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Meeting	<b>CORPORATE SCRUTINY COMMITTEE</b>
Time/Day/Date	6.30 pm on Thursday, 23 November 2023
Location	Forest Room, Stenson House, London Road, Coalville, LE67 3FN
Officer to contact	Democratic Services (01530 454512)

## AGENDA

Item		Pages
<b>1. APOLOGIES FOR ABSENCE</b>		
<b>2. DECLARATION OF INTERESTS</b>		
	Under the Code of Conduct members are reminded that in declaring interests you should make clear the nature of that interest and whether it is a disclosable pecuniary interest, registerable interest or other interest.	
<b>3. PUBLIC QUESTION AND ANSWER SESSION</b>		
	To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Support Services.	
<b>4. MINUTES</b>		
	To approve and sign the minutes of the meeting held on 31 August 2023	<b>3 - 8</b>
<b>5. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME</b>		
	To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.	<b>9 - 26</b>
<b>6. REPAIRS PERFORMANCE FOLLOW UP</b>		
	The report of the Head of Housing	<b>27 - 40</b>
<b>7. 2023/24 QUARTER 2 GENERAL FUND AND HOUSING REVENUE ACCOUNT (HRA) FINANCE UPDATE</b>		
	The report of the Head of Finance	<b>41 - 56</b>

## **8. NWLDC CORPORATE SPONSORSHIP AND ADVERTISING POLICY**

The report of the Economic Development and Regeneration Team Manager

**57 - 68**

Circulation:

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

MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Abbey Room, Stenson House, London Road, Coalville, LE67 3FN on THURSDAY, 31 AUGUST 2023

Present: Councillor S Lambeth (Chair)

Councillors M Ball, D Bigby, M Blair-Park, M Burke, A Morley, S Sheahan, J G Simmons (Substitute for Councillor K Horn) and N Smith (Substitute for Councillor R L Morris)

In Attendance: Councillors J Legrys, A Barker and T Eynon

Portfolio Holders: Councillors K Merrie MBE, A C Woodman and M B Wyatt

Officers: Mr A Barton, Mrs A Crouch, Mr T Devonshire, Ms K Hiller, Mrs C Hammond, Mr G Hammons and Mr M Murphy

#### **10. APOLOGIES FOR ABSENCE**

Apologies were received from Councillor K Horn and R Morris.

#### **11. DECLARATION OF INTERESTS**

Councillor N Smith declared a pecuniary interest in several businesses in Ashby. He accepted that it may not be directly relevant, but felt it prudent to be noted for the record.

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

The Chair advised Members that a question had been received, in relation to the Council Delivery Plan, however as the committee did not develop the plan, the Deputy Monitoring Officer determined that this Committee was not the appropriate place for it to be asked and that the appropriate meeting for it be considered at is Cabinet on 19 September 2023.

#### **13. MINUTES**

Consideration was given to the minutes of the meeting held on 11 July 2023.

It was moved by Councillor S Sheahan, seconded by Councillor J Simmons and

RESOLVED THAT:

The minutes of the meeting held on 11 July 2023 be approved as an accurate record of proceedings.

The Chair announced a change of the order of business to consider item 7 – Establishment of Nould and Damp in Council Housing Property Task and Finish Group, following item 5 – Items for Inclusion in the Future Work Programme due to the close link between the two items.

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

Consideration was given to the inclusion of any items on the work programme.

No comments were received.

## **15. ESTABLISHMENT OF MOULD AND DAMP IN COUNCIL HOUSING PROPERTY TASK AND FINISH GROUP**

The Strategic Director of Communities presented the report.

A Member welcomed the creation of the group, but questioned whether three meetings of the group was enough. And, they added, should the group need more time than recommended in the report, it should be noted that the plan to return it to Committee on 23 November was not compulsory. The group should also look at the 26-point list set down by the Ombudsman two years ago and measure organisational performance against this.

Another Member noted the growing national recognition that damp was a grave problem for health if left untreated.

Councillors D Bigby, S Lambeth and A Morley were nominated to represent the Labour group on the Task and Finish Group. Councillor M Burke was nominated to represent one of the Alliance seats. Conservative group nominations were deferred considering Councillors K Horn and R Morris had sent their apologies.

It was moved by Councillor M Blair-Park, seconded by Councillor J Simmons, and

**RESOLVED THAT:**

1. A Task and Finish Group to review the current issues with mould and damp in Council owned homes, and what action the Council is taking, be established.
2. The principles set out in the draft terms of reference for the Task and Finish Group, as set out in the Appendix, be agreed.
3. Nominations be received and appointments be made to the seats on the Task and Finish group in accordance with the terms of reference.

## **16. 2023/24 QUARTER 1 GENERAL FUND AND HOUSING REVENUE ACCOUNT (HRA) FINANCE UPDATE**

The Head of Finance presented the report.

In response to questions from a couple of Members about why increasing payroll costs had not been adequately considered, the Head of Finance advised that 4% was in fact budgeted for, but the final cost could end up being somewhat higher. A new forecasted rise of 6.75% had now been budgeted for, though the final figure might be lower than that.

A Member suggested that rising energy costs should have been more accurately foreseen, and asked whether the leisure centre contract incentivised Everyone Active to reduce energy use or were the Council simply obliged to pay.

The Strategic Director of Communities advised that the contract did not simply pass on all costs; he would be happy to supply Members with a briefing note.

In response to a question from a Member about whether an energy subsidy scheme between a council and leisure centre provider was commonplace, the Strategic Director of Communities advised that the scheme they had agreed primarily covered extraordinary costs over a given base; more details would be provided to Members.

In response to a question from the Chair about how projected decreases in energy costs would impact the agreement, the Strategic Director of Communities advised that it was not based on hypotheticals, and there was a clear and transparent formula to arrive at the figure.

In response to a question about whether any money had been paid to Everyone Active, the Legal Team Manager advised on procedure, noted that no money had been so far paid, but some details could not be shared because of commercial sensitivity.

Several Members expressed concerns about the practice of using unutilised staffing budgets – from unfilled vacancies – to cover budgetary shortfalls. The Strategic Director of Communities advised that staffing roles weren't being unfilled to cover short falls, but if they simply couldn't be filled then the money was used elsewhere.

A Member asked if the money was utilised elsewhere, what became of the post at that point. If the roles were then lost this would impact service provision. The Strategic Director advised that no posts had been lost in this way.

The Chair asked how this practice affected the commitment to improving housing service delivery, the Strategic Director of Communities advised that this was an ongoing priority of the Corporate Management Team. Plans for the development of the service would be brought to the meeting of the Corporate Scrutiny Committee on 23 November and there was a planned timetable.

The Chair expressed concern about hiring temporary staff for planning, there had been a shortage for years, and agency staff were an expensive way to fill posts. The Strategic Director of Resources advised that this was an ongoing organisational priority but had to be balanced with HR considerations. The Head of Human Resources and Organisational Development added that additional supplements to the staffing budget for planning had been agreed and had been useful for recruiting and retraining permanent staff.

A Member requested the details of how many people had worked on a temporary contract or agency basis for more than six months, with the premium this entailed, and which might be better spent on long term recruitment. The Head of Human Resources and Organisational Development advised that this information could be provided; a permanent post is always preferred but not always possible.

A Member expressed concerns that it appeared that the administration had abandoned the net zero by 2030 target. He also added that the £3.1 million budget set out at in the report appeared in actuality to be a reduction from a previous projected budget of £4.5 million.

The Strategic Director of Resources advised that £3.1 million referred to the current financial year's budget approved by Council. The Strategic Director agreed to come back to Members with the precise details of the five-year position.

A Member asked why the earmarked reserve not been moved into the general reserve if it was no longer needed? The Head of Finance said that she would clarify this.

A Member expressed concern that, as set out at paragraph 2.6.3 of the report, it appeared that to cover the overspend which was required to renovate Stenson House the organisation seemed to be taking £150,000 out of the Electric Charging point budget and was concerned. The Head of Finance said it was still being used for electrical charging point but on paper it was now set out in a different budget. This would be clarified in the Cabinet report. The Chair requested a full breakdown of what had happened to the

£150,000. He felt that the amount for electric charging points at Whitwick Business Centre sounded a rather large amount, and he doubted that was where all the money had gone.

A Member asked about the affordable housing sections of the report and how the £2.27 million budget was to be spent. The Head of Finance said a briefing would be provided. The Member inquired how this tallied with numbers in the Housing Revenue Account section. The Head of Finance advised that it was a separate budget.

Questions were asked about the £1 million budget for recreation, play areas and leisure. The Strategic Director of Resources advised that they were now attempting to present the totality of the budget in finance updates. This first report was a starting point and Member comments had been useful in aiding this moving forwards.

The Chair felt that inadequate attention was being given to inflation in the report and more clarity was needed. The forecasted inflation figures in the medium term also were wrong and should be recalculated accordingly. The Strategic Director of Resources advised that the comments of the committee would be taken onboard, and future budgets were already being planned and the impact of inflation would extend over the medium terms. He added that a draft budget would come to the Corporate Scrutiny on 4 January 2023.

The Chair thanked Members for their comments which would be presented to the Cabinet on 19 September 2023.

## **17. COUNCIL DELIVERY PLAN**

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

A Member said that she felt that, as a new Member, she found the delivery plan clear, well formatted, and easy to understand.

A Member asked whether the reports back to the Committee would be judged against Key Performance Indicators in this document or the lower-level departmental performance indices. He was concerned that if the latter, this might obscure things from the Committee that had previously come before them. The Head of Human Resources advised the reporting will be against indicators in appendix 2. He set out the logic behind this and how it would operate.

A Member found the new Key Performance Indicators, for example in Housing and Leisure but he felt his point could be applied more widely, concerning as they did not go into enough depth nor have a wide enough scope. He also found some unoriginal.

A Member wanted more information from housing to be gathered. She also felt the benchmarks seemed unambitious and the report gave no contextual information on what they had been based, she feared they were simply set near to current benchmarks.

The Strategic Director of Communities advised that in the example given, regarding Housing complaints, the plan was scaled to work up to 100% over the plan period, this was also the case for most of the targets in the plan. Previous background information had also been presented to this committee through past monitoring reports.

The Member still felt that the first-year benchmarks were too low. Key Performance Indicators should be aspirational and benchmarked against peers.

A Member expressed concern with both the form and content of the report. He wanted to consult with the Head of Human Resources and Organisational Development again.

Officers advised that the formal process of Scrutiny meant this committee needed to comment prior to consideration by Cabinet and then Council.

A member confirmed that the Labour Group were happy to put suggestions to the Cabinet.

The Portfolio Holder welcomed Members feedback so far and would work with Officers to reflect Scrutiny comments. The Portfolio Holder intended the Delivery Plan to be a costed and achievable document which synthesised the thoughts of Officers, the Alliance, and Opposition Members.

The Chair concurred that the Delivery Plan must be costed and targeted and success should be clearly defined and measurable.

A Member expressed concern that Key Performance Indicators may have unintended consequences which needed to be considered. He listed some ways which he felt that overly simplistic metrics may lead to undesirable outcomes. Then he asked what had happened to net-zero Council houses by 2030 and why had this been pushed back to 2050. He dismissed budgetary concerns as they could and should be allayed by central government grants. The removal of this target removed any incentives to raise this money and pursue the matter with appropriate zeal. Key Performance Indicator 9 regarding private rental tenants and minimal energy standards also seemed in his view both immeasurable and unambitious.

Expanding on the point of unsophisticated metrics and unforeseen outcomes, another Member felt that decreased crime rates would be a more sensible measure of success with regards to what was hoped to be achieved by CCTV. Another Member suggested that wider community cooperation was necessary to combat crime and should be reflected in the appropriate Key Performance Indicators however accepting that this was not fully in the Councils control.

A Member referred to the waste management Key Performance Indicators and requested more specificity around food waste recycling.

A Member expressed concern that a Key Performance Indicator which detailed how successful the Council had been at getting landlords to sign up to the housing charter had been omitted from the document.

The Chair felt the document was unclear and ought to be restructured. He felt that the drafting process was failing, and the final document would not achieve what it hoped to achieve.

