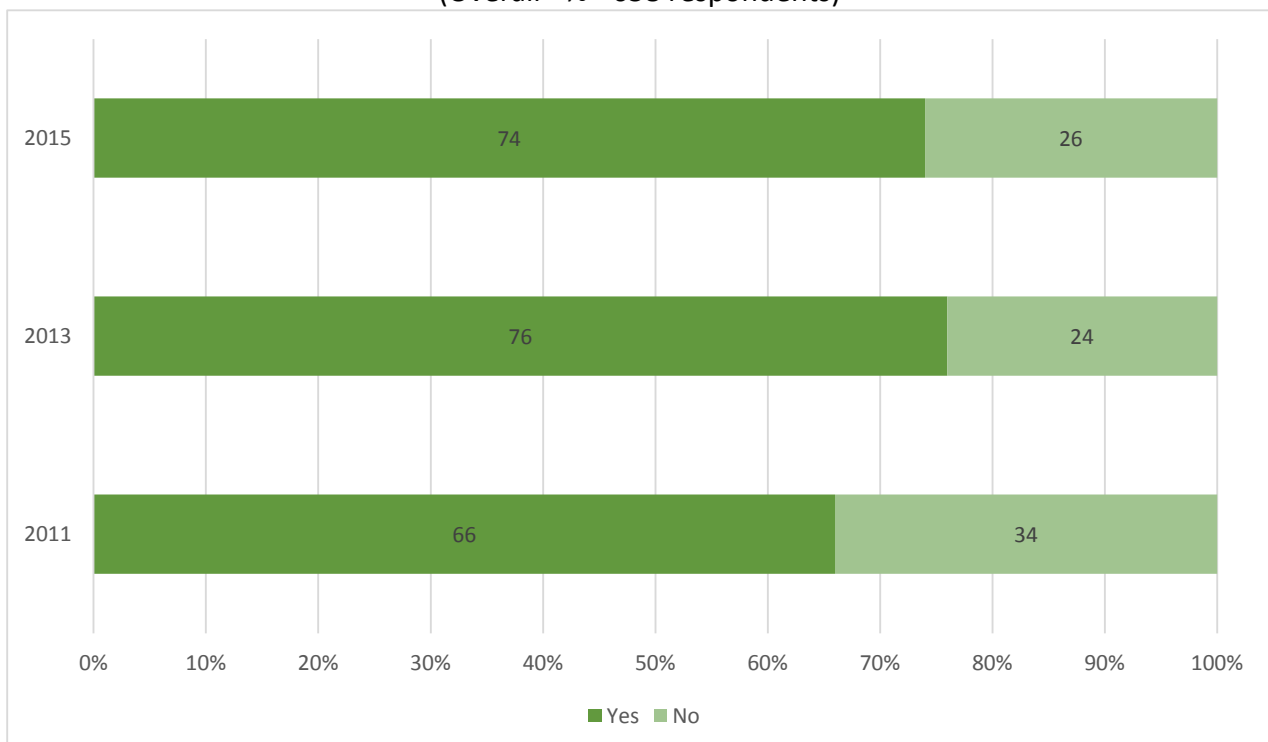
Question 17: 'Have you made a complaint to North West Leicestershire Housing Service in the last 12 months?'

Question 18: 'How satisfied or dissatisfied were you with the following aspects of the complaints service?'

APPENDIX 1 – Pages 39 to 52

6.1 Three-quarters of respondents (74%) had contacted North West Leicestershire Housing Services in the previous 12 months, with such responses by subgroup being lowest amongst respondents over the age of 75 (68%) and those in the DE73/DE74 postcode area (67%). 26% had not made contact in the preceding 12 months.

Q14: Have you made contact with North West Leicestershire Housing Services in the last 12 months other than to pay your rent or service charges?
(Overall - % - 658 respondents)

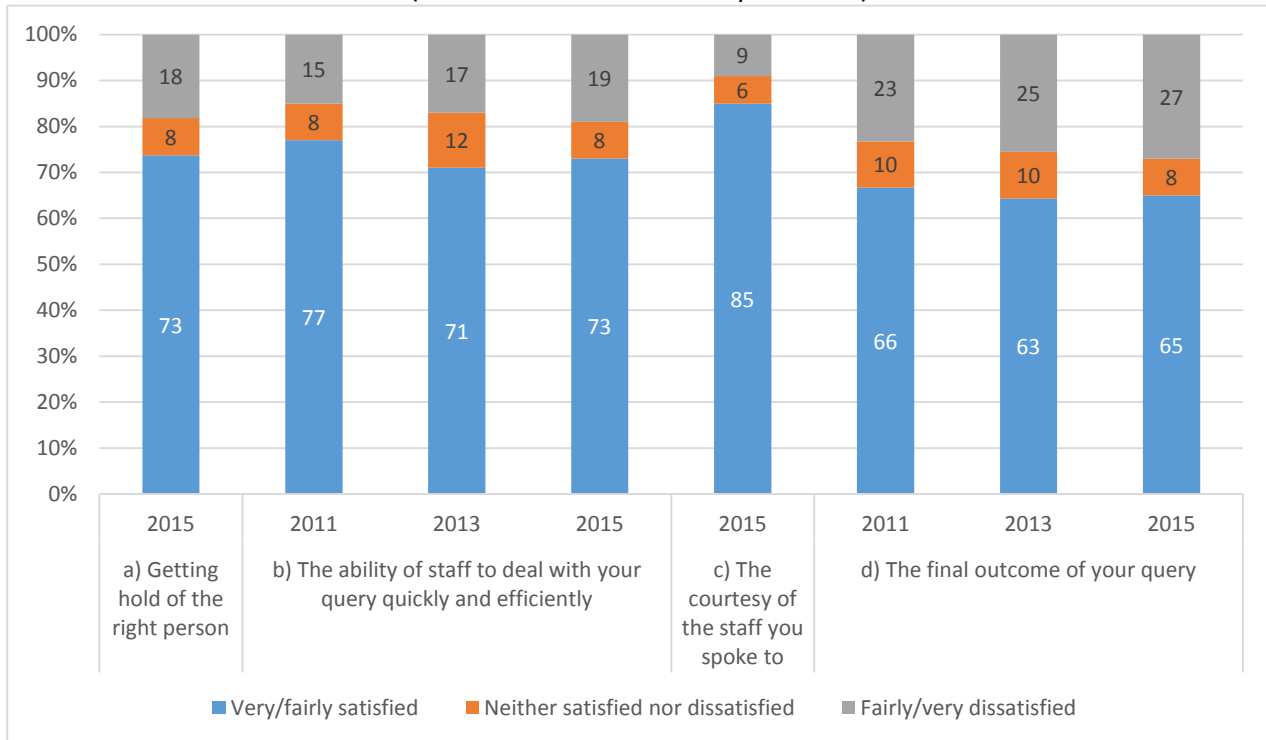


6.2 Amongst respondents who had contacted the Housing Services in the last 12 months, satisfaction in relation to four aspects of this contact was highest in relation to 'the courtesy of the staff you spoke to' (85%: 53% 'very'/32% 'fairly satisfied'), while over 70% of respondents were satisfied with 'the ability of staff to deal with your query quickly and efficiently' (73%: 34% 'very'/39% 'fairly satisfied') and 'getting hold of the right person'

(73%: 32% 'very'/41% 'fairly satisfied'). Satisfaction was lowest (65%: 34% 'very'/31% 'fairly satisfied'), and dissatisfaction highest (27%: 11% 'fairly'/16% 'very dissatisfied'), in relation to 'the final outcome of your query'.

Q15: When you made contact with NWLDC Housing Services in the last 12 months, how satisfied or dissatisfied were you with the following?

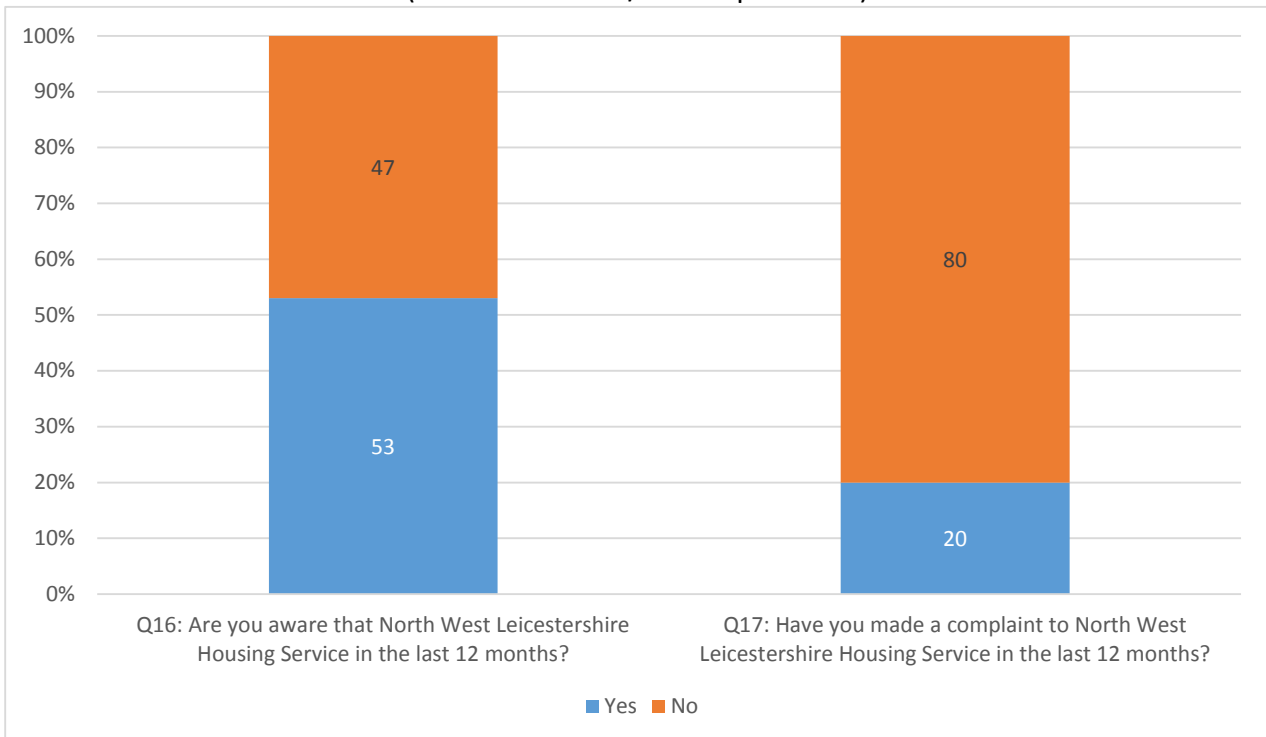
(Overall - % - 476-481 respondents)



- 6.3 53% of respondents were aware that North West Leicestershire Housing Service has a formal complaints procedure, rising to 62% of respondents in households comprised of two or more adults with children as well as 66% of respondents from minority ethnic groups. 47% were unaware of the formal complaints procedure.
- 6.4 One-in-five respondents (20%) had made a complaint to North West Leicestershire Housing Service in the previous 12 months, rising to 31% of respondents in households comprised of single adults with children while falling to 7% of respondents from minority ethnic groups. 80% had not made a complaint in the previous 12 months.
- 6.5 When respondents who had made a complaint to North West Leicestershire Housing Service in the preceding 12 months were asked to give their level of satisfaction with seven aspects of this complaint, satisfaction was highest in relation to 'how easy it was to make your complaint' (69%: 26% 'very'/43% 'fairly satisfied') and 'the information and advice provided by the staff' (55%). These were followed by 'the final outcome of your complaint' (40%), 'the way your complaint was handled' (38%) and 'how well you were kept informed about the progress of your complaint' (38%). Satisfaction was lowest in relation to 'the support and advice you received while your complaint was dealt with' (34%) and 'the speed with which your complaint was dealt with' (34%).

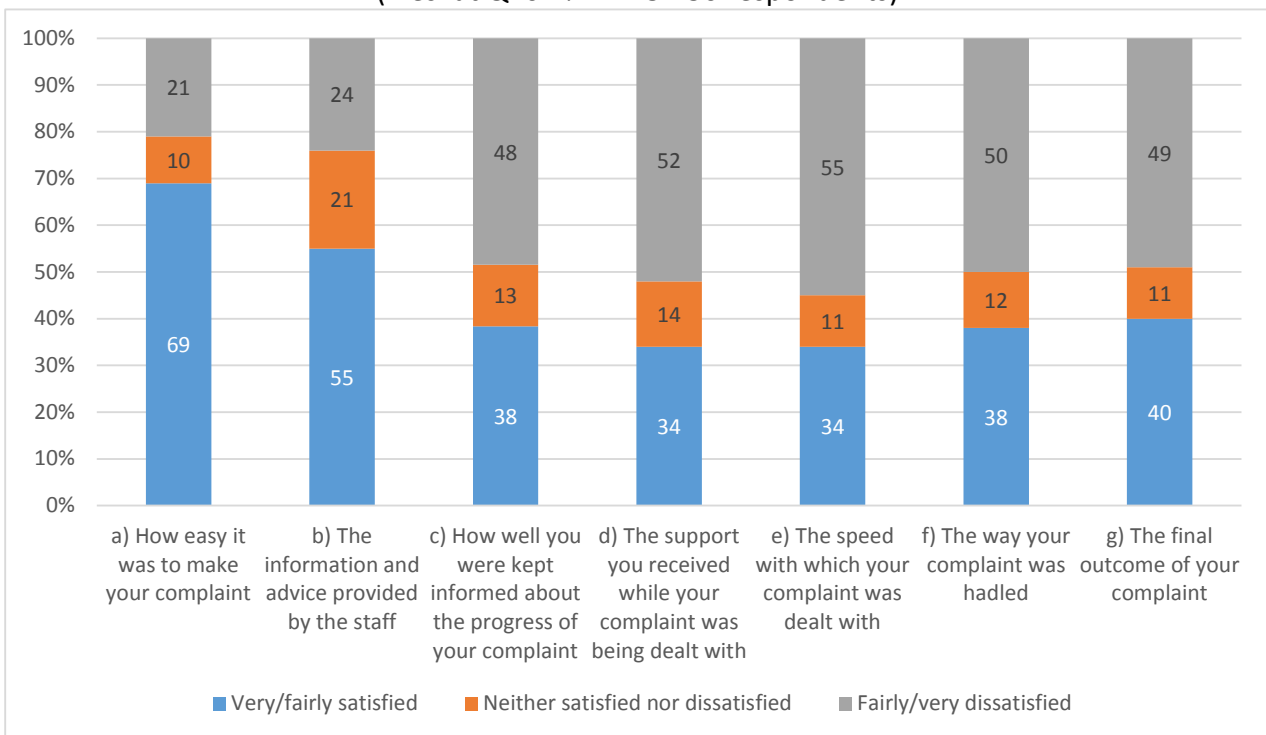
Q16: Are you aware that North West Leicestershire Housing Service has a formal complaints procedure? / Q17: Have you made a complaint to North West Leicestershire Housing Service in the last 12 months?

(Overall - % - 669/668 respondents)



Q18: How satisfied or dissatisfied were you with the following aspects of the complaints service?

(‘Yes’ at Q16 - % - 128-136 respondents)



7. INTERNET USE

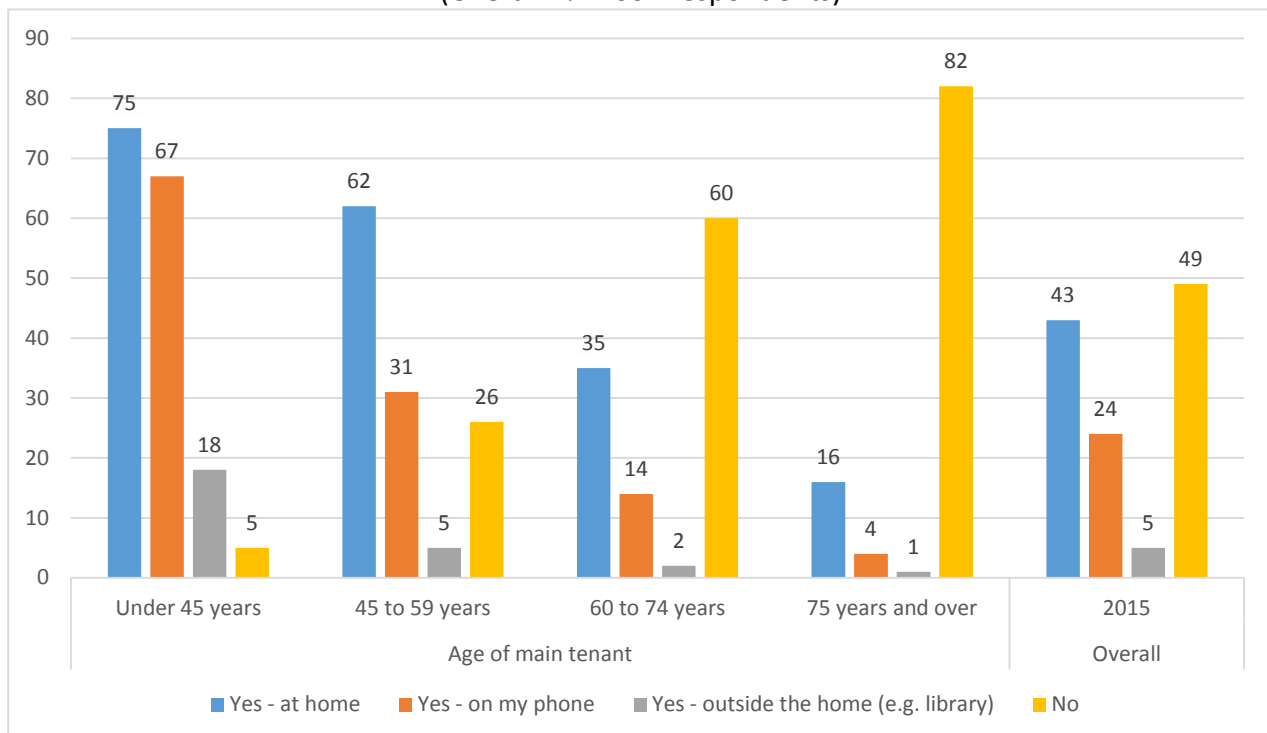
Question 19: 'Do you use the internet?'

Question 20: 'If you do not use the internet, why not?'

APPENDIX 1 – Pages 53 to 54

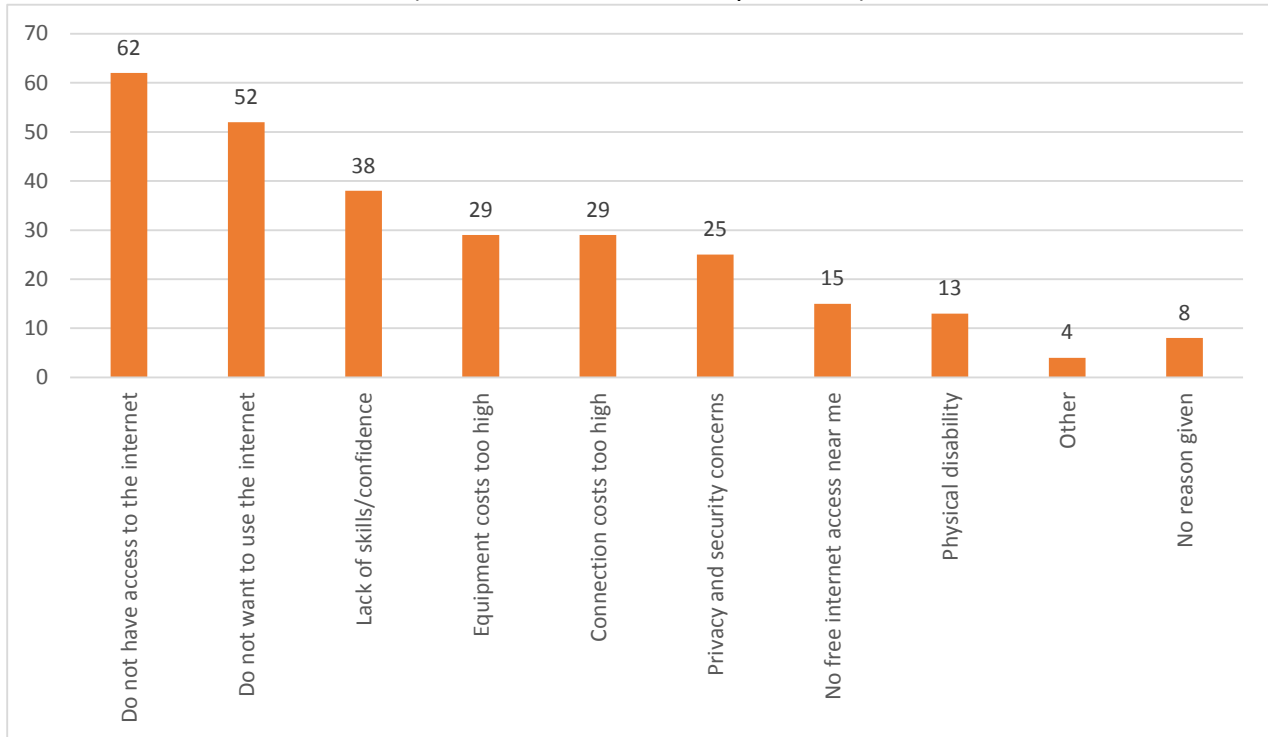
7.1 49% of all respondents indicated that they do not use the internet, rising to 82% of respondents over the age of 75 and continually falling with reductions in age to just one-in-twenty (5%) respondents under the age of 45. 43% of the overall sample use the internet 'at home' rising to three-quarters of respondents under the age of 45 and 66% of respondents in households comprised of single adults with children under the age of 16 while falling to 16% of respondents over the age of 75. 24% of respondents access the internet by 'phone', rising to 67% of respondent under 45, while 5% access the internet 'outside the home' rising to 23% of respondents from ethnic minorities and 19% of those in households comprised of two or more adults with children.

Q19: Do you use the internet?
(Overall - % - 667 respondents)



7.2 Amongst respondents who indicated that they do not use the internet, the most stated reasons for not using the internet were 'do not have access to the internet' (62%) and 'do not want to use the internet' (52%), while 38% stated that they have a 'lack of confidence/skills'. These were followed by 'equipment costs too high' (29%), 'connection costs too high' (29%) and 'privacy and security concerns' (25%), while least selected were 'no free internet access near me' (15%) and 'physical disability' (13%). 4% gave 'other' responses which are listed at Appendix 3 and 8% of those who stated that they do not use the internet failed to give a reason as to why.

Q20: If you do not use the internet, why not?
 ('No' at Q19 - % - 327 respondents)



8. TENANT AND LEASEHOLDERS CONSULTATION FORUM

Question 21: ‘Are you aware of the Tenants and Leaseholder Consultation Forum?’

Question 22: ‘Would you like the Resident Involvement team to contact you to discuss opportunities to get involved with the Housing Service?’

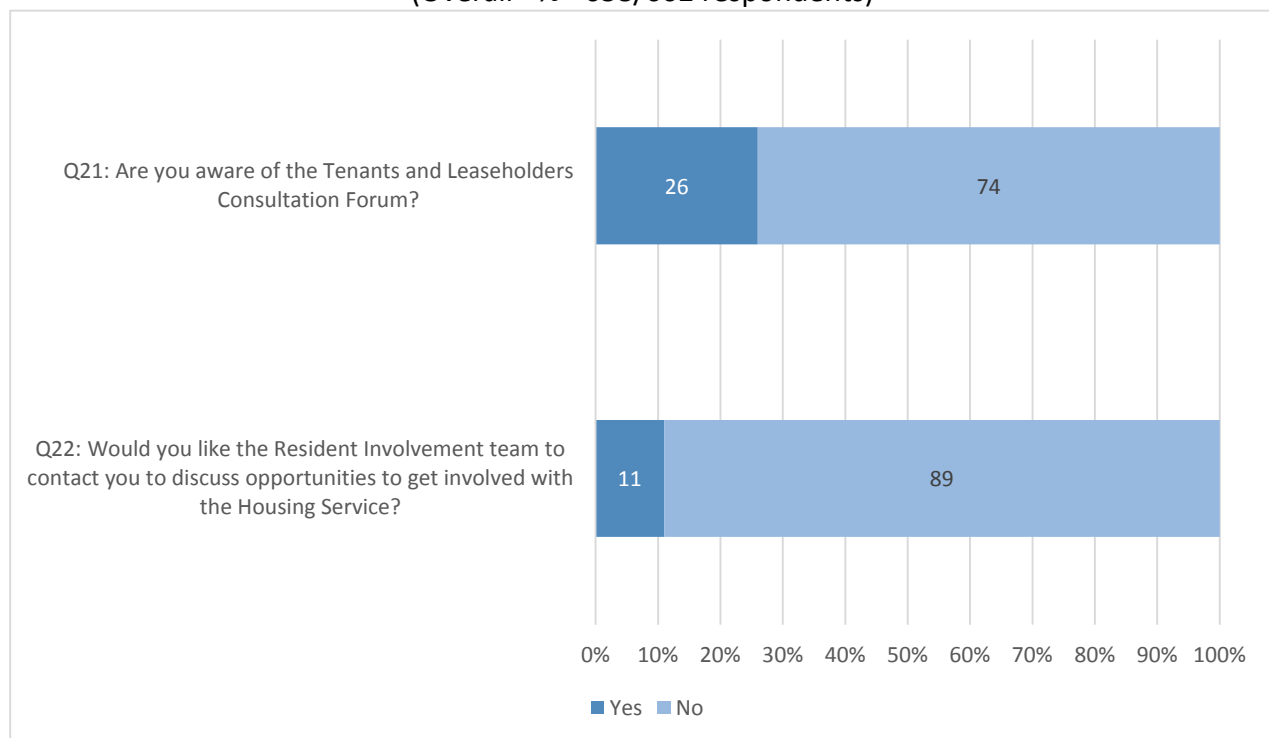
Question 23: ‘Are there any other comments you would like to make on housing services you receive from North West Leicestershire District Council?’

APPENDIX 1 – Pages 55 to 56

8.1 26% of the overall sample were aware of the Tenant and Leaseholders Consultation Forum, with ‘yes’ responses by subgroup being highest amongst respondents aged 60 to 74 (30%) and lowest amongst those living in households comprised of single adults with children under 16 years old (17%). 74% were not aware of the Tenant and Leaseholders Consultation Forum.

Q21: Are you aware of the Tenant and Leaseholders Consultation Forum? / Q22: Would you like the Resident Involvement team to contact you to discuss opportunities to get involved with the Housing Service?

(Overall - % - 658/662 respondents)



8.2 11% of respondents would like to be contacted to discuss opportunities to become involved with the Housing Service, rising to 18% of respondents living in households comprised of two or more adults with children. 89% would not like to be contacted.

8.3 At Question 23 respondents were asked if there were any comments they would like to make about the housing services they receive and these are listed verbatim at Appendix 3.

9. PROFILE OF RESPONDENTS

Question 24: Household composition

Question 25: 'Are you or any household member's day to day activities limited because of health problems have lasted, or are expected to last, at least 12 months?'

Question 26: 'Does your household currently receive housing benefit (either paid directly to you or your landlord)?'

Question 27: 'How would you describe your sexual orientation?'

Question 28: 'What is your (and your partner's) ethnic group?'

Question 29: 'What is your religion?'

