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Meeting	CORPORATE SCRUTINY COMMITTEE
Time/Day/Date	6.30 pm on Tuesday, 20 February 2024
Location	Forest Room, Stenson House, London Road, Coalville, LE67 3FN
Officer to contact	Democratic Services

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
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.	
3. PUBLIC QUESTION AND ANSWER SESSION	
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.	
4. MINUTES	
To approve and sign the minutes of the meeting held on 4 January 2024	3 - 8
5. CUSTOMER SERVICES ANNUAL REPORT	
The report of the Customer Services Team Manager	9 - 22
6. APPROACH TO TRANSFORMATION	
The report of the Strategic Director of Resources	23 - 28
7. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME	
To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.	29 - 44

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 Forest Room, Stenson House, London Road, Coalville, LE67 3FN on THURSDAY, 4 JANUARY 2024

Present: Councillor S Lambeth (Chair)

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

In Attendance: Councillors J Legrys, T Eynon, P Moulton and C Sewell

Portfolio Holders: Councillors A C Woodman

Officers: Mr A Barton, Ms K Hiller, Mr T Devonshire and Mr P Stone

26. APOLOGIES FOR ABSENCE

Apologies were received from Councillor M Ball.

27. DECLARATION OF INTERESTS

There were no interests declared.

28. PUBLIC QUESTION AND ANSWER SESSION

There were no questions received.

29. MINUTES

Consideration was given to the minutes of the meeting held on 23 November 2023.

It was moved by Councillor S Sheahan, seconded by Councillor S Lambeth and

RESOLVED THAT:

The minutes of the meeting held on 23 November 2023 be approved as an accurate record of proceedings.

30. DAMP AND MOULD TASK AND FINISH GROUP REPORT

The Strategic Director of Communities introduced the report, before handing over to the Chair of the Task and Finish Group, Councillor A Morley, to present the work of the Group.

A Member asked when the standalone policy would be ready and when was the review of it planned; another Member hoped the recommendations would be implemented swiftly and asked when the stock condition survey would begin. In response, the Strategic Director of Communities advised that this would be presented to Cabinet on 31 January and work was hoped to begin soon after.

A Member noted that the Ombudsman report highlighted that this problem was more immediately obvious in Local Authority stock. The Member wanted to know how people suffering from Damp and Mould in the private rental sector could be helped. In response, the Strategic Director of Communities advised Members that Officers were examining this and it was also being considered by the Community Scrutiny Committee.

A Member proposed reviewing this in 6-12 months. In response, the Strategic Director of Communities explained, procedurally, that first this policy had to be approved by Cabinet.

A Member asked how the lived experience of tenants was considered. In response, the Head of Housing said that she hoped for a real shift in how residents were treated and how monitoring was carried out. She set out Officer's process of assessing the causes of damp and mould. She hoped a standalone compensation policy could be brought before Cabinet soon, following tenant consultation.

The Chair asked if Key Performance Indicators had been set in this area. The Head of Housing advised that once the increase in capacity had been enacted they would be reviewed.

It was moved by Councillor S Sheahan, seconded by Councillor S Lambeth and

RESOLVED THAT:

1. The work of the Task and Finish Group be noted, and their efforts be thanked.
2. The recommendations that the Task and Finish Group wish to make to Cabinet, set out in paragraph 2.1, be agreed.

That if approved by Cabinet that the suggestion of this Committee is that the policy should be drafted within 4 months and an update report be brought back to this Committee six months after implementation.

31. DRAFT ROBUSTNESS OF BUDGET ESTIMATES AND ADEQUACY OF RESERVES

The Strategic Director of Resources presented the report.

A Member asked whether the Local Nutrient Mitigation Fund was addressing existing problems or future problems. The Strategic Director of Resources said that he would have to consult Planning Officers outside of the meeting and come back to the Member.

A Member asked whether staffing and corporate costs can be accounted for as capital as opposed to revenue expenditure. The Strategic Director of Resources advised that in certain circumstances some such costs could be accounted as capital expenditure, within stringent limits.

In response to a couple of Member questions, the Strategic Director of Resources explained what Investment Income referred to, and what Officers defined an overreliance on Business Rates Funding as.

The Strategic Director of Resources set out for the Committee some of the financial assumptions which were built into short and medium term plans. Some Members felt that they would have expected more growth than predicted. The Chair was concerned that if the projections had been miscalculated this might have serious cumulative impacts. The Strategic Director of resources was happy to provide further information on what the assumptions were.

A discussion was had around staffing levels and vacancy management. Members were concerned that about service provision and whether staffing costs were being transparently presented. The Strategic Director of Communities advised that vacancy management was a question of how resources were managed and was, categorically, not a policy of deliberately keeping vacancies open.

A discussion was had around the Transformation Plan. Members were concerned that this had not so far been communicated or appropriately scrutinised. Officers advised the

Committee that the thoughts of the Corporate Leadership Team and staff were being synthesised, such as at Staff Road Shows; they were also planning to bring a report to the Corporate Scrutiny Committee in February. The Chair felt the views of Councillors should be solicited, and Officers said that these views would also be welcomed.

A discussion was then had around the 2024/5 pay award. Members were concerned whether the budget was sufficient to cover the likely pay award, especially as this had been underbudgeted in recent years. Members also queried how vacancy management was fed into projections. The Strategic Director of Resources advised that the budgeted 3% rise was based on OBR forecasts that inflation was coming down, although he accepted there was some risk involved in this. He also advised that yes, vacancy management was fed into projections, and he set out how this operated. He was happy to provide the Committee a sensitivity analysis on the 2024/5 pay award.

A Member noted that the report suggested that the HRA budget would not be fully spent; this would have adverse impacts. In response, the Strategic Director of Communities set out for the Committee how HRA was budgeted for and how it operated procedurally so that resources were appropriately directed.

The Chair emphasised the need to clear the backlog and spend the entirety of the HRA budget. He welcomed the administration's turn towards recognising future risk, and the Medium Term Financial Plan looked more robust; he also welcomed the recognition that the precept needed increasing. Nevertheless, he felt service provision was currently failing.

By affirmation of the meeting, it was

RESOLVED THAT:

- 1) Officers are to provide a sensitivity analysis on the impact of a higher staff pay award to the Corporate Scrutiny Committee.
- 2) A report on the Transformation project be brought to the next meeting of the Corporate Scrutiny Committee.

The Chair thanked Members for their comments, which would be presented to Cabinet on 9 January.

32. DRAFT CAPITAL STRATEGY, TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS

The Strategic Director of Resources presented the report.

The Meeting was adjourned at 19:48 for a convenience break, and the Chair reconvened the meeting at 19:58.