Several Members felt that, with the critical importance of what was being discussed, it was imperative that the granular and complex nature of the discussion be accurately recorded in the minutes. No alternative measures or metrics were provided by the Committee.

The Chair thanked Members for their comments on the report which would be presented to the Cabinet on 19 September 2023.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 7.53 pm

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**Corporate Scrutiny Committee – WORK PROGRAMME (as at 15/11/23)**

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
<b>January 2024</b>				
4 January 2024	Draft Housing Revenue Account (HRA) Budget and Rents 2024/25	Anna Crouch, Head of Finance	-	30 minutes
4 January 2024	Performance Monitoring Report	Mike Murphy, Head of Human Resources and Organisational Development	-	30 minutes
4 January 2024	Draft General Fund Budget 2024/25	Anna Crouch, Head of Finance	-	30 minutes
4 January 2024	Draft Capital Strategy, Treasury Management Strategy and Prudential Indicators	Anna Crouch, Head of Finance	-	30 minutes
4 January 2024	Draft Robustness of Budget Estimates and Adequacy of Reserves	Paul Stone, Strategic Director of Resources (Section 151 Officer)	-	30 minutes

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
4 January 2024	Damp and Mould Task and Finish Group Report	Jane Rochelle, Head of Housing	-	30 minutes
<b>February 2024</b>				
20 February 2024	2023/24 Quarter 3 General Fund and Housing Revenue Account (HRA) Finance Update	Anna Crouch, Head of Finance	-	30 minutes
20 February 2024	Customer Services Annual Report	Nichola Oliver, Customer Services Team Manager	-	30 minutes
20 February 2024	Performance Monitoring Report	Mike Murphy, Head of Resources and Organisational Development	-	30 minutes
Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
<b>May 2024</b>				

23 May 2024	Annual Scrutiny Report	Andy Barton, Strategic Director	-	20 minutes
23 May 2024	Performance Monitoring Report	Mike Murphy, Head of Human Resources and Organisational Development	-	30 minutes

#### Requests for Items – via Scoping Form

Date request Received	Requested by	Summary of request	Consideration by scrutiny Y/N	Reasons
None	-	-	-	-

#### Requests for work currently being considered by the Scrutiny Work Programming Group

At the meeting of the Scrutiny Work Programming Group on 6 July 2023, several suggestions were made for possible areas of work for the Committee which required further discussions and scoping. The group will consider this further at its next scheduled meeting on 6 September and an update will be provided to the next full Committee meeting.

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

## **Identify** Issues for consideration by Scrutiny

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

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

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

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

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# Notice of Executive Key Decisions

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

The date of publication of this notice is Friday, 10 November 2023. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on Tuesday 12 December 2023 is 5pm Friday, 1 December 2023.**

## Key Decisions

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

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

## The Council's Executive

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

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

## Confidential Items and Private Meetings of the Executive

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

## Access to Agenda and Related Documents

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

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

## Executive Decisions

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
<b>November 2023</b>							
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	21 November 2023	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk  Head of Property and Regeneration Tel: 01530 454 354 paul.wheatley@nwleicestershire.gov.uk	Minutes of the Coalville Special Expenses Working Party Minutes of the Coalville Special Expenses Working Party	The group is a sub group of Cabinet and therefore does not require scrutiny
2023/24 Quarter 2 General Fund and Housing Revenue Account (HRA) Finance Update	Cabinet	Key	Public	21 November 2023	Corporate Portfolio Holder  Head of Finance Tel: 01530 454492 anna.crouch@nwleicestershire.gov.uk	2023/24 Quarter 2 General Fund and Housing Revenue Account (HRA) Finance Update	23/11/23
<b>December 2023</b>							
NWLDC Corporate Sponsorship and Advertising Policy	Cabinet	Non-Key	Private Information which is likely to reveal the identity of an individual.	12 December 2023	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk  Economic Regeneration Team Manager Tel: 01530 454822 Barrie.Walford@nwleicestershire.gov.uk	NWLDC Corporate Sponsorship and Advertising Policy	This will be considered by the Corporate Scrutiny Committee on 23 November.



Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non-Domestic Rates and Sundry Debts	Cabinet	Non-Key	Public	12 December 2023	Corporate Portfolio Holder  Exchequer Services Team Leader  andy.gould@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non-Domestic Rates and Sundry Debts	Function delegated to Cabinet
17 Homelessness Strategy	Cabinet	Key	Public	12 December 2023	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk  Housing Strategy and Systems Team Manager  david.scruton@nwleicestershire.gov.uk	Draft Homelessness Strategy document Homelessness Strategy	Community Scrutiny on 28 September 2023.
Review of Housing Allocations Policy	Cabinet	Key	Public	12 December 2023	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk  Housing Strategy and Systems Team Manager  david.scruton@nwleicestershire.gov.uk	Draft Allocations Policy Review of Housing Allocations Policy	Community Scrutiny on 28 September 2023.

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Kegworth Project	Cabinet	Key	Public	12 December 2023	<p>Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk</p> <p>Senior Economic Development Officer, Head of Property and Regeneration Tel: 01530 454678, Tel: 01530 454 354 emily.marquez@nwleicestershire.gov.uk, paul.wheatley@nwleicestershire.gov.uk</p>	Kegworth Project	Corporate Scrutiny Committee - 23 November 2023 or Community Scrutiny Committee - 7 December 2023
Contract Procedure Rules/Financial Procedure Rules - Exemption Request - Urban Design Post	Cabinet	Non-Key	Public	12 December 2023	<p>Councillor Tony Saffell tonyc.saffell@nwleicestershire.gov.uk</p> <p>Head of Planning and Infrastructure Tel: 01530 454668 chris.elston@nwleicestershire.gov.uk</p>	Contract Procedure Rules/Financial Procedure Rules - Exemption Request - Urban Design Post	It is just a report for noting so there is no need to go to Scrutiny.
Recommendations of the Damp and Mould Task and Finish Group	Cabinet	Non-Key	Public	12 December 2023	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk</p> <p>Head of Housing jane.rochelle@nwleicestershire.gov.uk</p>	Recommendations of the Damp and Mould Task and Finish Group	Corporate Scrutiny 23/11/2023

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
<b>January 2024</b>							
Draft General Fund Budget 2024/25	Cabinet	Key	Public	9 January 2024	Corporate Portfolio Holder  Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Draft General Fund Budget 2024/25	04/01/24
Draft Housing Revenue Account (HRA) Budget and Rents 2024/25	Cabinet	Key	Public	9 January 2024	Corporate Portfolio Holder  Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Draft Housing Revenue Account (HRA) Budget and Rents 2024/25	04/01/24
Draft Capital Strategy, Treasury Strategy and Prudential Indicators	Cabinet	Key	Public	9 January 2024	Corporate Portfolio Holder  Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Draft Capital Strategy, Treasury Strategy and Prudential Indicators	04/01/24

Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Council Tax Base 2024/25	Cabinet	Key	Public	9 January 2024	Corporate Portfolio Holder  Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Council Tax Base 2024/25	Approving the Council Tax Base is the responsibility of Cabinet. The Council Tax Base is calculated in line with legislation.
Draft Robustness of Budget Estimates and Adequacy of Reserves  20	Cabinet	Non-Key	Public	9 January 2024	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Strategic Director of Resources (Section 151 Officer) paul.stone@nwleicestershire.gov.uk	Draft Robustness of Budget Estimates and Adequacy of Reserves	04.01.24
Housing Revenue Account (HRA) Budget and Rents 2024/25	Cabinet	Key	Public	31 January 2024	Corporate Portfolio Holder  Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Housing Revenue Account (HRA) Budget and Rents 2024/25	Considered as part of the draft budget at Corporate Scrutiny on the 04/01/24

Decision	Decision Maker	Status of Decision	Public or Private  (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Genera Fund Budget and Council Tax 2024/25	Cabinet	Key	Public	31 January 2024	Corporate Portfolio Holder  Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Genera Fund Budget and Council Tax 2024/25	Considered as part of the draft budget at Corporate Scrutiny on the 04/01/24
Capital Strategy, Treasury Management Strategy and Prudential Indicators 2024/25  21	Cabinet	Key	Public	31 January 2024	Corporate Portfolio Holder  Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	Capital Strategy, Treasury Management Strategy and Prudential Indicators 2024/25	Considered as part of the draft budget at Corporate Scrutiny on the 04/01/24
Community Lottery Scheme	Cabinet	Key	Public	31 January 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicestershire.gov.uk  Community Focus Team Leader Tel: 01530 454567 EMMA.TRAHEARN@NWLeicestershire.gov.uk	Community Lottery Scheme	7 December 2023

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Robustness of Budget Estimates and Adequacy of Reserves	Cabinet	Non-Key	Public	31 January 2024	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Strategic Director of Resources (Section 151 Officer) paul.stone@nwleicestershire.gov.uk	Robustness of Budget Estimates and Adequacy of Reserves	04/01/24
<b>February 2024</b>							
2023/24 Quarter 3 General Fund and Housing Revenue Account (HRA) Finance Update	Cabinet	Key	Public	27 February 2024	Corporate Portfolio Holder  Head of Finance Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk	2023/24 Quarter 3 General Fund and Housing Revenue Account (HRA) Finance Update	20/02/24
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	27 February 2024	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk  Head of Property and Regeneration Tel: 01530 454 354 paul.wheatley@nwleicestershire.gov.uk	Minutes of the Coalville Special Expenses Working Party Minutes of the Coalville Special Expenses Working Party	The group is a sub group of Cabinet and therefore does not require scrutiny

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
NWL Local Cycling and Walking Infrastructure Plan and Strategy	Cabinet	Key	Public	27 February 2024	<p>Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicestershire.gov.uk</p> <p>Leisure Services Team Manager, Head of Community Services Tel: 01530 454602, Tel: 01530 454832 jason.knight@nwleicestershire.gov.uk, paul.sanders@nwleicestershire.gov.uk</p>	NWL Local Cycling and Walking Infrastructure Plan and Strategy	Community Scrutiny - 5 April 2023
Grant Review 23	Cabinet	Key	Public	27 February 2024	<p>Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicestershire.gov.uk</p> <p>Community Focus Team Leader Tel: 01530 454567 EMMA.TRAHEARN@NWLeicestershire.gov.uk</p>	Grant Review	8 February 2023
<b>March 2024</b>							
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non-Domestic Rates and Sundry Debts	Cabinet	Non-Key	Public	26 March 2024	<p>Corporate Portfolio Holder</p> <p>Exchequer Services Team Leader andy.gould@nwleicestershire.gov.uk</p>	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non-Domestic Rates and Sundry Debts	Function delegated to Cabinet

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	26 March 2024	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk  Head of Property and Regeneration Tel: 01530 454 354 paul.wheatley@nwleicestershire.gov.uk	Minutes of the Coalville Special Expenses Working Party Minutes of the Coalville Special Expenses Working Party	The group is a sub group of Cabinet and therefore does not require scrutiny
<b>April 2024</b>							
There are no items to be considered at the meeting.							
<b>May 2024</b>							
Treasury Management Stewardship Report 2023/24	Cabinet	Non-Key	Public	21 May 2024	Corporate Portfolio Holder  Head of Finance Tel: 01530 454492 anna.crouch@nwleicestershire.gov.uk	Treasury Management Stewardship Report 2023/24	Audit and Governance Committee - 24/04/24
Waste Services Review	Cabinet	Key	Public	21 May 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicestershire.gov.uk  Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Future of Waste Services	This item is being considered at Community Scrutiny 7 December 2023.



Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
<b>June 2024</b>							
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non-Domestic Rates and Sundry Debts	Cabinet	Non-Key	Public	25 June 2024	Corporate Portfolio Holder  Exchequer Services Team Leader  andy.gould@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non-Domestic Rates and Sundry Debts	Function delegated to Cabinet

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## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 23  
NOVEMBER 2023

<b>Title of Report</b>	<b>HOUSING REPAIRS PERFORMANCE 6 MONTH FOLLOW UP</b>	
<b>Presented by</b>	Jane Rochelle Head of Housing	
<b>Background Papers</b>	<a href="#">Previous update report March 2023</a>	<b>Public Report:</b> Yes
<b>Financial Implications</b>	The successful use of HRA funds to meet the demands of our tenants is key to the performance of our Repairs service. The approaches to greater rigour and changes to funding use are the events we expect to see of a financially astute service, and this work supports the new CDP targets around a well-run council.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	There are no direct legal implications from the content of the work. Legal services have provided support to the service to appoint new contractors and ensure good contract management.	
	<b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	The challenges set out in the report around recruitment are well known in the sector. The measures taken to date are key to ensuring the successful running of the service in a post covid and increased regulatory environment.	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Reason Agenda Item Submitted to Scrutiny Committee</b>	Follow on report requested by Committee earlier this year to update on status.	
<b>Recommendations</b>	<b>THE COMMITTEE IS RECOMMENDED TO:</b> <ol style="list-style-type: none"> <li><b>1. NOTE AND COMMENT ON THE CONTENT OF THE REPORT</b></li> <li><b>2. AGREE A FURTHER PROGRESS REPORT TO BE CONSIDERED BY THIS COMMITTEE IN 12 MONTHS TIME.</b></li> </ol>	

## 1. BACKGROUND

- 1.1 This Committee received a report in March 2023 which set out housing repairs performance and highlighted the issues impeding delivery of an efficient and good housing service to Council tenants. As part of that report, a follow up six-month update was requested by Members, which is the purpose of this report.
- 1.2 This update is now some months after the start of the new Head of Housing, and a similar time frame on from an independent assessment of the service by the Housing Quality Network (HQN). The HQN report and the previous report to members of this committee highlighted similar areas for action namely Resources and Repairs Management, Contractor Management, Engagement and Culture, Strategy and Policy (e.g. Asset Management Plan, active housing policies) and Systems. These areas have been used to shape this report, including the action plan attached, which is already underway with progress being made. In addition, set out in paragraphs 2.1 to 2.4 below, is a reminder and update to the current service position.

## 2. HOUSING REPAIRS

- 2.1 The Council's repairs teams look after Council social housing stock, which is circa 4,200 homes spread across the district. Tenants report repair requests through either phone, email, online, in person, via their Housing Officer or councillor referral. Excluding Emergencies, which have a four-hour window to attend and make safe, three broad types of repairs category are currently used:

- **High Priority** (right to repair) – classified as those which could cause risk to tenant or the property and covered by the right to repair scheme. This means they are life threatening, will cause injury or impede the tenant's welfare, are a major threat to tenant security and/or will cause more than minor damage to the property. Depending on the issue these should be actioned in one to three days and may require follow up visits to address non-priority elements of work (e.g., boxing a pipe back in after a leak is fixed).
- **Tenants' Choice** – these are repairs which are not high priority and where Tenants have a choice of dates and times to get this work completed. The completion time is dictated by the appointment made, which can be up to sixty working days subject to resource availability.
- **Scheduled Works** - are those which fall outside of the High Priority and Tenants' Choice categories. Generally, these are larger scale repairs or replacement components with a longer lead-in time. They are sometimes grouped together to create more economic programmes of work and may require an inspection to scope up materials to order, arrange for scaffolding or skips, and possibly involve multiple operatives. These are planned in advance and scheduled with residents. The Council's small number of leaseholders would generally be subject to this category in order for cost sharing to take place.

- 2.2 The above categories were introduced with the new housing system QL. They do not currently align with the sector standard which is:

- Emergency (four hours make safe);
- Urgent (five days to repair);

- Routine (20 working days);
- Scheduled (between 60 and 90 days).

2.3 The Housing Service intends to move to this type of standard once it has progressed through the necessary policy consultation to make this change. It is important to make the distinction between what is categorised as a repair and a planned renewal. Investment programmes which deliver cyclical component replacement, are managed by the Asset Team not the Responsive Repairs Team (currently referred to as Housing Commercial Services). In addition to the above, sometimes inspections are required before the work can commence to fully diagnose the issue. This may influence whether the request from the Tenant is treated as a repair or a renewal, and consequently, which of the above categories that the work is allocated to and the time before any repairs query fully enters the queue for work.

2.4 There are, therefore, two main origins of works to Council homes:

- asset management (where properties are managed to comply with regulations such as the Decent Homes Standard) and;
- law compliance with Building Safety Act 2022, Health & Safety Act 1974 etc and tenant reporting.

This report is focused on the latter, Responsive Repairs and work carried out largely by the in-house repairs team.

## **Performance**

2.5 Annex A to this report sets out a selection of performance information regarding the repairs function and is an update to that provided in the previous report. In summary this shows that:

- In April 2023, the Support Team went through an audit process to data cleanse the outstanding work-in-progress. This discovered works that had been duplicated, cancelled or completed, and also those which had not been scheduled into the dynamic resource scheduling system, hence the sizable dip in performance at that time. This is more a system and recording anomaly than actual orders completed.
- Whilst orders completed in target dipped, there was a correlating decrease (May, June, July 2023) in incoming resident calls, suggesting fewer Tenants were calling to chase aged repairs orders, and hence works are being completed without chase.
- Right To Repair 1 (RTR1 in the annex A) has remained consistent. There has been an increase in 'Out of Hours' spend, this is due to prioritising this class of work to ensure tenant safety. It also reflects that many tenants work and report emergency works outside of current operational hours, so these works are covered by an out of hours contractor as well as the internal repairs team to make sure all urgent works are completed quickly. Inflationary costs for contractors and rising "No Access" charges are contributory factors to the large increase in costs for this category. Right To Repair 3 (RTR3 in annex A) has seen erratic performance since June 2022, corresponding with the loss of key personnel in the Responsive Repairs Team and the loss of a multi-trade plumber. These positions have remained unfilled and are being addressed via contractors where possible.
- Tenant Choice (TC in the annex A) continues to fall below target. This is caused by a combination of shifting focus to achieve more RTR1 and RTR3

jobs, which have safety implications. This is also despite attempts to recruit resource to deploy on Tenant Choice work. During the process review work (see below), it has been identified that both the efficient scheduling of new jobs and the required follow-on works from RTR1 jobs are not performing well; this is in the process of being addressed and is the subject of a process review. The knock-on effect of jobs that were already reported months before, and are then further delayed, often results in a bigger, more time consuming and expensive job to repair than was originally reported. Consideration is being given to a sector specialist contractor solution being procured to address this (see below).

- Scheduled works (SW in the annex A) continues to fluctuate. This can correspond with periods of inclement weather, lack of resource (external contractors, scaffold, materials), operative sickness or larger orders reducing availability in the schedule. When considering the number of components replaced and the capital expenditure of these, progress over the past few years has significantly increased since pre pandemic (2019/20) and following a peak year in 2021/22 (and the use of external support to achieve this). The Head of Housing is in the process of appointing a contractor to help to continue to address this backlog.
- In summary, the data presented is showing that:
  - The in-house team has capacity to deliver circa 800-900 components per annum when fully staffed. This is a broad requirement of the Council's stock upkeep annually and includes major work in void properties as they arise. A programme larger than this needs additional resource – e.g. the impacts of COVID and need to 'catch up' aged work.
  - Urgent works have performed consistently over this period, however, this is at the cost of successfully delivering scheduled works.
  - This picture is similar to that presented to members in March 2023, with the internal repairs team able to service around 50% of the service demand from Tenants. The work-in-progress is growing larger and subsequently jobs take longer to complete. This is impacting Tenants satisfaction and morale of the Teams.
- Complaints data also provides another area of performance measurement. Between Q1 and Q2 this year there has been a reduction in stage 1 complaints of a quarter (42 to 32), a slight rise in stage 2 escalation (16 from 11), and a decrease from four to one referrals to the Ombudsman. Requests for service have remained broadly stable. This paints a general picture of customer service improving, and supports the move to prioritise complaints where possible, but this is caveated by the performance data issues set out above.

## Current Challenges

- 2.6 There are a number of things going well within the repairs service; overall complaints are reducing, compliance with policy and procurement is being addressed and the service is maintaining its ability to deliver on urgent work. Medium term changes to pay approaches are well on the way to being addressed, as are steps to increase support resources. However as stated in earlier updates to the Committee, this is a medium/long term recovery process and there are still significant areas of work.
- 2.7 The below bullet points summarise the main challenges faced in the repairs service at this point:

- Demand - The services' biggest challenge at present is demand outstripping supply of resources. The only way to address this is to increase the resources to enable work progress to catch up (see resources section below). This stems back from the issues already identified in the services previous reports, of in effect a cessation of works of c12-18m due to the compulsory lockdowns during the Covid period.
- Resources - recruitment for the in-house team has always been challenging. The Council is trying to recruit particular trades in a highly contested marketplace which post Covid has seen a step change. With a number of people reducing their hours or leaving the maintenance sector, in turn making them harder to recruit. This is a recognised national and cross sector issue affecting most providers from house building companies through to private and social landlords alike and is not unique to the Council. It is also impacting on contractors. Several actions are being taken to address this which include a revision to the total pay approach for operatives to make us more comparative to the market and consideration as to whether the structure of the team is fit for purpose.
- Inflationary cost pressures - whilst earlier this year there were some supply issues for key components, this has improved. However, the significant increase in inflation has impacted on both the cost of goods (from building supplies through to issues such as glass, doors and windows). But it is also having an impact on any services via third parties – for example support contractors and outsourced services (such as the majority of Gas works). There still remains some volatility in supply.
- Availability of robust data – some key data (for example asbestos surveys) are required to ensure the smooth planning of non-urgent works. An Asset Management team restructure has been undertaken but there remains the resourcing issues identified above. In view of this, a complete stock condition survey has been commissioned to enable the data on our properties to be refreshed , and in doing so this will improve knowledge of Council properties and as result improved work scheduling.

## **Resources**

- 2.8 In light of the issues identified regarding the in-house resources, it is clear from the service review that there is a significant need for a contractor to assist with catching up delayed work in progress. The appointment of a contractor to address this issue is imminent. They will also support the on-going need for repairs work into the future. They will collaborate with Council operatives to deliver the overall repairs service for at least the next year.
- 2.9 The Council's Housing Service has always worked with a series of contractors, but this approach will help in having a main contractor for catching up our aged work in progress, focus on priority works (including damp and mould) and help in managing demand going forward.
- 2.10 Other work regarding contracts has included a tightening of contract management and re-engaging with some existing suppliers to ensure that the Council is getting both the required service and value for money. As part of this approach, the pre and post work inspection regime is being increased to ensure that work in tenants' homes is consistent and meets the standard expected.

## **Repairs Management and Systems**

- 2.11 As noted above, the Service has undertaken a process mapping and then redesign of the way in which repairs' requests from tenants are handled. This is from the very first contact through to job completion. Coupled with the themes and learning from the complaints data, this has shown there are areas for improvement and provided the data and reasons behind the proposed restructure set out above.
- 2.12 In addition, changes to IT systems has been instigated to ensure that they match the new processes and better link to ensure the best outcome for tenants. This has necessitated retraining staff, and the instruction of new tablets for operatives, making it easier for them to work on site. These will directly prompt all operatives to consider any damp and mould issues and any safeguarding issues which will be reported back automatically and immediately from their device to the support officers Inbox. Once complete this will enable improved job management via the new scheduling staff (as part of the impending restructure work), ensuring that the right operatives and right equipment and supplies are sent to each job, and any changes to jobs or tenants' availability is managed tightly to ensure the best use of resource. This will not only deliver a better customer experience to tenants but will also satisfy the Regulator of Social Housing that the Council has robust knowledge information management systems.

## **Engagement and Culture (with staff and with tenants)**

- 2.13 As set out above, it is proposed that changes to who, and how tenants engage with are made. In anticipation of the above the team has already undertaken several pop-up events with tenants over recent months. These events attended by Property and Housing staff produced over 100 contacts and made it easy for Tenants to contact the Council face to face. The Service has undertaken a joint event with East Midlands Housing and representation of Tenants with the Housing Ombudsman to promote understanding of the Ombudsman's service. Tenancy audits have commenced, where staff visit every Tenant to ensure that they are receiving the service they expect and to find out if additional support is needed. Whilst it will take some time to visit every tenant, the aim is to have this completed by next autumn. Finally, staff training has increased on customer service, safeguarding, handling difficult conversations, identifying and triaging damp and mould, etc so that the team is as well trained as possible.