APPENDIX 1 – Pages 57 to 66

- 9.1 60% of respondents were over the age of 60 (35% '60 to 74 years'/25% '74 years and over'), with 21% being between the ages of 45 and 59. 19% were under the age of 45.
- 9.2 52% of respondents were living in households with two or more adults present either with (14%) or without (38%) children. 43% were in households comprised of a single adult either under (10%) or over 60 years old (33%) and 5% were in single adult households with children under the age of 16.
- 9.3 51% of respondents gave the gender of the main tenant as female and 48% as male. 1% would 'prefer not to say'.
- 9.4 55% of respondents indicated that either they or a member of their household's day to day activities are limited either 'a lot' (31%) or 'a little' (24%) by a long-standing health problem, rising to 75% of respondents over the age of 75 while reducing to 29% of those under 45. 45% were not living in such households.
- 9.5 55% of the overall sample were in households which are in receipt of housing benefit, rising to 88% of those in households comprised on a single adult with children under 16 years of age. 41% were not in receipt of housing benefit and 4% stated that this is 'not applicable'.
- 9.6 79% of respondents described their sexual orientation as 'heterosexual', with 17% giving 'prefer not to say' responses.
- 9.7 96% of respondents were 'White British', while the largest single group of the remaining respondents were from 'White Other' (3%) backgrounds.
- 9.8 71% of respondents gave their religion as 'Christian', rising to 84% of respondents over the age of 75 and 23% gave 'no religion' responses rising to 50% of those under 45.

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CUSTOMER FEEDBACK AND COMPLAINTS POLICY

We welcome your feedback

We are committed to providing high quality services, and we welcome your feedback on how we are doing.

Our staff take great pride in their work, and we love hearing from customers who have received excellent service. We always try to get things right first time, but we recognise that sometimes things can go wrong, and if they do we want to know so we can put them right and learn from any mistakes.

This policy explains how you can make a compliment, comment or complaint, and how we will investigate it and respond back to you.

Complaints

What is a complaint?

We consider a complaint to be an expression of dissatisfaction about the standard of service, action or lack of action provided by the Council, its staff, or contractors that requires a formal response. We will always encourage you to resolve your problems directly with the relevant service area before making a formal complaint as this is most often the quickest way of resolving problems when they occur.

Please use our complaints process if you think the Council has not:

- Provided the standard or quality of service promised
- Followed our own policies
- Responded promptly to your enquiry or request for service
- Treated you fairly
- Treated you with courtesy

If you make a complaint to the Council, we will investigate and respond using the procedure set out in this policy. We promise to deal with your complaint promptly, courteously and fairly.

If you would prefer us not to investigate and respond, you can still make a comment on our services which we will feed back to the relevant manager.

Not a complaint?

Sometimes the complaint process is not the most appropriate route to address your concern. If this is the case, we will write to you and explain what statutory or other processes are open to you. Examples of issues that we cannot address through our complaints process include:

- When you first report a fault or problem (e.g. reporting a bin has not been collected or a leaking roof in a Council-owned property).
- When you have concerns about an issue in the District, such as a noise or public nuisance – these should be directed to our Environmental Health team who will investigate and may need to take enforcement action.
- Where there is a statutory right of appeal – this will be the case if you are unhappy with your council tax band or you have had your planning application refused.
- A request for information or an explanation of Council policy or practice.
- Matters relating to a request for a service that has been previously notified to the Council and is awaiting action within an agreed timescale (eg a non urgent housing repair that may be actioned up to 28 days after notification).

If you would like more information on any of the issues listed above please contact Customer Services on 01530454545 who will be happy to advise you.

How can I make a comment or complaint?

The complaints process is open to everyone who receives or requests a service from North West Leicestershire District Council. You can complain to us by:

- Completing our online complaints form at:
http://www.nwleics.gov.uk/pages/complaints_comments_and_compliments
- Emailing us on feedback@nwleicestershire.gov.uk
- Using the Have your Say form available by telephoning 01530454545
- Through your Councillor, Housing Officer, or Support Worker
- Visiting in person at the Council Offices or writing to us:

Complaints Officer
NWLDC Council Offices
Whitwick Road
Coalville,
Leicestershire
LE67 3FJ

What will happen when I make a complaint?

We investigate all complaints thoroughly and with an open mind. If you want a friend or relative to take your complaint forward on your behalf, please let us know and we will be happy to work through your representative. You might also want to seek help from your local ward councillor – a key part of a councillor's role is to act as a community champion and he or she would be happy to help you. Contact details for your councillor can be found on the Council website, or by calling the Customer Services team on 01530454545.

All complaints are acknowledged within two working days. We will provide a complaint reference number and advise when you can expect a response.

We will then look into your complaint and provide a written response within 10 working days. Sometimes this process may take longer, for example if we need further information or the complaint is very complex, but we will update you on the progress of your investigation every 10 working days until you receive a response.

If we are at fault then we will apologise and try to put things right. If we do not think we are at fault then we will explain why.

This is the first stage of the Council's complaint process.

What if you are unhappy with the response to your complaint?

If you are unhappy with the response to your complaint then you can ask for the complaint to be reviewed by the Chief Executive, who will review your case and respond. You will need to put your concerns in writing, stating which aspects of the previous reply you are not happy with and what more you think we should do. This must be received no later than one calendar month from the date of the stage one reply.

We will acknowledge your request for a review within 2 working days and aim to provide a written response within 10 working days, again this process might sometimes take longer and we will keep you informed of progress every 10 working days until you receive a response.

This is the second stage of the Council's complaint process.

Complaining to the Local Government Ombudsman or Housing Ombudsman

We aim to resolve your complaint through our internal process, but if you are still not satisfied with our response you can write to the Local Government Ombudsman; or the Housing Ombudsman in the case of tenants in Council-owned properties with complaints about housing matters. Please be aware that both Ombudsman will normally only deal with your complaint if you have previously given the Council the chance to consider your complaint through stages one and two listed above.

This is the third stage of the Council's complaint process.

Local Government Ombudsman

Contact details for the Local Government Ombudsman are:

Local Government Ombudsman
PO Box 4771
Coventry
CV4 0EH

Telephone: 0300 061 0614
Fax: 024 7682 0001
Website: www.lgo.org.uk/making-a-complaint

Housing Ombudsman

Tenants in Council-owned properties with unresolved complaints about housing matters can complain to the Housing Ombudsman. Before contacting the Housing Ombudsman, it is recommended that tenants ask a 'Designated Person' (an MP, an Elected Member of the Council, or a Designated Tenant Panel) to help them resolve their complaint. A 'Designated Person' will help to mediate between the Council and the tenant, and can make a referral to the Housing Ombudsman if they feel a resolution cannot be achieved through mediation.

It is up to tenants who they approach to take on the 'Designated Person' role on their behalf. Please contact the Complaints Officer on 01530454784 who can provide a referral form and assistance with contacting a 'Designated Person'.

Tenants may choose to refer their complaint directly to the Housing Ombudsman (without a referral from a 'Designated Person') 8 weeks after receiving a stage 2 response from the Council, however the Housing Ombudsman may choose to refer complaints received directly from complainants back to a 'Designated Person' if this stage has not been completed prior to self-referral to the Ombudsman.

Contact details for the Housing Ombudsman are:

Housing Ombudsman Service
81 Aldwych
London
WC2B 4HN

Telephone : 0300 111 3000

Fax : 020 7831 1942

Website: www.housing-ombudsman.org.uk/resolve-a-complaint

Complaints about third parties

Where there is a complaint about a service which the Council is responsible for but is delivered by a third party, for example a contractor, the Council remains accountable to its customers and for any service failure.

Anonymous complaints

When taking details of a complaint, staff will always encourage customers to provide their identity in order for their complaint to be effectively processed. However, complaints may be made anonymously and will still be treated with the same degree of importance and within the relevant timescales set out in our procedure above. Anonymous complaints may be more difficult to investigate, and therefore in most cases will be recorded as informal complaints and investigated by the service involved in order to identify possible areas for service improvement.

What we ask of our customers

When you make a complaint, it may take some time to thoroughly investigate and respond. Our complaints procedure sets out the timescales in which you can expect to receive either an update into the progress of the investigation into your complaint or a response. We ask that the Council be given time to investigate in order to respond properly.

Customers should appreciate that not all complaints may be resolved to their satisfaction; however we will always apologise and try to make things right if we find we are at fault. We will not tolerate abusive or unreasonable behaviour whilst investigating your complaint, and ask that our staff are treated with respect.

A very small minority of customers persist unreasonably with their complaints, either by continued complaints about the same issue for which they have already received a response, frequent complaints about a number of issues, frequent or abusive contact with our staff while complaints are being investigated, or vexatious complaints targeted at individuals or teams within the Council or at Elected Members.

This can hinder our consideration of their and other people's complaints and make it difficult to resolve genuine grievances. The Council will take action as appropriate against customers we consider to be persisting unreasonably with their complaints against the Council.

Compensation

In some circumstances an apology is not enough. In these situations we will offer a complainant compensation to make up for failure or poor standard of service.

Evidence of any financial loss should be sought which can include copies of bills, receipts and written estimates from a registered business. When deciding on the amount of compensation payable, we will make reference to the following:

- Right to Repair Scheme
- Right to compensation for Improvements
- Housing Compensation process

If you believe you may be eligible for compensation, please request a copy of our Compensation Policy by contacting 01530454784 or emailing feedback@nwleicestershire.gov.uk which sets out how to make a claim.

Equal Opportunities

The Council uses the same process to investigate all complaints, and every complainant will receive the same level of service regardless of race, gender, disability, age, sexual orientation or faith.

We recognise that some groups are more vulnerable than others. Complaints involving equality issues will be handled with particular sensitivity to ensure that the matter is resolved quickly and fairly and in accordance with the Council's Equal Opportunities Statement.

All complaints received will be dealt with in accordance with the requirements of the Gender Equality Act 2010.

Confidentiality

All complaints received will be dealt with confidentially and in accordance with the requirements of the Data Protection Act 1998.

Compliments

If we have done something particularly well, or if you think one of our staff deserves a special thank you, please let us know. You can contact us using the same methods set out for making a comment or complaint.

Reviewing this policy

In order to ensure North West Leicestershire District Council continue to provide the best possible complaints handling service for their customers, this policy will be subject to ongoing evaluation and review by the Performance & Projects Team.

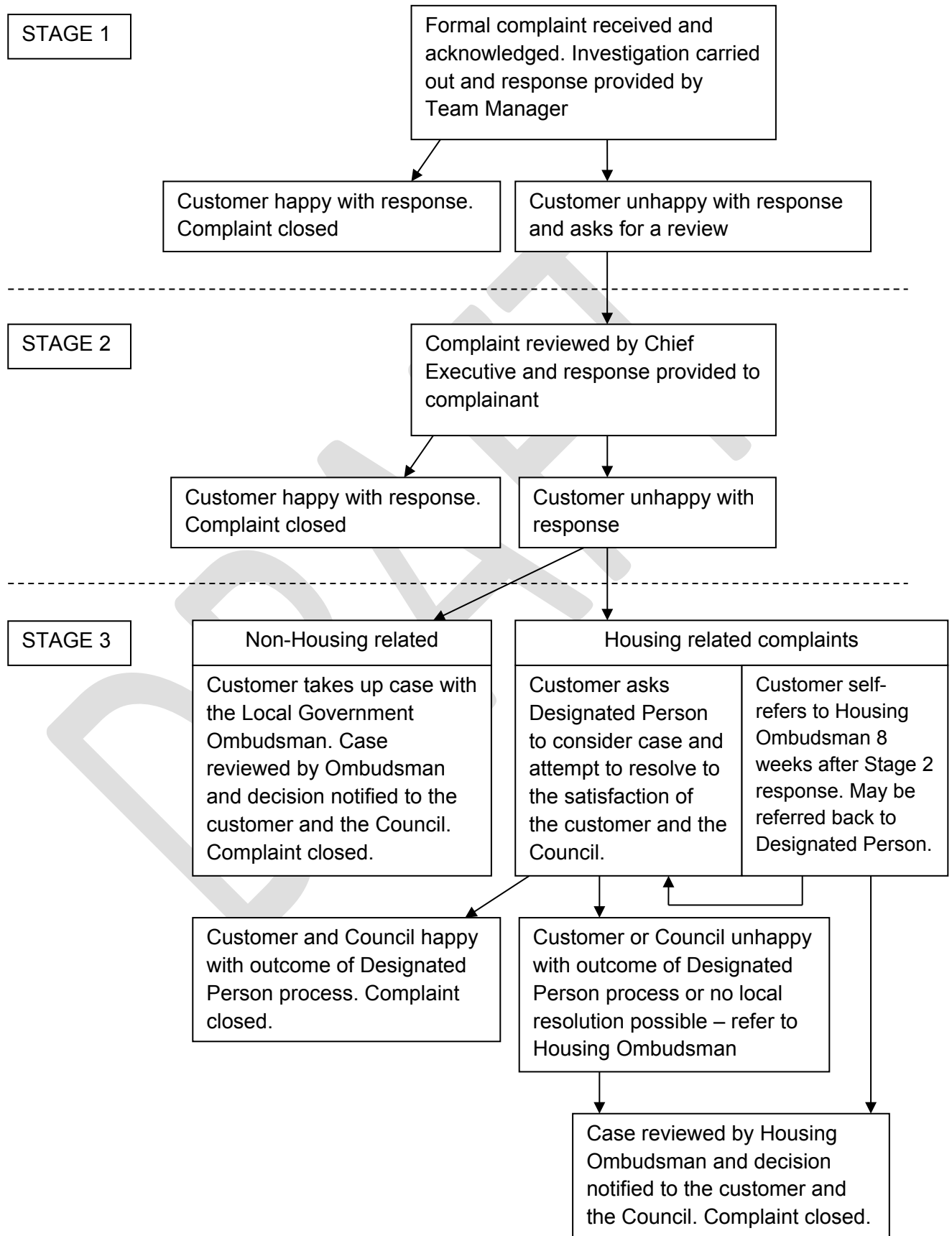
Reference has been made to the following documents when producing this policy:

- Guidance on running a complaints system/good practice - Local Government Ombudsman).
- Good practice guides on remedies – Local Government Ombudsman.

This policy was last reviewed on 04/06/2014

Equality Impact Assessment undertaken and approved on: DD/MM/YYYY

Complaints process summary flow chart



Complaints procedure

As part of our commitment to improve customer service, we have a Corporate Complaints Policy. We want to make sure your complaints we receive are dealt with fairly, honestly and quickly.

We want you to be able to tell us where our services or policies are failing - the more we know about your opinions, the quicker we can improve our services.

What is a complaint?

A formal complaint can be made when you believe:

- The service has let you down
- We have not done something we said we would do
- We did something wrong
- The service we provided was unfair.

What is not a complaint?

A request for service is not a complaint.

For example, if you want to [complain about a noisy neighbour](#), we will treat it as a request for our service - because there are set procedures to follow.

Your request could become a complaint if we do not take the appropriate action, or we do something wrong.

How do I make a complaint?

We will accept complaints through any communication channel. We will treat your complaint seriously and professionally whether you write us a letter, telephone us, send an e-mail, tell one of us verbally or complete an [online form](#).

For the complaint to go through our formal procedure, we will require your contact details.

We will need to contact you:

- If we need further information
- When we want to update you with the progress of your complaint
- When we have finished our investigation and need to provide you with a formal response.

What will happen after I have complained?

- Your complaint will be passed to the Corporate Complaints Officer, who will monitor the progress of your complaint from start to finish
- You will receive a written acknowledgement within two working days of making your complaint
- Your complaint will be passed to the Head of Service of the department concerned to investigate
- We will keep you informed at all times of the progress of your complaint
- At 10 working day intervals we will send you a progress update letter
- If we have not been able to resolve your complaint after 20 working days, it will be referred to our Chief Executive

- When your complaint has been fully investigated we will send you a formal response by letter.

What if I am not satisfied with your response?

If you are not satisfied with our response you can take your case to your [local councillor](#) or the [Local Government Ombudsman](#) for independent judgement.

What action will you take to make sure my problem is not experienced by others?

When we have finished our investigation, we will identify where our service failed. We will make any necessary changes to procedures to make sure our customers are not inconvenienced in the same way again.

While we make every effort to get things right first time, there are occasions when our services won't meet your expectations. We want to actively encourage complaints and feedback to help our services improve.

If you have been let down by a service, or we have not met your expectations, please let us know as soon as you can so we can address any problems.

Complaints or Feedback

TSP Meeting with Rom 7/4/17 at NWL office.

Pre-set agreed questions

Q1

Rom's role is to maintain database, capture learning from complaints.

Monthly report to SMT, detailing all feedback and learning from this.

Definition of complaints i.e. informed enquires

These separate from complaints.

Main factors nature of service, most contact with customers so most feedback will be received from this service.

AMT has areas for improvement that have been identified

A report for SMT Complaints capturing learning and identify

A dedicated resource in the form of the HRA Business Support Officer was made available from June 2016 and a noticeable improvement in time detecting and improving time resolving complaints. However when this dedicated resource was no longer available the improvement declined.

Joanne Day now responsible for looking at complaints (TSP need to set meeting with Joanne)

AMT get larger volume of complaints and are seasonal i.e. heating, draughty windows and doors in winter. Noisy neighbours and children in summer (open windows)

Communication needs to improve to keep customers informed and updated.

Q2

Implemented some changes.

i.e. weekly status reports, complaint logging, clearing & action database tracker, compensation data base. Staff completed Ombudsman eLearning in dealing with complaints.

Need to implement constant monitoring, dedicate resources and implement measuring successes.

Need to get better at capturing what we learn from previous experiences. What are we learning and what do we do with this new knowledge. Does NWL need to promote this?

Outstanding complaints.

Is it necessary to assemble a once only special team to eliminate overdue complaints?

Should the ten working days from stage one to stage two be reviewed as too short.

Q3

Responsibility lies with team manager to ensure a full response.

Since MJ left not sure communication is poorer.

Sometimes our response can lead a stage 1 to stage 2 i.e. unhappy with decision at stage 1

Look what we can do to stop preventable stage 2's (Rom to provide data)

Q4

Staff training.

BDT have done work on capturing outcomes?

Importance of following up on actions.

Ensuring communication is what we said we would do.

Are we reactive or proactive at this time {probably reactive}

Embody complaints management across team.

Rom to create a report to panel on staff training i.e. complaint management.

TSP and Tenant Involvement should also meet with Team Managers, Heads of Service & Joanne Day.

Contact tenants with closed historic complaints, (Rom can provide this information)

TENANT SCRUTINY PANEL – COMPLAINTS INSPECTION

NOTES OF MEETING WITH ANDREW 4TH APRIL 2018

Andrew apologised on behalf of Sabrina, who was unable to attend today; he had been asked to attend this meeting on her behalf.

Andrew is a Management Officer and one of three people who deal with complaints. JH asked Andrew about recording complaints and how effective the process was. He advised that Rom now able to record a lot of data which couldn't previously be covered.

Q. The question of complaints to the local MP was raised.

A. It was made clear that these cannot be made direct; all complaints have to go through the Council complaints procedure. If someone approaches the MP direct they would be redirected to NWLDC.

Q. How are complaints flagged?

A. Via computer system; ownership will lie with the subject area (e.g. repairs)

Q. Is software suitable for the job?

A. Complaints being moved to Sharepoint – new Microsoft software which is 'cloud' based. Interactive – end April installation should provide improved ways of working.

Q. Stage 1 – high %age of complaints not responded to within the 10 day period specified in the policy.

A. Andrew agreed that there needs to be early intervention at that level. Currently a lack of ownership by team (behavioural – not prioritised when relevant team should take immediate action).

Andrew was asked to provide performance report / response times information.

Andrew also advised that a lot of work had been done to tackle complaints. There were plans to tackle prioritisation and raise the level of importance attached to complaints by working with front line staff on being more proactive and close 'grumbles' before they become an official complaint.

A new Tenant Satisfaction Survey will be put together to send to tenants.

On the repairs side (the highest category of complains) Neil's team is not good in this area and 34% of complaints are not responded to on time!

LOOKS LIKE A GOOD PLACE TO START!

JH/NWLDC/2017 Complaints Inspection

10/04/2017

TSP meeting with NWL housing SMT Chris Lambert 13/6/17.

TSP had provided pre-arranged questions prior to the start of the meeting taking place.

The interview had been planned to follow the pre-arranged questions in the descending order, however after the opening question was raised the answer developed into a discussion involving all of the questions to cover how the housing service were aware of these issues and is planning changes to address each item.

New repairs? Staff had been put in place to monitor how complaints are handled as they go through the system. They will endeavour to have a satisfactory outcome to try and prevent the complaint getting to stage two.

He went on to explain that some staff will follow the trail in great detail and provide an exhaustive report when dealing with a complaints while others tend to try a quick resolve and miss some fundamental issues and produce a poor response to the complaint.

NWL are planning to be somewhere in the middle of this to balance the quality and speed of response.

He agreed that they need to have sufficient well trained staff to achieve the expectations of the customer.

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Notes on meeting with Joanne Day, Support Services Manager.

Q. Why are AMT so poor at dealing with complaints?

Very high volume of complaints; insufficient resources allocated and now Neil Barks has asked her to get involved and is still bringing down the level of outstanding complaints. She is currently dealing with a backlog of complaints. Joanne has set up this tracker / spreadsheet to monitor and record how they are handled and capture learning outcomes which will help her to see complaints through to resolution.

Managing tenant expectations is important. E.g. new roof? Not required at present and after inspection roof is sound. However, that means that if someone else reports a roof problem that ultimately requires replacement, the funding can be moved to tackle a more urgent need.

Information pack for tenants (how NWL deal with complaints) to point out how the complaints process would work and also advise, where possible, of any planned maintenance.

Non DHIP (e.g. cyclical and basic decency standards) maintenance?

How can we prevent complaints progressing from Stage 1 to Stage 2 and Joanne said that the tracker should help by keeping track of progress on complaints.

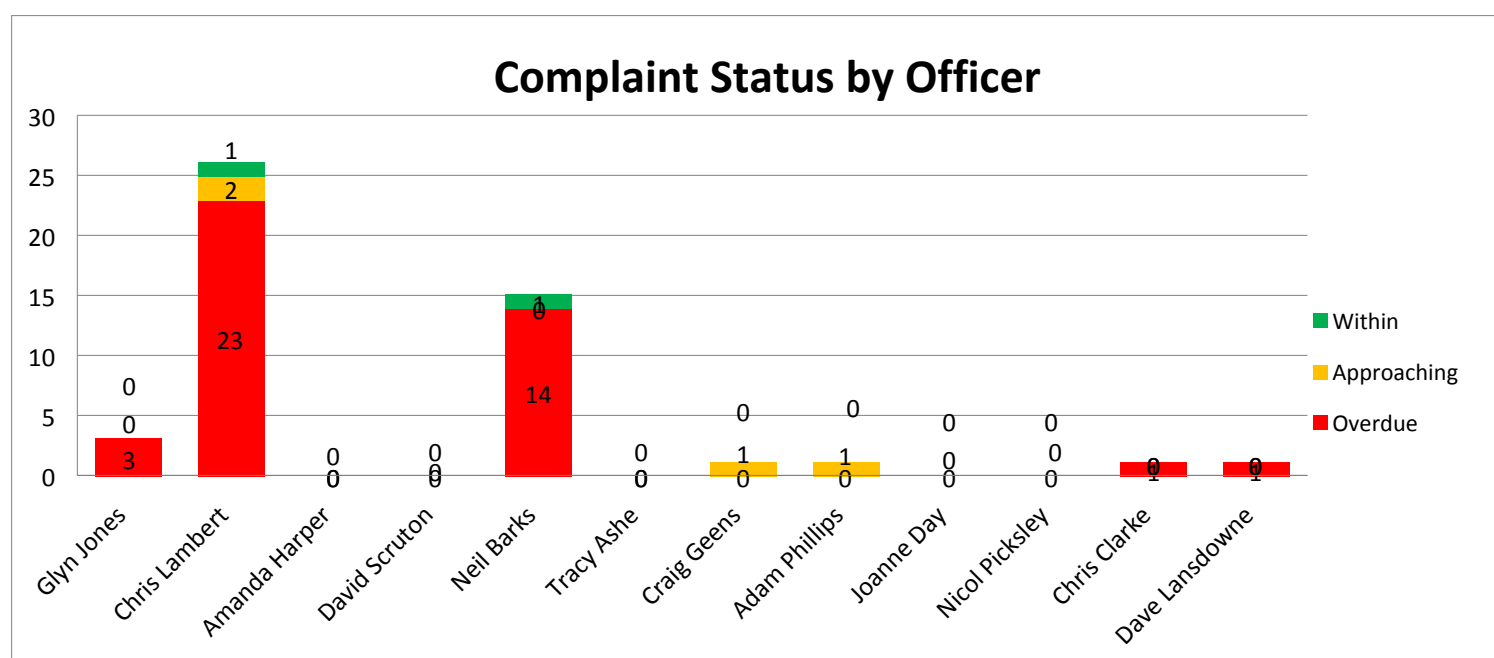
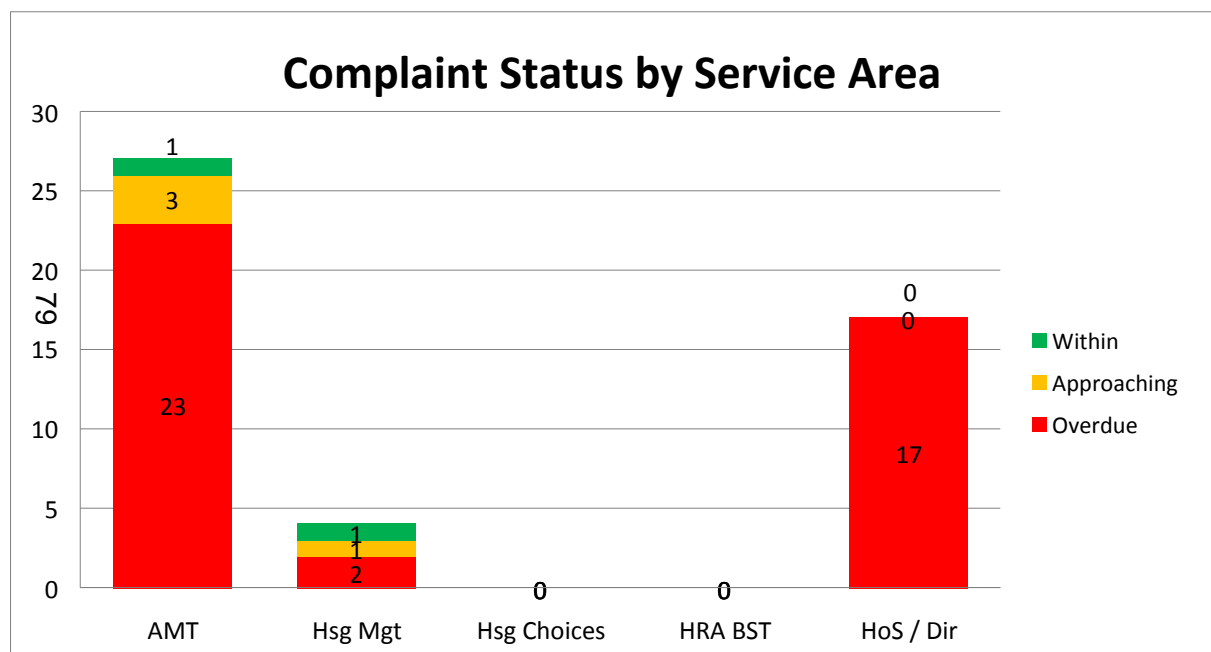
Joanne, when asked about training, said she was unaware of any corporate training for Complaints but she had delivered some informal training herself. HR would need to take this up.

Democratic Services deal with monitoring Councillor enquiries. Feedback deal with MP enquiries.