A Member asked whether we were approaching a position to have to begin paying back Right to Buy funds to central Government and the Strategic Director of Communities said the Council was not approaching any significant thresholds, but he would circulate the details for Members.

In response to a Member, the Strategic Director of Resources explained the procedure for assessing risk; he also agreed to provide for the Member the specific score for Stenson Square.

A Member asked how much headroom was available for further borrowing to increase Council housing stock. In response, the Strategic Director of Communities advised that

this would be picked up in the next HRA business plan and Asset Management Plan workshop with all Members. The Strategic Director of Resources would also provide further details outside of meeting regarding headroom.

In response to a query from the Chair, Officers advised that the cost of consultancy from Arlingclose was about £10,000 and Officers were confident that this provided good value for money considering the value of the portfolios that they advised upon. The Chair felt this should be reviewed by the Audit & Governance Committee and fed back to the Corporate Scrutiny Committee and the Strategic Director of Resources was happy to do this.

The Chair thanked Members for their comments, which would be presented to Cabinet on 9 January.

33. DRAFT GENERAL FUND BUDGET 2024/25

The Strategic Director of Resources presented the report.

A Member asked for clarity on the Homelessness Strategy and the saving on it projected in the budget. In response, the Head of Housing advised that the new homelessness strategy would aim to reduce short term solutions which had been proved to be ineffective. This was actually predicted to save money as the Council would not be paying commercial rates to providers.

A Member asked about the Transformation Strategy and the role of the Change Consultant. In response, the Strategic Director of Resources advised that the proposed £500,000 for the Transformation Programme had been put aside but not yet allocated. Decision making authority would be delegated to the Chief Executive as part of the 2024/25 budget proposals. The Strategic Director then advised on the role of the Transformation lead. The Member remained concerned about the prospect of a cost-cutting consultancy exercise.

In response to several questions from Members, Officers set out some technical details with regards to the projected increases in both the Council Tax rate and the Council Tax base, the approach to projected future inflation, and the fact that the Local Government settlement appeared to have bridged the funding gap although Officers were still examining this.

A Member questioned several lines in the revenue budget in quite critical terms. In response, the Strategic Director explained that for some of this previous expenditure for the Training Budget the reason was that it had not been utilised, and he also offered to provide further information on various other queries.

A Member queried the planned £2 million investment in Stenson Square. She was particularly concerned with this expenditure because of cuts planned elsewhere and, she felt, the lack of transparency around the planned project. She wanted a pause on this until further information was available.

In response to a couple of questions from Members, Officers advised on the technicalities of moving money between the General Fund and Special Expenses, and between Parished and non-Parished areas.

Members discussed the £3.7 million investment in Council owned land, some were concerned and wanted to know how much of the £3.7 million had been allocated and signed off by Officers. The Strategic Director of Resources clarified that this was all subject to further business cases being brought forward.

A couple of Members expressed concern whether lines in the budget had received appropriate impact assessments and whether they had been adequately communicated to the public. In response, the Strategic Director of Resources advised that this was a draft budget and formal consultations with the public would begin on 10 January. The final budget will include appropriate impact assessments.

By affirmation of the meeting, it was

RESOLVED THAT:

- 1) Cabinet are recommended to pause all work on the Stenson Square project pending further information on the nature of the project to be presented to the Corporate Scrutiny Committee.
- 2) Cabinet are recommended to not take forward the £1,500 cut in the grant to Ashby Museum.
- 3) Officers are to provide a response to Members concerns regarding the impact of inflation upon the budget.
- 4) Officers are to provide a more detailed explanation and clarification with regards to the nature of the £3.7 million investment planned in Council owned land within the budget, and what if any money had so far been spent on this.
- 5) Officers are to provide the Committee with a rationale for £7,330 cut to the AgeUk grant, as set out within the draft budget.
- 6) Officers are to provide clarification on the £280,000 increase in the leisure contract, as set out within the draft budget.
- 7) Officers are to provide more detail on the general fund budget amendments to the MTFP.
- 8) Officers are to provide a review of the funding for the demolition of the Hermitage Recreation Ground.

The Chair thanked Members for their comments, which would be presented to Cabinet on 9 January.

34. DRAFT HOUSING REVENUE ACCOUNT (HRA) BUDGET AND RENTS 2024/25

The Strategic Director of Resources presented the report.

A Member acknowledged the logic behind the 7.7% rent rise, but would like to understand the profile of tenants would be worst affected by this. The Head of Housing assured the Committee that efforts were being made to find track this impact, but it was not something officers can confirm at this time.

A Member asked how the envisaged efficiency savings of £1.85 million be achieved, as the figure sounded rather large. The Head of Housing assured the Committee that some budget lines from last year were being reevaluated and that this was all aligned with the proposals for the HRA overall and would be addressed in future years by the developing new Asset Management Plan.

A Member found some discrepancies which the Officers were happy to correct in the final budget.

A Member asked what had happened to Fleet Replacement Programme. In response, the Strategic Director of Communities advised the Committee that trials were currently ongoing for new vehicles, although there should probably have been an indicative figure for future years, and this would be considered in the final budget.

A Member expressed concern about the reduction in the Carbon Reduction budget. In response, the Head of Housing advised the Committee that the impacts of work so far done needed to be more robustly assessed than they had been up to this point, and there were also issues in utilising resources.

By affirmation of the meeting, it was

RESOLVED THAT:

- 1) Officers are suggested to update the final budget to include future years proposed Fleet Replacement Programme.
- 2) Officers are to provide a rationale for the cuts to the Zero Carbon component of the HRA Budget.
- 3) Cabinet are recommended to review the new Housing supply programme, and consider the staff costs and additional borrowing required to deliver the additional Council Housing.
- 4) Officers to consider if it is possible to provide a profile of Council tenants with regards to income and housing benefits, so the impact of the rent charges which have been levied can be assessed.

The Chair thanked Members for their comments, which would be presented to Cabinet on 9 January.

35. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

The Chair felt that a report on the Transformation Programme should become a standing agenda item, that an update of the Zero Carbon programme should be provided, that a review of the Council's expenditure on external consultants should be undertaken, and that a report on the provision of public toilets in Ashby de-la-Zouch should be presented to the Community Scrutiny Committee.