## **Strategy and Policy Updates**

- 2.14 A review is currently being conducted, through the tenant scrutiny panel of the repairs standards (i.e. what tenants can expect from the service) and also the Council's void standard (i.e. how new homes are presented to new tenants). This work is progressing well.
- 2.15 A refresh of the Housing Revenue Account Asset Management and Business Plan is just commencing. Whilst not specifically or immediately impacting day to day repairs work, this will drive future approaches to the management of Council stock and the way in which future demand is managed. All member briefings regarding this work have been set up.

## **Looking forward**

- 2.16 In summary, this update report on repairs performance has set out the current work within this part of the housing service. There remains an increase in work requests



overall, set against a significant backlog of long-term works due to Covid impacts. In addition, there are human resource constraints that are limiting the ability to deliver.

- 2.17 The actions set out in this report show the progress being made in addressing these issues. As highlighted in the previous report, this is not a simple or necessarily quick fix. But through a combination of changing the resource model, the offer in the marketplace to future staff, working with new partners, system and performance changes the Service is on the road to recovery.
- 2.18 The backlog of works is being stemmed through the use of third parties, and inroads are being made into particular issues such as those mentioned regarding complaints, disrepair, mould and damp; however, with the above in mind, it is likely that this will take some time to return to the desired high level of service. As noted above, urgent repairs and those of an urgent nature are being progressed within tolerance, however, this is at the expense of planned improvement works and longer term scheduled works.
- 2.19 To drive this work forward an action plan has been developed (Annex B) and will be managed under the CDP targets before Council at the time of drafting this report. This will cascade down through the Directorate Business Plan into the Service Plan for Housing. However there has been considerable work undertaken since the last report to this committee – a high level summary of which is set out below:
- Appointing a new Head of Housing – charged with assessing the service, developing and then delivery of action plan
  - Reviewed by external body and development of action plan for service
  - Renegotiated contracts with key suppliers focused on greater efficiency and financial compliance, key performance indicators regarding delivery of service to tenants and adherence to “Big 6” compliance factors and contract design management where appropriate.
  - Appointed a key contractor for catch up activity
  - Significant process change (ongoing) in the handling of repairs requests, how these are managed, arranged and checked
  - Progressing a new pay and performance approaches for operational staff making base salaries more competitive to attract new talent and retain existing.
  - Several changes in staff, with some leaving the service and others recruited for competent and qualified input. Increased level of training, a full trade skills assessment to be rolled out to all operatives.
  - Significant training and activity on compliance, and specific focus around customer service and management
  - Commenced work on Asset Management Plan and new Business Plan – which will appraise the repairs and asset management of Council stock over the medium / long term (members will be engaged with this process and it completes over the next six months)
  - Commenced complete stock survey– assessing the entire stock portfolio to enable the asset plan work.
  - Task Finish Group undertook review for Damp, Mould management, paper to be provided
  - Appraisal of new Regulatory requirements.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	<p>Insert relevant Council Priorities:</p> <ul style="list-style-type: none"> <li>- Local people live in high quality, affordable homes</li> <li>- Our communities are safe, healthy and connected</li> </ul>
Policy Considerations:	None directly Policy review and development of standalone Damp & Mould policy, Disrepair Policy, Debt Management, Recharges, Compliance (Big 6) Policies & Procedures, Mutual Exchange
Safeguarding:	n/a addressed at operational level
Equalities/Diversity:	n/a addressed at operational level
Customer Impact:	None at this point – but the actions of the report are aimed at improving services to tenants and hearing our Tenants Voice
Economic and Social Impact:	Improving our tenants' homes aims to increase the ability of our tenants to live in suitable surroundings
Environment, Climate Change and Zero Carbon:	None specific but contractor will enable us to consider funding options for decarbonisation in housing and bring a wider supply chain to us
Consultation/Community Engagement:	n/a addressed at operational level Tenants involved in recruitment
Risks:	The approaches set out in this report summarise the high-level approaches to balancing the risks of delivering the service overall. There are challenges presented around services which are covered by statutory responsibilities as a landlord and consider the increasing level of scrutiny and governance from both the Regulator of Social Housing and the Housing Ombudsman. The introduction of Consumer Standards and new inspection regime from April 2024 as well as the new powers bestowed upon the Ombudsman
Officer Contact	<p>Jane Rochelle  <a href="mailto:Jane.Rochelle@nwleicestershire.gov.uk">Jane.Rochelle@nwleicestershire.gov.uk</a>            Head of Housing</p>

**Annex A – Repairs Performance information**

This data should be read with the accompanying report and the summary contained within.

**Definitions of Service Types & Abbreviations**

**RTR 1** (Right to Repair 1 Day)

These are repairs where there is a potential to cause significant risk to the tenant or the property identified under Right to Repair as requiring resolution within one days.

**RTR 3** (Right to Repair 3 Day)

These are repairs where there is a potential to cause minor risk to the tenant or the property identified under Right to Repair as requiring resolution within three days.

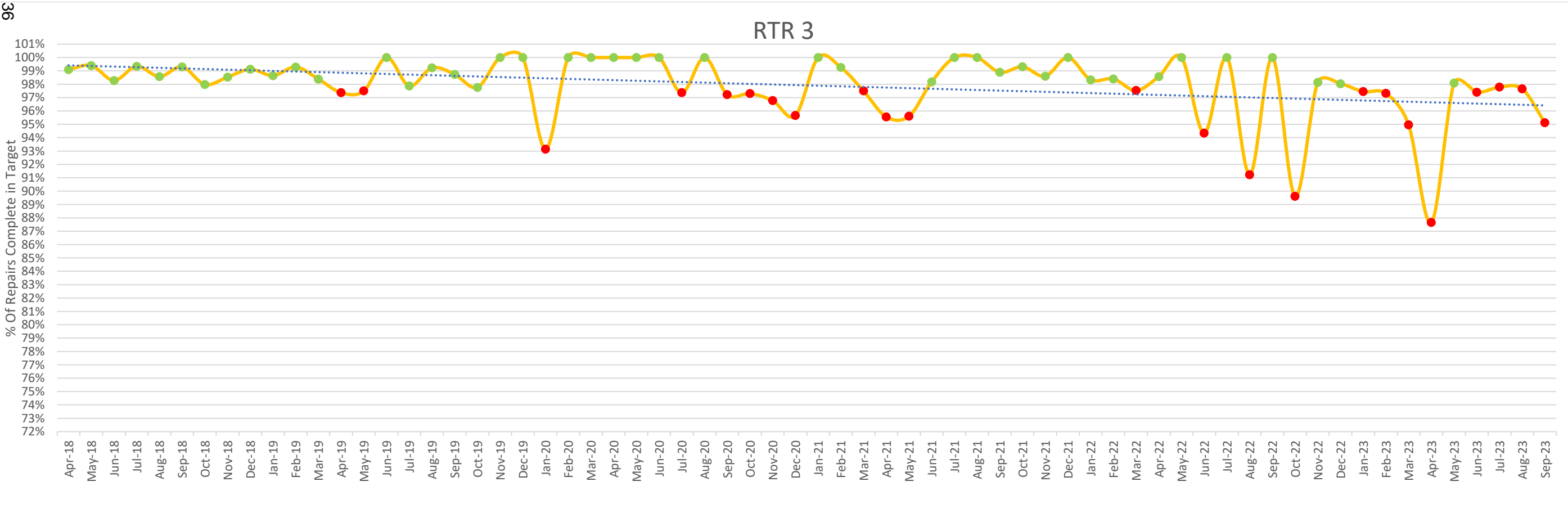
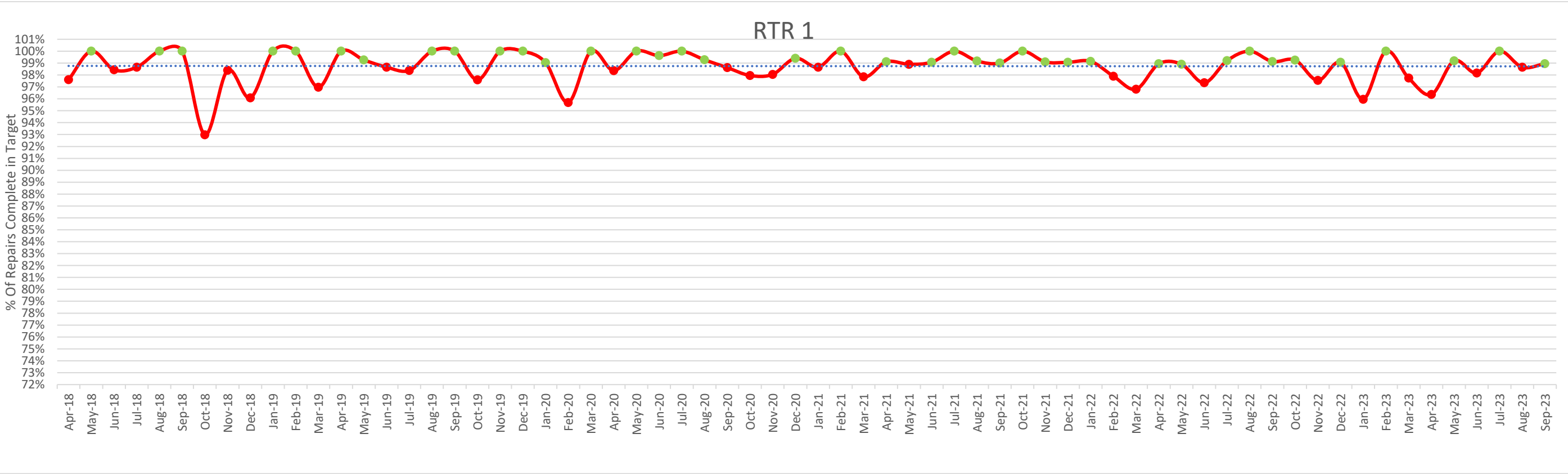
**TC** (Tenant’s Choice)

Where a repair is not high priority but requires completing relatively quickly, an appointment will be made from a range of available dates that suits the availability of the tenant within 60 working days.