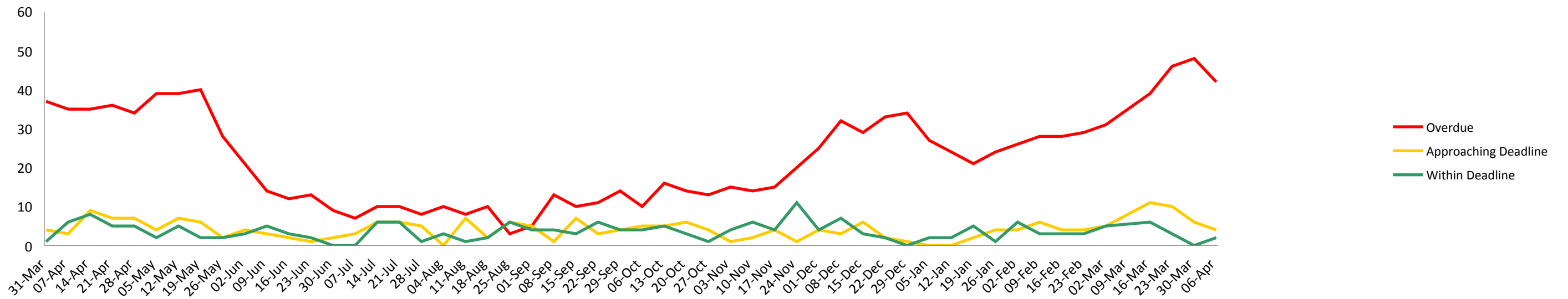
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	Overdue	Approaching	Within
AMT	23	3	1
Hsg Mgt	2	1	1
Hsg Choices	0	0	0
HRA BST	0	0	0
HoS / Dir	17	0	0
TOTAL	42	4	2

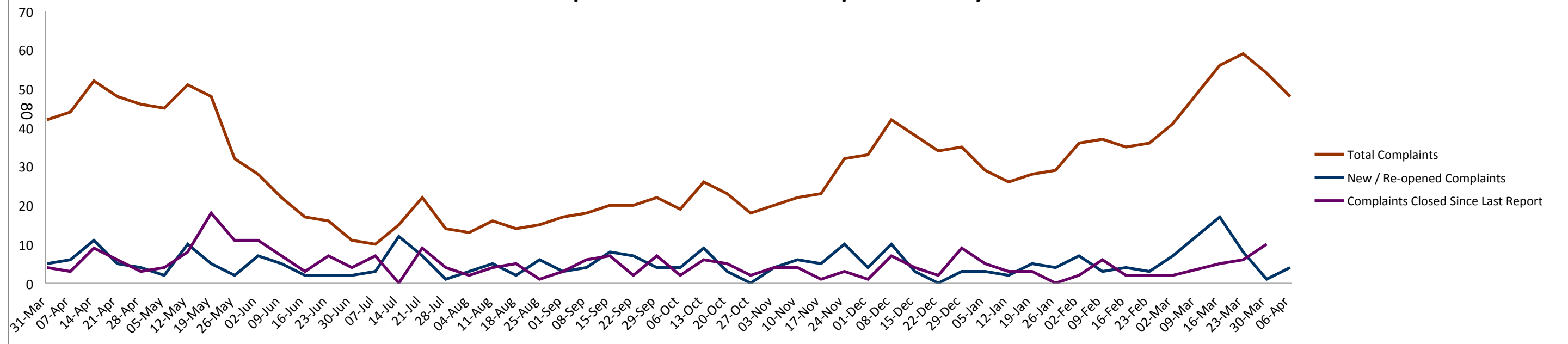
	Overdue	Approaching	Within
Glyn Jones	3	0	0
Chris Lambert	23	2	1
Amanda Harper	0	0	0
David Scruton	0	0	0
Neil Barks	14	0	1
Tracy Ashe	0	0	0
Craig Geens	0	1	0
Adam Phillips	0	1	0
Joanne Day	0	0	0
Nicol Picksley	0	0	0
Chris Clarke	1	0	0
Dave Lansdowne	1	0	0
TOTAL	42	4	2



Number of Complaints in Each Category Over Time



Complaints Received and Responded to by Week



FEEDBACK RECEIVED IN HOUSING 2015-16

Item for Decision <input type="checkbox"/>	Item for Discussion <input checked="" type="checkbox"/>	Item for Information <input checked="" type="checkbox"/>
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1. PURPOSE OF THE REPORT

- 1.1 To provide headline information on the number of complaints, and compliments received within the Housing Service in 2015-16, with a comparison to 2014-15

2. REPORT AND EXECUTIVE SUMMARY

- 2.1 This report gives SMT an overview of the performance of the Housing Service during 2015-16 in responding to complaints.
- 2.2 Complaints are recognised as a valuable tool in helping officers to understand the concerns of tenants in the delivery of Services and have an important role in supporting the improvement of those Services.
- 2.3 The number of complaints and members enquiries received by the council has increased in the last three years. Although this can be seen as a positive indication of how accessible our complaints process is, the trend does need to be reversed.

3. DETAILS

- 3.1 Complaints, including Housing Ombudsman (HO) complaints are monitored by the Business Development team. The data collected is used to provide the performance information in this report broken down by department.

Performance for the number of complaints dealt with in time and the number of complaints escalated to Stage 2.

- 3.2 The council's formal complaints procedure, which does not cover complaints subject to a statutory procedure, has two stages with the following response timescales:
- Stage 1 within 10 working days; and
 - Stage 2 within 10 working days.

4. HOUSING COMPLAINTS RECEIVED IN 2015-16

- 4.1 The Housing Service received a total of 209 Stage 1 and Stage 2 complaints, compared to 192 in 2014-15.
- 4.2 A total of 193 Stage 1 complaints were received, a 10.3% increase over 2014-15 when 175 Stage 1 complaints were received.

	2015-16	2014-15	Change
Repairs and Investment	155	153	+1.4%
Housing Management	29	18	+61%
Housing Choices	8	4	+100%
HRA Business Support Team	1	0	+100%
Total	193	175	+10.3%

- 4.3 A total of 16 complaints progressed to Stage 2 across all housing departments, a decrease of 5.9% on 2014-15 when 17 Stage 2 complaints were received. The reduction in the number of escalated complaints demonstrates the benefit of providing a comprehensive response at Stage 1.

	2015-16	2013/14	Change
Repairs and Investment	14	15	-6.6%
Housing Management	2	2	0%
Housing Choices	0	0	-
HRA Business Support Team	0	0	-
Total	16	17	-5.9%

- 4.4 It took the Housing Service an average of 11 working days to respond to complaints in 2015-16, and responded to 59.9% of Stage 1 complaints on time. There are, however, a number of complaints (24 at the time of writing) that have not been responded to yet, so this figure will increase. Work is underway to resolve these complaints.

Based on performance at the time of writing, this represents an increase in performance from 2014-15, where complaints were investigated in an average of 14 days, and 56.3% of stage 1 complaints were responded to in time.

87.5% of stage 2 complaints were responded to within 10 days, which is a significant improvement from 2014-15 where no stage 2 complaints were responded to in time.

% responded to in time						
	2015-16		2014-15		Change	
	Stage 1	Stage 2	Stage 1	Stage 2	Stage 1	Stage 2
R&I	34.5%	0%	52.5%	0%	-18%	0%
HM	82.7%	100%	66.6%	0%	+16.1%	+100%
HC	62.5%	-	50%	-	+12.5%	-
HRA	0%	-	-	-	0%	-
Total	59.9%	87.5%	56.3%	0%	-3.6%	+87.5%

4.5 The reduction in volume and time taken to respond to complaints, coupled with the reduction in stage 2 complaints suggests that the Housing service is improving in both its day to day function, and also in the way it deals with complaints. Performance suggests that complaints are being dealt with quicker, and more robust responses are being provided which satisfies the complaint for the tenant.

4.6 It is recognised within the service that complaints are typically monitored “end to end” – i.e. from the date the complaint is received to the date a letter is sent to the complainant by the Business Development Team.

However, in the majority of cases, complaints can be (and often are) resolved within a few days following the receipt of the complaint by way of a phone call to the tenant which resolves the complaint. There might be a delay between this phone call and sending the letter which actually closes the complaint, which reflects badly on the number of days it takes us to resolve the complaint “end to end”.

4.7 The Housing Service receives approximately 75% of all complaints received by the council, and therefore are the “biggest customer” to the Business Development Team. Given this information, a recommendation has been made to look at the way a complaint is classed as being resolved.

5. Reasons and Timing of Complaints

5.1 The areas that customers complained about the most, at Stage 1 are:

Complaint Category	Number	% of total received
Delays in Repairs	75	39%
Failure to Provide a Service	38	20%
Conduct of Staff	13	7%
Unhappy with Policy	10	5%
Poor Communications	8	4%

Top complaint categories for each service area are:

- Housing Repairs – Delays in undertaking work
- Housing Management – Condition of council property
- Housing Choices – Choice based lettings banding
- HRA Business Support Team – Unhappy with policy

5.2 Service area’s received the highest and lowest number of complaints as follows;

	Highest	Lowest
Repairs and Investment	30 (Feb 2016)	12 (Mar 2016)
Housing Management	11 (Aug 2015)	3 (Dec 2015)
Housing Choices	12 (May 2015)	0 (Apr 2015)
HRA BST	1 (Sept 2015)	0 (Various)

Generally, more complaints are received across the service between June and October 2015.

6. Compensation Claims

6.1 Due to staffing and process changes within the Housing Service and the Business Development Team, the recording and management of compensation claims has been poor, especially between April 2015 and October 2015. Therefore some claims received may not have been logged, and others may not have been updated when a decision or payment has been made.

6.2 Top 5 reasons for compensation claims are:

	2015-16		2014-15		Change	
	Upheld	£ Paid	Upheld	£ Paid	Upheld	£ Paid
No Heating or Hot Water	5	£495	22	£820	27	£1,315
Damage by Leak	4	£253	16	£3,058	20	£3,311
Poor Workmanship	2	£580	6	£2,110	8	£2,690
Missed Appointment	0	£0	6	£95	6	£95
Following a Complaint	0	£0	4	£628	4	£628
Total	11	£1,328	54	£6,711	65	£8,039

- The total number of claims received in 2015-16 was 21 and 9 claimants received compensation as a result of their claim (43%). The total amount of compensation paid was £1,653, making the average amount paid per claim £184.
- 72 claims were received in 2014-15. Compared to 2015-16, this is a reduction of 71%. 59 claimants (82%) received compensation as part of their claim. The total amount of compensation paid was £9,218, making the average amount paid per claim £156.24
- The reduction in compensation claims in 2015-16 would further suggest that the day to day management of the Housing Service has improved.
- The categories used to log compensation claims, coupled with the poor record keeping mean that it is difficult to determine whether any claims were received (or payments made) outside of the compensation policy.
- In addition, there is a discrepancy in the total amounts paid according to the compensation database, and total spend reported by Exchequer.

7. Compliments

7.1 41 compliments were received on departmental Service delivery, compared to 68 in 2014-15.

	2015-16	2014-15	Change
Repairs and Investment	28	39	-28.2%
Housing Management	6	15	-60%
Housing Choices	6	14	-57.1%
HRA Business Support Team	1	0	-100%
Total	41	68	-39.7%

7.2 It is recognised that more work needs to be done to capture compliments. Many compliments are informal and verbal in nature and so are not recorded. They are however an important source of feedback about the Services we provide and the staff who deliver them. If recorded and the stories they tell published internally, they can offer a positive perspective on the work of staff and their managers.

The HRA Business Support Team will work with the Business Development Team in order to improve this in Quarter 2 of 2015-16.

8. Summary

8.1 The introduction of Stage 1 complaints being investigated by a Team Manager has improved the quality of complaint responses, leading to a reduction in the number of stage 2 complaints.

However, whilst there may be learning taken from complaints, this is currently not captured anywhere either within the Housing Service or corporately. There is also no way of monitoring customer satisfaction.

8.2 There needs to be an improvement in the communication with the Business Development Team, both on sending holder letters out, and working with them to identify trends or areas that need to be addressed.

8.3 As a result of complaints received, the following should be shared with tenants;

1. There have been fewer missed appointment complaints and compensation claims. This is expected to be further reduced as SMS messaging is developed within OneServe.
2. Complaints received in the Repairs Team are primarily to do with delays in undertaking routine and batched work. We have reassigned our support contractor to do all of this work in the future, supported by the creation of a Minor Works team within the IRT
3. As a result of feedback from tenants who have complained about ASB, changes have been made to the process when closing a case off, meaning that the complainant is able to have more of a say as to whether the case is closed or not.
4. There have been less complaints received following works required after the allocation of a property.

8.4 The following areas continue to generate significant levels of complaints, and further action is recommended to address them;

1. Delays in undertaking repairs
2. Condition of properties
3. Allocation of properties

8.5 The following geographical areas continue to generate significant levels of complaint and team managers should consider whether this indicates any capacity/training issues regarding staffing in these areas;

1. Oakthorpe and Donisthorpe
2. Greenhill
3. Castle Donington

9. Recommendations

- 9.1 That the Service refocuses on achieving an average 10 day response deadline for all complaints (or makes effective use of holding extensions).
- 9.2 That communication with the Business Development Team be improved to more effectively manage the complaints process, and protocols be agreed with the BDT to avoid duplication currently happening.
- 9.3 That the changes in service policy/procedure already made in response to complaints be noted
- 9.4 That the information on the level of compensation claims paid be considered as part of the review of compensation policy and procedure currently underway.
- 9.5 That pop up events being organised by Resident Involvement team are focused on the geographical areas specified in point 8.5 above
- 9.6 That as part of the conclusion of every complaint the responsible officer shall complete a “summary of learning” statement which identifies any action to be taken as a result of the complaint, corrective action or any change of policy/procedure to be implemented, and this is stored within both the HRA Business Support Team and the Business Development Team.
- 9.7 That SMT give consideration to working with the Business Development Team to determine when a complaint has been resolved, in response to point 4.7 above.
- 9.8 That a record of authorisations for compensation payments be maintained by the HRA Business Support Team and that they monitor expenditure from the compensation budget across the service in monthly finance clinics.
- 9.9 As the compensation policy is currently in the process of being reviewed, it is recommended that SMT have this document to hand whilst reviewing and agreeing the policy.
- 9.10 SMT approve an investigation into the discrepancy between the amount of compensation reported as being paid on the database against the spend on the budget code. It is recommended that if approved, the investigation be undertaken by the HRA Business Support Team in conjunction with the Business Development Team in Quarter 2 of 2016-17
- 9.10 That a customer satisfaction survey be introduced to assess the views of tenants, in line with Housemark StarT guidelines.

Report Written by: Mark Johnson
HRA Business Support Officer
Mark.Johnson@nwleicestershire.gov.uk
Tel. 01530 454732

Complaints Performance and Learning

Item for Decision <input type="checkbox"/>	Item for Discussion <input checked="" type="checkbox"/>	Item for Information <input type="checkbox"/>
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1. PURPOSE OF THE REPORT

- 1.1 To provide a report to SMT on Housing complaints performance and trends as at Quarter 2, and an update on learning from complaints in the period.

2. REPORT AND EXECUTIVE SUMMARY

- 2.1 From November 2015, following a request from the Head of Housing, weekly status reports on complaints and compensation cases are sent to SMT. Since then this has now evolved and includes case status by area, case status by officer, overall trend of cases and area trend of cases. This also now includes fluctuations on closed, new and re-opened cases on a weekly basis.
- 2.2 At the August 2016 SMT Meeting, the Head of Housing requested that a register be created to capture follow up actions and learning from complaints. This is an enhancement from the June 2016 SMT meeting, where a complaint learning form was discussed and subsequently developed.
- 2.3 In order to capture actions and learning in one place, an Access database was created by the HRA Business Support Team. The database allows for the capture of complaint actions and gives the option to set reminders in the diaries of responsible officers to ensure the actions are followed through. This potentially reduces the number of escalations of complaints (which usually happens when we fail to carry out an agreed action). Where a physical action is not required, i.e. undertake X repair by Y, the database allows the capture of learning actions using the same method and process. For Q2 there were two complaint actions saved on the database and these have been successfully followed up by the responsible officers.
- 2.4 Currently, the HRA Business Support Team are responsible for identifying actions with complaint responses sent by the service, and regularly liaise with the Business Development Team to ensure final versions of complaint responses are shared in order to capture the actions. Complaint learning logs are sent regularly to the Housing mailbox and the HRA Business Support Team update the Learnings and Follow-up database with any learning actions.
- 2.5 The database is currently being stored on the HRA Business Support H: Drive, but will be migrated on the new Intranet site when it is available.

3. ANALYSIS OF COMPLAINTS

Information from earlier years is not directly comparable due to changes in procedures. However, it is given below for information purposes;

- 3.1 In the first 2 quarters of 2016-17, the Housing Service received a total of 84 Stage 1 and Stage 2 complaints, compared to 113 in 2015-16 for the same period. This is a reduction of 25.66%
- 3.2 A total of 73 Stage 1 complaints were received in the first 2 quarters of 2016-17, a 29.12% decrease over 2015-16 when 103 Stage 1 complaints were received.

	2016-17	2015-16	Change
Asset Management Team	53	81	-34.56%
Housing Management	17	17	-
Housing Choices	3	4	-25%
HRA Business Support Team	0	1	-100%
Total	73	103	-29.12%

- 3.3 A total of 11 complaints progressed to Stage 2 across all housing departments, an increase of 10% on 2015-16 when 10 Stage 2 complaints were received.

	2016-17	2015-16	Change
Asset Management Team	6	9	-33.33%
Housing Management	5	1	+400%
Housing Choices	0	0	-
HRA Business Support Team	0	0	-
Total	11	10	+10%

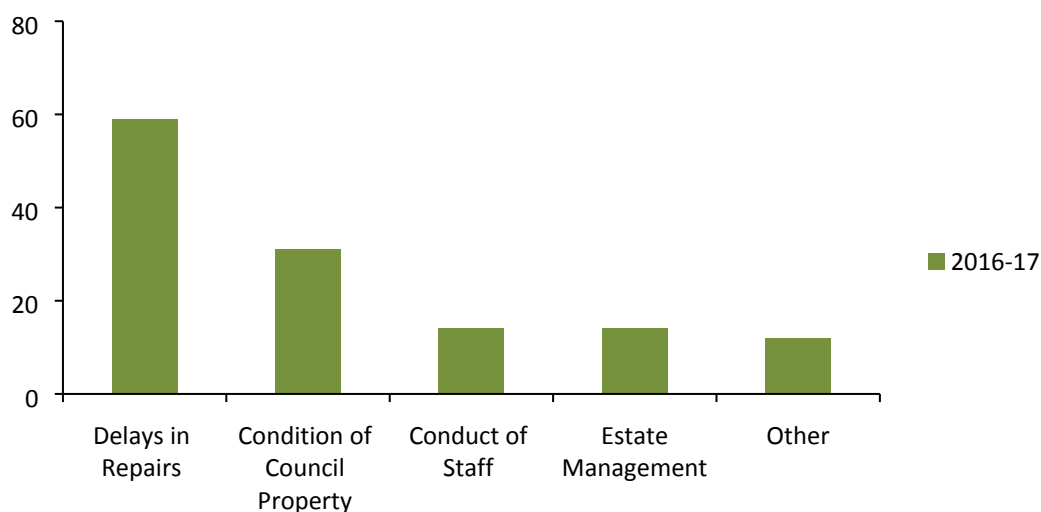
- 3.4 It took the Housing Service an average of 14 working days to respond to complaints in the first 2 quarters of 2016-17, and responded to 46.5% of Stage 1 complaints on time. This represents a slight improvement in performance compared to the same period of 2015-16 where the service also responded to complaints in an average of 14 days, and responded to 44.6% of Stage 1 complaints on time.
- 3.5 There was a backlog of largely overdue complaints from 2015-16 that needed to be responded to and in some circumstances these were prioritised over complaints received in 2016-17, and therefore this may account for not meeting the corporate response target. To put this into context, at the start of 2016-17, there were 24 overdue complaints from the previous financial year that were prioritised. Of these, only 1 remains open due to the case being ongoing and complex.
- 3.6 There are, however, a number of complaints (16 at the time of writing this report) that have not been responded to yet, so the figure for 2016-17 will increase. Work is underway to resolve these complaints.

- 3.7 50% of stage 2 complaints received in the first 2 quarters of 2016-17 were responded to within 10 days (4 out of 8), which is a significant improvement from 2015-16 where 10% (1 out of 10) stage 2 complaints were responded to in time.
- 3.8 The decrease in the number of complaints suggests that the Housing Service is improving in its day to day function. There have been a number of improvements made to the service recently, which may attribute to the 29% reduction in the number of complaints received.
- 3.9 However, one item of concern is the time taken to respond (currently an average of 4 days above the corporate target), and the increase in stage 2 complaints. However, the majority of stage 2 complaints received so far have been because the complainant isn't happy with the response, rather than a lack of promised action. This will need to be monitored closely over the remaining 2 quarters.
- 3.10 It is recognised within the service that complaints are typically monitored "end to end" – i.e. from the date the complaint is received to the date a letter is sent to the complainant by the Business Development Team.
- 3.11 However, in the majority of cases, complaints can be (and often are) resolved within a few days following the receipt of the complaint by way of a phone call to the tenant which resolves the complaint. However, following further correspondence with the Business Development Team, a letter does still need to be sent to the complainant in order for the case to be closed.
- 3.12 Including the Housing Service, the Council has received 165 stage 1 and stage 2 complaints so far this financial year (84 for Housing and 81 for the rest of the council). Therefore Housing has received 50.90% of complaints across the entire council.

Compared to 2015-16, 207 stage 1 and stage 2 complaints were received (113 for Housing and 94 for the rest of the council). Therefore in 2015-16, Housing received 54.58% of complaints across the entire council. Again, this represents a slight improvement across both the service and the council.

- 3.13 The top 5 reasons for complaints received in the first 2 quarters of 2016-17 are as follows:

Complaints by Reason



This is broadly similar to both the first 2 quarters and the entire year of 2015-16.

- 3.14 There is no current way of monitoring satisfaction with complaints, as the survey was abandoned in 2014 when the Business Development Team was created. There is currently no appetite to monitor satisfaction corporately, so the HRA Business Support Team are in the process of designing a satisfaction survey that is sent electronically to tenants following closure of a complaint.
- 3.15 Whilst our data indicates a fall in complaints, Housemark have recently released an article off the back of their Customer Excellence Benchmarking exercise (which we participated in) that shows a rise in complaints across the public sector.
<http://www.insidehousing.co.uk/business/tenancy/tenants/new-data-shows-rise-in-tenant-complaints/7016747.article>

4. ANALYSIS OF COMPLIMENTS

- 4.1 In terms of compliments, in the first 2 quarters of 2016-17, 27 compliments have been received, broken down as follows in comparison to 2015-16:

	2016-17	2015-16	Change
Asset Management Team	11	18	-38.8%
Housing Management	14	5	+180%
Housing Choices	1	6	-83.3%
HRA Business Support Team	1	1	-
Total	27	30	-10%

- 4.2 The majority of compliments are received in praise of the hard work and dedication that members of staff provide to our tenants.
- 4.3 We need to get better at recognising and recording compliments received. Business Development Team is currently responsible for recording this. Perhaps, colleagues need to be reminded that we have a corporate system in place that captures customer compliments and this can be captured by as simple as sending a copy of the compliment to the feedback@nwleicestershire.gov.uk.

5. ANALYSIS OF COMPENSATION CLAIMS

- 5.1 In the past, the logging and recording of compensation claims has not been consistent. This has changed in 2016-17 and we are now able to provide some basic reporting in terms of claims received, but we are unable to provide a comparison.
- 5.2 There have been 36 claims logged to date for 2016/17, and £4,028 has been paid in compensation to tenants. The most paid was £579.85 (to a tenant who had an undetected burst pipe for over a year as a result of poor workmanship which resulted in a high water bill) and the least paid has been £10 to 6 tenants who have all suffered missed appointments

5.3 The breakdown is as follows:

Categories	Number of Claims	£ Paid per Category	Avg £ Per Claim
Damage Caused by Leak	9	£1,471	£163
Damage Caused by Contractor	1	£300	£300
General Compensation	11	£1,172	£107
No Heating and Hot Water	4	£475	£119
Damage Caused by Operative	2	£260	£130
Missed Appointment	*7	£60	£10
Email From Maintenance Officer	1	£264	£264
Follow On From Complaint	1	£26	£26
Total	36	£4,028	£112

*A compensation claim for missed appointment was successfully challenged. We have proven that our operative has attended the appointment based on what was agreed with the tenant prior to attendance.

6. LEARNINGS PILOT

- 6.1 In June's SMT Meeting, it was discussed and agreed that the Housing Service would pilot a learning programme, starting with one service (later agreed as Housing Management) and then reviewing the situation before deciding whether to roll out the learning log to other service areas.
- 6.2 Since the pilot started, Housing Management have received 12 complaints. Of those 12, 2 (17%) have resulted in a learning log being completed and formal learning identified to reduce or stop similar complaints being received in the future. There was also learning identified as a result of a complaint received within the Strategic Housing team, although this was outside of the pilot.
- 6.3 The following table summarises both the formal learning identified through the learning logs submitted and the "informal" learning identified by Strategic Housing:

	You Said	We Did
Housing Management	The information given to me when I signed for my tenancy was incorrect and resulted in me incurring a financial loss	Changed the information provided at tenancy sign up and trained staff accordingly
	You made a pre-arranged appointment with me but failed to attend even though I had made arrangements to be available for you	Changed the way we update our colleagues of where we are in the district and what we're doing, and whether we're going to meet our appointments or not
Housing Choices	You were unhappy with the way that we dealt with a homeseekers 3 rd party representative	Commenced a review of our policy and procedures in the way that we deal with 3 rd party representatives

- 6.4 Because of the low number of complaints received under the pilot in Housing Management, the HRA Business Support Team has undertaken an independent review of all of the complaints received across the service in Q2 (since the start of the learning pilot) in order to allow an informed discussion at the SMT meeting in October. This involved reviewing the 29 complaints received and responded to in the time period, inclusive of those where learning has already been identified.
- 6.5 Because this review has been carried out independently, the findings set out in the next part of this report have not been discussed with the relevant team managers. The HRA Business Support Team welcomes any comments from those team managers following the presentation and discussion of this report.
- 6.6 The findings of the exercise are as follows:

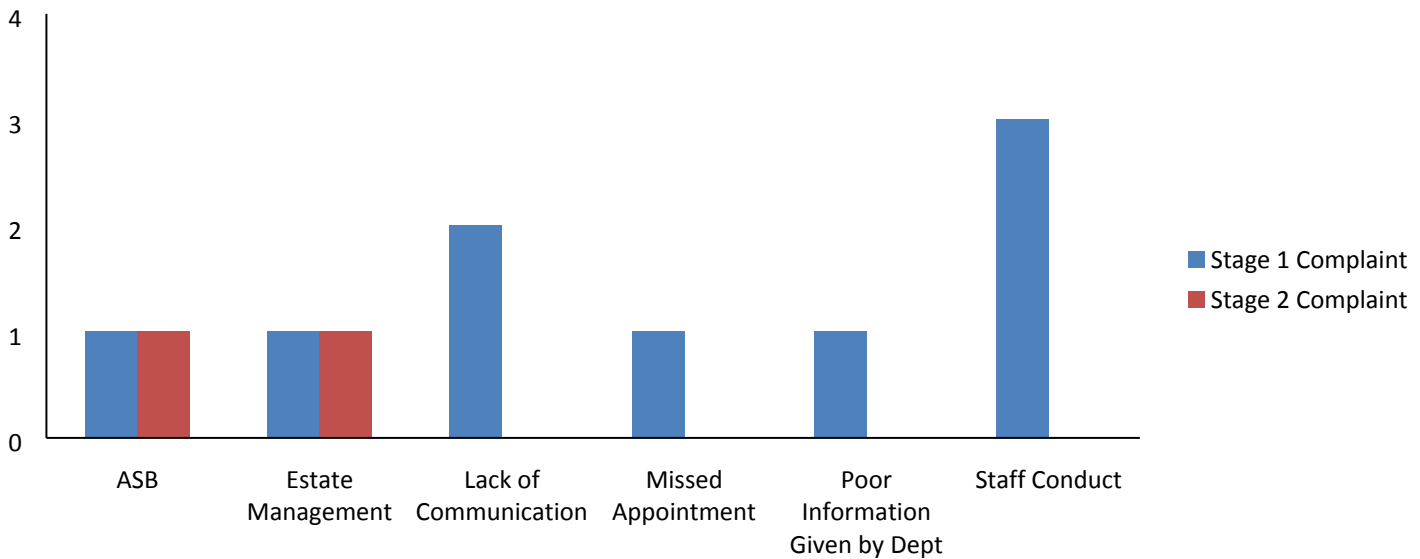
Service Area	Number of Complaints	Learning Identified	No Learning Identified
Housing Management	11	5 (45%)	6
Asset Management	17	15 (88%)	2
Strategic Housing	1	1 (100%)	0
Total	29	23 (79%)	6

Using the data available, each service area's complaints can be broken down as shown on the next page:

6.6 Housing Management

6.6.1 Of the 11 complaints received in Housing Management, they can be defined as follows:

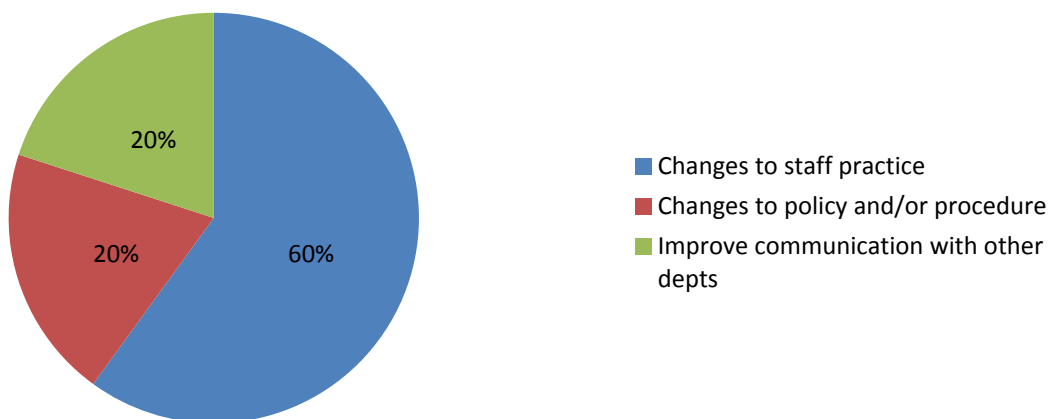
Total Complaints Received by Category



6.6.2 Of the 11 complaints, 6 of them have not resulted in any learning being identified, either because the complaint was not upheld (5) or because the complaint was in fact a service request which resulted in a general visit by the relevant member of staff (1)

6.6.3 From the remaining 5 complaints where learning has been identified, the learning can be categorised as follows:

Learning Identified within Housing Management



(This chart includes the 2 formally identified learning examples – both of which were changes to staff practice)

6.6.4 The analysis undertaken by the Business Support Team suggests that the learning identified within these 5 complaints can be addressed fairly easily, and can be resolved by reviewing the relevant policy or procedure, or by making changes to staff practice.