The Strategic Director of Communities assured the Committee that he would work with the Chair, to see where these suggestions slotted into reports already on the Work Programme, and to examine what new reports needed to be produced for the Committee.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 9.20 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – TUESDAY, 20
FEBRUARY 2024

Title of Report	CUSTOMER SERVICES ANNUAL REPORT	
Presented by	Nichola Oliver Customer Services Team Manager	
Background Papers	LGSCO 2022/23 annual review Customer Experience Strategy 22-25	Public Report: Yes
Financial Implications	Day to Day financial issues are addressed by the normal operating budgets for the service.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None directly arising from this report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	None bar those addressed in the day to day management of the service.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	This report has come before the Committee following an agreement to add an update report on Customer Service and Complaints to the work programme on an annual basis.	
Recommendations	<ol style="list-style-type: none"> 1. THE COMMITTEE IS ASKED TO MAKE ANY COMMENTS ON THE PERFORMANCE OF THE COMPLAINTS PROCESS WHICH WILL BE FED INTO THE ANNUAL REVIEW OF THE PROCESS. 2. THE COMMITTEE REQUESTS THAT A FURTHER ANNUAL REPORT IS PRESENTED TO THE COMMITTEE IN 2025 	

1. BACKGROUND

- 1.1. This report has come before the Committee following an agreement to add an update report on Customer Service and Complaints to the work programme on an annual basis. The scoping request was for the item to be focused on the overall levels of performance, the performance metrics used and what action has and is planned to be taken to address any areas of concerns.
- 1.2. The report sets out a summary of the customer service provision in the Council, the current strategies and recent history of changes impacting on the service. The report moves on to then consider the current and historic performance, comparison to other councils, corporate complaints performance and concludes with recent actions and those planned in the coming period.

2. POLICY & STRATEGY FRAMEWORK

2.1 The adopted Customer Experience Strategy (which was considered by this Committee in 2021 and adopted by Cabinet in 2022) sets the context for the consideration of Customer Service and its operation in the Council. The adopted Council Delivery Plan also sets out expectations for the Customer Service Team and overall across the Council.

2.2 In summary, the Strategy makes several key statements which provide the policy context for this report:

- I. “Effective management of a customer relationship is not only about how responsive, efficient and technologically advanced services are, but is equally about the emotion, feeling and impression that an individual experiences.
- II. This strategy starts the journey of the Council moving away from a view that customer service is the responsibility of a team or department, but instead recognises that it is a cross cutting theme that spans the whole organisation and links intrinsically with our wider plans, behaviours and values.
- III. Emphasizes the importance of digital experience, both to meet customer demand (and often preference), fits the Council’s future resources, but also to free up resources to help those who need more help, or need to access services in different ways
- IV. Begins the movement of the Council to one of customers being at the heart of what we do.”

2.3 The Strategy also outlines a set of principles that the development of customer service (in all areas of the Council) will draw upon:

- “Customer First: Placing customers at the heart of the organisation. Empowering our staff to provide their very best customer experience in a way that customers tell us that they want to.

- Customer Access: A modern, fresh approach to customer experience and spaces, whether physical or digital. Light, clean and welcoming environments.
- Digital by Default: Digital experiences so good that they are the channel of choice.
- Inclusion: Recognising customers' unique circumstances and in doing so ensuring that those that need Council services are not excluded.
- Customer Insight: Consistently measuring customer experiences. Knowing customers and their needs. Understanding why things go wrong and learning from this to improve services.
- Value for Money, Efficiency and Return on Investment: Recognising the financial climate, benefit focused outcomes and business minded decision making”.

2.4 These principles are driving the changes to customer provision up to 2025.

3. CUSTOMER SERVICE DELIVERY

3.1 When the Council considers customer service provision, all staff provide customer service in some way. Whilst the Customer Service team provides a common front door to the Council, a number of services provide a high degree of customer contact. Set out below is a summary of the main areas of sizable customer interaction – however, all areas of the Council have some level of customer contact:

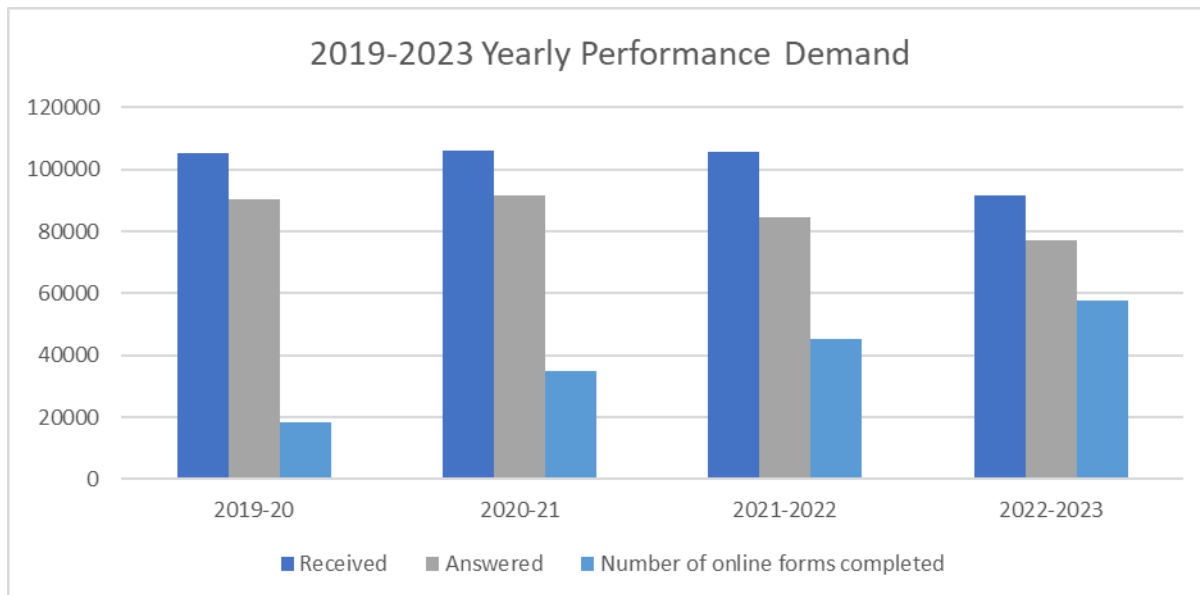
- Customer Services –Customer Services is the main support providing the front-end contact for many Council services with much of the initial customer contact coming through this team either face-to-face or by phone and email.

Customer Experience Team –This team captures, analyses and acts upon customer feedback, data and insight at every stage of the customer journey and then shares this with the relevant service area. They work with back-office teams to capture the customer journey and look at ways they can improve this both for the customer and the service. The team has worked with several services to digitalise processes whilst being the voice of the customer.

- Housing Repairs Team - This team takes the initial calls from tenants who are reporting and chasing either responsive or planned works.
- Housing Choices – This team takes the initial calls from customers who are in need of social housing either through homelessness or wanting to be on the choice-based lettings register.
- Waste services – calls for waste services are answered by the Customer Services Team with an aim to resolve them at the first point of contact. These include dealing with a missed bin report, ordering new or additional waste containers, bulky waste collections, advice on collections and promotion of all waste services and initiatives. Calls may be transferred to the waste team if the enquiry needs escalation or customer services is unable to answer the question presented.
- Planning - calls for planning are answered by the Customer Services Team with an aim to resolve them at the first point of contact or to signpost them to an appropriate digital form or resource where applicable. Where calls are for specific officers or related to certain applications these calls are transferred to the planning support team.