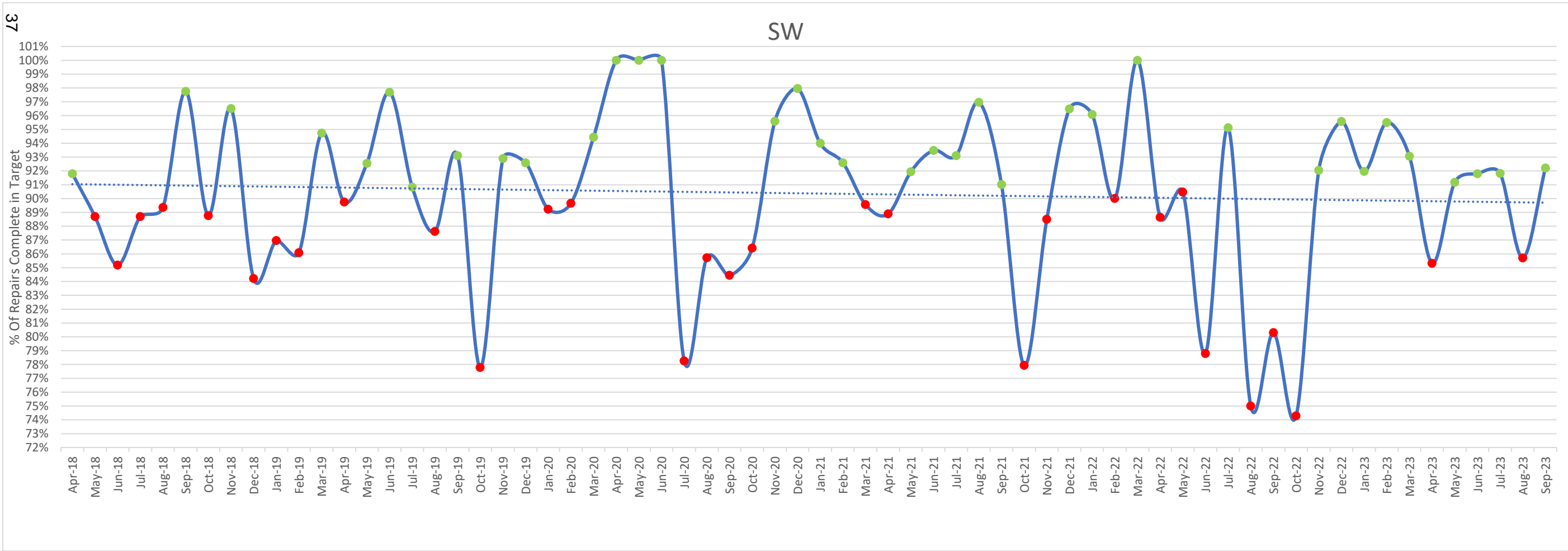
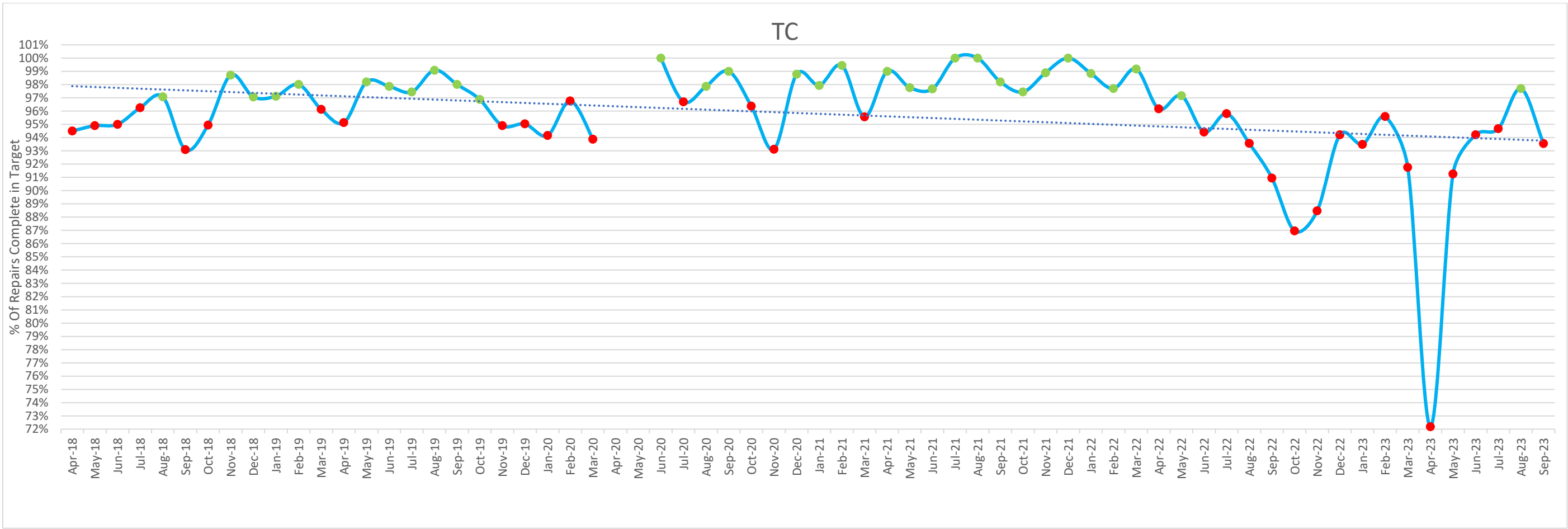
**SW** (Scheduled Works)

Generally larger scale repairs or replacements which can often be grouped together to create more economic programs of work to be complete within 60 working days.

Percentage of Repairs Complete Against 22/23 Targets\* April 2018 – Sept 23



\*RTR1 – 99%, RTR3 – 98%, TC – 97%, SW – 92%



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## Annex B – Housing Repairs Action Plan Oct 23

Theme	Area	Complete	To complete
Resources	Staffing	<ul style="list-style-type: none"> <li>New Head of Housing in post</li> <li>Appointment of Quantity Surveys x2</li> <li>New uniforms</li> </ul>	<ul style="list-style-type: none"> <li>Consider steps to ensure the Council can attract and retain talent</li> <li>Consider whether structure is fit for the future in consultation with staff and trade unions.</li> <li>CDP Business Plan and Service Plan showing golden thread</li> <li>Apprentice programme</li> </ul>
	Contractor	<ul style="list-style-type: none"> <li>Recontracting key contracts</li> <li>Increased contract management</li> <li>Increased post work inspection</li> </ul>	<ul style="list-style-type: none"> <li>Full suite of contract management approaches</li> <li>Fully compliant contracted services and devised new way of working once backlog complete</li> <li>Appointment of key contractor for catch up work</li> </ul>
6C Repairs Maintenance & System	Internal Process	<ul style="list-style-type: none"> <li>External review of service</li> <li>Review of repairs process stage 1</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Continued improved to repairs handling and job allocation</li> </ul>
	Data & System	<ul style="list-style-type: none"> <li>Appointment of consultants for full stock condition survey</li> <li>New tablets for operatives</li> <li>Staff training on systems</li> </ul>	<ul style="list-style-type: none"> <li>Analysis to feed into asset management plan work</li> <li>System overhaul and re planning to ensure improved management of repairs process</li> <li>Forward planning of asset work medium term</li> <li>'live' data system with 'live' feedback from site work</li> </ul>
Engagement & Culture	Staff	<ul style="list-style-type: none"> <li>Comprehensive programme of training (commenced)</li> <li>Change programme overall commenced</li> <li></li> </ul>	<ul style="list-style-type: none"> <li>Comprehensive programme of training (ongoing) and traing matrixes developed</li> </ul>
	Tenants	<ul style="list-style-type: none"> <li>Join even with housing ombudsman and EMH</li> <li>Tenant pop up events</li> <li>Tenancy audit commenced</li> <li>Tenancy management refresh</li> <li>Rent accounting checks</li> </ul>	<ul style="list-style-type: none"> <li>Increased programme of tenant engagement focusing on in particular hard to reach groups</li> <li>Continued fall in complaints</li> </ul>
Strategy & Policy	Asset Mtg & Bus Plan	<ul style="list-style-type: none"> <li>Appointment of consultants</li> <li>First member engagement event booked</li> </ul>	<ul style="list-style-type: none"> <li>Complete refresh of asset management plan and business plan by Q1 2024</li> </ul>

Annex B – Housing Repairs Action Plan Oct 23

	Policy refresh	<ul style="list-style-type: none"><li>• Void and repairs standard under way</li></ul>	<ul style="list-style-type: none"><li>• Compensation policy review</li></ul>
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## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 23  
NOVEMBER 2023

<b>Title of Report</b>	<b>2023/24 QUARTER 2 GENERAL FUND AND HOUSING REVENUE ACCOUNT (HRA) FINANCE UPDATE</b>	
<b>Presented by</b>	Anna Crouch Head of Finance	
<b>Background Papers</b>		<b>Public Report:</b> Yes
<b>Financial Implications</b>	The financial implications of this report are detailed in the body of the Cabinet report contained in Appendix A.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	No legal implications arising from this report.	
	<b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	There are no staffing implications arising from this report.	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Reason Agenda Item Submitted to Scrutiny Committee</b>	For Corporate Scrutiny Committee to scrutinise the 2023/24 Quarter 2 General Fund and Housing Revenue Account (HRA) Finance Update report presented to Cabinet on the 21 November 2023.	
<b>Recommendations</b>	<b>THAT CORPORATE SCRUTINY COMMITTEE PROVIDES ANY COMMENTS IT MAY HAVE ON THE 2023/24 QUARTER 2 GENERAL FUND AND HOUSING REVENUE ACCOUNT (HRA) FINANCE UPDATE (APPENDIX A).</b>	

**1. BACKGROUND**

- 1.1 The 2023/24 Quarter 1 General Fund and Housing Revenue Account (HRA) Finance Update report is due to be considered by Cabinet on the 21 November 2023.
- 1.2 The Corporate Scrutiny Committee is invited to consider the 2023/24 Quarter 2 General Fund and Housing Revenue Account (HRA) Finance Update report.
- 1.3 The 2023/24 Quarter 2 General Fund and Housing Revenue Account (HRA) Finance Update Cabinet Report and appendices are attached at Appendix A. If there are any updates at the meeting these will be advised verbally at the Corporate Scrutiny Committee meeting.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	The spending from the budget provides funding for the Council to deliver against all its priorities.
Policy Considerations:	None
Safeguarding:	None
Equalities/Diversity:	None
Customer Impact:	None
Economic and Social Impact:	The Council plans to invest up to £3.5m in town centre regeneration and public realm works in the current financial year.
Environment, Climate Change and Zero Carbon:	The Council plans to invest up to £3.1m retrofitting Council homes to make them carbon neutral. Up to £0.5m is forecast to be spent on purchasing environmentally friendly vehicles and installing electric vehicle charging points throughout the district in the current financial year.
Consultation/Community Engagement:	Cabinet – 21 November 2023
Risks:	<p>High levels of inflation can undermine the Council's financial reserves. As inflation rises, the real purchasing power of the Council's reserves steadily erodes, meaning the same amount of money can purchase progressively fewer goods and services. This erosion of value poses a challenge to the organisation's ability to maintain financial stability and achieve its long-term financial objectives. Furthermore, the Council has opted to allocate its increased interest earnings (resulting from increased base rate) towards funding its base revenue budget rather than reinvesting them into reserves. This strategic choice, combined with the inflationary pressure, leads to an overall devaluation of reserves. Essentially, this practice leaves the organisation with reduced financial resilience, as it does not adequately account for the eroding effect of inflation on its reserves.</p> <p>Although the current high levels of inflation are causing additional pressure, reserves might be expected to grow with more moderate levels of inflation over the long term. Real returns (i.e. after inflation) are and have been negative despite investment returns rising. So even if the Council changed its policy to add interest earnings to reserves it still would not address the whole problem. Indeed, very few investment returns are beating inflation and in general if the Council wanted higher returns it would need to invest for a longer period and/or with riskier assets, which the</p>

	Council has decided not to do. The budgets will continue to be monitored throughout the year to ensure the Council remains within its funding envelope.
Officer Contact	Anna Crouch Head of Finance <a href="mailto:anna.crouch@nwleicestershire.gov.uk">anna.crouch@nwleicestershire.gov.uk</a>

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<b>Title of Report</b>	<b>2023/24 QUARTER 2 GENERAL FUND AND HOUSING REVENUE ACCOUNT (HRA) FINANCE UPDATE</b>	
<b>Presented by</b>	Councillor Nick Rushton Corporate Portfolio Holder  PH Briefed <input checked="" type="checkbox"/>	
<b>Background Papers</b>	<a href="#"><u>2023/24 Quarter 1 General Fund and Housing Revenue Account (HRA) Finance Update</u></a> – Cabinet 19 September 2023	<b>Public Report:</b> Yes
		<b>Key Decision:</b> Yes
<b>Financial Implications</b>	The financial implications are detailed within the report and the attached appendices.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	No legal implications arising from this report.	
	<b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	There are no staffing implications arising from this report.	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	To provide Cabinet with details of virements and supplementary estimates.	
<b>Reason for Decision</b>	To request approval for the virements and supplementary estimates that are dedicated to Cabinet.	
<b>Recommendations</b>	<b>CABINET IS RECOMMENDED TO:</b> <ol style="list-style-type: none"> <li><b>1. APPROVE THE VIREMENTS AS DETAILED IN APPENDIX 1(b).</b></li> <li><b>2. NOTE THE SUPPLEMENTARY ESTIMATES DETAILED ON APPENDIX 2(b) WHICH ARE BELOW £100K AND ARE EXTERNALLY FUNDED.</b></li> <li><b>3. APPROVE THE SUPPLEMENTARY ESTIMATES DETAILED ON APPENDIX 2(b) WHICH ARE ABOVE £100K AND ARE EXTERNALLY FUNDED.</b></li> <li><b>4. APPROVE ALL SUPPLEMENTARY ESTIMATES DETAILED ON APPENDIX 2(b) WHICH REQUIRE</b></li> </ol>	

	<p><b>COUNCIL FUNDING.</b></p> <p><b>5. DELEGATE APPROVAL TO THE DIRECTOR OF RESOURCES FOR SUPPLEMENTARY ESTIMATES BELOW £10,000 REQUIRING COUNCIL FUNDING.</b></p> <p><b>6. NOTE THE REVISED 2023/24 GENERAL FUND CAPITAL PROGRAMME BUDGET DETAILED IN APPENDIX 3.</b></p> <p><b>7. NOTE THE REVISED 2023/24 HOUSING REVENUE ACCOUNT (HRA) CAPITAL PROGRAMME BUDGET DETAILED IN APPENDIX 4.</b></p>
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## **1.0 BACKGROUND**

1.1 The financial position for the first quarter of the financial year was presented to Cabinet on the 19 September 2023. A link to the report is available in the background papers. In summary the financial position reported was:

- a) A forecast overspend of £252k for the General Fund.
- b) The Special Expenses forecast was in line with the approved budget.
- c) A forecast overspend of £436k for the Housing Revenue Account (HRA).