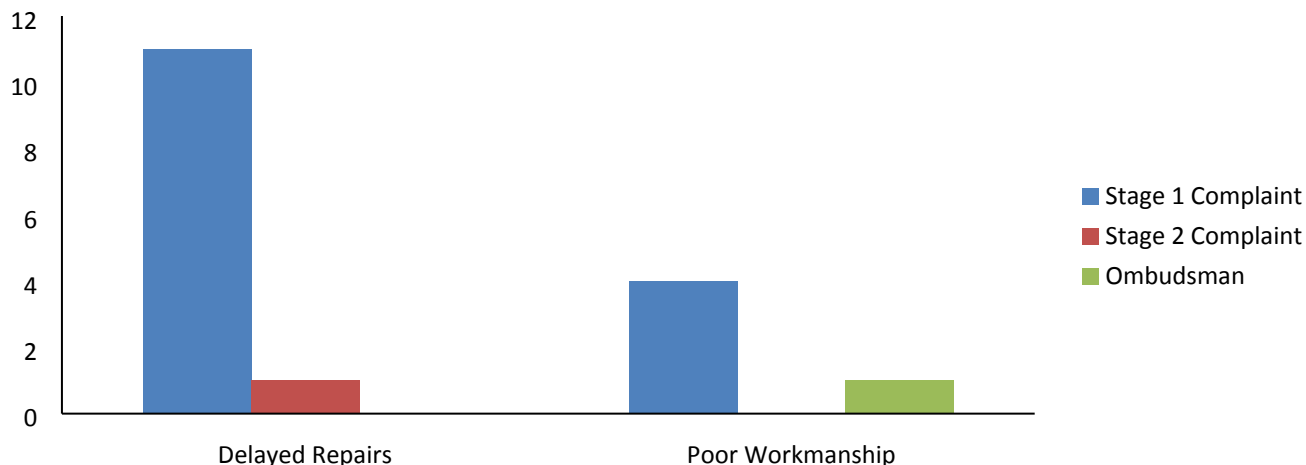
6.6.5 It is suggested that any learning relating to changing staff practice is implemented on an ongoing basis as and when learning is required, but it is crucial to regularly review these changes to ensure that they have been successful.

6.6.6 Any policy/procedure changes should be addressed without undue delay and with a clear target set in each case..

6.7 Asset Management

6.7.1 The 17 complaints received in Asset Management can be defined as follows:

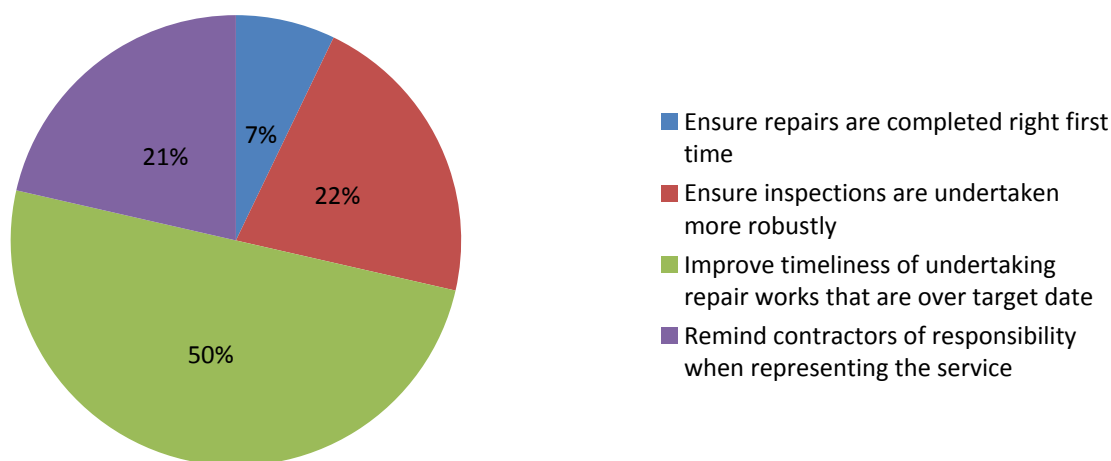
Total Complaints Received by Category



6.7.2 Of the 17 complaints, 3 of them have not resulted in any learning being identified, either because the complaint was not upheld (1) or because the complaint was in fact a service request which resulted in a general visit by the relevant member of staff (2)

6.7.3 From the remaining 14 complaints where learning has been identified, the HRA Business Support team suggests that the learning can be categorised as follows:

Learning Identified within Asset Mgt Team



- 6.7.4 The majority of the complaints received across the Asset Management Team are in relation to tenants who have waited too long for works to be carried out. In all of the complaints identified in Q2, the works have all exceeded the target time. Typically these complaints are damp related.
- 6.7.5 In many cases responses to the complaints have not specifically set out what we will change and improve upon, although an apology and an acknowledgement that the quality of service delivered is not indicative of what we aim to provide is likely to be included. As a result responses have been evaluated and conclusions reached as to what is required to improve outcomes.
- 6.7.6 In undertaking the analysis for this report some conclusions have been reached, which are suggested areas to be looked at to address the shortcomings. It may be that these are not appropriate in every case where individual circumstances dictate otherwise.
- 6.7.7 Importantly, most of the learning outcomes should be addressed by the new team structure when it is in place. The shortcomings relating to timeliness, quality and resource should be addressed by the end of Q3 and the changes to policy when undertaking surveys in properties should be drafted and agreed by the relevant corporate meeting group (SMT/CLT/Cabinet etc) by the end of the financial year and subsequently reviewed regularly.
- 6.7.8 The HRA Business Support Team's conclusions are set out in the following paragraphs.
- 6.7.9 Disappointments from tenants may be avoided by sending a communication to affected tenants when they would expect the works to be rescheduled, rather than waiting for them to get in touch with us.
- 6.7.10 This type of complaint can be avoided by forecasting the volumes of certain types of repairs undertaken across the financial year and ensuring that appropriate resource is available to the service to cope with the demand. Consideration should also be given as to whether the Asset Management Team still deems it necessary to split its time between repairs and empty homes works, or whether each operative should work on any type of property as required by demand.
- 6.7.11 This forecasting of resource requirements can be done on a rolling 12 month basis using already existing reports within OneServe, which can also inform the service managers whether sufficient resource exists to cope with the demand. This report could be created and in place by the end of Q3.
- 6.7.12 The remaining complaints relate mostly to those where a survey or inspection has not identified all of the repairs required in a property, or where the wrong kind of repair has been identified and undertaken. Whilst the right repair is not always evident, implementing best practice from top performing organisations may be a way to significantly reduce repairs requiring more than one visit.
- 6.7.13 The final category of complaints relates to poor workmanship being undertaken by contractors (including Kier, Lovell, Wates, and their appropriate support contractors). There have been a number of complaints received whereby these contractors have undertaken poor quality work which has resulted in complaints which NWLDC has had to respond to. There may be further opportunities to improve contract management to drive up contractor performance and reduce complaints.

6.8 Strategic Housing

- 6.8.1 There was only 1 complaint received in Q2 for Strategic Housing which was received in relation to staff conduct. The complaint, which is noted in 6.3 above, was not upheld, but the review of the case highlighted that we needed to make a change to our policy when dealing with 3rd party representatives of homeseekers.
- 6.8.2 Work to formally change the policy to reflect the learning identified is currently underway and is anticipated to be completed by the end of Q3 with a view to it being agreed by the relevant corporate body by the start of 17/18

6.9 HRA Business Support Team

- 6.9.1 There haven't been any complaints made against the team in Q2, perhaps because of the nature of the service. Subject to SMT's approval as highlighted in section 7.2 below, we will continue to monitor learning that can be identified on future cases.
- 6.10 SMT is asked to consider the formal implementation of the learning log across the remaining services within Housing. In Q3 and Q4 2015-16, complaints were received as follows. Given that complaints so far this year have reduced by 29%, we can expect the following volumes if trends continue:

	2015-16 Q3 and Q4	Expected 2016-17 Q3 and Q4
Asset Management Team	79	56
Housing Management	13	9
Housing Choices	4	3
HRA Business Support Team	0	0
Total	96	68

If learning logs are completed, and identified learning is implemented, coupled with other service improvements, the expected figure may reduce.

7. RECOMMENDATION

- 7.1 That SMT considers the learning identified at 6.3 above, the further analysis carried out by HRA Business Support, any follow-up work required and the associated timescales for implementing any changes
- 7.2 That SMT considers the implementation of the learning form across all or some of the remaining areas within the service, which, combined with the complaint satisfaction survey, which will be implemented in line with the Team Business Plan, could be led by the HRA Business Support Team and reported back to SMT on a regular basis.
- 7.3 That SMT makes note of the above and provides feedback.

Report Written by: HRA Business Support Team

Complaints Learning and Performance

Item for Decision <input checked="" type="checkbox"/>	Item for Discussion <input checked="" type="checkbox"/>	Item for Information <input type="checkbox"/>
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1. PURPOSE OF THE REPORT

1.1 To provide SMT with an update on Housing complaints performance.

2. REPORT AND EXECUTIVE SUMMARY

- 2.1 This report gives SMT an overview of the Housing performance on complaints during quarter 4 and for the year 2016-17.
- 2.2 The number of complaints received by the Housing has decreased in the last 3 years which can be seen as positive indication on improvements in the quality of services provided. This could arguably also mean that we are getting better in identifying a complaint from a request for service or informal complaint through the council's corporate complaints procedure.

3. ANALYSIS OF COMPLAINTS

3.1 The number of complaints for 2016-17 has decreased compared to 2015-16. The same can be said for quarter 4 performance. However, the number of cases progressing to stage 2 has increased. Housing performance in relation to response times both cumulatively and quarterly for quarter 4 has improved compared to the same period in 2015-16. Quarter 4 has also seen a reduction in complaints volume and decline on response times compared to the first 3 quarters of 2016/17.

Table 1- Housing complaints volume by quarter

Quarter	Stage 1	Stage 2	Ombudsman
1	42	7	2
2	35	4	1
3	19	5	2
4	18	3	1
Grand Total	114	19	6

Table 2- Housing complaints average response time by quarter (working days)

Quarter	Stage 1	Stage 2	Ombudsman
1	16	31	62
2	16	16	12
3	20	3	44
4	22	35	
Grand Total	17	25	45

3.2 Cumulative to quarter 4 complaints Information and performance.

(Please refer to appendix A, B and C for detailed information and performance on Stage 1, Stage 2 and Ombudsman complaints, including a breakdown by Service area).

- 3.2.1 There were 279 corporate complaints in 2016-17, 139 of which were for Housing (compared to 213 Housing cases in 2015-16. This represents a 34% reduction of Housing cases year on year). Housing complaints therefore represents 49.8% of corporate complaints. This was a consistent improvement from quarter 2 (50.9%) and quarter 3 (50%).

Table 3- Corporate complaints for 2016-17

Category	Housing		Non Housing		Grand Total
Stage 1	114	50.0%	114	50.0%	228
Stage 2	19	47.5%	21	52.5%	40
Ombudsman	6	54.5%	5	45.5%	11
Grand Total	139	49.8%	140	50.2%	279

- 3.2.2 The most cited reason for complaints during the period are delays in repairs, poor workmanship, ASB, conduct of staff and condition of council property which is broadly the same for the previous year.
- 3.2.3 There has been a 41% reduction on Stage 1 complaints in 2016-17 compared to 2015-16 (193 cases). Stage 1 complaints volume has also gone down between quarters 1 to quarter 4. The response time on Stage 1 complaints has improved by 10% year on year (2016-17 17days, 2015-16 19days). Current year's Stage 1 response times were at its best during quarters 1 & 2 at 16 days and fell at 22 days in quarter 4.
- 3.2.4 In 2016-17, a total of 19 complaints have progressed to Stage 2 across housing which is 19% increase compared to 2015-16 when only 16 Stage 2 cases were received. 12 Stage 2 cases have been responded to with an average of 25 working days. This is an improvement in response time compared to 2015-16 when it took an average of 30 working days to respond to 16 Stage 2 cases.
- 3.2.5 The Housing service has received 6 Ombudsman complaints (1 case received in quarter 4). 4 of these were responded to by quarter 4 with an average response time of 45 working days, which is an improvement compared to 2015-16 when it took the service an average of 83 working days for the same period.
- 3.2.6 The Housing Service took an average of 19 working days to respond to all complaints in 2016-17 (9% improvement on response time from 2015-16 when it took the service 21 working days). 83% of the complaints received in 2016-17 (115 cases) have been responded to by end of quarter 4, which has left 24 cases outstanding.

Table 4 – Housing complaints outstanding at the end of Quarter 4 2016-17

Service Area	Stage 1	Stage 2	Ombudsman	Total
Asset Management Team	13	5	2	20
Housing Management	2	2		4
Housing Choices				
HRA Business Support Team				
Grand Total	15	7	2	24

- 3.2.7 Out of the 115 complaints responded to, 51 (44%) of these were responded to within 10 working days. An improvement from the 2015-16 when 85(40%) out of 128 cases have been responded within timescale.

Table 5– Housing complaints responded within timescale (10 working days)

Contact Category	2016-17		Total	2015-16		Total
	on time	overdue		on time	overdue	
Stage 1	45	54	99	82	111	193
Stage 2	5	7	12	2	14	16
Ombudsman	1	3	4	1	3	4
Grand Total	51	64	115	85	128	213

3.3 Quarter 4 information and performance.

3.3.1 There were 48 corporate complaints received in quarter 4 of 2016-17. The Housing service received 22 complaints during the quarter (39 Housing complaints received in the same period in 2015-16 which is a huge 44% reduction in housing related cases).

Table 6 – Corporate complaints during Quarter 4 2016-17

Category	Housing		Non Housing		Grand Total
Stage 1	18	48.6%	19	51.4%	37
Stage 2	3	33.3%	6	66.7%	9
Ombudsman	1	50.0%	1	50.0%	2
Grand Total	22	45.8%	26	54.2%	48

3.3.2 The most cited reason for Housing complaints during quarter 4 were delays in repairs, condition of council property & poor workmanship. Further breakdown is available on Appendix A, B & C.

3.3.3 The same with the overall 2016/17 performance, there was 48% reduction of Housing Stage 1 complaints in quarter 4 compared to the same period in 2015/16 when there was 39 cases received. The response time for quarter 4 2016-17 has greatly improved by 50% at 23 days, compared to 2015-16 when the response time was at 44 days.

3.3.4 During quarter 4 of 2016-17, a total of 3 complaints have progressed to Stage 2 across housing which is 50% increase compared to the same period 2015-16 when only 2 Stage 2 cases were received. There were 2x Stage 2 cases that may have been prevented had we made sure that a prompt and adequate response was provided. In addition, clear coordination and communication with the customer would have aided in resolving these complaints during Stage 1.

3.3.5 The Housing Service took an average of 23 working days to respond to 12 complaints during quarter 4 (5% improvement on response time from 2015-16 when it took the service an average of 48 working days to respond to 39 complaints). 54% of the complaints received during quarter 4 2016-17 (12 cases) have been responded to by end of the quarter.

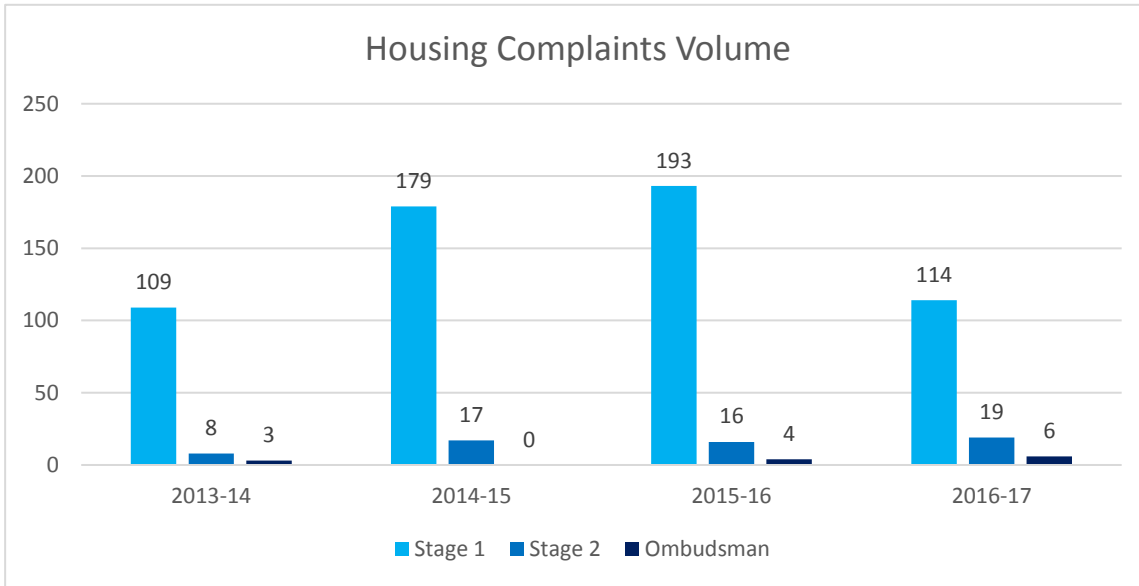
3.3.6 Of these 12 complaints, 33% were responded to within 10 working days. An improvement from 2015-16 when 12 (30%) out of 39 cases have been responded within timescale. These can be broken down further by case type on Table 5. Further breakdown by service area also available on the Appendices.

Table 7– Housing complaints responded within timescale (10 working days)

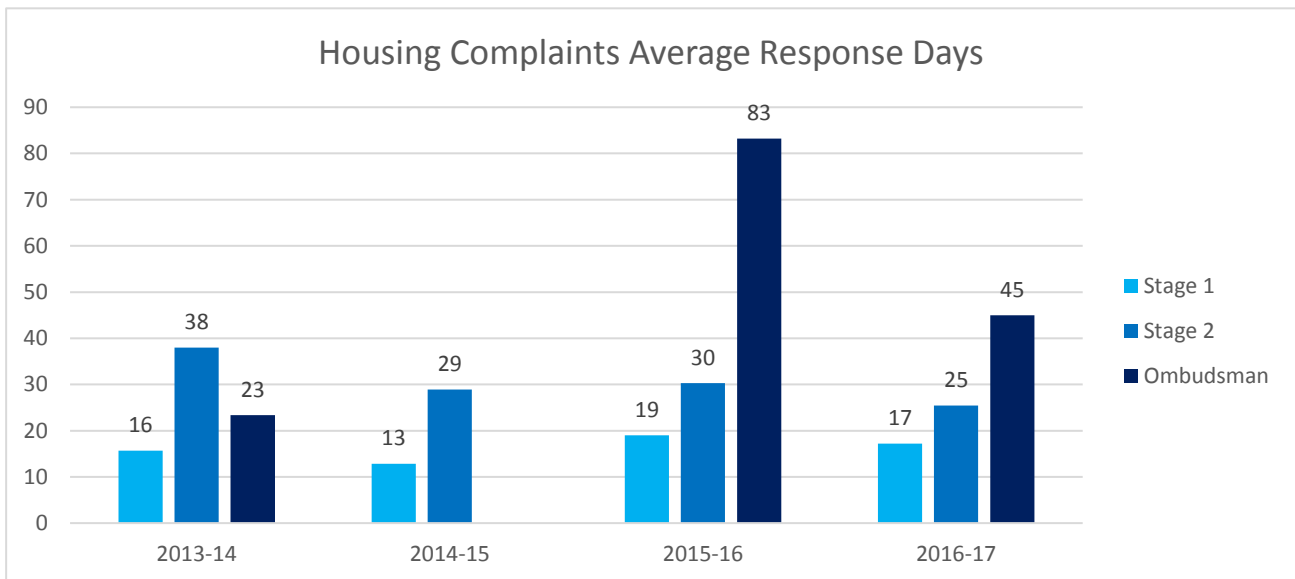
Contact Category	2016-17		Total	2015-16		Total	Grand Total
	on time	overdue		on time	overdue		
Stage 1	4	7	11	11	24	35	46
Stage 2		1	1	1	1	2	3
Ombudsman					2	2	2
Grand Total	4	8	12	12	27	39	51

3.4 Complaints Direction of Travel

3.4.1 Overall, Housing complaints has decreased dramatically in 2016-17 compared to the previous 2 years. This can be seen as a positive indication from customers on the quality of housing services provided during the current year.

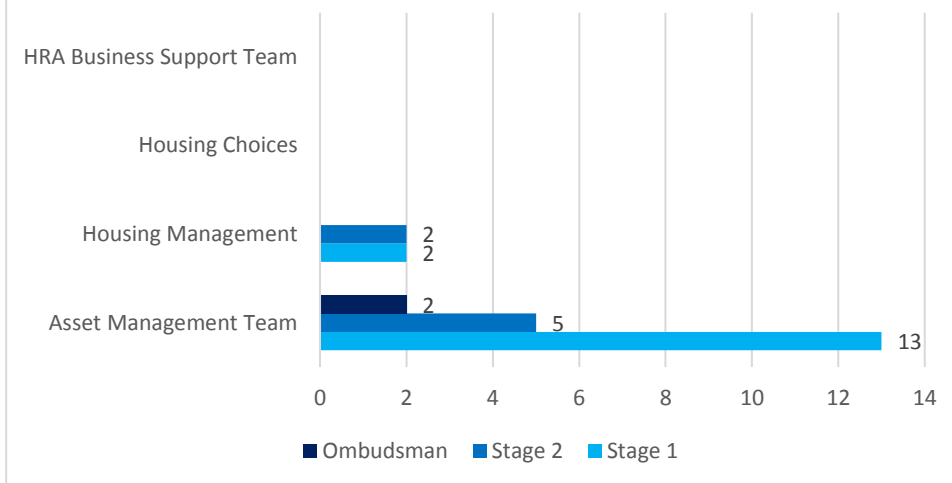


3.4.2 2016-17 average response days for Stage 1, Stage 2 and Ombudsman cases has seen an improvement compared to the previous year. Current trend shows that Housing is getting better in handling and addressing complaints which may be influenced by internal improvements on complaints management.



3.4.3 At the end of 2016-17 there were 24 outstanding complaints. This is broken down by service area below. 3 Cases has been outstanding since quarter 2, 11 cases from quarter 3 and 10 cases from quarter 4. Adequate resource needs to be allocated in resolving this complaints early in 2017/18 to prevent possible impact addressing new complaints received in 2017-18.

2016-17 Outstanding Complaints



4. ANALYSIS OF COMPLIMENTS

- 4.1 2016-17 compliments are at their highest compared to the previous year. This is a consistent improvement during Quarter 4 where compliments were 12% higher than 2015-16. It is also evidence that we are now getting better at capturing customer compliments. Housing received 25% of 2016-17 compliments in quarter 4, with 44% received in quarter 3 and the rest during the first 2 quarters of the year.

Table 8 – Compliments by quarter and category

Quarter	3rd Party/Contractor	Member of Staff	Service Area
2	2	13	3
3	1	9	16
4		5	10
Grand Total	3	27	29

- 4.2 There were 59 compliments received in 2016-17, 15 of which were all received in quarter 4 of the year. This is broken down below in comparison to 2015-16.

Table 9 – Compliments received by Service area

	2016-17	2015-16	Change
Asset Management Team	47	28	67.86%
Housing Management	10	6	66.67%
Housing Choices	1	6	-83.33%
HRA Business Support Team	1	1	0.00%
Grand Total	59	41	43.90%

- 4.3 49% of compliments are attributable to the service area, closely followed by member of staff at 46% and 3rd party/contractor at 5%. Service area and member of staff compliments come hand in hand as the latter are the instrument for providing a lasting impression about the service area. Compliments should be shared to staff on a regular basis.