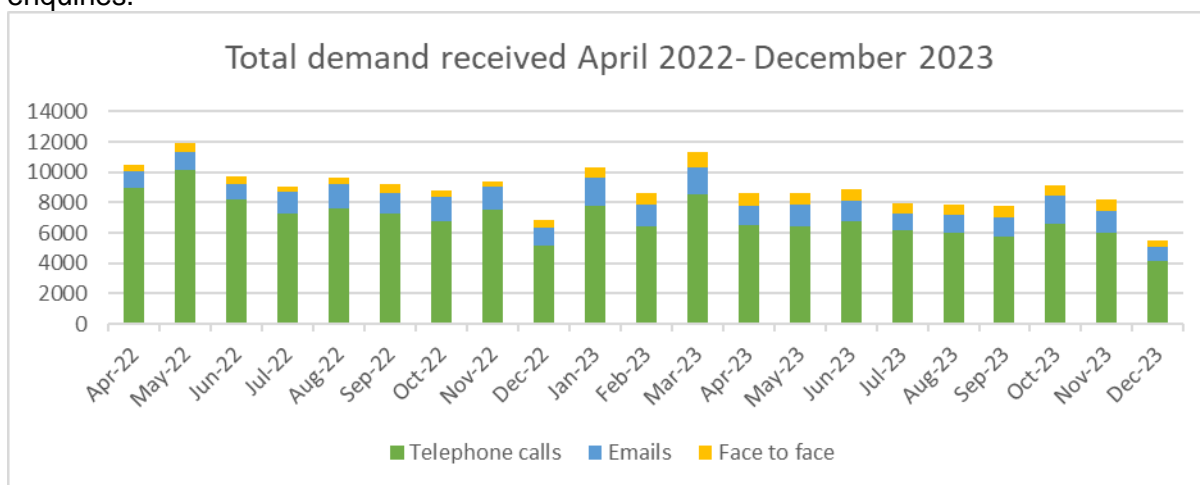
4. PERFORMANCE DATA

2019 – 2023 Performance Demand



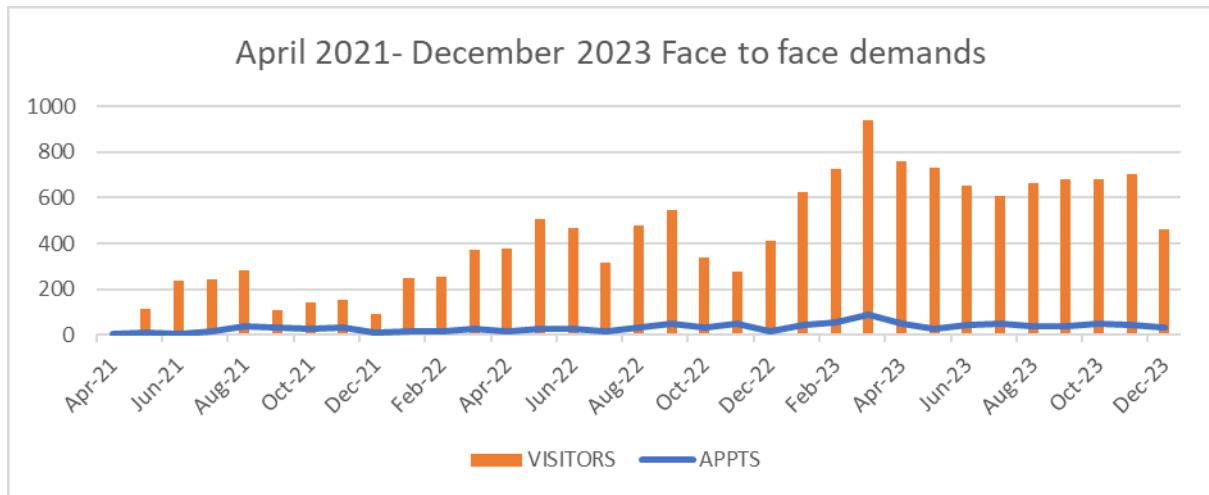
4.1 In 2022/23, the number of calls received by Customer Services has reduced. This could be due to several factors including the way in which residents are now choosing to access services as although the number of calls has reduced the total number of interactions of all demand remains consistent.

Customer Services now deal with more enquires at the first point of contact. This could indicate the total number of calls being more unique callers and not repeat callers and therefore the total number of calls is now more accurate as it reflects the number of enquiries.

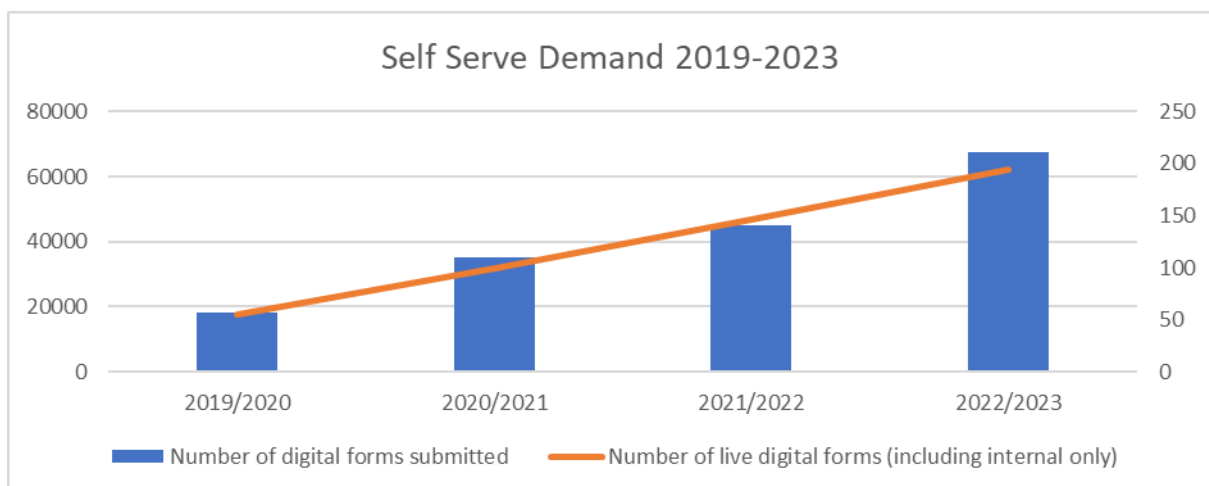


4.2 Since the opening of the Customer Centre in December 2022, there has been a shift in customer behaviour with regards to face-to-face contacts. There has been a significant increase in the number of residents ‘dropping in’ compared to the previous year. This was to

be expected given the opening of the Customer Centre which gives residents a more accessible location. In the main, face to face enquiries are of a more in-depth nature and appear to be accessed by residents with more complex needs. The Customer Centre provides a much greater opportunity to inform face-to-face attendees about options for using digital services in the future if they can.