1.2 As reported in the quarter one report, managers are expected to bring their spending back within budget which the Council successfully achieved in the last financial year.

1.3 This report will not provide the same level of detail as the quarter one report due to the ongoing implementation of the new finance system, the ongoing audit of the 2021/22 Statement of Accounts and the vacancies within the Finance team. Rather than undertake detailed budget monitoring the finance team have focused resources on preparation for the setting on the 2024/25 budget, as well as the roll-out of manager dashboards across the organisation. The manager dashboards are an enhancement which has been developed as part of the new financial system and will provide budget holders with improved reporting. An in-depth financial management report will be completed at Quarter 3 and presented to Cabinet on 27 February 2024.

1.4 The purpose of this report is to update Members on:

- a) virements over £100k that require Cabinet approval.
- b) supplementary estimates requested and to request approval for those over £100k which are externally funded and for approval for any which are Council funded.
- c) the capital programme for the period 1 April 2023 to 30 September 2023 on the proposed resourcing of the capital programme and the level of Council capital resources available, including capital receipts.
- d) the changes to the capital programme and the variations to scheme budgets and re-profiling of budgets to future years.

## **2.0 VIREMENTS**

2.1 A virement is defined as where one or more budget(s) are reduced to fund an increase in another budget(s). There is no net change in the total budget agreed by Council arising from a virement. Virement approval levels are detailed in the Constitution and are shown in Appendix 1(a).

- 2.2 Appendix 1(b) details the virements over £100k that require approval. There are two virements for approval by Cabinet. These are all in relation to the accommodation project and more information is available in the capital update in section 4.

### 3.0 SUPPLEMENTARY ESTIMATES

- 3.1 A supplementary estimate is an addition to the Council's agreed budget. Supplementary estimates can be one-offs, or recurring. In either case, supplementary estimates should only be considered after all other options, such as virements, or savings, have been considered. Supplementary estimates include budgets fully funded by external grant or contribution.
- 3.2 All supplementary estimates which require Council funding require Cabinet/Council approval whereas fully external funded are reported to Cabinet below £100k for information and require approval over £100k. The approval levels are documented in Appendix 2(a).
- 3.3 Appendix 2(b) details all the supplementary estimates grouped by value and funding type with details of the reasons for the requests. As can be seen in the appendix, supplementary estimates total £453k for quarter two, of which £163k is funded externally and £290k requires council funding.
- 3.4 Under the constitution, all supplementary estimates under £100k requiring Council funding are subject to Cabinet approval. It is requested that delegation is given to the Director of Resources to approve supplementary estimates below £10k to ensure that minor requests for additional budgets are not held up whilst awaiting for Cabinet approval.

### 4.0 CAPITAL UPDATE

- 4.1 Schemes in the Capital Programme are grouped under two categories and these are:

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

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

#### General Fund

- 4.2 Table 1 below details the quarter two position on the 2023/24 general fund capital programme. Full scheme-by-scheme analysis can be found in Appendix 3.

**Table 1 – Quarter 2 2023/24 Forecast Outturn for the General Fund Capital Programme**

Department	Original Budget	Prior Year C/fwd	In-Year Changes	Revised Budget	Spend @ Qtr 2	2023/24 Forecast Outturn	Variance (budget v outturn)	C/fwd to Future Years
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Place	2,843	7,740	- 5,412	5,171	767	5,171	-	5,659
Community Services	3,425	4,972	- 5,470	2,928	1,838	2,924	4	7,726
Resources	168	355	- 223	301	59	301	-	19
<b>Total</b>	<b>6,437</b>	<b>13,067</b>	<b>- 11,105</b>	<b>8,400</b>	<b>2,664</b>	<b>8,395</b>	<b>4</b>	<b>13,404</b>

- 4.3 Expenditure is expected to pick up for the second half of the financial year and the forecast outturn is £8.4m. A total of £13.4m of the budget is projected to be carried forward to future years. This is detailed in Table 2 below.

**Table 2 – Reprofile of budgets to future years**

Department	Reprofiled to 24/25	Reprofiled to 25/26	Reprofiled to 25/26	Total
	£'000	£'000	£'000	£'000
Place	4,456	1,203		5,659
Community Services	7,726			7,726
Resources	19			19
<b>Total</b>	<b>12,201</b>	<b>1,203</b>	<b>-</b>	<b>13,404</b>

- 4.4 Table 3 details those schemes that have been moved, following approval at the Capital Strategy Group, from the development pool to the active pool during the year.

**Table 3 – Quarter 2 Schemes Movements**

Capital Scheme	Movement	Reason for Movement
	£'000	
Linden Way Depot - MOT Lane Upgrade	59,815	Considered by Capital Strategy Group and approved to transfer from development pool to active programme.
UKSPF - Mantel Lane Bridge	64,060	Considered by Capital Strategy Group and approved to transfer from development pool to active programme.
UKSPF - Mother & Child	64,000	Considered by Capital Strategy Group and approved to transfer from development pool to active programme.
	<b>187,875</b>	

- 4.4 There are no new schemes that require approval in quarter 2.
- 4.5 It was reported in the quarter one report, that one of the major schemes within the capital programme, the Accommodation Project, was forecast to be overspent. The forecast overspend is £330k and this is due to inflation and the need to undertake backlog strategic maintenance works especially to Stenson House. Undertaking the backlog maintenance works now has prevented additional expenditure in the future. The financing of the overspend is detailed in Appendix 1(b). The Accommodation Project is now complete and upon the sale of the former council office site, the Coalville Regeneration budget will be recompensed for funding used for the overspend.

#### Housing Revenue Account (HRA)

- 4.6 Table 4 below details the quarter two position on the 2023/24 general fund capital programme. Full scheme-by-scheme analysis can be found in Appendix 4.

**Table 4 – Quarter 2 2023/24 Forecast Outturn for the HRA Capital Programme**



Department	Original Budget	Prior Year C/fwd	In-Year Changes	Revised Budget	Spend @ Qtr 2	2023/24 Forecast Outturn	Variance (budget v outturn)	C/fwd to Future Years
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
New Build	2,948	6,003	- 8,222	729	12	729	-	8,222
Improvements & Modernisation	12,226	8,555	- 10,457	10,324	1,765	10,269	55	10,457
<b>Total</b>	<b>15,174</b>	<b>14,558</b>	<b>- 18,679</b>	<b>11,053</b>	<b>1,777</b>	<b>10,998</b>	<b>55</b>	<b>18,679</b>

- 4.7 Expenditure at the end of quarter two was £1.8m and the majority is in relation to the Improvement and Modernisation Programme. The forecast outturn is in line with the revised budget. This is the result of the programme of expenditure being allocated against workstreams with realistic timings. The programme will be continued to be monitored against these timings. The relevant budgets have been re-profiled to future years to reflect the updated timings.

Policies and other considerations, as appropriate	
Council Priorities:	The spending from the budget provides funding for the Council to deliver against all its priorities
Policy Considerations:	None
Safeguarding:	None
Equalities/Diversity:	None
Customer Impact:	None
Economic and Social Impact:	The Council plans to invest up to £3.5m in town centre regeneration and public realm works in the current financial year.
Environment, Climate Change and Zero Carbon:	The Council plans to invest up to £3.1m retrofitting Council homes to make them carbon neutral. Up to £0.5m is forecast to be spent on purchasing environmentally friendly vehicles and installing electric vehicle charging points throughout the district in the current financial year.
Consultation/Community/Tenant Engagement:	None
Risks:	High levels of inflation can undermine the Council's financial reserves. As inflation rises, the real purchasing power of the Council's reserves steadily erodes, meaning the same amount of money can purchase progressively fewer goods and services. This erosion of value poses a challenge to the organisation's ability to maintain financial stability and achieve its long-term financial objectives. Furthermore, the Council has opted to allocate its increased interest earnings (resulting from increased base rate) towards funding its base revenue budget rather than reinvesting them into reserves. This strategic

	<p>choice, combined with the inflationary pressure, leads to an overall devaluation of reserves. Essentially, this practice leaves the organisation with reduced financial resilience, as it does not adequately account for the eroding effect of inflation on its reserves.</p> <p>Although the current high levels of inflation are causing additional pressure, reserves might be expected to grow with more moderate levels of inflation over the long term. Real returns (i.e. after inflation) are and have been negative despite investment returns rising. So even if the Council changed its policy to add interest earnings to reserves it still would not address the whole problem. Indeed, very few investment returns are beating inflation and in general if the Council wanted higher returns it would need to invest for a longer period and/or with riskier assets, which the Council has decided not to do. The budgets will continue to be monitored throughout the year to ensure the Council remains within its funding envelope.</p>
Officer Contact	<p>Anna Crouch Head of Finance <a href="mailto:anna.crouch@nwleicestershire.gov.uk">anna.crouch@nwleicestershire.gov.uk</a></p>

## Virement – Approval Levels

<b>Value</b>	<b>Within a Budget Head</b>	<b>Between Budget Heads in same Directorate</b>	<b>Between Directorates</b>
Between £0 - £4,999	Heads of Service	Heads of Service	Heads of Service
Between £5,000 and £24,999	Head of Service and Strategic Directors	Strategic Directors and Portfolio Holder(s)	Strategic Directors and Portfolio Holder(s)
Between £25,000 and £99,999	Strategic Directors and Portfolio Holder(s)	Strategic Directors and Portfolio Holder(s)	Strategic Directors and Portfolio Holder(s)
Between £100,000 and £249,999	Cabinet	Cabinet	Cabinet
£250,000 and over	Full Council	Full Council	Full Council

### Virements - General Fund, HRA & Special Expenses (Capital & Revenue)

Capital/ Revenue	General Fund/ HRA / Special Expenses	Directorate	Service	Service Area/Scheme	Directorate	Service	Service Area/Scheme	Recurring/ One-Off	Amount £	Reason For Request
		From			To					
<b>Externally Funded Between £100,000 and £249,999 (for Cabinet Approval)</b>										
Capital	General Fund	Place	Property and Economic Regeneration	Coalville Regeneration	Place	Property Services	Accommodation	One-off	178,711	To fund the overspend on the accommodation project
Capital	General Fund	Place	Property and Economic Regeneration	Council Office Demolition	Place	Property Services	Accommodation	One-off	150,000	To fund the overspend on the accommodation project
									<b>328,711</b>	
<b>Externally Funded Over £250,000 (For Council Approval)</b>										
									-	
<b>TOTAL SUPPLEMENTARY ESTIMATES</b>									<b>328,711</b>	

### Supplementary Estimates Authorisation Levels

Value	Approval Level Required	
	Fully Externally Funded	Requires Council Funding
Between £0 and £99,999	Head of Service [then reported to Cabinet at next meeting]	Cabinet
Between £100,000 and £249,999	Cabinet	Cabinet
£250,000 and over	Full Council	Full Council
Notes: 1. In all circumstances Supplementary Estimates require approval by the S151 Officer. 2. Council funding includes (but is not limited to) revenue budget, reserves, Section 106, capital receipts and borrowing. S151 Officer decision will undertaken an assessment. 3. Supplementary Estimates should not be artificially disaggregated. 4. Supplementary Estimates rules apply to capital and revenue.		