- 4.4 Compliments reporting from customers is at its best to date. Team Managers are encouraged to carry on promoting awareness on compliments reporting to Corporate Business Development Team. It is recommended that all Team Managers ensure that compliments are captured by emailing the details to feedback@nwleicestershire.gov.uk

5. ANALYSIS OF COMPENSATION CLAIMS

- 5.1 Housing's annual budget for compensation is £15,000. Housing processed 56 compensation claims in 2016-17 with a total of £16,542.38. 2016-17 Quarter by quarter compensation activity based on volume and amount processed can be further analysed as follows:

Table 10 – Housing compensation activity 2016-17

	Compensation Claims Processed		Amount	
Quarter 1	11	20%	£2,369.88	14%
Quarter 2	18	32%	£4,209.52	25%
Quarter 3	14	25%	£7,601.89	46%
Quarter 4	13	23%	£2,361.09	14%
Total	56		£16,542.38	

- 5.2 The most paid was £2,050.00 and was as a result of an Ombudsman complaint in relation to kitchen installation. The least paid was £2.00 due to an un-franked letter sent to tenant.
- 5.3 In 2016-17 there has been 5 compensation payments made following a complaints for a total of £4,086.82. There were 2 cases paid within quarter 4 for a total of £300.00 (this represents 7% of compensation in relation to complaints for the current year)

The breakdown is as follows:

Table 11– Housing compensation paid by service area in 2016-17 cumulative to Quarter 4

Service Area	Number of Claims	£ Payment	Avg £ Per Claim
Asset Management Team	51	16,247.58	318.58
Housing Management	4	292.80	73.20
Housing Choices	0	-	-
HRA Business Support Team	1	2.00	2.00
Total	56	16,542.38	295.40

Table 12 – Housing compensation paid by reason in 2016-17 cumulative Quarter 4

Categories	Number of Claims	£ Paid per Category	Avg £ Per Claim
Damage Caused by Leak	13	5,371.94	413.23
Damage Caused by Contractor	4	458.33	114.58
General Compensation	14	6,779.34	484.24
No Heating and Hot Water	4	499.88	124.97
No Heating	2	358.00	179.00
Damage Caused by Operative	3	162.97	54.32
Missed Appointment	10	364.78	36.48
Email From Maintenance Officer	2	689.00	344.50
Follow On From Complaint	4	1,858.14	464.54
Total	56	16,542.38	295.40

Table 13 – Housing compensation paid by service area in 2016-17 during Quarter 4

Service Area	Number of Claims	£ Payment	Avg £ Per Claim
Asset Management Team	13	2,361.09	181.62
Housing Management	0	-	-
Housing Choices	0	-	-
HRA Business Support Team	0	-	-
Total	13	2,361.09	181.62

Table 14 – Housing compensation paid by reason in 2016-17 during Quarter 4

Service Area	Number of Claims	£ Payment	Avg £ Per Claim
Asset Management Team	13	2,361.09	181.62
Housing Management	0	-	-
Housing Choices	0	-	-
HRA Business Support Team	0	-	-
Total	13	2,361.09	181.62

5.4 There were 9 outstanding compensation claims at the end of 2016-17 summarised by reason below.

Table 15 – Outstanding Compensation Claims at the end of 2016-17

Reason for Claim	Asset Management Team
Damage Caused by Leak	1
Damage Caused by Operative	1
Damp	1
General Compensation	4
No Heating	1
No Heating and Hot Water	1
Grand Total	9

5.5 A new compensation form has been designed by the HRA Business Support Team. This is in line with Cabinet approval of the revised compensation policy in April 2017. The main areas of the policy have been embedded on the new form for transparency. Full details of the claim including current/previous claims are requirement when completing the new form. The Communications team are currently reviewing the wordings on the policy to ensure this is easy to understand by customers. SMT are requested to provide feedback on the contents and layout of the revised claim form. Please refer to Appendix D for the compensation form.

6. LEARNING

6.1 It was agreed in March 2017 following presentation of the quarterly complaints learning and performance report that officers responding to complaints are to identify learning following closure of complaints. These are summarised below by service area.

6.2 Housing Management

6.2.1 In quarter 4 Housing Management received 4 complaints broken down as follows:

Table 16 – Quarter 4 Housing Management Complaints Received.

Complaint Category	Stage 1	Stage 2
Delays in Repairs	1	
Allocation of Council Properties	1	
ASB	1	
Failure to provide a service		1
Grand Total	3	1

6.2.3 2x Stage 1 complaints received in quarter 4 have been responded to, with 1 case resulting to further action. No learning has been identified from these cases.

6.3 Asset Management Team

6.3.1 In Quarter 4, there were 17 complaints received by Asset Management Team

Table 17 – Quarter 4 Asset Management Team Complaints Received.

Complaint Category	Stage 1	Stage 2	Ombudsman
Delays in Repairs	4		
Complaints against the council not being handled correctly	1		
Condition of Council Property	4	1	1
Conduct of Staff	1		
General Repairs Issue	1		
Poor Workmanship	2		
Unsatisfied with stage 1 response		1	
Damage by Contractor	1		
Grand Total	14	2	1

6.3.2 9 out of the 17 cases received in quarter 4 have been responded to (8 stage 1, and 1 stage 2 cases). At the time of writing the report no feedback was received in relation to learning identified on Asset Management Team completed cases.

6.4 Housing Choices

6.4.1 In quarter 4, Housing Choices received 1 Stage 1 case and responded to it in the same period.

Table 18 – Quarter 4 Housing Choices Complaints Received.

Complaint Category	Stage 1
Choice Based Lettings Banding	1
Grand Total	1

6.4.2 There was no learning identified on the closure of this complaint.

6.5 HRA Business Support Team

6.5.1 Nil complaints were received during quarter 4.

7. Housing Ombudsman

7.1 **Memorandum of Understanding between the Housing Ombudsman and the Regulator of Social Housing**

7.1.1 A Memorandum of agreement has been created between the Housing Ombudsman and the Regulator for Social housing on 21 April 2017. This means that the Housing Ombudsman is now able to inform the regulator of potential systemic issues relating to compliance with the regulator's standards.

7.2 **The Housing Ombudsman complaints process**

7.2.1 The Housing Ombudsman has a 3 step process when dealing with complaints. This should be made clear to customers when dealing with complaints. They are as follows:

- Step 1 – Tenant makes a formal complaint to the landlord (81% of cases resolved at this stage by using landlord's complaints procedure- Stage 1 and Stage 2)
- Step 2 – Tenant contacts a designated person (Not required but should be expressed by customer if not preferred) – MP, Local Councillor or tenant panel (11% of cases referred to Housing Ombudsman)
- Step 3 - Contacting the Housing Ombudsman (8 weeks from the end of the landlord's complaints process)
 - a. Early Resolution process
 - b. Investigation

6.2.2 Housing currently do not have a Tenant Panel. SMT are invited to consider its setup which could aide on complaints resolution and identifying areas for improvement on complaints handling.

7. RECOMMENDATION

7.1 That SMT:

- 7.1.1 note the report contents
- 7.1.2 provide feedback on the revised Housing compensation form
- 7.1.3 consider setting up a Tenant Complaints Panel
- 7.1.4 ensure that all closed complaints are reviewed at the end of each month and identified learning reported to the Business Support Team Leader by case handlers.

Report Written by: Rommel Villarico 09 March 2017

Appendix A – Stage 1 Complaints

Stage 1 complaints – 2016-17 Cases received

Service Area	2016-17	2015-16	Change
Asset Management Team	80	155	-48%
Housing Management	29	29	0%
Housing Choices	5	8	-38%
HRA Business Support Team	0	1	-100%
Grand Total	114	193	-41%

Stage 1 complaints – Quarter 4 Cases received

Service Area	2016-17	2015-16	Change
Asset Management Team	14	30	-53%
Housing Management	3	4	-25%
Housing Choices	1	1	0%
HRA Business Support Team			
Grand Total	18	35	-49%

Stage 1 complaints – 2016-17 Top 5 popular reasons

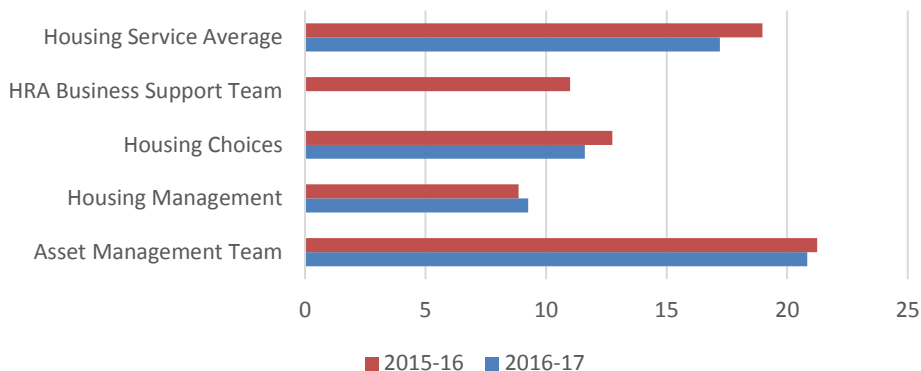
	2016-17	2015-16
Asset Management Team		
Delays in Repairs	53	74
Failure to provide a service		34
Other		7
Poor communication		7
Conduct of Staff	3	6
Poor workmanship	7	
Condition of Council Property	5	
Housing Management		
Conduct of Staff	7	6
Failure to provide service		4
Policy		4
ASB	7	3
Unacceptable standard of service		3
General Housing Management	3	
Other	2	
Right to Buy	1	
Housing Choices		
Allocation of Council Properties	1	4
Choice Based Lettings Banding	2	
Conduct of Staff	1	1
Policy	1	2
The Council has acted wrongly or unfairly		1
HRA Business Support Team		
Policy		1

Stage 1 complaints – Quarter 4 Top 5 popular reasons

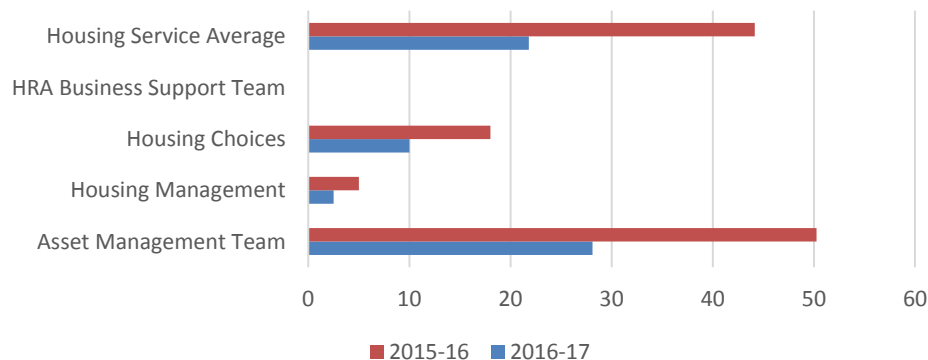
	2016-17	2015-16
Asset Management Team		
Delays in Repairs	4	18
Condition of Council Property	4	

Follow on From Compensation		
DHIP		2
Poor workmanship	2	1
Poor Communications		5
Conduct of Staff	1	2
Housing Management		
Allocation of Council property	1	1
ASB	1	
Conduct of staff		1
Policy		1
Delays in Repairs	1	
Poor Communications		1
Housing Choices		
Allocation of Council Properties		1
Choice Based Letting Banding	1	
HRA Business Support Team		

Stage 1 complaints – 2016-17 Average Response (working days)



Stage 1 complaints – Quarter 4 Average Response (working days)



Stage 1 complaints – 2016-17 Complaints responded within timescale (10 working days)

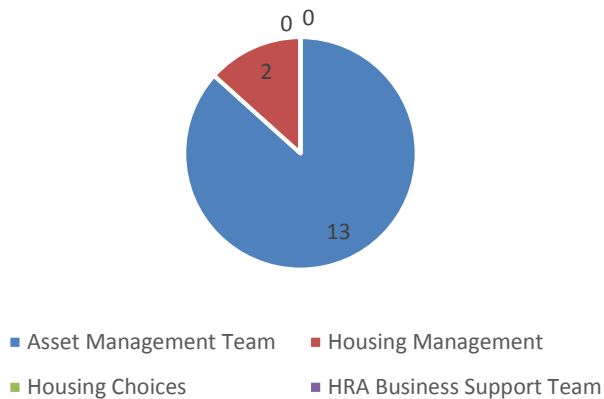
Service Area	2016-17	2015-16
Asset Management Team	36%	34%

Housing Management	70%	83%
Housing Choices	40%	63%
HRA Business Support Team		0%
Housing Performance	45%	42%

Stage 1 complaints – Quarter 4 Complaints responded within timescale (10 working days)

Service Area	2016-17	2015-16
Asset Management Team	13%	23%
Housing Management	100%	100%
Housing Choices		0%
HRA Business Support Team		
Housing Performance	36%	31%

Stage 1 complaints – Outstanding by end of 2016-17



Appendix B – Stage 2 Complaints

Stage 2 complaints – 2016-17 cases received

Service Area	2016-17	2015-16	Change
Asset Management Team	11	14	-21%
Housing Management	7	2	250%
Housing Choices	1	0	100%
HRA Business Support Team			
Grand Total	19	16	19%

Stage 2 complaints – Quarter 4 cases received

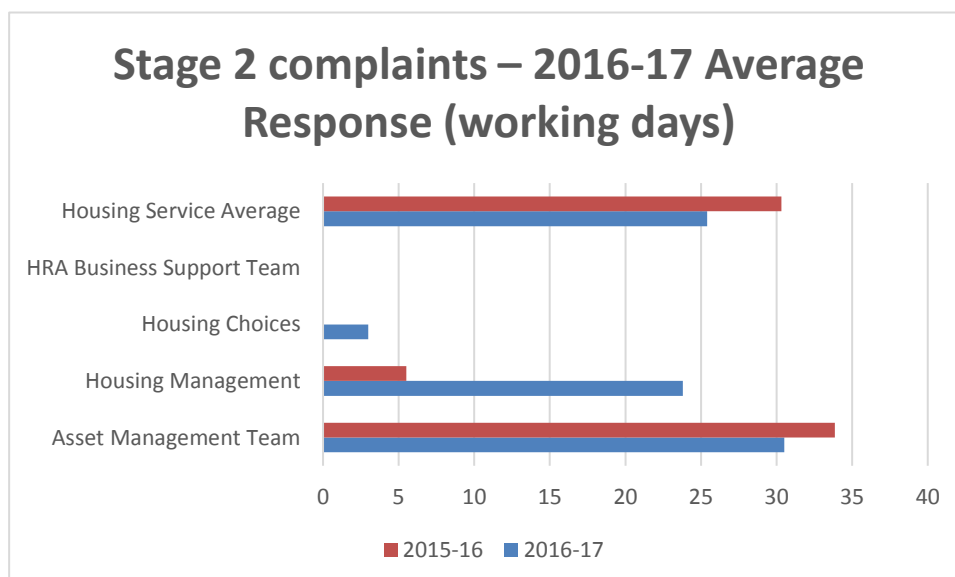
Service Area	2016-17	2015-16	Change
Asset Management Team	2	1	100%
Housing Management	1		100%
Housing Choices			
HRA Business Support Team			
Grand Total	3	2	50%

Stage 2 complaints – 2016-17 Top 5 popular reasons

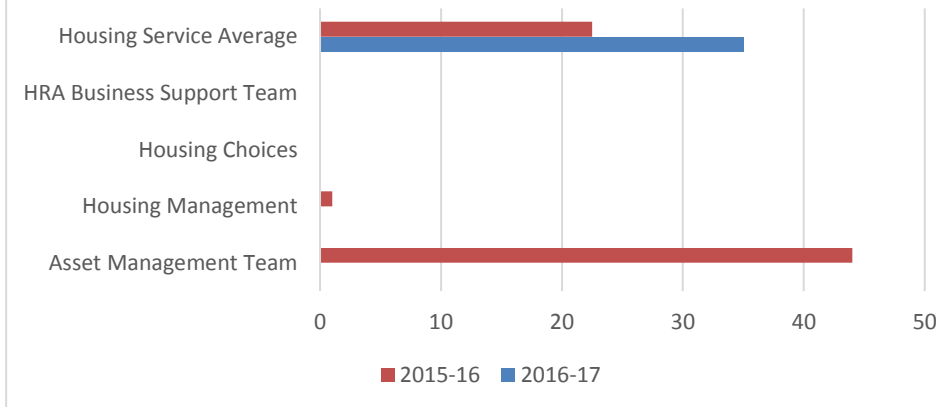
	2016-17	2015-16
Asset Management Team		
Delays in Repairs	7	10
Failure to provide a service	1	2
Policy		1
Conduct of Staff	1	
Poor workmanship	1	1
Condition of Council Property	1	
Housing Management		
The Council has acted wrongly or unfairly		1
ASB	1	
Conduct of Staff	3	1
Estate Management	1	
Unsatisfied with stage 1 response	1	
Failure to provide service	1	
Housing Choices		
Poor communication and failure to respond to enquiries	1	
HRA Business Support Team		

Stage 2 complaints – Quarter 4 Top 5 popular reasons

	2016-17	2015-16
Asset Management Team		
Condition of Council Property	1	
Poor workmanship		1
Unsatisfied with stage 1 response	1	
Housing Management		
Conduct of Staff		1
Failure to provide service	1	
Housing Choices		
HRA Business Support Team		



Stage 2 complaints – Quarter 4 Average Response (working days)



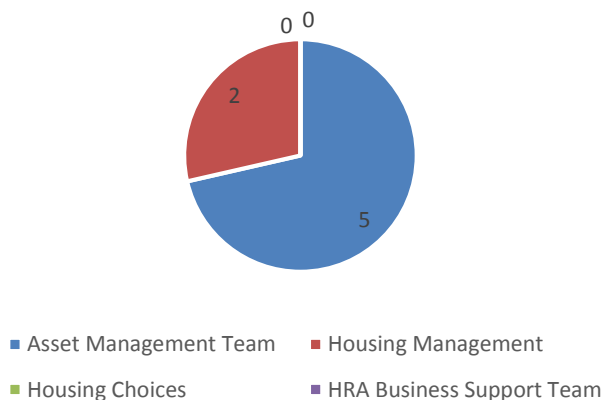
Stage 2 complaints – 2016-17 Complaints responded within timescale (10 working days)

Service Area	2016-17	2015-16
Asset Management Team	33%	0%
Housing Management	40%	100%
Housing Choices	100%	
HRA Business Support Team		
Housing Performance	42%	13%

Stage 2 complaints – Quarter 4 Complaints responded within timescale (10 working days)

Service Area	2016-17	2015-16
Asset Management Team	0.00%	0.00%
Housing Management		100.00%
Housing Choices		
HRA Business Support Team		
Housing Performance	100.00%	100.00%

Stage 2 complaints – Outstanding by end of 2016-17



Appendix C – Ombudsman Complaints

Ombudsman complaints – 2016-17 cases received

Service Area	2016-17	2015-16	Change
Asset Management Team	5	4	25.00%
Housing Management			
Housing Choices	1		100.00%
HRA Business Support Team			
Grand Total	6	4	50.00%

Ombudsman complaints – Quarter 4 cases received

Service Area	2016-17	2015-16	Change
Asset Management Team	1	2	-50.00%
Housing Management			
Housing Choices			
HRA Business Support Team			
Grand Total	1	2	-50.00%

Ombudsman complaints – 2016-17 Top 5 popular reasons

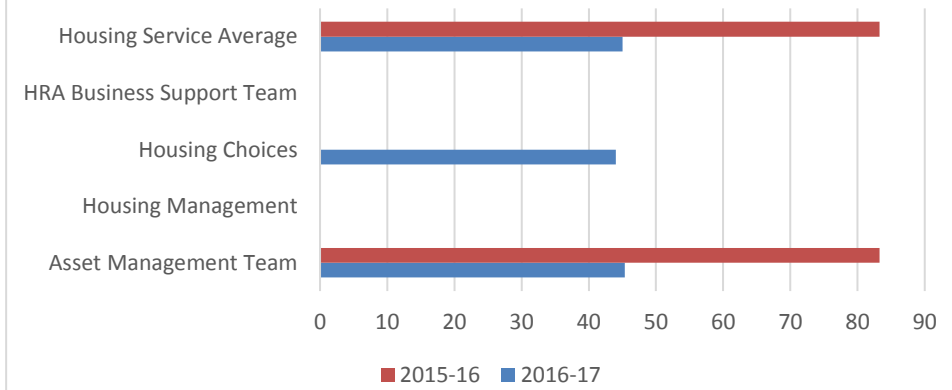
Asset Management Team	2016-17	2015-16
Delays in Repairs	1	4
Condition of Council Property	2	
DHIP	1	
General Repairs Issue	1	
Housing Management		
Housing Choices		
Council Policy - Housing	1	
HRA Business Support Team		

Ombudsman complaints – Quarter 4 Top 5 popular reasons

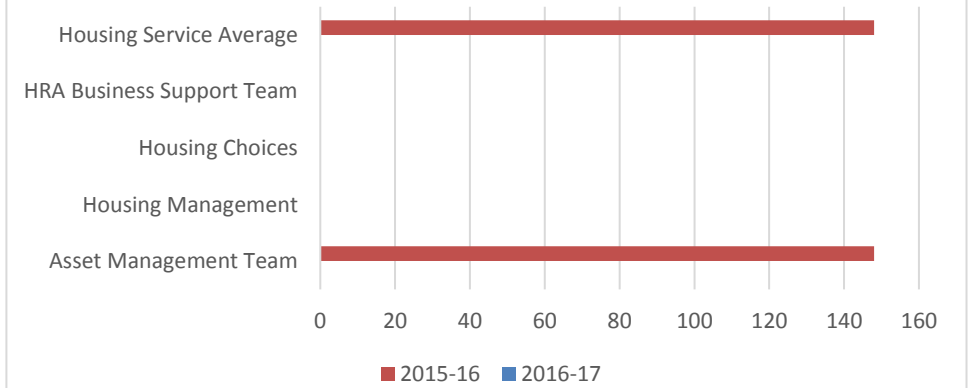
Asset Management Team	2016-17	2015-16
Delays in Repairs		2
Condition of Council Property	1	
Housing Management		
Housing Choices		
HRA Business Support Team		

Ombudsman complaints – 2016-17 Average Response (working days)

Ombudsman complaints – 2016-17 Average Response (working days)



Ombudsman complaints – Quarter 4 Average Response (working days)



Ombudsman complaints – 2016-17 Complaints responded within timescale (10 working days)

Service Area	2016-17	2015-16
Asset Management Team	33%	25%
Housing Management		
Housing Choices	0%	
HRA Business Support Team		
Housing Performance	25%	25%

Ombudsman complaints – Quarter 4 Complaints responded within timescale (10 working days)

Service Area	2016-17	2015-16
Asset Management Team		0%
Housing Management		
Housing Choices		
HRA Business Support Team		
Housing Performance		0%

Ombudsman complaints – Outstanding by end of 2016-17

Service Area	2016-17	2015-16
Asset Management Team	2	
Housing Management		
Housing Choices		
HRA Business Support Team		
Grand Total	2	

Appendix D– Revised Housing Compensation Claim Form

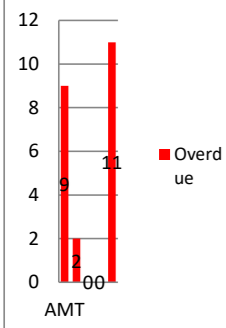
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Issue ID	Department	Title	Category	Assigned To	Created	Due Date	Today's date	Complaint a Status	On Last weel Notes
584	Head of Service / Director	Unsatisfied with stage 1 response	(2) Stage 2	Chris Lambert	12/10/16	08/11/16	15/06/17	177 O	Y
617	Head of Service / Director	MP Enquiry- Housing Repairs and Re	(3) MP Enquiry	Chris Lambert	11/11/16	24/11/16	15/06/17	155 O	Y
45	Asset Management Team	Damage Caused by Operative	Compensation Claim	Dave Lansdowne	15/11/16	12/12/16	15/06/17	153 O	Y Awaiting update from Tenant Liason Officer
642	Head of Service / Director	Outstanding repairs to property - 46	(4) Ombudsman	Glyn Jones	02/12/16	15/12/16	15/06/17	140 O	Y
648	Head of Service / Director	Various Repairs	(3) MP Enquiry	Chris Lambert	07/12/16	21/12/16	15/06/17	137 O	Y
667	Housing Management	Unanswered complaint/compensatic	(1) Stage 1	Chris Lambert	06/01/17	02/02/17	15/06/17	115 O	Y
70	Asset Management Team	General Compensation	Compensation Claim	Neil Barks	18/01/17	14/02/17	15/06/17	107 O	Y Awaiting update from Neil Barks
682	Head of Service / Director	Unhappy with compensation claim ai	(2) Stage 2	Chris Lambert	31/01/17	13/02/17	15/06/17	98 O	Y
704	Asset Management Team	Damage to propertyby Safe Scaffoldi	(1) Stage 1	Neil Barks	15/02/17	27/02/17	15/06/17	87 O	Y
707	Head of Service / Director	Tenant issues regarding payment of r	(3) MP Enquiry	Chris Lambert	15/02/17	24/02/17	15/06/17	87 O	Y
711	Head of Service / Director	Mould in property/repairs to propert	(3) MP Enquiry	Chris Lambert	22/02/17	22/03/17	15/06/17	82 O	Y
712	Head of Service / Director	Condition of property/repairs Staff c	(4) Ombudsman	Glyn Jones	23/02/17	09/03/17	15/06/17	81 O	Y
714	Head of Service / Director	Outstanding repairs and adaptations	(3) MP Enquiry	Chris Lambert	28/02/17	14/03/17	15/06/17	78 O	Y
727	Head of Service / Director	Unhappy with response to various hc	(2) Stage 2	Chris Lambert	10/03/17	23/03/17	15/06/17	70 O	Y
758	Asset Management Team	Attitude of staff - Rob Jones	(1) Stage 1	Neil Barks	20/04/17	04/05/17	15/06/17	41 O	Y
759	Head of Service / Director	Unhappy with handling of previous c	(2) Stage 2	Chris Lambert	20/04/17	01/05/17	15/06/17	41 O	Y
89	Asset Management Team	Re-decoration following works	Compensation Claim	Joanne Day	27/04/17	26/05/17	15/06/17	36 O	Y Offer letter sent. Awaiting return of acceptance from from tenant
774	Asset Management Team	nhappy with kitchen floor repairs	(1) Stage 1	Neil Barks	12/05/17	25/05/17	15/06/17	25 O	Y
91	Asset Management Team	Damage Caused by Leak	Compensation Claim	Neil Barks	17/05/17	14/06/17	15/06/17	22 O	Y Claim escalated for review by Head of Housing
777	Asset Management Team	Various housing repairs/lack of comr	(3) MP Enquiry	Chris Lambert	22/05/17	19/06/17	15/06/17	19 O	Y
783	Housing Management	Unhappy with response to Stage 1 ar	(2) Stage 2	Chris Lambert	26/05/17	22/06/17	15/06/17	15 O	Y
785	Asset Management Team	Numerous Housing Repairs	(1) Stage 1	Neil Barks	30/05/17	27/06/17	15/06/17	13 O	Y
787	Housing Choices	Unhappy with current property and k	(3) MP Enquiry	David Scruton	06/06/17	19/06/17	15/06/17	8 A	N
788	Head of Service / Director	Council House buying process	(3) MP Enquiry	Chris Lambert	06/06/17	19/06/17	15/06/17	8 A	N
792	Asset Management Team	Unhappy with communications from	(1) Stage 1	Neil Barks	09/06/17	21/06/17	15/06/17	5 W	N
94	Housing Management	General Compensation	Compensation Claim	Andrew Wallace	14/06/17	11/07/17	15/06/17	2 W	N Offer letter sent today.
96	Asset Management Team	General Compensation	Compensation Claim	Joanne Day	14/06/17	11/07/17	15/06/17	2 W	N Claim acknowledged and being investigated
216	Housing Management		Councillor Enquiry	Amanda Harper	14/06/17	27/06/17	15/06/17	2 W	N
795	Asset Management Team	Complaint About Housing Repairs	(1) Stage 1	Neil Barks	15/06/17	28/06/17	15/06/17	1 W	N