4.3 2022/23 saw call handing times remain higher than previous years at an average increase of one minute per call meaning the average call handling time is now 5 minutes 48 seconds. This is to be expected as there has been an increase in digital self-service demand and therefore, the remaining enquiries are typically more detailed and require more time to handle. This means the 'new' routine enquiries officers receive from customers are more complex and often involve dealing with more vulnerable residents. As a result, call times rise and therefore call wait times and abandoned calls tend to rise also. This is a trend also noted by neighbouring councils.



4.4 Over the last four years, the availability of the Council's digital online self-service platform has increased with 2022/23 seeing 194 forms available across a multitude of service areas both for internal use only and Customers. A big increase in this area is due to the demands of Covid-19 but more generally services have been increasingly working to provide services digitally and utilising online forms to improve access channels to services for customers. As shown above, along with the increase in digital forms available the number of customers accessing this channel has increased, doubling in the last three years.

4.5 Benchmarking against other local authorities with comparative data within Leicestershire, as shown in the graph in annex 2, shows that the Council is performing relatively the same as one local authority and better than two others.

4.6 Benchmarking against other local authorities has also shown a move away from traditional Key Performance Indicators (KPI's) of calls answered within 60 seconds and 90% call answering and instead working towards calls being dealt with right first time and taking a holistic approach to how you deal with enquiries i.e. if customers are calling regarding a Council Tax reminder are they getting the right benefits, do they have other debts and need referring for debt advice. This is the approach being consistently taken within customer services.

5 Corporate Complaints

The Council is committed to being open and accountable, listening to the views of residents and communities and placing them at the heart of its services. Customer feedback through formal complaints and the way that the Council responds to complaints are vital indicators of the overall performance of the organisation. When a problem cannot be resolved straight away, residents have the safety net of a formal complaint procedure through which they can request a resolution.

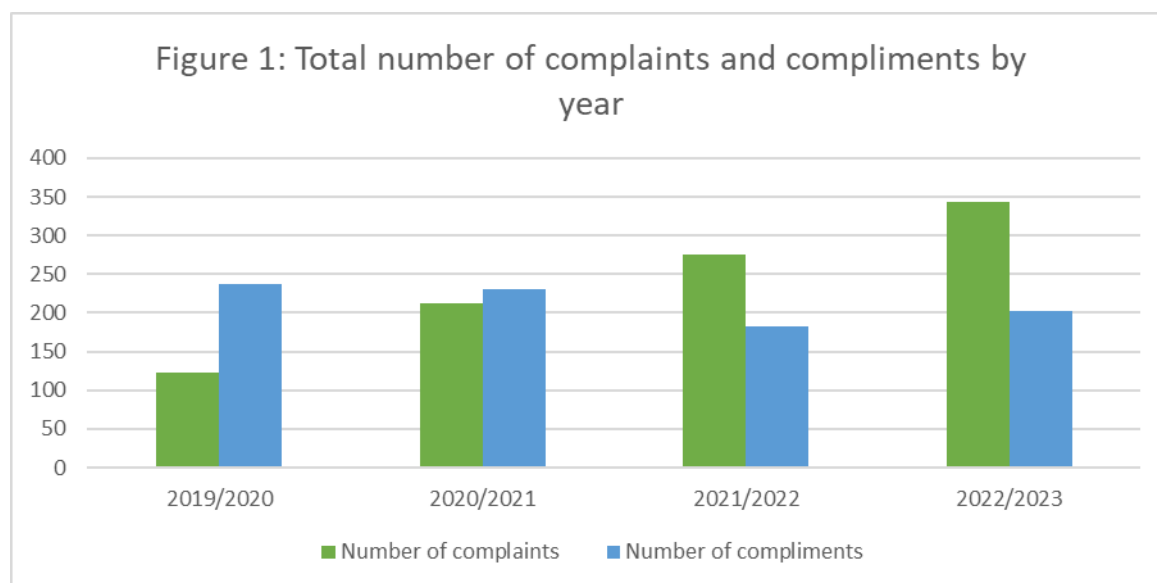
The complaints' procedure was reviewed in late 2022 by the Chief Executive to ensure there was strengthened senior oversight of the complaints being raised.

As of 1 January 2023, all stage 1 complaints are now signed off by a Strategic Director.

Stage 2 complaints are signed off by the Chief Executive to ensure that everything that could have been done to resolve the matter has been investigated prior to a complainant seeking independent review by the Local Government or Housing Ombudsman.

A complaint is defined within the Council as: "an expression of dissatisfaction, however made, about the standard of service, action or lack of action by the Council, or its staff, affecting an individual customer or group of customers."

Although customer feedback provides a valuable insight into how the Council is performing, complaints and compliments. Overall, in terms of the complaints' procedure, the Council has continued to maintain a high level of performance and strives to improve the quality of service offered to residents. There is a continued commitment to providing high quality, timely responses to formal complaints, and the Council continues to learn and improve based on the feedback received.