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

Capital/ Revenue	General Fund/ HRA / Special Expenses	Directorate	Service	Service Area	Recurring/ One-Off	Amount £	Funded By	Reason For Request
<b>Externally Funded Between £0 and £99,999 (for Info)</b>								
Revenue	General Fund	Resources	Revenues & Benefits	Revenues & Benefits	One-Off	28,720	Dept for Energy Security/Net Zero	New Burdens for energy bills support scheme alternative funding and alternative fuel payment alternative funding.
Revenue	General Fund	Place	Planning	Planning	One-Off	26,807	DEFRA	Biodiversity Net Gain
						<b>55,527</b>		
<b>Externally Funded Between £100,000 and £249,999 (for Cabinet Approval)</b>								
Revenue	General Fund	Communities	Health & Wellbeing	Leisure Services	Recurring	107,190	LCC	LRS/LSA Grant 23/24
						<b>107,190</b>		
<b>Externally Funded Over £250,000</b>								
						-		
<b>TOTAL EXTERNALLY FUNDED</b>						<b>162,717</b>		
<b>Council Funded Between £0 and £249,999 (for Cabinet Approval)</b>								
Revenue	General Fund	Resources	Finance	Finance	Ongoing	100,000	Business Rates Reserve	Creation of a feasibility pot for capital projects
Revenue	General Fund	Place	Planning	Planning Policy	One-Off	50,000	Unallocated EMR	Local Plan - communities facilities study/playing pitch strategy update
Revenue	General Fund	Place	Planning	Land Charges	One-Off	40,000	Land Charges EMR	Scanning of documents in relation to land charges
Revenue	General Fund	Resources	Finance	Finance	One-Off	100,000	MTFP	Ongoing improvements to the finance system to enable efficiencies across the Council
<b>TOTAL COUNCIL FUNDED</b>						<b>290,000</b>		
<b>TOTAL SUPPLEMENTARY ESTIMATES</b>						<b>452,717</b>		

**North West Leicestershire District Council**  
**Quarter 2 2023/24 General Fund Capital Programme Update**

Scheme	Original Budget £'000	Prior Year C/fwd £'000	In-year Changes £'000	Revised Budget £'000	Expenditure @ P6 £'000	23/24 Forecast Outturn £'000	Variance £'000	Carry-Forward to Future Years £'000
<b>GENERAL FUND</b>								
<b>Active Programme:</b>								
Disabled Facilities Grant	670	123	(255)	538	180	537	1	2,429
Council Offices Works	720	803	331	1,853	683	1,853	0	150
IT & Software (Including Finance review and Wi-Fi)	158	152	(19)	291	59	291	0	19
Car Parks	13	71	(32)	52	38	53	(2)	0
Leisure Centres	195	1,000	(1,046)	150	111	150	0	1,046
Electric Vehicle Charging Points	0	248	(131)	118	83	122	(4)	50
Marlborough Square Improvements	0	2,385	(532)	1,852	78	1,852	0	992
Appleby Magna Caravan site redevelopment	0	39	0	39	0	39	0	0
Bins and Recycling Containers	194	0	0	194	63	189	5	0
Commercial Property Works	0	3,491	(3,391)	100	2	100	(0)	3,391
Public Conveniences	0	0	23	23	18	19	4	0
							0	
<b>Development Pool:</b>							0	
Heritage Assets Work	0	10	(9)	1	1	1	0	9
Transport Account Vehicles	2,202	3,480	(4,151)	1,531	1,344	1,531	0	4,151
Hermitage Recreational Ground Building demolition	0	196	(171)	25	1	25	0	146
Coalville Regeneration	500	345	(820)	25	0	25	0	542
The Courtyard Roof Repair	200	0	(200)	0	0	0	0	200
UK Shared Prosperity Funded Schemes	515	477	(198)	795	0	795	0	230
Kegworth Public Realm Works	908	0	(290)	618	3	618	0	0
Other schemes	151	50	(15)	185	0	185	0	50
Programme Contingency	0	204	(204)	0	0	0	(0)	0
<b>Special Expenses:</b>								
Staples Drive - Fencing replacement	10	0	0	10		10	0	0
<b>TOTAL</b>	<b>6,437</b>	<b>13,072</b>	<b>(11,110)</b>	<b>8,400</b>	<b>2,664</b>	<b>8,395</b>	<b>4</b>	<b>13,404</b>

## North West Leicestershire District Council

### HRA Capital Programme 2023/24

Scheme	Original Budget	Prior Year C/fwd	In-year Changes	Revised Budget	Expenditure @ P6	2023/24 Forecast Outturn	Variance	Carry-Forward to Future Years
	£'000	£'000	£'000	£'000	£'000		£'000	£'000
<b>Development Pool:</b>								
<b>Acquisitions and New Build</b>								
Queensway, Measham (Phase 4)		929	(764)	165	3	165	0	764
Howe Road, Whitwick (Phase 4)		823	(823)	0	0	0	0	823
Woulds Court, Moira ( Phase 5)		2,089	(2,019)	70	1	70	0	2,019
Cedar Grove, Moira (Phase 5)	460	323	(668)	115	0	115	0	668
The Oaks	1,064	636	(1,625)	75	3	75	0	1,625
Phase 6 - Western Avenue		4	(4)	0	0	0	0	4
S106 purchase - Osgathorpe	0	395	(395)	0	0	0	0	540
S106 purchase - Ravenstone/The Coppice	0	82	(82)	0	0	0	0	82
Acquisition of affordable homes		722	(718)	4	5	4	0	573
EMH - Standard Hill	924	0	(824)	100	0	100	0	824
New Sites - Contingency	500	0	(300)	200	0	200	0	300
<b>Active Programme:</b>								
<b>Improvements and Modernisation</b>								
<b>Home Improvement Programme</b>								
2019 - 2024 Home Improvement Programme	4,500	5,738	(5,938)	4,300	1,502	4,300	0	5,938
<b>Estate Improvements</b>								
Off Street Parking	1,000	220	(720)	500	0	500	0	720
Footpaths and Unadopted Roads	50	100	0	150	0	150	0	0
Garage demolition and replacement	100	99	0	199	0	199	0	0
Place Shaping Pilot	0	250	(250)	0	0	0	0	250
Estate Projects - other	100	236	(300)	36	0	31	5	250
Commercial Boilers	150	0	0	150	0	150	0	0
Stock Condition Survey	450		(200)	250	0	250	0	250
Vehicles	55	0	0	55	0	55	0	0
<b>Compliance</b>								
Passive Fire Safety	1,100	0	(700)	400	0	400	0	700
Major Aids and Adaptations	400	0	0	400	214	400	0	0
Zero Carbon Programme	3,139	0	(1,439)	1,700		1,700	0	1,439
<b>Supported Housing Improvements</b>								
Speech Module	0	260	(260)	0	0	0	0	260
Sheltered Housing Improvements	100	650	(600)	150	0	100	50	450
Scheme Lighting	200	0	0	200	0	200	0	0
Tunstall System	260		(150)	110	0	110	0	200
Electrical Upgrades	0	200	100	300	0	300	0	0
Energy Performance Certificates	130	0	0	130	0	130	0	0
Large Roof Replacement	300	0	0	300	0	300	0	0
<b>Other Capital Spend</b>								
Capital Works - Voids	0	494	0	494	0	494	0	
Housing Management IT System	192	308	0	500	48	500	0	0
Capital Salaries	0	0	0	0	0	0	0	0
<b>Total</b>	<b>15,174</b>	<b>14,558</b>	<b>(18,679)</b>	<b>11,053</b>	<b>1,777</b>	<b>10,998</b>	<b>55</b>	<b>18,679</b>



## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – THURSDAY, 23  
NOVEMBER 2023

<b>Title of Report</b>	<b>NWLDC CORPORATE ADVERTISING AND SPONSORSHIP POLICY</b>	
<b>Presented by</b>	Barrie Walford Economic Development Manager	
<b>Background Papers</b>	N/A	<b>Public Report:</b> Yes
<b>Financial Implications</b>	There are no cost implications of implementing the Policy. Finance will be consulted on advertisement and sponsorship arrangements.	
	The advertising or sponsorship should make a net positive contribution to the finances of the Council. <b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	Set out in the report.	
	<b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	Set out in the report.	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	This report sets out the proposed Advertising and Sponsorship Policy and seeks feedback from Corporate Scrutiny Committee prior the Policy being presented to Cabinet in December for adoption.	
<b>Recommendations</b>	<b>THAT CORPORATE SCRUTINY COMMITTEE CONSIDERS AND COMMENTS ON THE PROPOSED ADVERTISING AND SPONSORSHIP POLICY AHEAD OF CONSIDERATION BY CABINET ON 12 DECEMBER 2023.</b>	

**1.0 Background**

- 1.1 A new corporate Advertising and Sponsorship Policy has been developed to establish a protocol for managing commercial advertising and sponsorship.
- 1.2 The purpose of introducing the Policy is to establish guidance that will enable all departments of the Council to take a consistent and corporate approach when:
- Considering opportunities for sponsorship of Council properties, events, services and other activities.
  - The placement of advertising in or upon Council property, events or activities.

- The sponsorship by the Council of events or activities arranged by others.

## 2.0 Context

- 2.1 To ensure that sponsorship and associated commercial advertising activities entered into by the Council are undertaken consistently and in line with the agreed processes and procedures, a draft Advertising and Sponsorship Policy has been developed.
- 2.2 The draft Advertising and Sponsorship Policy is attached in Appendix A.
- 2.3 The Policy is intended to;
- Provide a clear definition of 'Advertising'
  - Provide a clear definition of 'Sponsorship'.
  - Establish principles for seeking and accepting advertising and sponsorship of Council property and activities.
  - Establish protocols to support the process for decision making and the award of advertising and sponsorship.
  - Identify examples of acceptable advertising or sponsorship.
  - Identify examples of unacceptable advertising or sponsorship.
  - Outline the use of Council branding through advertising and sponsorship.
- 2.4 This draft Policy has been prepared based on initial work completed by the Council's Communications team in consultation with Legal Services, Economic Regeneration, Environmental Protection and Leisure Services. In doing so, good practice from similar policies adopted by other local authorities has been followed.

## 3.0 Resource Implications

- 3.1 The draft Policy proposes that all advertisement and sponsorship arrangements will be required to be prepared in the form of a written agreement which will require approval by the relevant Head of Service, following consultation with legal and finance teams. This is detailed further in the draft Policy.
- 3.2 In addition, the use of Council branding and the Council logo must be considered in conjunction with the Council's Communications team.
- 3.3 The Policy is being referred to Cabinet on 12 December 2023.
- 3.4 Once approved, the Advertising and Sponsorship Policy will be subject to review every three years to be undertaken by the Economic Regeneration Service.

Policies and other considerations, as appropriate	
Council Priorities:	Insert relevant Council Priorities: <ul style="list-style-type: none"> <li>- Supporting Coalville to be a more vibrant, family-friendly town</li> <li>- Support for businesses and helping people into local jobs</li> <li>- Developing a clean and green district</li> </ul>

	<ul style="list-style-type: none"> <li>- Local people live in high quality, affordable homes</li> <li>- Our communities are safe, healthy and connected</li> </ul>
Policy Considerations:	No policy considerations.
Safeguarding:	No safeguarding considerations.
Equalities/Diversity:	No equalities/diversity considerations.
Customer Impact:	The Policy will provide a mechanism for generating funds to support deliver Council programmes that support our customers.
Economic and Social Impact:	The Policy will create opportunities for business and community groups to raise their profile through advertising and sponsorship.
Environment, Climate Change and zero carbon:	The policy identifies industry categories that are not acceptable for entering into an advertising or sponsorship agreements. This includes industries directly involved in fossil fuel extraction (in recognition of the Council's Zero Carbon Action Plan)
Consultation/Community Engagement:	This Policy has been shaped through consultation with NLWDC Corporate Leadership Team.
Risks:	The proposed Advertising and Sponsors Policy will be reviewed annually and, where required, be updated to reflect changing micro and macro social and economic changes.
Officer Contact	Paul Wheatley Head of Economic Regeneration <a href="mailto:paul.wheatley@nwleicestershire.gov.uk">paul.wheatley@nwleicestershire.gov.uk</a>

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## **North West Leicestershire District Council Advertising and Sponsorship Policy 2023**

### **1.0 Introduction**

Whenever something takes place with a significant public audience it creates an opportunity for organisations who may wish to use that opportunity to raise awareness of their brand, service, products, values or opinions.