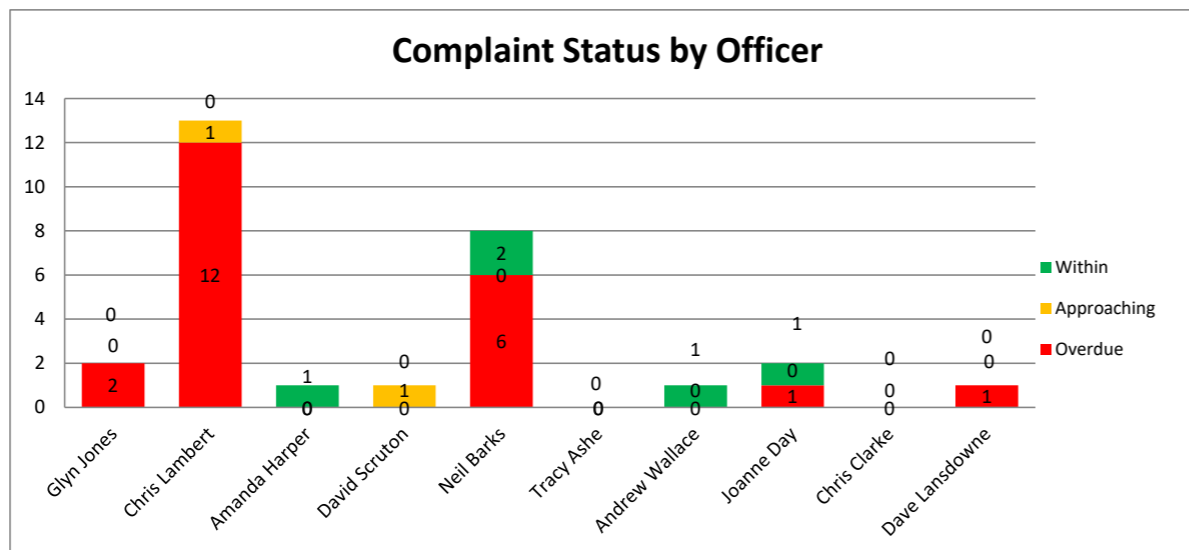
118
AMT
Hsg Mgt
Hsg Choices
HRA BST
HoS / Dir
TOTAL

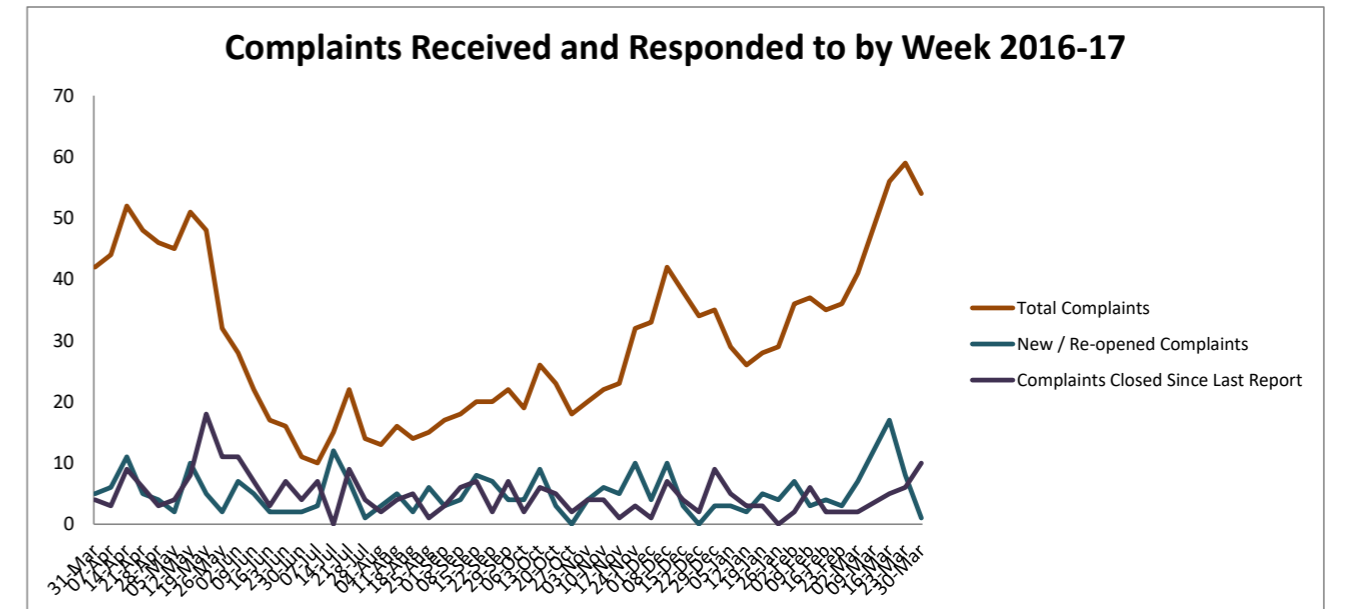
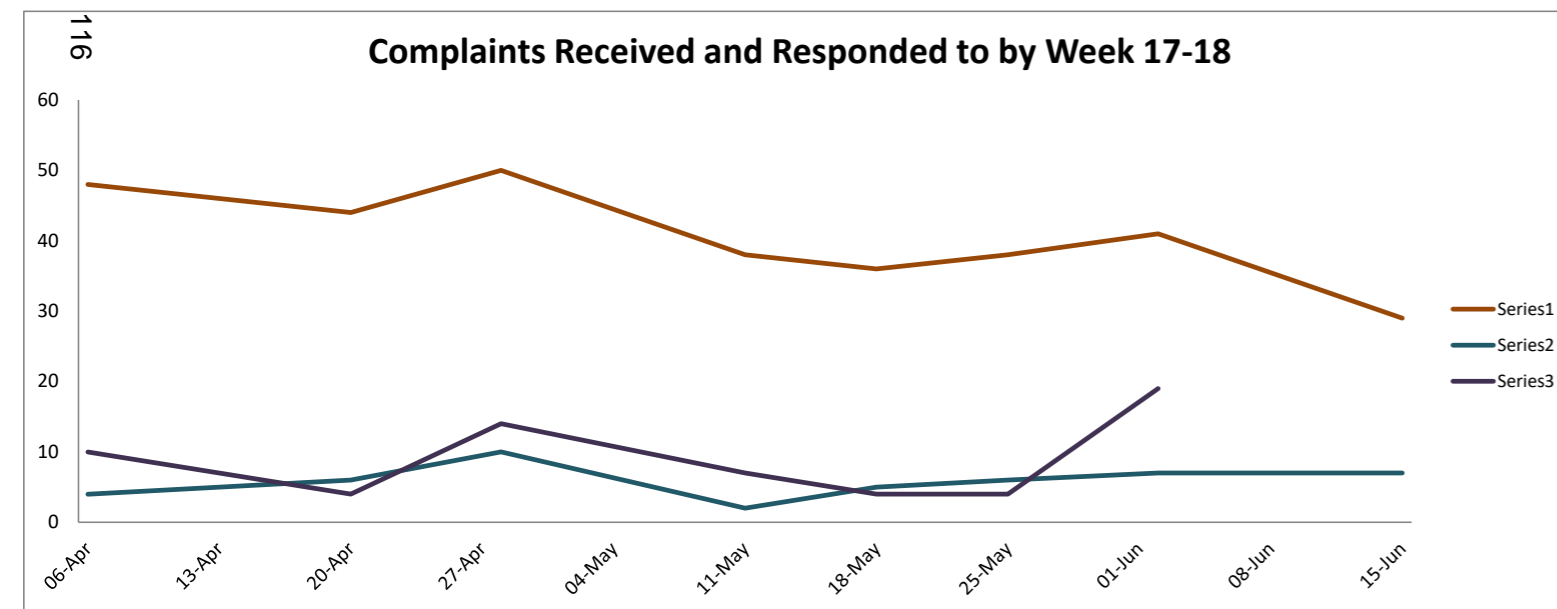
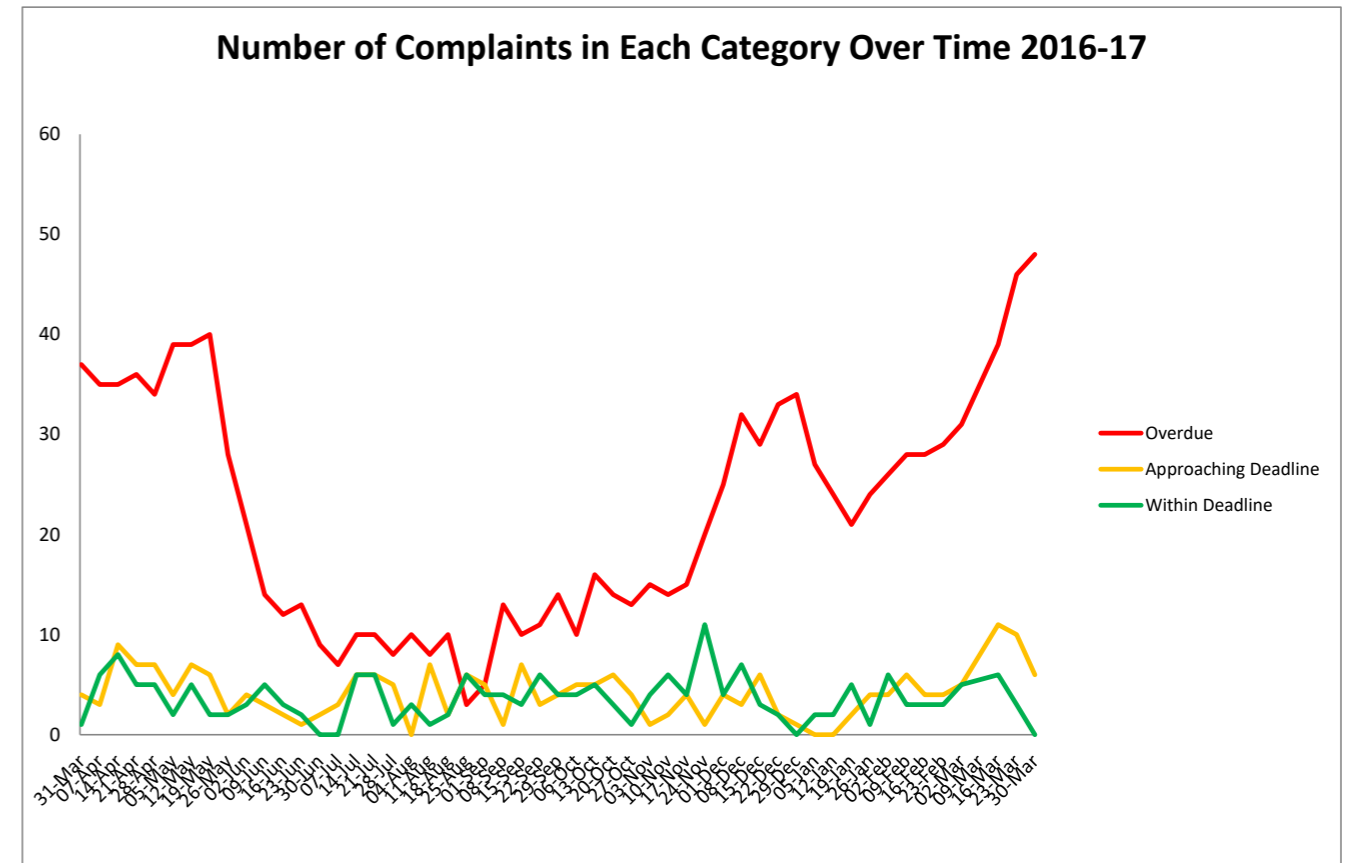
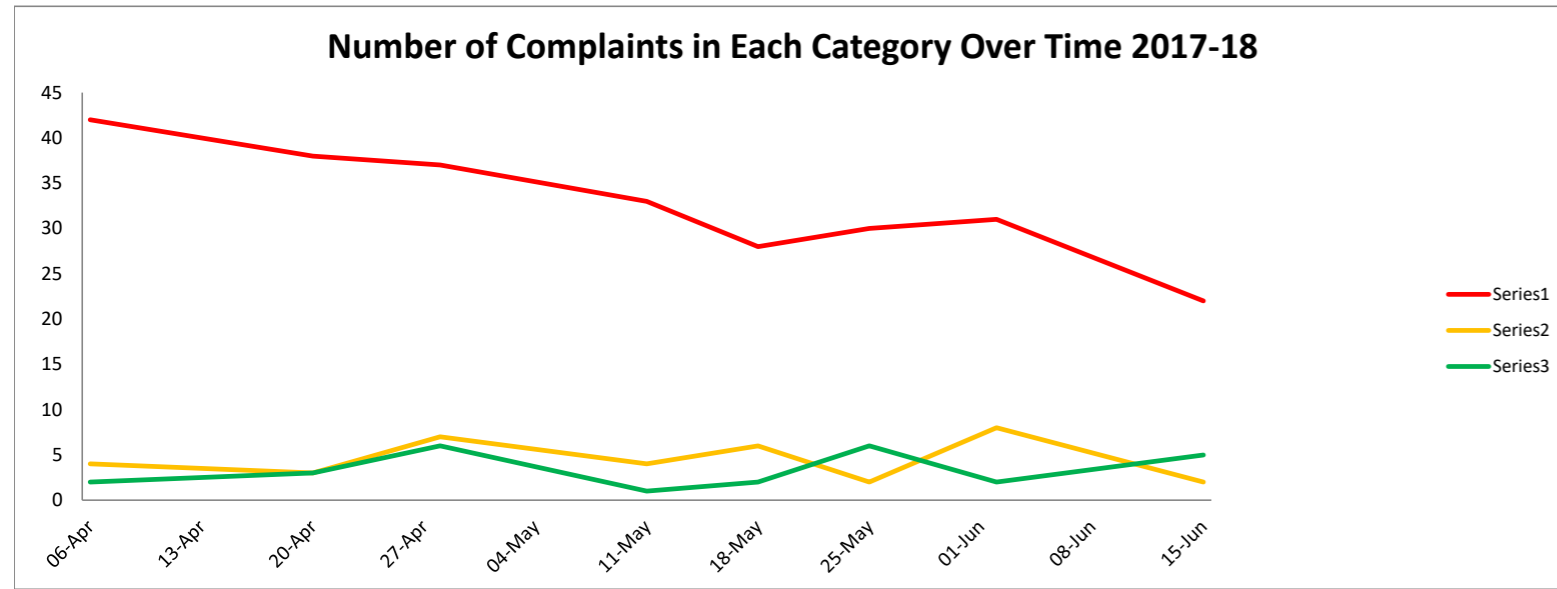
	Overdue	Approaching	Within
Glyn Jones	2	0	0
Chris Lambert	12	1	0
Amanda Harper	0	0	1
David Scruton	0	1	0
Neil Barks	6	0	2
Tracy Ashe	0	0	0
Andrew Wallace	0	0	1
Joanne Day	1	0	1
Chris Clarke	0	0	0
Dave Lansdowne	1	0	0
TOTAL	22	2	5

Complaint Status by Service Area



Complaint Status by Officer





NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**CABINET – TUESDAY, 6 MARCH 2018**

Title of report	NORTH WEST LEICESTERSHIRE HEALTH AND WELLBEING STRATEGY
Key Decision	a) Financial No b) Community Yes
Contacts	Councillor Alison Smith MBE 01530 835668 alison.smith@nwleicestershire.gov.uk Strategic Director of Place 01530 454555 james.arnold@nwleicestershire.gov.uk Head of Community Services 01530 454832 paul.sanders@nwleicestershire.gov.uk
Purpose of report	To notify Cabinet of the intent and process to develop a Health and Wellbeing Strategy for NWL, and to highlight the process, timescales and underpinning documents required to achieve this
Reason for decision	To approve corporate adoption of the NWL Playing Pitch Strategy, the NWL Facilities Framework Audit, the Leicester-Shire and Rutland Sport 'Physical Activity and Sport Strategy 2017-21', and the Sport England Active Design guidance as key documents that will underpin the development of a Health and Wellbeing Strategy
Council priorities	Homes and Communities
Implications:	
Financial/Staff	To be funded from existing budgets
Link to relevant CAT	None
Risk Management	None
Equalities Impact Screening	To be undertaken
Human Rights	None
Transformational Government	None

Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Deputy Monitoring Officer	The report is satisfactory
Consultees	Leisure Services Team Manager, Planning Policy Team Manager, Health Improvement Officer, Leicester-Shire and Rutland Sport, Sport England, National Governing Bodies of Sport, Parish and Town Councils, NWL School Sports Partnership, NWL Staying Healthy Partnership, NWL Local Sports Alliance
Background papers	NWL Playing Pitch Strategy (2017-2031) NWL Facilities Framework Audit (2017-2021) LRS Physical Activity and Sport Strategy 2017-2021 Sport England Active Design Guidance 2015
Recommendations	<ol style="list-style-type: none"> 1. CABINET NOTE THE PROCESS AND TIMELINES TO DEVELOP A NWL HEALTH AND WELLBEING STRATEGY. 2. CABINET APPROVE THE FORMAL ADOPTION OF THE FOLLOWING DOCUMENTS IN ORDER TO SUPPORT THE DEVELOPMENT OF THE HEALTH AND WELLBEING STRATEGY-: <ul style="list-style-type: none"> • NWL PLAYING PITCH STRATEGY 2017-31 • NWL FACILITIES FRAMEWORK AUDIT 2017-21 • LRS PHYSICAL ACTIVITY & SPORT STRATEGY 2017-21 • SPORT ENGLAND ACTIVE DESIGN GUIDANCE 2015

1.0 CONTEXT

- 1.1 A key task within the NWLDC Council Delivery Plan 2018/19 is to 'Work with health partners to develop a health and wellbeing strategy for North West Leicestershire'. This will contribute to the priority of 'Homes and Communities' and the aim of 'improving the quality of life for our residents'
- 1.2 Whilst as a council we have a resource to deliver health improvement through the delivery of sport and physical activity, the co-ordination of health improvement extends far beyond this to, for example, mental health, substance misuse, smoking, teenage pregnancy, air pollution, breastfeeding initiation, diet and nutrition, road safety, and winter deaths, etc.
- 1.3 The intention is that the strategy will determine clear vision and associated priorities for the future facilitation and delivery of health and wellbeing locally and identify where and how the various agencies involved will contribute to, support, promote and deliver this.

- 1.4 The ambition is that the strategy will set out a long-term vision accompanied by more specific objectives that apply to the immediate five year period up to 2023.
- 1.5 As such, it will be the primary document used to inform and shape health and wellbeing planning and activity in the authority influencing the work of a range of council departments and partner agencies.

2.0 KEY DOCUMENTS

- 2.1 There are a number of key documents that will underpin the development of the strategy which are listed as background papers to this report. Officers would like to seek approval from Cabinet to adopt these documents corporately. Not only will they inform the direction of travel of the strategy from a sport and physical activity perspective, but they will also be used to secure Section 106 contributions and open space provision, in liaison with key stakeholders such as parish and town councils, through the planning application process.

NWL Playing Pitch Strategy (2017-2031)

- 2.2 This strategy was supported by KKP consultants and was developed in liaison with local sports clubs, National Governing Bodies of Sport, Sport England, Leicester-Shire and Rutland Sport, schools, and parish and town councils.
- 2.3 The report presents a supply and demand assessment of playing pitch facilities in accordance with Sport England's Playing Pitch Strategy Guidance: An approach to developing and delivering a playing pitch strategy.
- 2.4 It provides a strategic framework which ensures that the provision of outdoor playing pitches and ancillary facilities meet the local needs of existing and future residents across North West Leicestershire
- 2.5 The scope of the strategy covers football, rugby union, cricket and artificial grass pitches.

NWL Facilities Framework Audit (2017-2021)

- 2.6 This audit was supported by the County Sports Partnership, Leicester-Shire and Rutland Sport, and was developed in liaison with Sport England, local sports clubs, schools, and parish and town councils.
- 2.7 The report presents a supply and demand assessment of indoor and built sport and recreation facilities in accordance with Sport England's Strategy 'Towards an Active Nation'.
- 2.8 The audit assessed the level and quality of provision of indoor sport and recreation facilities across the district, assessing and evaluating existing supply of facilities measured against both current and future demand for facilities. Whilst the report covers the period 2017-2031, the recommendation is that it be refreshed entirely every 3 to 4 years.
- 2.9 The scope of the audit covers sports halls, swimming pools, health and fitness facilities, indoor bowls, indoor tennis, squash and artificial grass pitches.

Leicester-Shire and Rutland Sport (LRS) ‘Physical Activity and Sport Strategy 2017-21’

- 2.10 LRS is the lead agency in co-ordinating sport and physical activity delivery across the sub region and the strategy is the framework for LRS and partners including local authorities, schools, National Governing Bodies of Sport, sports clubs, volunteers, schools, and health colleagues, amongst others, to promote participation in and the benefits of sport and physical activity.
- 2.11 The vision of the strategy is that ‘Leicestershire, Leicester & Rutland is the most physically active and sporting place in England’

Sport England ‘Active Design’ guidance (2015)

- 2.12 Active Design looks at the opportunities to encourage and promote sport and physical activity through the design and layout of built environments to support a step change towards healthier and more active lifestyles.
- 2.13 The scope of the document covers, amongst other things, activity for all, walkable communities, connected walking and cycling routes, multifunctional open space, and active buildings.
- 2.14 There is an Active Design checklist within the guidance and it is proposed that this be incorporated as part of the Health Impact Assessments that will be undertaken by Planning colleagues when considering and assessing new planning applications.

3.0 LOCAL PLAN

- 3.1 Both the Playing Pitch Strategy and the Facilities Framework Audit have been used to support the Infrastructure Delivery Plan as part of the Council’s Local Plan.
- 3.2 All documents will be used to support the revision of the Local Plan with a view to evidencing requests for developer contributions, informing planning policy, and informing supplementary planning guidance.

4.0 STRATEGY METHODOLOGY

- 4.1 Officers have identified a 10 stage methodology to developing the strategy-:

Stage	Method
1	<p>Briefing meeting</p> <p>A planning meeting with a group representing services of the council to confirm terms of reference, outcomes and timescales, consultees, and to begin to shape the strategy</p>
2	<p>Document review and context appraisal</p> <p>A review of key strategic documents in addition to those mentioned previously</p> <ul style="list-style-type: none"> ◀ Council corporate and service plans ◀ Facilities strategy planning documentation ◀ North West Leicestershire Local Plan ◀ Other NWL Council policies; Open Space, Sport & Recreation Study plus specific relevant directorate plans ◀ Local cycling network plans

Stage	Method
	<ul style="list-style-type: none"> ◀ New leisure contract documentation ◀ Public Health plans and documentation ◀ Key County Council documentation ◀ Sport England strategy documentation ◀ LeicesterShire & Rutland Sport Strategy/other documentation ◀ National governing body of sport (NGB) plans ◀ Specific staffing, budgetary/financial performance & management information <p>Plus detail about/provided by other agencies as appropriate/relevant.</p>
3	<p>Demographic and data review</p> <p>A review of local demographics and present statistical and research data encompassing:</p> <ul style="list-style-type: none"> ◀ Population data, demographics etc., drawing upon KKP, Public Health, LCC and NWL Council sources ◀ Demographic and public health data (health, employment etc.). ◀ Sport England market segmentation plus Mosaic ◀ Any other available data: sports facility users/membership, housing etc.
4	<p>Core strategy consultation</p> <p>A focused and in-depth process encompassing consultation with:</p> <ul style="list-style-type: none"> ◀ Key NWL Council officers – across a range of departments. ◀ NWL Members ◀ Public Health. ◀ Leicestershire County Council ◀ LeicesterShire & Rutland Sport. ◀ Sport England. ◀ Local Strategic Partnership ◀ NWL Staying Healthy Partnership ◀ Parish and Town Councils ◀ Others as agreed.
5	<p>Interim outline strategy (key issues paper) and strategy planning workshop</p> <p>The drafting of an initial key issues paper which outlines a series of first thought proposals (and a structure) for the strategy, and the delivery of a workshop with Council staff and invited members/partners with subject matter to include:</p> <ul style="list-style-type: none"> ◀ Describing/encapsulating national/local strategy reference points ◀ Key potential strategy issues (e.g.): <ul style="list-style-type: none"> ▪ Key trends plus health and wellbeing factors and issues in NWL ▪ Impact on key target groups/geographic areas. ▪ Partnership-based delivery; current/potential new relationships. ▪ Building on the present profile of health, wellbeing, physical activity etc. in NWL. ▪ Effective partner communication and key interdependencies ▪ Effective communications to reach key target audiences. ▪ Monitoring, evaluation and performance measurement. ▪ Reporting frameworks to demonstrate where and how key Council/stakeholder priorities need to be influenced/alterd to (e.g.); <ul style="list-style-type: none"> ✓ Address health inequalities, social cohesion and crime. ✓ Improve access to skills, training and job opportunities. ✓ Deliver opportunity for all people to get regularly involved in physical activity. ✓ Active travel ✓ Key Public Health driven wellbeing outcomes ✓ Local economic development. ▪ Key partner roles – Public Health, schools, colleges, Housing, etc. ▪ Priorities; what should they be...and why?

Stage	Method
	<ul style="list-style-type: none"> ▪ Sweating physical assets; leisure centres, schools, parks, open spaces etc. ▪ Workforce: number, skills, effectiveness; volunteers (all ages). ▪ Key upcoming problems/opportunities – to anticipate and tackle. ▪ Facilities usage, markets/catchments, accessibility. ▪ Health/wellbeing; programmes, referrals, recommendation ▪ Provision for target groups: geography, gender, BME disability. ▪ Delivery of wellbeing programmes in schools - PE, school sport and club links.
6	<p>Wider consultation</p> <p>Consultation on the amended key issues paper with:</p> <ul style="list-style-type: none"> ◀ Key NWL Council departments and staff ◀ Public Health ◀ Leicestershire County Council (and neighbouring district authorities) ◀ Sport England, NGBs and LeicesterShire & Rutland Sport. ◀ Schools, North Warwickshire & Hinckley College ◀ Voluntary/community groups/agencies (e.g., disability groups etc.) ◀ Agencies that can represent non-users/participants. <p>To discuss:</p> <ul style="list-style-type: none"> ◀ Proposed vision and main aims/objectives plus specific commitments and proposals ◀ Role of NWL Council/other key bodies ◀ Factors need to ensure strategy relevance to key communities. ◀ Health/wellbeing provision; programmes, referrals, recommendation ◀ Facilities usage, markets/catchments, accessibility and community use of schools. ◀ Provision of opportunity; by geography and communities of interest. ◀ Communications and use/understanding/application of performance measurement.
7	<p>Draft strategy</p> <p>Production of the draft strategy</p>
8	<p>Strategy workshop</p> <p>With the Steering Group</p>
9	<p>Strategy – mop up data gathering/consultation</p> <p>Amendment of the Strategy document and also, where needed, to deliver follow up or more detailed consultation on certain key topics</p>
10	<p>Final Strategy production and adoption</p> <p>To include:</p> <ul style="list-style-type: none"> ◀ An executive summary ◀ A first period action plan with linked monitoring and evaluation framework.

5.0 FINANCE

- 5.1 An appropriate procurement process has been followed which has identified KKP as a potential preferred consultant to deliver the strategy.
- 5.2 The cost of engaging KKP for this is £21,945. Although this amount can be covered through council revenue budgets, the council will also seek financial support from the NWL Staying Healthy Partnership, the NWL Local Sports Alliance, and the NWL Sport and Physical Activity Commissioning Plan.