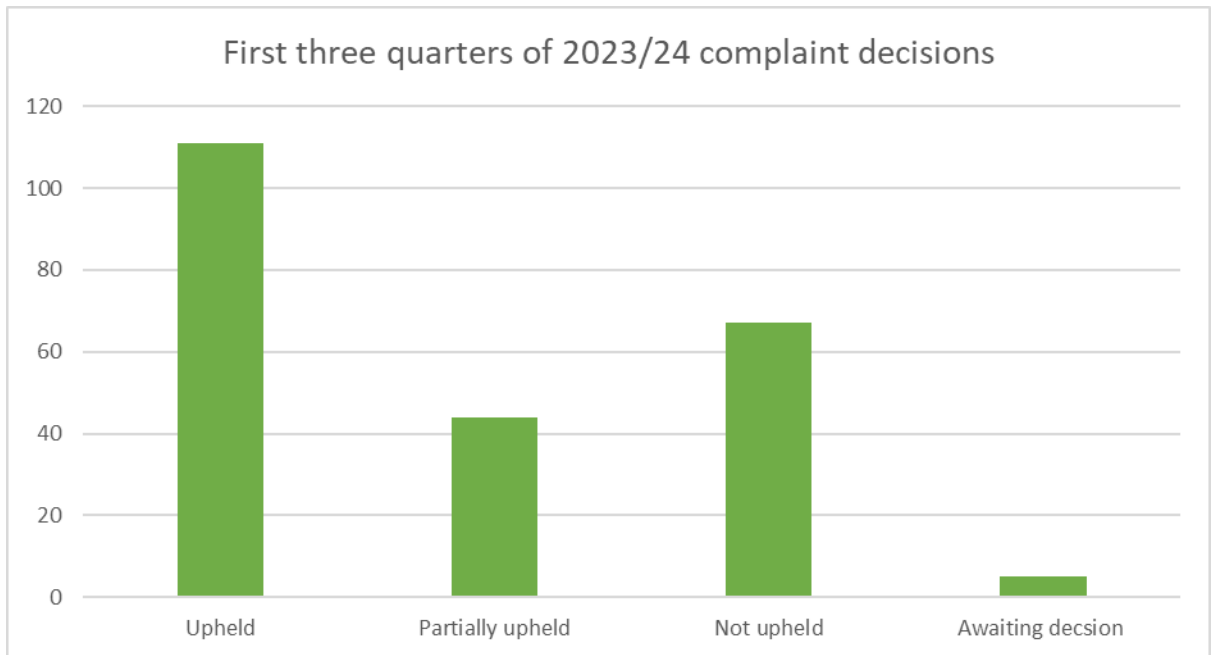


In 2022/23, the overall number of complaints received by the Council increased by 25%, going from 276 in 2021/22 to 344. So far, the first three quarters of the current year are indicating a possible reduction compared to last year. At present at the end of quarter 3 227 complaints have been received.

When a complaint is fully investigated it is closed with one of the following determinations:

- Complaint upheld- the investigation has found in favour of the complaint and the Council are at fault.
- Complaint Partially upheld -the investigation has found that some elements of the complaint the Council are at fault and other elements they are not.
- Complaint not upheld- the investigation has found that the Council are not at fault.

Below shows the decision status of the complaints for the first 3 quarters of 2023/24. This shows that around 50% of complaints that are received are fully upheld.



The Council provides a wide variety of services to over 97,200 residents. In this context, 344 complaints are only a fraction of the number of customer interactions occurring each year (for example, the Council's Customer Service team received 112,820 customer interactions alone in 2022/23).

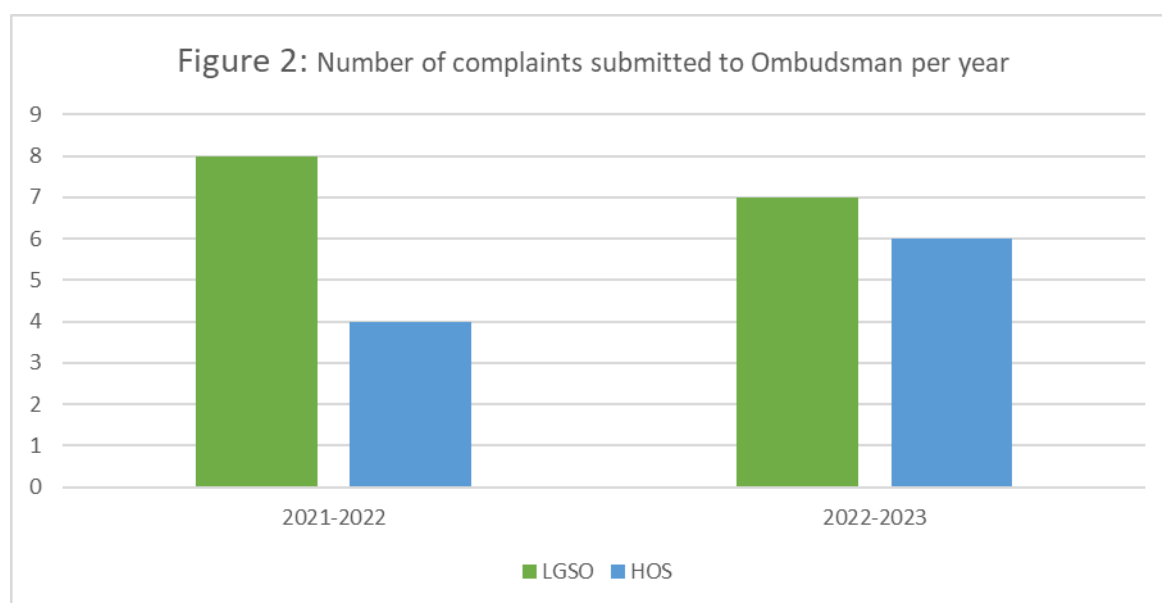
The number of compliments recorded by the Council also increased, from 182 in 2021/22 to 202 (an increase of 11%). Improved efforts by Council departments to capture more of the positive feedback of residents is reflected in this increase and so far, the first 3 quarters of this year indicate a potential increase compared to last year too.

If complainants are not satisfied with the outcome of their complaint as investigated through the Council's complaints' procedures, they can escalate their complaint to the Local Government and Social Care Ombudsman (LGSCO) or the Housing Ombudsman if the complaint is from tenants regarding social housing. The complaints process as a whole has to comply with guidance from the Ombudsman, and a new code is under consideration by both bodies. Once published the Council's complaints process may be updated to ensure compliance.

The audit and governance committee report reviewing the LGSCO annual review letter for 2022/23 can be found via the background papers at the top of this report.

Annex 1 shows an overview of the Housing Ombudsman Service complaints.

Figure 2 shows the total number of complaints submitted to the relevant Ombudsman's over the last two years. So far at the end of quarter 3 for 2023/24 there have been seven complaints escalated to the ombudsman which indicates a reduction this year compared to previous.



6 Recent Changes, Challenges, and achievements.

6.1 Over the last year there have been considerable changes to how we work and how customers interact with services. These all stem from the Customer Excellence Strategy and its core principles. In summary these are:

- A. A change in location and style of provision for the Customer Centre – moving from an edge of town to centre of town site and providing a more welcoming and modern customer service provision. The Customer Centre has now been open a full year and the positive impact on customers is reflected in the performance data shared earlier in this report.
- B. Linked to the above a better drop-in provision for self-service for customers, and a focus on supporting face-to-face customers to be able to self-serve and remote serve.
- C. Introduction of the Citizens Advice being at the Customer Centre for drop ins on a Friday. Following feedback from Customers that they were not able to engage successfully with the Citizens Advice customer services worked with them to introduce the drop-in sessions.
- D. Improvements to the communication and information flow/awareness of other services and their impact on customer services provision, and vice versa. For

example, regular meetings with back-office services are taking place to ensure awareness of planned activity which may have impacts on customer delivery.