Public bodies such as councils should recognise that they naturally attract significant public audience to much of their activity and potentially are seen as a significant “opportunity” by organisations seeking to raise their own profile. These organisations may look for both simple means to exploit the council’s profile (advertising) or a slightly more sophisticated approach in the form of alignment by sponsorship.

The benefit to the Council of operating an advertising and sponsorship policy is that it can provide additional resource with which to support the delivery of services.

This policy document has been designed to support North West Leicestershire District Council (the Council) to take a consistent and corporate approach to securing advertising and sponsorship of council activities.

The policy can be used both reactively (where the Council is approached by a third party wanting to advertise with or sponsor council activity), or proactively (where a service wishes to increase its budget to deliver an activity by selling advertising or sponsorship opportunities).

The opportunity of advertising or sponsorship, both reactive or proactive, will be listed on the council’s website and be accessible to potential advertisers and sponsors.

This policy sets out the Council’s definition of advertising and sponsorship and the terms upon which advertising and sponsorship may be sought and accepted by the council.

### **2.0 Purpose**

This Policy aims to:

- Maximise the opportunities to attract commercial sponsorship and advertising for appropriate council events, campaigns, or initiatives.
- Identify the types of sponsorship, advertising and support that are appropriate for council activities.
- Make sure that a consistent and professional approach is adopted to the development of advertising and sponsorship agreements.
- Make sure that the council’s reputation is adequately protected and not brought into disrepute.
- To provide fair opportunity to all potential sponsors without bias or favouritism.
- Ensure accountability and transparency of decision making.

### **3.0 Definition of ‘Advertising’**

‘Advertising’ – is a contract between parties promoting a product (or service) to potential and current customers. Advertising is typically displayed on signs, brochures, websites, direct mailings, social media, or email messages etc.

The Council abides by national guidance published by the **Advertising Standards Agency (ASA)** – the UK's independent regulator of advertising across all online and offline media.

The central principle of all advertising is that it should be legal, decent, honest, and truthful.

The Council abides by the **Town and Country Planning Act 1990**. The Control of Advertisement Regulations provides the rules on displaying advertising. The Council has a duty to ensure that advertising complies with this legislation.

#### **4.0 Definition of 'Sponsorship'**

'Sponsorship' - is a contract between parties in which one party contributes to all or part of the delivery of a project or activity, usually in exchange for commercial benefit.

This could include financial contributions or value in kind.

Sponsorship is a significant business activity and companies seek sponsorship opportunities for a variety of legitimate business reasons including:

- to raise the company's image and public profile
- to improve public/community relations and instil goodwill
- to show creativity and public spirit
- to generate public exposure and media coverage
- to differentiate the company from its competitors
- to increase profits/market share.

Sponsorship is not a way for any company or organisation to be viewed favourably by the Council in any other business arrangements they might be a party to.

#### **5.0 General Principles.**

North West Leicestershire District Council will welcome all opportunities to work with individuals, companies or organisations who wish to sponsor council activities where such arrangements support the council's [core values](#).

#### **Examples of 'acceptable' advertising or sponsorship**

The Council can recognise advertisers and sponsors in several ways. The extent of such recognition should be commensurate with the level and nature of the advertising and/or sponsorship provided. The Council shall retain full discretion as to the recognition attributed to the advertiser or sponsor.

Advertising and sponsorship recognition should be tasteful and must not create situations of potential embarrassment or criticism of the Council. Such forms of recognition can include, but are not limited to:

- a) appropriate signage;

- b) media release acknowledging the role and contribution of the sponsor, invitations to selected council functions, which may include hospitality, preferential seating, presentation of an award etc.
- c) inclusion of sponsor's name and logo on council publications and other external publications;
- d) naming rights for an event, building etc. for the term of the sponsorship;
- e) an award or trophy struck in the sponsor's name and publicly presented;
- f) merchandising of goods at selected points of sale;
- g) displays in council buildings/facilities
- h) an opportunity for the sponsor's name and/or logo to be promoted through appropriate general advertising by the council;
- i) print advertising campaign to acknowledge major sponsors.

### **Examples of 'unacceptable' advertising or sponsorship**

The Council will not enter into an advertising or sponsorship agreement if, in the opinion of the Council, the agreement:

- may be perceived as potentially influencing the council, its officers or members in carrying out their functions.
- aligns the Council with any organisation or individual which conflicts with its values and priorities.

The industry categories that are not acceptable for entering into an advertising or sponsorship agreement can include, but are not limited to:

- Tobacco/cigarettes/vaping
- Alcohol
- Gambling (excluding lotteries supporting local good causes)
- Adult-oriented products/services
- Armaments
- Petrochemical Industry
- Payday Loans

Furthermore, the Council will not enter into sponsorship or advertising agreements with:

- Parties who do not comply with this advertising and sponsorship policy or the [Advertising Standards Authority code of practice](#).
- Parties in dispute with the Council or where there is pending/active legal action.
- Parties who are in contract negotiation with the Council where, in the opinion of the council, this may be viewed as an endorsement of said contract.
- Parties with a political purpose, including pressure groups or where the purpose of the advertising or sponsorship is to further a political purpose, view, or ideology.
- Parties involved in racial or sexual prejudice or discrimination on the basis of any protected characteristic.
- Parties through which, in the council's opinion, their operations are involved in any illegal or immoral activities.

- Any party where an agreement will damage the reputation of the council.

The above lists are not exhaustive, and the Council retains the absolute right to decline advertising or sponsorship opportunities (including through third party suppliers) from any organisation or individual which the Council in its sole and absolute discretion considers inappropriate.

### **Mandatory Requirements**

All advertisements and sponsorships arrangements placed by third parties at council events or on council property, **will be in the form of the written agreement** annexed to this policy which is compliant with the principles and procedures outlined in this policy.

Consideration given to the establishment of sponsorship agreements shall have regard to the following principles:

- The type or form of advertising or sponsorship is consistent with the key aims or values of the council.
- There should be no conflict between the vision and key aims of the Council and those of the advertiser or sponsor.
- The advertising or sponsorship is not perceived to influence or hinder how the Council operates.
- It does not impose or imply conditions that would limit or appear to limit the council's ability to carry out its functions fully or impartially.
- It does not compromise the reputation, constitution, and credibility of the council.
- It is not viewed as product endorsement.
- The advertising or sponsorship should make a net positive contribution to the finances of the council.
- Where the potential sponsor or advertiser has other links to the Council there must be no conflict of interest.

The Council is not able to offer advertising or sponsorship opportunities to individuals or organisations who are:

- The subject of a current planning application to the council,
- The subject of any form of enforcement action by the council,
- Subject to regulation or inspection by the council, or
- Where there is an identifiable conflict of interest.

### **6.0 Seeking Advertising or Sponsorship**

Opportunities for advertising or sponsorship may come from Officers, Members, or the potential advertiser / sponsor.



Before any advertising or sponsorship is sought the relevant Head of Service must consider whether advertising / sponsorship is appropriate in the situation and whether the “Mandatory Requirements” as set out in this document can be met.

Advertising or sponsorship should be sought by placing details of the Council activity that may be suitable for sponsorship or as an advertising opportunity on the council’s website. Details provided should include:

- A description of the event or opportunity
- When the opportunity will begin
- The potential audience
- How long the opportunity might last.
- Officer contact details
- Whether or not the opportunity is exclusive to just one organisation

All potential advertisers and sponsors must be referred to this policy for guidance.

## **7.0 Considering Requests to Advertise or Sponsor**

All advertising or sponsorship proposals received must be reported to the relevant Head of Service.

Where more than one request to advertise or sponsor a specific council activity is received, consideration should be given as to whether multiple advertisers / sponsors are appropriate or whether the opportunity needs to be exclusive. If the opportunity is considered exclusive, then the Head of Service will need to select one advertising / sponsorship offer and reject the others. Notes should be kept detailing how the decision was made.

All parties should be contacted and advised of the outcome.

## **8.0 Awarding Advertising or Sponsorship**

Where more than one organisation responds to or proposes an advertising or sponsorship opportunity, the Head of Service shall consider the following when making a decision:

- Sponsorship value (monetary or value in kind)
- Relevance of each organisation
- Location

## **9.0 Advertising and Sponsorship Agreements**

All advertisement and sponsorship arrangements will not be deemed agreed until in the form of a written agreement that has been approved by the relevant Head of Service.

Advertising and sponsorship agreements will be referred to Legal and Financial Services for review prior to signing.

The agreement shall take the form of the template annexed to this Policy. The Agreement shall be in line with this policy and have regard to public accountability and transparency, including clear statements of:

- Parties - The agreement must be clear as to the parties involved including full contact details and a named point of contact.
- Details - The details, terms and value of the advertisement or sponsorship must be clearly set out.
- Advertiser/sponsor's obligations - The requirements/expectations of the advertiser/sponsor.
- The council's obligations - The requirements/expectations of the team, department or service area seeking sponsorship.
- Outcomes - The agreement should set out the objectives and benefits to be achieved.
- Length of advertising / sponsorship agreement - The duration of the advertisement / sponsorship agreement needs to be agreed between all parties.
- Declaration – Potential advertisers and sponsors are required to declare in advance if they have any personal interests, involvement, or potential conflict of interest with any council officers or elected members.
- Assessment of risk - Each advertising or sponsorship proposal should be subject to a risk assessment.

## **10.0 Working with Council Branding**

The Council will make every effort to ensure that organisations engaging in advertising or sponsorship with the Council and its activities are provided with recognition and promote their brand or identity, subject to the following principles:

- The use of branding and logos of any sponsoring company must not interfere with the council's Corporate Identity Policy or Brand Guidelines.
- The size and positioning of sponsors' logos on any promotional material, goods or signage must be considered in conjunction with the council's Communications team.
- In the case of sponsorship, the Council will have the rights of approval on all appropriate sponsorship related activity, such as:
  - Use of the Council Intellectual Property (trademark and logos), which includes council owned venues, events, programmes etc.
  - Publicity and promotion of the sponsorship in sponsor's own advertising, media, and marketing materials, including in digital and social media.
  - Appropriate sponsor events at council-owned venues
  - All sponsorship activity and activation programmes will be agreed between the sponsor and council prior to implementation.

## **11.0 Monitoring and Review**

It is possible during the agreement that circumstances and the values of one or more of the parties may change, meaning that the relationship is no longer appropriate. To accommodate

such circumstances the Council will regularly monitor and review its advertising and sponsorship arrangements.

Annually each advertising and sponsorship agreement will be reviewed to check for the possibility of a conflict of interest and may be refused or terminated in any case where during the life of the sponsorship the sponsor:

- a) Has a current development application, licensing application or planning matter before the council, or the Council is aware of the possibility of an application or matter coming before the Council in the near future;
- b) is, or is likely to be, subject to regulation, inspection or enforcement action by the Council which may impose or imply conditions; and where the sponsorship may limit the council's ability to carry out its functions fully and impartially.

The Council will keep a register of all advertising and sponsorship agreements. The register will be a publicly accessible document.

## **12.0 Disclaimer**

Acceptance of advertising or sponsorship does not imply endorsement of products and services by North West Leicestershire District Council.

The Council reserves the right to withdraw advertising or sponsorship with no guarantee of refund at any time to meet the demands of unexpected circumstances.

This includes:

- Force majeure (i.e. major environmental events)
- Periods of heightened sensitivity and/or developments following the installation of advertising (i.e. an external event deemed previously acceptable advertising in bad taste).

Advertisers and sponsors would be informed of such circumstances at the earliest available opportunity.

## **13.0 Review**

This policy document will be reviewed every three years.

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