6.0 TIMESCALES

- 6.1 The process from start to finish would take approximately 6 months. There would likely need to be an element of contingency built in for any unforeseen issues, but it would be reasonable to assume that if the process commenced in April then the strategy and action plan would be completed by the end of 2018.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**CABINET – TUESDAY, 6 MARCH 2018**

Title of report	COALVILLE FRONTAGES - LOCAL DEVELOPMENT ORDER
Key Decision	a) Financial No b) Community No
Contacts	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk Strategic Director of Place Tel: 01530 454555 james.arnold@nwleicestershire.gov.uk
Purpose of report	To request Cabinet approval for the renewal of the Coalville Conservation Area Local Development Order.
Reason for decision	Policy approval needed for renewal of the Coalville Conservation Area Local Development Order. The Town and Country Planning (Development Management Procedure) (England) Order 2015 provides for the local planning authority to formally adopt the Coalville Conservation Area Local Development Order.
Council priorities	Building Confidence in Coalville Value for Money Business and Jobs Homes and Communities
Implications:	
Financial/Staff	Included within the report.
Link to relevant CAT	None.
Risk Management	The Coalville Conservation Area Local Development Order removes a risk that permission may be refused for specified works, and therefore encourages property owners to participate in the Coalville Town Centre Frontage Improvement Scheme.
Equalities Impact Screening	N/A
Human Rights	N/A

Transformational Government	N/A
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Deputy Monitoring Officer	The report is satisfactory
Consultees	None.
Background papers	<ul style="list-style-type: none"> • Coalville Frontage Improvement Scheme Design Guide • Coalville Conservation Area Local Development Order – Statement of Reasons
Recommendations	<p>CABINET:</p> <ol style="list-style-type: none"> 1. ENDORSES THE COALVILLE CONSERVATION AREA LOCAL DEVELOPMENT ORDER, AT APPENDIX 1, FOR FOR A 28 DAY PERIOD OF PUBLIC CONSULTATION. 2. DELEGATES TO THE PORTFOLIO HOLDER (REGENERATION AND PLANNING) CONSIDERATION OF ANY RESPONSES TO CONSULTATION. 3. DELEGATES TO THE PORTFOLIO HOLDER (REGENERATION AND PLANNING) TO ADOPT THE COALVILLE CONSERVATION AREA LOCAL DEVELOPMENT ORDER FOR A PERIOD OF 18 MONTHS FROM 1 JUNE 2018.

1.0 CONTEXT

- 1.1 The first Coalville Conservation Area Local Development Order was adopted by Cabinet on 21 July 2015, and ran for an 18 month period. It was instigated to assist the delivery of the Coalville Shop Front Scheme for Hotel Street and High Street.
- 1.2 In July 2016, Cabinet approved extending the frontages scheme for Phase 2 to include properties on parts of Belvoir Road, Marlborough Square, Jackson Street and Ashby Road. The subsequent Coalville Conservation Area Local Development Order (LDO), adopted on 2 December 2016, was extended to include the Phase 2 properties, as well as providing continued coverage for properties on Hotel Street and High Street (Phase 1). This LDO has an 18 month term, expiring on 1 June 2018.
- 1.3 The LDO grants planning permission for the works eligible under the Coalville Town Centre Frontage Improvement Scheme, making it easier for property owners to improve their frontages. The LDO also, by granting planning permission, enables those properties that are covered by the LDO but whose owners may not wish to participate in the grant scheme, to

make the improvements that it grants planning permission for. There is no compulsion on any building owner to implement the works that are set out in the LDO. The map in the 'Coalville Conservation Area Local Development Order' (Appendix 1) shows the current scope of the LDO.

- 1.4 The Prince's Foundation's Coalville Regeneration Strategy (2009) set out the importance of making improvements to the shop fronts in Coalville's town centre. The Coalville Shop Front Scheme was launched in July 2015, targeting independent businesses and property owners along Hotel Street and High Street. Small adjustments have been made to the scheme since the launch, meaning that grants between (min.) 50% and (max.) 90% of the cost of eligible works can be awarded. The highest grants are awarded to the proposals delivering the greatest impact, in terms of positive transformation, respect for the building's heritage and influence on the streetscape. The frontages project is now officially known as the Coalville Town Centre Frontage Improvement Scheme.
- 1.5 The Council has committed £745,000 general fund reserves to the Coalville Town Centre Frontage Improvement Scheme. This comprises of the following allocations: £350,000 for properties on Hotel Street and High Street (Phase 1), £300,00 for properties along parts of Ashby Road, Belvoir Road, Marlborough Square and Jackson Street (Phase 2), and £95,000 for The Emporium in Marlborough Square and the former Arriva bus depot on Ashby Road.

2.0 THE PURPOSE AND SCOPE OF RENEWAL OF THE LOCAL DEVELOPMENT ORDER

- 2.1 The renewal of the LDO is intended to encourage affected building owners to invest in their properties, and is specifically designed to support them by removing the need for planning permission to carry out applicable works. The properties covered by the proposed renewal of the LDO are:
 - 10 – 52 High Street (evens only)
 - Stamford and Warrington Hotel to the Constitutional Club
 - 2a – 32 Hotel Street (evens only)
 - 1 – 13 Belvoir Road (odds)
 - 37 – 81 Belvoir Road (odds)
 - 2 Belvoir Road – Monkey Walk Pub (evens)
 - 1 – 9 Ashby Road (odds)
 - 2 – 28 Jackson Street (evens)
 - Lloyds Bank – Hinckley & Rugby Building Society (Jackson Street)
 - Methodist Church – 10 Marlborough Square (evens)
 - 1 – 3a Marlborough Square (odds)
- 2.2 The properties covered by the LDO are all within the Conservation Area.

3.0 THE EFFECT OF THE ORDER

3.1 The LDO will enable, for a period of 18 months from the date of adoption, eligible property owners to carry out some or all of the following works to their properties:

- At ground floor: refurbishment, repair, or replacement of shop fronts, subject to conditions and other limitations that are specified in the LDO; and/or
- At first floor and above: refurbishment, repair or replacement of rainwater goods, brickwork, and windows, subject to conditions and other limitations as stipulated by the LDO

3.2 The conditions include that the works done must comply with the Coalville Frontage Improvement Scheme Design Guide that accompanies the LDO.

3.3 The LDO enables a building owner to carry out some or all of the specified works to the buildings covered by it, regardless of whether they apply to the Council for a grant.

3.4 At the end of the 18 month period, the authority may either revoke the LDO, extend it, or amend it.

4.0 CONSULTATION

4.1 The Council will comply with the consultation requirements, as set out in Article 38 of the Town and Country Planning (Development Management Procedure) (England) Order 2015. Following the expiry of the 28 day consultation period, any and all responses received will be recorded, analysed and assessed to inform the final version of the LDO. The Secretary of State will be accordingly notified within 28 days of adoption of the LDO (with or without amendment, as the case may be).

4.2 The following methods of consultation will be undertaken:

- Site notices to be displayed on street
- Letters to be delivered to each of the properties covered by the LDO
- A notice to be placed in the Leicester Mercury
- Documents to be placed on the Council's web site
- Documents to be placed in the Council Offices for public inspection

5.0 FINANCIAL IMPLICATIONS

5.1 The Statement of Reasons, Press Notice, web site text and notification letters will all need to be reviewed, and updated as necessary. In addition, the renewal of the LDO will require some administrative tasks, such as posting site notices, and addressing consultation responses. This will be absorbed into normal working patterns.

5.2 The continued implementation of the Coalville Town Centre Frontage Improvement Scheme will be accommodated within existing Officer time and budgets or arrangements that are already in place.

5.3 The Press Notice carries a cost of approximately £700.00. That cost will be borne by existing reserves allocated to the Coalville Project.

6.0 RECOMMENDATIONS

- 6.1 It is recommended that Cabinet endorses the renewal of the Coalville Conservation Area Local Development Order, at Appendix 1, for a 28 day period of public consultation.
- 6.2 It is recommended that Cabinet delegates to the Portfolio Holder (Regeneration and Planning) consideration of any responses to consultation.
- 6.3 It is recommended that Cabinet delegates to the Portfolio Holder (Regeneration and Planning) to adopt the Coalville Conservation Area Local Development Order for a period of 18 months from 1 June 2018.

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Coalville Conservation Area Local Development Order



June 2018



North West Leicestershire District Council

Coalville Conservation Area

Local Development Order

1. This Local Development Order relates to an area within the Coalville town centre and Conservation Area, as indicated by the red line of the map at Appendix A.
2. The Order grants planning / Conservation Area consent, subject to conditions, for the refurbishment or replacement of shop fronts.
3. The Order, and the terms within it, will be active for a period of eighteen months following the date of its adoption, and will expire following this period. The Order will therefore cease to apply on the date of expiry.
4. Development which has started under the provision of the Order will be allowed to be completed in the event that the Order is revoked or revised.
5. Development that has started under the provision of the Order prior to its expiry may be completed following the expiry of the Order.
6. The developments that have taken place under the Order will be allowed to remain in perpetuity, but no developments will be allowed under the terms of the Order following its expiry, without necessary permission/consent having been obtained.

SHOP FRONT REFURBISHMENT OR REPLACEMENT

Class A

Permitted Development:

The refurbishment, repair or replacement of a shop front at ground floor level

A1. Development is not permitted by Class A if:

- a) The building is a listed building; or
- b) The building is adjacent to a listed building

A2. Development is permitted by Class A, subject to the following conditions:

- a) The development shall be carried out in accordance with the "Coalville Frontage Improvement Scheme Design Guide"
 - (i) All materials used shall be in accordance with the guide; and
 - (ii) Chiller cabinets and other cabinets inside the shop should not 'back onto' the shop front

RAINWATER GOODS, BRICKWORK, AND WINDOWS

Class B

Permitted Development:

The refurbishment, repair or replacement of rainwater goods, brickwork, and windows at first floor level and above

B1. Development is not permitted by Class B if:

- a) The building is a listed building; or
- b) The building is adjacent to a listed building

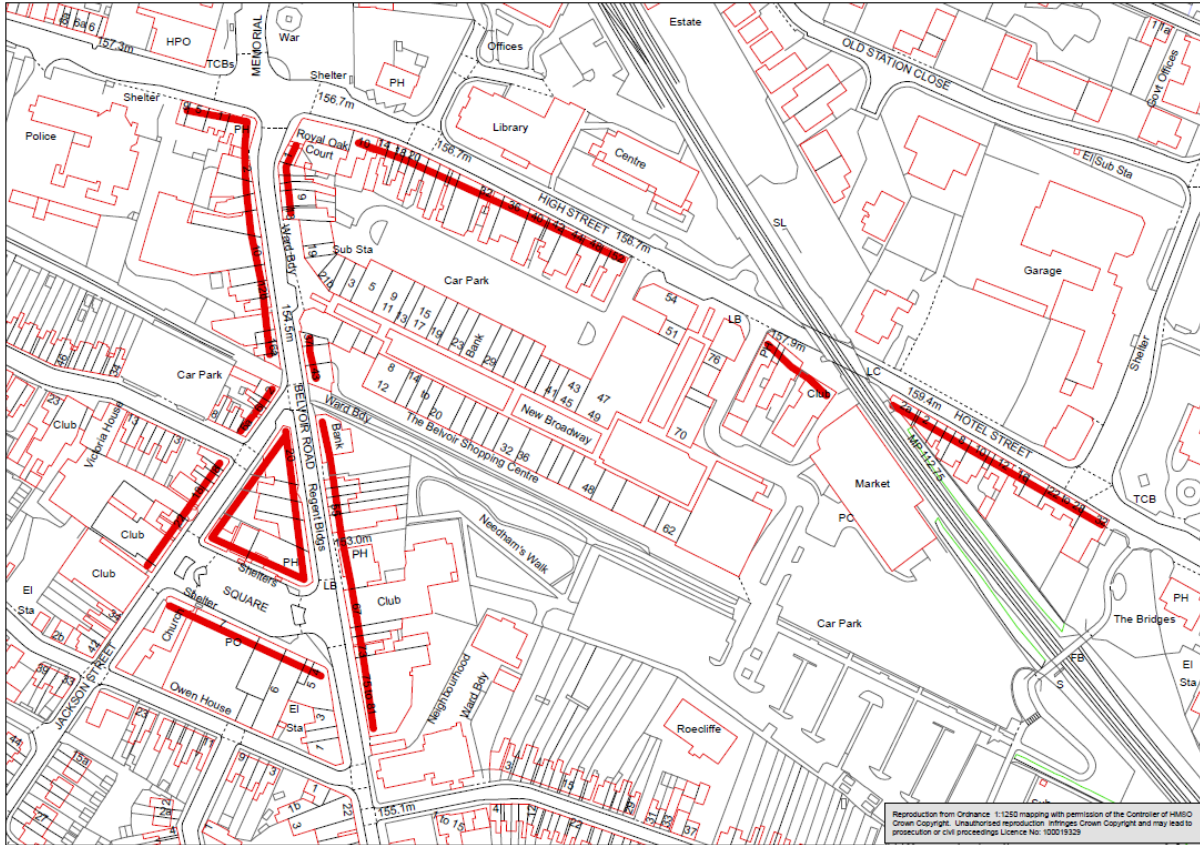
B2. Development is permitted by Class B, subject to the following conditions:

- a) Paint should not be applied to brickwork; and
- b) Window frames should be timber

Appendix A:

Area Covered by Coalville Conservation Area Local Development Order

Area covered by the Order



Properties covered by the Order

10 – 52 High Street (evens only)

Stamford & Warrington Hotel to the Constitutional Club

2a – 32 Hotel Street (evens only)

1 – 13 Belvoir Road (odds)

37 – 81 Belvoir Road (odds)

2 Belvoir Road – Monkey Walk Pub (evens)

1 – 9 Ashby Road (odds)

2 – 28 Jackson Street (evens)

Lloyds Bank – Hinckley & Rugby BS (Jackson Street)

Methodist Church – 10 Marlborough Square (evens)

1 – 3a Marlborough Square (odds)

Appendix B: Notes

1. This Order has been prepared to help with the implementation of the “Coalville Frontage Improvement Scheme (as amended)”
2. If a property owner wishes to make improvements to their shop front, within the terms and conditions of the Order, independently of the grant process, it is allowed by the Order as long as the work complies with the conditions of the Order
3. Before you start work, you should check that what you intend to do is allowed (either by the Order or by other ‘permitted development’). You can do this by contacting Planning & Development: either by telephone 01530 454665/6; or by email development.control@nwleicestershire.gov.uk
4. It is your responsibility to make sure that all other legislation is complied with, which may include Building Regulations.
5. This Order applies only to shop fronts, which for the avoidance of doubt face North-East along Hotel Street / High Street in Coalville (even numbers); 1-9 Ashby Road (odd numbers); both sides along Belvoir Road up to and including Marlborough Square itself; all frontages onto Marlborough Square, and both sides of Jackson Street up to and including Marlborough Square

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 6 MARCH 2018

Report Title	2017/18 QUARTER 3 PERFORMANCE MANAGEMENT REPORT
Key Decision	a) Financial - No b) Community - No
Contacts	Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk Chief Executive 01530 454500 bev.smith@nwleicestershire.gov.uk Strategic Director of Place 01530 454555 james.arnold@nwleicestershire.gov.uk Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk
Purpose of report	The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for quarter 3 (Q3) (Oct-Dec).
Reason for Decision	The report is provided for members to effectively monitor the organisation's performance.
Council Priorities	The report addresses performance against each of the Council's five priorities for 2017/18.
Implications	
Financial/Staff	The report contains summary performance data on staff management & financial information.
Link to relevant CAT	The report links to the work of all Corporate Action Teams.
Risk Management	Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register.
Human Rights	No direct implications.

Transformational Government	No direct implications
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Deputy Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team
Background papers	Council Delivery Plan 2017 - 2020
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 3 PERFORMANCE REPORT (OCT– DEC 2017).

PERFORMANCE SUMMARY FOR QUARTER 3

1 Introduction

This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, finance and sickness absence management.

A high level exception report of the Council's performance for Q3 is included in Appendix 1.

2.1 Value for Money

The disposal of HRA land at North Close, Blackfordby, Hamilton Road, Greenhill , and ex-sheltered housing site at Westgate, Ibstock was completed in December 2017. Negotiations for sites at Woulds Court, Moira and Queensway House, Measham are ongoing.

The in-house repairs team will undertake more than £1m of additional work in the financial year 2017-18 than it completed in 2016-17. This includes completion of a phase of Decent Homes upgrades from the capital programme. It is planned to bring the majority of capital works to maintain decency in-house from 1 April 2018 that will equate to up to an additional £19.9m of work being carried out in-house over the next 5 years.

The aims of the Digital Transformation programme are to completely transform the way we interact with customers by modernising our approach to customer service delivery, improve and quicken processes, and generate efficiency savings that can be reinvested into frontline services. Continuing work during Q3 means that all old forms on the old Firmstep platform have now been migrated to a new platform. Q3 has seen the Digital Transformation team working on the back-end systems integrations and process re-engineering for Environmental and Waste services. The team have made

excellent progress on the back-end systems integrations and business process re-engineering, engaging with both services respectively.

We now have online forms for Environmental and Waste services integrated into our waste system (Whitespace) and IDOX. The Team is currently working through "User Acceptance Testing ready for launch on the 19 April. This will completely change the way our customers do business and interact with us, as they will be able to make enquires and access services 24/7 online and get up-to-date information on enquiries including automated payment for services. Some of the processes by-pass customer services completely, integrating straight into back-end systems.

A demonstration of the platform has been arranged for 21 March with CLT. As this is such a huge change in process, which changes people lives, improves process and provides efficiencies, it needs to be seen to be appreciated.

The Business Improvement Team continued work around the improvement of the Information Management processes and the complaints process has resulted in the following improvements. The average response time for complaints in Q3 was 9 working days. This compares with 25 days in Q2 and 22 days in Q1. Outstanding complaints from the old database have been reduced from 16 to 3 in Q3. This compares to a reduction from 25 to 14 in Q2 and from 25 to 16 in Q2. FOI requests from December 2016 have now been published on the council website, which should reduce the amount of requests the Council has to deal with, as the information is now available in the public domain. The Revenues and Benefits Team has agreed to apply an exemption to FOI requests asking for credits applied on business rates. This approach ensures the Revenues and Benefits Team are saving an average of 5 hours per FOI request.

2.2 Homes and Communities

The most significant change for the residents of the district came into force on 7 February 2018 when Coalville Job Centre Plus went 'full service' for the implementation of Universal Credit. This means all new claimants, and over time existing claimants, will need to claim Universal Credit which, subject to eligibility, will include their housing costs instead of a separate claim for Housing Benefit. In preparation for this change, an action plan was developed to ensure residents were able to access support for making their claim on line and key officers have received training. Close working relationships were established with colleagues at the Department for Work and Pensions to ensure residents who are in financial difficulty are able to access Personal Budgeting Support from the dedicated officer based in the Housing Service.

The Department for Communities and Local Government has not yet published any guidance in relation to the mandatory introduction to fixed term tenancies resulting in the development of the policy being placed on hold.

Central Government confirmed 17 January 2018 as the date that the 20% planning fees increase would come into effect. This additional income must be spent on the planning functions of the Council. Plans were already well advanced to add resilience to the planning service in two key areas, one of which is delivery of new developments. This new delivery focus will include an emphasis on ensuring that legal agreements are concluded more quickly, and that developments start on site sooner. Developments coming forward more quickly will mean that legal agreement 'trigger points' will be hit sooner, which in turn will bring about the community benefits and infrastructure improvements more quickly.

The construction phase of the building of 24 new council homes commenced on 10 May 2017. The first four new properties are scheduled to be completed and handed over in March 2018.

The Development of the Community Safety Partnership Strategy is complete.

The Safer North West Leicestershire Partnership brings together a number of agencies with a shared commitment to reducing crime and disorder in the district. The partnership includes organisations including the District, County Council, Fire Police, Probation and the CCG. All partners have agreed to work effectively together for the benefit of the district.

Every three years the partnership produce a strategy based on an assessment of the issues in the district and produce an action plan to deal with the highlighted issues. In 2017 the partnership created the 2017 to 2020 strategy deciding to assess the priorities each year. The first 3 priorities were identified as cyber crime, violent crime and anti-social behaviour.

The partnership invited over 50 people from various organisations to assist in creating the action plan to be worked on over the year which was very successful.

2.3 Building Confidence in Coalville

Marlborough Square: the principle and parameters for the proposed Marlborough Square improvements were agreed in January 2018. The County Council has been fully briefed ahead of each milestone so far, and during Q3 had begun to work up initial designs with the Urban Designer. In addition, negotiations secured agreement about the arrangements for buses, taxis, servicing and traffic management. Detailed engineering drawings were commissioned in parallel with the concept planning.

The **Frontage grants** schemes are progressing. Frontage works were completed on Lady J Lingerie on High Street and Strandz on Belvoir Road. New applications are also being developed for 2a Hotel Street, 12-14 Hotel Street and 70-74 High Street.

To compliment the Cultural Services activity for **Christmas in Coalville**, the Business Focus launched the 'Christmas Toy Trail' and 'Christmas Window Competition' event that engaged Coalville Town Centre businesses to participate in Christmas in Coalville. 15 Coalville shops took part in the Toy Trail and the toys that had been on display for the toy trail were given as prizes to children who had entered the prize draw. The Coalville Shop Window Competition in 2017 saw 16 business decorate their windows with a Christmas theme. Residents and visitors were encouraged to visit each shop and vote for their favourite window display. The competition saw 640 online votes registered. This represents an increase of 253 votes that were registered in 2016.

Enterprising Town Centres has received over 130 enquiries for the town centre grants and already has received 25 Expressions of Interest of which 12 applications have been developed and approved by an independent grants panel. In quarter 3 grant applications from Sugar and Ice (Coalville) and Measham Dental were both approved by the grants panel.

2.4 Business and Jobs

The Business Focus team have proactively led **business engagement** activity. 36 new enquiries from businesses were resolved or passed on to appropriate partners such as the LLEP and the Business Gateway.

Business Focus have been providing ongoing support to all of the successful **Enterprising North West Leicestershire** grant recipients. In quarter 3 Business Focus conducted a progress monitoring visit with grant recipients based in Castle

Donington. Since the company received the Enterprising grant funding the businesses has seen rapid growth. The company has seen turnover increase from £1million to £4.5million and through further planned growth they anticipate to increase turnover to £10million in the next two years. In addition, the business are currently expanding their office space to accommodate new and future staff required to meet the growing demands of the business.

Q3 saw the Businesses Focus Team, working with Coalville JobCentre Plus and Stephenson College, to deliver another successful **Coalville Jobs Fair**. The 2017 Coalville Jobs Fair was held in October at Stephenson College where thousands of local jobs were available from over 30 different local employers. The 2017 Coalville Jobs Fair was deemed a huge success. Over 100 jobseekers attended the event and feedback suggests that over 25% of the job seekers who attended the Jobs Fair secured interviews. All of the businesses who attend found the event useful and will return for the 2018 Jobs Fair.

Two further **Enterprising Town Centres** retail workshops were delivered in Castle Donington and Ibstock. For these events 15 small town centre businesses received specialist advice on how to improve their businesses, increase sales and attract footfall. Feedback from delegates who attended the workshops was unanimously positive. Building on this, a similar workshop is being planned to take place in Kegworth in Q4. The retailer support programme will also deliver further workshops to town centre businesses throughout 2018.

As part of the **Leicester Business Festival**, the Business Focus Team coordinated two local events:

1) **Disability Confident workshop** - An event to raise awareness of the Disability Confident Employer initiative was hosted by North West Leicestershire District Council, the Department of Work & Pensions (DWP) and Stephenson College. The event was the first of its kind and attracted 30 attendees from a variety of businesses and organisations who were encouraged to look beyond disabilities and health conditions when it comes to recruitment. From this event 7 businesses in North West Leicestershire have requested additional information and pledged to sign up to become Disability Confident Employers.

2) **Business Funding workshop** - Working with a number of regional funders, the Business Focus team coordinated an event to showcase a number of potential funding solutions available to local businesses. The event attracted 23 businesses who were able to receive practical advice on how to apply for funding programmes such as Enterprising Town Centres, Collaborate Grants, Green Belle and Grant for Enterprise.

Working with Leicestershire County Council, the Business Focus Team have secured £9,000 of external funding to help deliver **digital training workshops** for town centre businesses in Ashby and Coalville. These workshops will be delivered in quarter four and will provide practical hands on support to town centre retail businesses to use digital technology to grow their business.

2.5 Green Footprints

Cabinet approved the award of a contract in December 2017 to replace all solid fuel heating systems to council houses in 'off gas areas' by April 2019. The programme will commence on 5 March 2018.

The community litter pick programme has to date recorded 181 volunteer litter pickers since the launch of the scheme. At present for 2017/18 there have been 16 litter picks booked, however, this is likely increase as groups join the Big Spring Tidy. It is estimated that the number of volunteers at 2017/18 litter picking events, including Coalville and Ashby Big Spring Tidy, will be approximately 350. These are key

activities in supporting our aim to create a sustainable community litter picking programme.

North West Leicestershire District Council worked in partnership with The National Forest and HK Wentworth Ltd to make free trees available to all residents and community groups in the district.

The Community Focus team, working with partners, completed an excellent scheme this year achieving a record, 16,210 trees being planted, including Holly, Cherry Plum, Hazel and Whitebeam. This is an excellent 'green project' and adds to the look and feel of the district as well as increasing the number of trees in the National Forest. The scheme has been running since 2008 and has collectively given out 74,042 trees over that period of time.

3 Financial management update

At the end of the third quarter of the financial year the General Fund and Housing Revenue Account budgets are being managed effectively.

The General Fund forecast surplus outturn (as represented by the contribution to General Fund Balance) is £1.863m compared to a budget of £934k. This is mainly due to income in respect of Business Rates forecast to be £5.013m compared to a budget of £3.85m. The movement on business rates is as a result of withdrawn and settled appeals and a downward revision in our appeals provision which has released some funds back into the 50% business rates retention system. The increase in rates collected would have been higher, however we have one large commercial premises in the district which is now expected to be empty for the remainder of the year.

There is also forecast to be an additional £122k on recycling income, £35k Building Control fee income and £32k additional Council Tax/NNDR summons income. This additional income is forecast to be partly offset by £300k less Planning fee income, £124k additional expenditure on ICT equipment maintenance and £159k net cost of service deficit on Leisure Centres.

Following approval at Full Council on 27 February 2018, the surplus generated on the General Fund in 2017/18 will be contributed to the newly created Self-Sufficiency reserve.

Coalville Special Expenses forecast outturn has increased from £493k to £500k as a result of Coalville Christmas decorations/Christmas in Coalville, increased grounds maintenance schemes, offset by increased memorial fees income.

The Housing Revenue Account is forecast to deliver a surplus of £338k compared to a budgeted surplus of £142k, largely as a result of an increase in rental income due to improved voids performance compared to budgeted level and reduced spend on Council Tax voids and under occupancy incentives.

4 Sickness absence management update

In Q3 (2017/18) there were 2.42 days lost per FTE due to sickness. This is comparable with the last year's Q3 figure of 2.21 days. Year to date figures indicate a small improvement in the rate of sickness in comparison to 2016/17. However we are unlikely to remain within our target of 8.5 days/FTE for the year. We have noticed a spike in cases of sickness due to cold and flu since Christmas, therefore we anticipate the year end sickness figure to be in the region of 9.3 days/FTE.

Senior HR advisors are continuing to pro-actively manage long term sickness cases. Out of the 27 long term sickness cases, 18 have returned to work in either full-time capacity or on a phased return arrangement. As expected, the rate of sickness due to winter illnesses increased, in this quarter, by 65% against the previous quarter. Cold and flu related sickness accounted for almost a fifth of all sickness - this is also in line with last year's data. Cold/flu related sickness is highest amongst front line services such as Waste (22%) and Asset Management (11%).

Operations and post op recovery (108+ days) and non-work related Stress/anxiety (185+days) are the most notable increases, however out 26 cases only 5 are currently still off sick.