- E. Customer Services has been instrumental in the delivery of the Household Support Fund from the government with 1,112 applications being assessed by customer services between April 2023 and December 2023. A total of 675 applications met the criteria of financial hardship and were referred to Leicestershire County Council (LCC) for the fund to be administered. LCC have confirmed that between April-September 2023 NWL residents received £160,810 in food and fuel vouchers from the Household Support Fund.
- F. In December 2023, Customer Services went through the Customer Service Excellence Standard accreditation which tests in great depth those areas that research has indicated are a priority for customers, with particular focus on delivery, timeliness, information, professionalism, and staff attitude. There is also emphasis placed on developing customer insight, understanding the user's experience and robust measurement of service satisfaction. To pass the accreditation you must achieve full compliance in a minimum of 46 of 57 elements and there is a chance to demonstrate compliance at a plus level where you demonstrate that you are over and above. Customer Services passed with 53 fully compliance elements and two of compliance plus. The compliance plus elements were for corporate commitment to the customer and also Customer Service (CS) staff feeling empowered to deliver and do the right thing for the customer and wanting to do it right first time.
- G. We have introduced a 'secret shopper' survey across all customer service provision to give an external view and feedback on how customers are served. This feedback will inform improvements to customer interactions. This commenced initially in Customer Services from 8 January 2024.

7 Conclusion

The Council's customer service provision has been through a journey of change over the last few years, from a traditional service, through radical change during the Covid pandemic, and is now settling into a new normal.

The demand and type of service provision is changing, and the Council is reacting to this. In turn, this means that there is a need to revisit both the physical provision of services which have been achieved by the new Customer Centre, and the digital offer. This is an area that is developing well but will need continual focus and will form part of corporate transformation program.

Policies and other considerations, as appropriate	
Council Priorities:	<ul style="list-style-type: none"> - Planning and regeneration - Clean, green and Zero Carbon - Communities and Housing - A well-run council
Policy Considerations:	Customer Excellence Strategy
Safeguarding:	None directly, but safeguarding is a consideration in some customer interactions.
Equalities/Diversity:	Equality Impact Assessments are undertaken when major changes are planned.
Customer Impact:	Detailed in the report.
Economic and Social Impact:	Indirectly interactions with customers can make real impacts and changes to residents and businesses, but nothing specific from this report directly.
Environment, Climate Change and Zero Carbon:	None specific.
Consultation/Community Engagement:	None for this report but they are undertaken when significant change is proposed.
Risks:	These are covered in operational policies for customer contact. Other issues are addressed in service and corporate risk management approaches.
Officer Contact	Nichola Oliver Team Manager Customer Services Nichola.Oliver@nwleicestershire.gov.uk

Annex 1- Housing Ombudsman Service (HOS) 2022/23 (Last full year to be comparative to the LGSCO report)

The HOS complaint findings are categorised into the following determination definitions:

- **Maladministration** – this could be a finding of service failure, maladministration or severe maladministration, depending upon the seriousness of the failure and the impact on the resident.
- **Reasonable redress** - There is evidence of service failure or maladministration however the landlord has identified and acknowledged this, either as part of our early resolution process or on its own initiative. It has taken steps, and/or made an offer of compensation, which puts things right.
- **Partial maladministration** -If several issues are raised within one complaint, we will investigate and make a finding for each issue. This may mean that there is partial maladministration, where maladministration is found in relation to one or more elements of the complaint, but not all.
- **No maladministration** - is made where the evidence demonstrates that the landlord acted in accordance with its obligations and there is no evidence of any significant failing or detriment to residents.
- **Outside Jurisdiction** - The complaint falls outside of the housing ombudsman's services and therefore the complaint is not investigated.
- **Referred**- back to landlord as complaints process not exhausted by complainant.

In the year April 2022 – March 2023 we received six HOS cases which were categorised as follows:

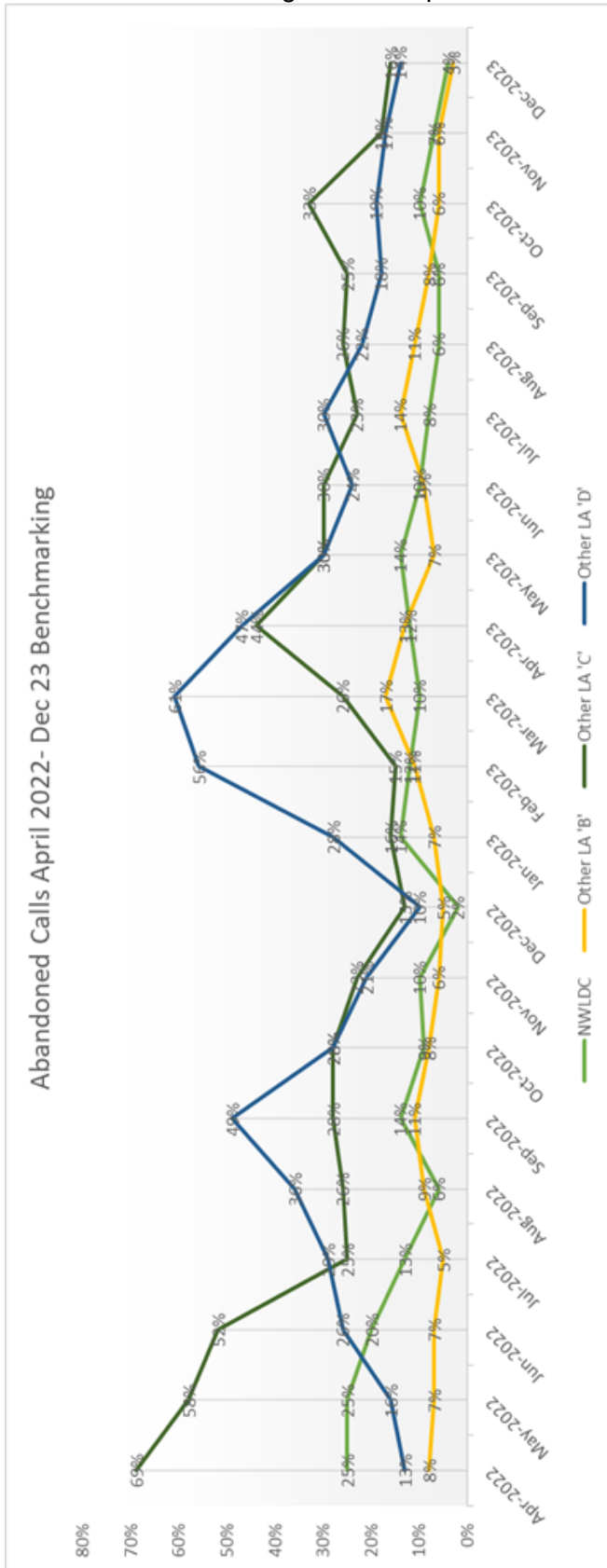
Determination Category	Total
Outside Jurisdiction and therefore not investigated by HOS	3
Referred back to landlord as complaints process not exhausted by complainant.	1
Maladministration	1
No Maladministration	1

The maladministration case set out in the table above was an electrical property fire the determination was as below and £300 compensation.