The Health and Safety Officer been continuing to work closely with Waste Services Section to identify and reduce the risks of injury at work. Musculoskeletal related sickness has decreased by 50% against the previous period – similar arrangements will be put in place with Asset Management teams in the near future.

5 Priority Dashboards - Appendix 1

Appendix 1 sets out the following items:

- Detailed statistics of CDP actions and performance indicators
- Details of actions plans where indicators are red
- Finance
- Management of Absence
- Customer Service Call Centre Statistics

Status definitions used in Appendix 1

- ☺ Performance on track (milestones) or performance on or above target (PI's)
- ☹ Performance under control (milestones)
- ⊗ Performance failing (milestones) or performance below target (PIs)

2 PERFORMANCE DASHBOARD – VALUE FOR MONEY

Progress against CDP milestones			Progress against CDP Performance Indicators		
5 Green	6 Amber	0 Red	6 Green	6 Amber	2 Red

Action	Update	Status
Develop and Implement Channel Shift Strategy - Draft project plans to implement the channel shift strategy	The Channel Shift Strategy will be developed as part of the Customer First Programme. Work has already started on the achieve forms by the Digital Transformation Team.	
Review service level agreements with all external arts/heritage partners	Work is ongoing. Four SLAs have been reviewed and revised agreements are in place. Work on the remaining SLAs will be completed in Q4.	
Review Ashby Tourist Information Centre and the service it provides	Cultural Services review will be progressed alongside other service area reviews as part of phase 2 of the management restructure.	
To maximise efficiencies within the waste collection service - Deliver actions within the implementation plan commencing with vehicle procurement	Procurement for four new Kerbsiders vehicles has been undertaken, evaluated and orders for the vehicles have been placed for delivery in May 2018.	
Housing Repairs Service - Complete improvement plan for Health and Safety practices and procedures	External independent auditor has been appointed and a mobilisation meeting held. An onsite audit has been scheduled to be completed in February 2018, with an improvement plan to be finalised in March 2018 and implemented to an agreed timescale thereafter.	
Income is maximised through Assistive Technology (AT) - Develop Team Incentives to increase AT take up	Details of AT service were displayed in reception to coincide with Disability Awareness Day. Other marketing activity with partners have also taken place.	
Income is maximised for parking facilities - Obtain approval for proposed model	A scheme has been identified at Claridge Place but requires additional assessment which has been delayed until Q4.	
Improve the reputation of customer services – Host ongoing quarterly meetings with SLA partners to review performance and identify improvements	Planning and Building Control SLA to be finalised, awaiting final checks and sign off. Also following work on the call menu, further SLA's will possibly be identified.	
Develop and Improve quality and performance in customer services - Implement preferred feedback solution	Awaiting the Firmstep solution through the achieve service. Additional methods will be considered during Channel Shift roll out. Currently working with the Communications Team on gaining feedback on the Website and Channel Shift, including Customer Service Standards which are delayed due to collating a Citizens Panel.	







Conduct a resources review of the customer services team - Evaluate benefits	The visitor software upgrade completed in December 2017. The Call Centre software recommendation is under review with the role out of call menu/skill based routing planned for January/February 2018. A survey regarding staffing has been developed and sent out, collating of responses will be in completed in January 2018. Analysis is planned February 2018.	☹️
Stronger and Safer Team - Business Continuity reviewed, redesigned and tested - Full test of plan by Health & Safety Manager	This is not on track as expected due to the location identified being withdrawn, this was due to changes in contracts. Other locations have now been identified and a process for business continuity will be finalised in Q4.	☹️

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Performance Indicators	Q3 Target	Q3 Actual	Status
Combined benefits performance	10.1	10.7	😊
Processing of new claims	16.4	19.8	☹️
Processing of change of circumstances	10.7	9.3	☹️
Council Tax in year collection rate	84.1%	83.7%	☹️
Non-domestic rates in year collection rate	82.4%	84.4%	😊
HB overpayments collection rate	26%	33%	😊
Percentage of customers very satisfied or satisfied with the Planning Service	90%	91.10%	😊
Percentage of major planning applications determined within 13 weeks or a timetable agreed with the applicant	85%	100%	😊
Percentage of minor planning applications processed within 8 weeks or a timetable agreed with the applicant	85%	79.77%	☹️
Percentage of other planning applications determined within 8 weeks or a timetable agreed with the applicant	85%	89%	😊
Leisure Centre Membership income	£749,042	£657,180	☹️
Leisure Facility Usage Levels (cumulative)	731,007	709,996	☹️
Improve the percentage of calls answered against calls received into Customer Services (Annual target 79%)	79%	81%	☹️
Calls into the contact centre are reducing (Annual target 10% reduction)	10%	15%	☹️

2 PERFORMANCE DASHBOARD – HOMES AND COMMUNITIES

Progress against CDP milestones			Progress against CDP Performance Indicators		
1  Green	5  Amber	0  Red	10  Green	1  Amber	0  Red

Action	Update	Status
To develop and deliver the 'linkages' element of Ashby Neighbourhood Plan 'action plan' and district wide access and connectivity initiatives	The 'linkages' element of the action plan has not been progressed other than an initial meeting. NWL Cycling Strategy (part two) Ashby de la Zouch is being considered as a supplementary planning document (subject to legal advice).	
Ensure a sustainable community based sport and physical activity offer - Produce an Income Generation Plan for Castle Donington and Ibstock Community Colleges	An Income Generation Plan has been produced. Actions within this include, at Castle Donington College, the resurfacing of the AWA pitches, a review of the health and fitness provision, an increase in the number of party slots available, and linking up Year 10 students into an after school and lunchtime gym session. At Ibstock actions include the production of a Learn to Swim (LTS) Newsletter to cross sell activities and facilities, the extension of the LTS scheme on Saturdays and the addition of personal training sessions. Generically the standard of publicity material has been improved, links are being made to the Teachers to Parents texting service and staff have attended a social media course to improve skills in this area.	
Support open space improvements throughout the district - Prioritise and implement a plan for improving play areas in Coalville	Due to the Grounds Maintenance structure review taking longer than anticipated, this will now be delivered over Q4 and Q1 in 2018/19.	
Commence second phase of new build programme (Greenhill)	Negotiations to purchase two sites for the second phase of the new build programme in Coalville and Greenhill are in progress. It is anticipated that these negotiations will now be concluded in Q4 of the financial year and the construction phase will commence in the Q1 2018/19.	
Introduce tenant Estate Evaluators to review 'hot spot' areas from STAR survey - Identify learning from inspections undertaken and develop estate improvement plans and link to Apprentice Gateway project where appropriate	A new approach to estate evaluations is being developed and linked to findings in the STAR survey. The new approach will be effective from April 2018.	
Manage the implementation of our Local Plan, including finding new gypsy and traveller sites - Council agrees publication Gypsy and Traveller DPD	A needs assessment has now been finalised and the draft development plan documents (DPD) to be reported to Council in February 2018.	

* The level of rent arrears at the end of Q3 reduces due to the two rent free weeks in December 2017.

* 100% complete, achieved in Q2.

Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of rent arrears of current tenants	1.75%	1.72% *	😊
Percentage of rent loss	1.2%	0.76%	😊
Percentage of tenants satisfied with the allocation and lettings process	95%	97%	😊
Average re-let times (days)	32	32	😊
Number of properties empty and unavailable	44	41	😊
Percentage of customers satisfied with the repairs service	97%	94.7%	😐
Percentage of all repairs completed within target	89%	97.6%	😊
Average length of time taken to repair empty homes to achieve the lettable standard	23 days	21.2 days	😊
Percentage of decent homes upgrades delivered within target	N/A	N/A*	😊
Percentage of homelessness cases where there is a decision within 33 working days	75%	100%	😊
Number of new affordable homes delivered (Annual target 130)	78	78	😊

2 PERFORMANCE DASHBOARD – BUILDING CONFIDENCE IN COALVILLE

Progress against CDP milestones

Progress against CDP Performance Indicators






2 Green	1 Amber	0 Red	2 Green	0 Amber	0 Red
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Action	Update	Status
Complete the Coalville Wi-Fi and GeoSense project in both Coalville and Ashby	Business Focus are continuing to explore ways in which the Council can provide free to access Wi-Fi count in our Town Centres. A procurement exercise to appoint a contractor will begin in Q4.	
Coalville Market - Continue with Media and website campaigns with seasonal promotions	The success of 16 new traders in the last 15 months (5 in Quarter 3) has been a direct result of The Coalville Market Facebook and Twitter accounts. These have been used to promote the Market Campaigns seeing 50 visits from Halloweens pumpkin party and in excess of 200 visits to Santa's Grotto. We continue to use the website but have seen a greater return from social media.	
Coalville Market - Implement signage improvements	The external light box and flagship sign has now been completed. The internal Livery is budget dependant and costs are higher than initially costed.	







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Performance Indicators	Q3 Target	Q3 Actual	Status
Impact of Coalville shop fronts - Number of businesses engaged (Annual target 70%) - Number of grant awards - Value of grant awards - Private sector leverage	N/A	Engaged 55% Grant (14) Value (£196,715) Leverage (£27,815)	
Numbers attending Coalville Events organized by Cultural Services Team (subject to weather conditions) Annual target 13000	5000	5000	

2 PERFORMANCE DASHBOARD – BUSINESS AND JOBS






Progress against CDP milestones			Progress against CDP Performance Indicators		
1  Green	0  Amber	0  Red	7  Green	0  Amber	0  Red





Action	Update	Status
To develop a process that best supports the promotion of NWL and The National Forest as an emerging tourism destination and delivers support to tourism businesses - Agree new arrangements	NWL Tourism Blueprint final version signed off end of Q3. The blueprint sets out a three year plan of action for delivery of tourism initiatives across the district.	

Performance Indicators	Q3 Target	Q3 Actual	Status
Number of businesses in NWL (Increase on 2016/17 year end, est 4,110)	N/A	4110	
Number of jobs in NWL (Increase on 2016/17 year end, est 56,000)	N/A	60000	
Number of unemployed people in NWL (Decrease on 2016/17 year end, est 450)	N/A	480	
Number of business enquiries received and support (Establish baseline and method of reporting)	N/A	164	
Level of inward investment in NWL - Number of business - Approx. £ value investment (Establish baseline and method of reporting)	N/A	Businesses (14) Declared value (£121.8Million)	
Impact of Enterprising NWL - Number of businesses engaged (100) - Number of grant awards (30) - Value of grant awards (£500,000) - Private sector leverage (£3million)	N/A	Grant: (3) Value: (£52,602) Leverage estimate: (£366,230)	
Impact of Enterprising Town Centres - Number of businesses engaged (250)			



<ul style="list-style-type: none"> - Number of businesses supported (50) - Number of grant awards (40) - Value of grant awards (£200,000) - Private sector leverage (£200,000) 	N/A	Engaged (138) Supported (50) Grant (12) Value (£61,540) Leverage (£332,725)	
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2 PERFORMANCE DASHBOARD – GREEN FOOTPRINTS

Progress against CDP milestones			Progress against CDP Performance Indicators		
3  Green	1  Amber	0  Red	2  Green	0  Amber	0  Red

Action	Update	Status
Coalville Market – Continue to implement energy saving measures	Work to replace fittings and restrict inefficient practices has been completed as per budget allowance.	
Improve Litter at 3 Hotspot areas (private land) - Re-assess hotspot areas and undertake observations at hotspot areas to ensure continued improvement	Work has commenced at Bardon layby. Continued liaison with Bardon Aggregates, once the area has been cleared Environmental Protection Officers will commence with education and signage.	
Deliver the Small Grant Scheme, Community Chest and assist in the completion of the 2015/16 Twenty for seven projects - Support the completion of the Twenty for Seven plans	Grant applications have slightly increased during December 2017, however the target is unlikely to be achieved but should produce an increase over the previous year. The Twenty for Seven plans are on track to be completed on time or closed.	
Private stock condition survey information is used to secure funding for green improvements - Results collated and analysed alongside secondary data	The draft report has been completed. A final draft of the report including the findings and recommendations will be circulated to stakeholders in January 2018.	

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Service Performance Indicators	Q3 Target	Q3 Actual	Status
Percentage of household waste recycled	46%	46.3%	
Kgs of household waste sent to landfill	516	513	

3 FINANCE UPDATE

This section sets out the projected financial position of the Council for the quarter ending 30 December 2017. The Council set its General Fund Revenue Budget at £12,504,860 and the Housing Revenue Account budgeted surplus of £142,110 on 23 February 2017.

General Fund – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	12,505	12,505	0

Special Expenses – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	493	500	7

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(142)	(338)	(196)

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved Budget for the Year	3,071	0	10,152	13,223
C/F from 2016/17	1,405	0	(4,081)	(2,676)
Approved projects in year	(429)	0	0	(549)
Slippage Identified in Year	(192)	0	0	(192)
Total budget for 2017/18	3,855	0	6,071	9,926
Likely outturn for 2017/18 (provisional)	3,837	0	6,071	9,908
Variance	(18)	0	0	(18)

Comments on General Fund Variances

- Forecast increase in Business Rates income of £1.163m.
- Forecast increase in recycling income of £122k.
- Forecast increase in Building Control fee income of £35k
- Forecast increase in Council Tax and NNDR summons income of £32k
- Forecast decrease in planning fee income of £300k.
- The net cost of service deficit on Leisure Centres is forecast to be £159k more than budget.
- ICT equipment maintenance is forecast to be £124k more than budget.
- Waste – reduced pooled transport costs of £77k.

Comments on Special Expenses Variances

- Forecast overspend of £4.5k on Christmas decorations/Christmas in Coalville and £6k on grounds maintenance schemes, offset by £2.5k income for monument fees.

Comments on HRA Variances

- Increase in rental income of £92k forecast due to improved voids performance compared to budgeted level.
- Reduced spend on Council Tax voids and under occupancy incentives of £100k.

Comments on Capital Budget

- Carry forward from 2016/17 reduced on General Fund as a result of release of £450k DFG earmarked reserves returned to general fund unallocated balances.
- Projects approved in year movement for the most part as a result of removal following virement to revenue.
- Movement on slippage, on anticipated DFG works (£139k), and car park improvements (£52k), carried forward to 2018/19.

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MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 days long 4.9 days short	337.1 days long 149.16 days short	0 days long 49.62 days short	155.29 days long 56.54 days short	86.33 days long 49.95 days short	5.3 days long 2 days short	584.02 days long 312.17 days short
Total days lost in qtr	4.9 days	486.26 days	49.62 days	211.83 days	136.28 days	7.3 days	896.19 days
Number of FTE's	14.68	194.16	52.7	102.49	58.15	29.62	451.8
Average no of days lost FTE	0.33 days	2.5 days	0.94 days	2.06 days	2.06 days	0.24 days	1.98 days

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 days long 4 days short	412.27 days long 99.51 days short	34 days long 43.59 days short	110.99 days long 64.64 days short	52.00 days long 43.17 days short	0 days long 0 days short	609.26 days long 255.91 days short
Total days lost in qtr	4 days	511.77 days	77.59 days	175.64 days	95.17 days	0 days	865.169 days
Number of FTE's	17.86	189.53	55.04	75.57	60.32	24.41	434.01
Average no of days lost FTE	0.22 days	2.70 days	1.41 days	2.32 days	1.58 days	0 days	1.99 days

Quarter 3	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	13 days long 4.17 days short	394.18 days long 148.86 days short	53.9 days long 42.79 days short	77.73 days long 260.88 days short	31.00 days long 59.27 days short	10 days long 7.36 days short	579.81 days long 526.33 days short
Total days lost in qtr	17.17 days	543.04 days	96.69 days	338.61 days	90.27 days	17.36 days	1106.14 days
Number of FTE's	17.47	204.56	56.97	80.15	62.70	23.48	456.81
Average no of days lost FTE	0.98 days	2.65 days	1.70	4.22 days	1.44 days	0.74 days	3.5 days

5 CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 3

	Oct 16/17	Oct 17/18	+/-	Nov 16/17	Nov 17/18	+/-	Dec 16/17	Dec 17/18	+/-	Total 16/17	Total 17/18	+/-
Received*	10,925	8,882	- 2,043	11,181	8,922	- 2,259	7,820	6,633	- 1,187	29,926	24,437	- 5,489
Answered	6,101	6,525	+ 424	5,177	7,001	+ 1,824	4,457	5,362	+ 905	15,735	18,888	+ 3,153
Answered in 30 secs	1,613	2,202	+ 589	728	3,302	+ 2,574	1,725	2,682	+ 957	4,066	8,186	+ 4,120
Answered in 60 secs	1,181	1,816	+ 635	888	3,718	+ 2,830	1,946	2,971	+ 1,025	4,015	8,505	+ 4,490
Abandoned**	4,477	2,280	- 2,197	5,577	1,793	- 3,784	2,897	1,237	- 1,660	12,951	5,310	- 7,641
Rejected***	311	72	- 239	427	128	- 299	458	33	- 425	1,196	233	- 963
										Average 16/17	Average 17/18	
Handling Time	0:05:10	0:04:57	- 0:00:53	0:05:44	0:04:55	- 0:00:89	0:04:26	0:05:24	+ 0:00:98	0:04:93	0:04:79	- 0:00:14

There are 30 dual way phone lines council wide.

* Calls received are every call that the system acknowledges, council wide, including call directs

** Calls on the holding line in the queuing system where the caller has hung up

*** Calls that are not able to access the holding line where the system has rejected the call due to no free lines

The call data shows that in comparison to 2016/17, although the council received 5,489 fewer calls in 2017/18, the response times in answering calls has significantly improved whilst not increasing the handling time. The abandoned calls have been reduced by 59% and the rejected calls by 81%.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 6 MARCH 2018

Title of report	FORMER TENANT RENT ARREARS, CURRENT TENANT RENT ARREARS, COUNCIL TAX, NON DOMESTIC RATES AND SUNDRY DEBTOR WRITE OFFS
Key Decision	a) Financial No b) Community No
Contacts	Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Strategic Director of Housing & Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk Head of Finance 01530 454707 tracy.ashe@nwleicestershire.gov.uk
Purpose of report	To agree write-offs over £10,000 and receive details of debts written off under delegated powers.
Reason for decision	To comply with proper accounting practices.
Council priorities	Value for Money
Implications:	
Financial/Staff	There is no additional financial effect as all the debts are met from the Authority's bad debt provision for previous years arrears or from in year income if the debts relate to the current financial year.
Link to relevant CAT	None.
Risk Management	Regular reviews of debts for write off mitigates the risk that the Council's accounts do not reflect the true level of recoverable income. It is also part of an effective arrears management strategy.
Equalities Impact Screening	Not applicable.
Human Rights	None discernible.
Transformational Government	Not applicable.

Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Deputy Monitoring Officer	The report is satisfactory
Consultees	None.
Background papers	All papers used in compiling the report contain exempt information under paragraph 3 of Part 1 to Schedule 12A Local Government Act 1972
Recommendations	THAT CABINET APPROVES THE NON DOMESTIC RATES AND SUNDRY DEBT WRITE OFFS THAT ARE OVER £10,000 AND NOTES THE AMOUNTS WRITTEN OFF UNDER DELEGATED POWERS.

1.0 WRITE OFFS

1.1 Write offs relating to prior years against Bad Debt Provision:

	Provision as at 1 April 2017	Write offs to date (under delegated powers)	Amounts written off over £10,000 approved by Members	Balance Available
Council Tax	£2,050,324.89	£161,058.62	£0.00	£1,889,266.27
Non Domestic Rates	£259,719.93	£55,418.56	£33,930.81	£170,370.56
Housing Rents	£489,624.41	£20,696.51	£0.00	£468,927.90
Sundry Debtors/Housing Benefit Overpayments	£1,656,713.96	£29,205.21	£14,652.39	£1,612,856.36

1.2 Write offs relating to 2017/18

	Write offs to date (under delegated powers)	Amounts written off over £10,000 approved by Members
Council Tax	£17,957.98	£0.00
Non Domestic Rates	£19,260.31	£0.00
Housing Rents	£2,362.80	£0.00
Sundry Debtors/Housing Benefit Overpayments	£1,869.12	£0.00

2.0 FORMER TENANT RENT ARREARS

2.1 The amounts written off under delegated powers, in accordance with the thresholds outlined in the write off policy are as follows: 7 cases under £1,000 which amount to £1,546.74. Of these, five are uneconomical to pursue (£576.13), one is deceased with no assets (£155.92) and one has absconded (£814.69). There are three cases over £1,000 which amount to £5,784.25. Of these, one case is uneconomical to pursue (£2,342.94), one case is deceased with no estate (£1,605.93) and one case has a debt relief order (£1,835.38).

2.2 There are no former tenancy arrears write-offs over £10,000 for which we seek approval.

3.0 CURRENT TENANT RENT ARREARS

3.1 There are no current tenant rent Arrear write-offs for which we seek approval.

4.0 COUNCIL TAX

4.1 There are currently no council tax debts over £10,000 for which Cabinet's approval for write off is sought.

4.2 The amounts written off under delegated powers, in accordance with the thresholds outlined in the write off policy, are as follows: 10 cases under £100 which amount to £242.75. Of these, four cases have absconded (£171.72), and six cases that are uneconomical to collect (£71.03). There are 45 cases between £100 and £1,000, which amount to £20,983.35. Of these, 33 have absconded (£14,640.87), three cases have a debt relief order (£1,331.57), three are uneconomical to collect (£1,831.51), five cases are insolvent (£2,866.30) and one is deceased with no assets (£313.10). There are 17 cases between £1,000 and £10,000 which amount to £32,596.60. Of these, 13 cases have absconded (£24,026.25), one case has a debt relief order (£2,091.82), two cases are insolvent (£3,414.41) and one case which is uneconomical to collect (£3,064.12).

4.3 The full list of reasons for writing off debt includes:

- Bankruptcy or a Debt Relief Order is in place
- Deceased – No assets in the estate.
- Debtor Absconded / No Trace
- Company in liquidation/dissolved or ceased trading with no assets
- Severe Hardship and/or Serious health Issues
- Statute barred i.e. we cannot legally pursue the debt as there has been six years since the debt fell due and no action has been taken to collect the debt.
- Uneconomical to collect i.e. it is not financially viable to take further action for e.g. due to the low level of the debt, they have gone abroad etc.

4.4 Writing off debts is only considered where all appropriate recovery and enforcement measures have been taken, or, where the council are legally prohibited from pursuing the debt.

4.5 Each year the council produces a recovery timetable which details the dates on which the statutory Reminders, Final Notices and Summonses are to be despatched. The letters issued are designed to maximise collection by prompting tax payers to pay their missed instalments in a timely manner, thereby avoiding further enforcement action taking place. Information is provided on the website to explain what happens next should payment not be made.

4.6 For all outstanding debt, the council takes the recovery action outlined in the bullet points below:

- If payment is not received by the instalment due date shown on the bill, a reminder notice is issued.
- If payment is received within seven days the tax payer may continue with their original instalment plan. If they default again within the year, then one further reminder notice is issued. If they do not pay, the following steps are taken.
- If payment is not received by the date on the reminder notice, a court Summons is issued. The Summons advises them of the date and time that the Council will attend a Magistrates Court hearing to apply for the award of a Liability Order against them.
- Once a Liability Order is obtained, the Council has a number of enforcement options open to them in order to secure payment of the debt.

4.7 Liability Order Action

Once a Liability Order has been obtained each debt is looked at and a decision is made as to the most appropriate course of action to take from the list of available options below. It is only after all of these have been considered and/or pursued that the debt is put forward for write off.

1. Apply to the debtor's employer for an Attachment of Earnings.
2. Apply to the DWP for a deduction from the debtor's benefits
3. Instruct an external enforcement company (bailiffs) to collect the debt on the council's behalf.
4. If the enforcement company are unsuccessful, the Council could commence committal proceedings against the debtor.

5. If the debtor owns their own home a Charging Order could be made against the property.
6. If the debt is over £5,000, bankruptcy proceedings could be commenced against the debtor.

When considering the final three options on the above list, the Council must always be mindful of the individual circumstances of the debtor and the financial impact on the Council of pursuing each option. Additional costs will be incurred when utilising any of these options.

5.0 NON DOMESTIC RATES (NNDR)

- 5.1 There are two Non Domestic Rate debts over £10,000 for which Cabinet approval for write off is sought amounting to £38,100.02. Both cases are where the company/individual has become insolvent.
- 5.2 The amounts written off under delegated powers in accordance with the policy thresholds are as follows: There are no cases under £1,000. There are five cases between £1,000 and £10,000 amounting to £14,212.30, all of which are insolvent.
- 5.3 As with the recovery of Council Tax, for Business Rates, writing off debt is only ever considered as a last resort. Often companies, sole traders or partnerships become insolvent and the Council is prohibited from taking any further action as all of their outstanding debts are included within the Administration, Liquidation or personal bankruptcy.
- 5.4 The Council follows the same recovery process for Business Rates as for Council Tax. However, once the Council has obtained a Liability Order there are only a limited number of enforcement actions that can legally be pursued. In most cases, where a payment arrangement or contact cannot be made, the Council refers the case to external Enforcement Agents. If they are unsuccessful, the Council then has three further options to consider before putting the debt for write off. These options are:
 - Committal (For sole traders and partnerships only)
 - Security for Unpaid Rate (this is the equivalent of a Charging Order on a property but this can only be done with the ratepayers agreement)
 - Insolvency Proceedings

6.0 SUNDRY DEBTORS (INCLUDES NON CURRENT HOUSING BENEFIT OVERPAYMENTS PRE 2011)

- 6.1 There is one sundry debtor case over £10,000 for which Cabinet's approval for write off is sought. This relates to a sundry debtor invoice for £18,203.16 where the company is in liquidation with no assets.
- 6.2 There were no cases that have been written off under the Deputy S151 Officer delegated powers.
- 6.3 The recovery process varies dependant on the type of debt. Generally the debtor will receive a minimum of two reminder letters the final stating that recovery through the county court will take place in the event of non payment. Once judgement is obtained the normal recovery methods are available such as attachment of earnings/ benefit etc.

7.0 CURRENT HOUSING BENEFIT OVERPAYMENTS

- 7.1 There are currently no housing benefit cases over £10,000 for which Cabinet's approval for write off is sought.
- 7.2 The amounts written off under delegated powers, in accordance with the thresholds outlined in the write off policy, are as follows: There are three cases under £100 amounting to £811.63. Of these, one debtor is deceased with no assets (£3.55), two where the debtor has absconded (£85.04) and 15 which are uneconomical to collect (£723.04). There are 23 cases between £100 and £1000 amounting to £9,035.77. Of these, five cases have absconded (£1,707.21), three cases are deceased with no assets (£594.32), and 15 cases which are uneconomical to pursue (£6,734.24). There are five cases under £10,000 amounting to £6,731.17. Of these, two debtors have absconded (£2,146.91), one debtor is deceased with no assets (£1,294.50) and two are uneconomical to collect (£3,289.76).
- 7.3 For all outstanding benefit overpayment debt, the council takes the recovery action outlined in the bullet points below:
- An invoice is issued giving 14 days to make payment, or to contact the council.
 - If payment is not received a first Reminder is issued, followed by a second reminder two to three weeks later.
 - If payment is not received a 'CIS' (DWP database) check is carried out to assess if a deduction from benefit or an attachment of earnings is appropriate. If neither of these options is suitable the account is sent to an external collection team with no cost to the Council. However, they have no powers to enforce the debt at this stage only to collect it.
 - If the cases are returned, each case is checked and a decision is made as to whether it is appropriate to start legal proceedings in the County Court.
 - If judgement is obtained in the County Court, the following enforcement options are available to consider:-
 1. Warrants of Control (the use of County Court Bailiff, or High Court Sheriff)
 2. Third Party Debt Orders (Utilises the customer's bank account to extract payment)
 3. Charging Order (the debt is secured on the customer's house)
 4. Insolvency (petition for bankruptcy)