- In accordance with paragraph 52 of the Housing Ombudsman Scheme, there was maladministration in the landlord's response to the fire in the property.
- In accordance with paragraph 52 of the Housing Ombudsman Scheme, there was maladministration in the landlord's handling of repairs in the property following the fire.
- In accordance with paragraph 52 of the Housing Ombudsman Scheme, there was no maladministration in the level of support and financial assistance from the landlord.
- In accordance with paragraph 52 of the Housing Ombudsman Scheme, there was service failure in the landlord's complaints handling.

Paragraph 52 of the Housing Ombudsman Scheme can be viewed here [Housing-Ombudsman-Scheme-1.pdf](#). Actions have been taken in reaction to this case to take on learnings from the process to help avoid a similar recurrence of the particular findings of this case.

Annex 2- Benchmarking other comparable local authorities.



NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – TUESDAY, 20
FEBRUARY 2024

Title of Report	APPROACH TO TRANSFORMATION	
Presented by	Paul Stone Director of Resources	
Background Papers	General Fund Budget and Council Tax 2024/25	Public Report: Yes
Financial Implications	A proposal to provide funding of £0.5m will be considered as part of the General Fund Budget 2024/25 Report at the Council meeting on 22 February 2024. This will provide resources to support the transformation approach as described in paragraph 2.9 of this report.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	There are no direct legal implications arising from the report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	There are no staffing implications.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	To update Corporate Scrutiny Committee in respect of the work completed to date in progressing and developing the Council's transformation approach.	
Recommendations	THAT THE COMMITTEE NOTES THE DETAILS OF THE WORK COMPLETED TO DATE.	

1.0 BACKGROUND

- 1.1 The key guiding principle of the Council's financial strategy is to ensure financial sustainability over the medium term. In setting the budget for 2023/24, the Council identified a funding gap of approximately £4m by the 2027/28 financial year. Significant work has taken place in preparing the proposed budget for 2024/25 which has resulted in a substantial reduction in the budget gap over the medium term. However, there is still a funding gap and the uncertainty of the impact of a proposed business rates reset in 2026/27 remains.
- 1.2 If the funding gap is left unaddressed, it could lead to financial instability, service deterioration and statutory failure. Therefore, the development of a transformation programme will contribute towards closing the funding gap.
- 1.3 Transformation is not just about closing the funding gap, it aims to improve the performance, efficiency and effectiveness of the Council. The fundamental benefit of

any transformation is to ensure better outcomes for citizens, customers and stakeholders.

1.4 Transformation will link to the priorities outlined in the Council Delivery Plan. To support this, officers have completed some preparatory work in readiness to progress transformation work pending approval of proposed funding of £0.5m which will provide resources to support transformation across the Council (see paragraph 2.9 below).

1.5 At its meeting on 4 January 2024, following consideration of the Draft General Fund Budget 2024/25, Corporate Scrutiny Committee requested an update on the Council’s approach to transformation, details of which are set out in Section 2.0 below.

2.0 WORK COMPLETED TO DATE

2.1 Alongside the financial challenges mentioned above, transformation is also fundamental to the Council’s values and “One Team, One Council” ethos and contributes to the delivery of the Council Delivery Plan priorities.

2.2 To date, the Chief Executive and Director of Resources have undertaken a number of engagement exercises with the Corporate Leadership Team, members of Cabinet, team managers and a wide cross-section of staff. These meetings took place during Autumn 2023.

2.3 There were seven roadshows where feedback was sought from staff in response to several topics which were:

- You (as an employee)
- Your team
- Your service
- Other services
- The Council
- Transformation Expectations
- Work life and well-being.

2.4 A total of 519 comments were received from the roadshows. The feedback received can be summarised by the following themes which will underpin the approach to transformation.

- Customers
- Organisation and people
- Resources

2.5 Under each theme the intention will be to focus on the following:

CUSTOMERS	ORGANISATION & PEOPLE	RESOURCE
Customer should have a positive experience of Council services whether that is face to face, on the telephone or	Leaders across the Council will lead by example Staff will feel trusted and valued	The Council will be financially sustainable over the medium term

<p>digitally</p> <p>The Council's website is easy to navigate and customer friendly</p> <p>The Council will be honest about what we can and can't deliver recognising that it can't do everything or support what everyone wants</p> <p>Customer feedback will help improve services</p> <p>Customers will be signposted to the services they need</p>	<p>Staff will be empowered to serve customers well Staff will be given the tools to communicate effectively</p> <p>Regular communication with staff will be provided.</p> <p>We will share and celebrate our successes</p>	<p>The Council will have an appropriately skilled workforce</p> <p>Additional capacity will be provided to support transformational change</p> <p>Support functions will have the capacity to provide assistance when it is needed</p> <p>Staff will be given appropriate training to deliver their roles</p> <p>The Council's workforce will be resilient.</p> <p>Investment will be provided where the outcomes improve the customer experience</p>
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2.6 The roadshows have provided valuable insights to support the development of the Council's transformation programme, which will be guided by the Transformation Steering Group. The Group has been established which is made-up of internal officers chaired by the Chief Executive. The role of the Steering Group is to ensure that transformation is aligned with the Council Delivery Plan and can be delivered effectively. A copy of the Terms of Reference for the Group is shown at Appendix 1.

2.7 Initial feedback received has highlighted a number of areas where it is felt a transformational approach would deliver efficiencies:

- ICT contracts – rationalising the number of contracts to deliver best value and synergies in operational effectiveness across the Council
- Procurement – delivering best value from contractual arrangements
- Workforce support – reducing sickness absence and agency spend to ensure services operate effectively.
- Service Reviews – detailed in 2.10 below.

2.8 In addition, the corporate leadership team has been invited to submit business cases that demonstrate how their services can achieve significant savings or efficiencies, and contribute to the Council's transformation goals.

2.9 The successful implementation of the Transformation Programme depends on the availability and allocation of adequate resources. This is especially true for the human resources and financial aspects of the change process, as well as other support services such as legal and communications, which require careful planning, management, and evaluation. Therefore, the General Fund Budget Report 2024/25 to be considered by Full Council in February proposes to set aside a sum of £0.5m to provide additional resources to deliver the transformation programme.

- 2.10 There are currently two reviews of services which are in train and will form an integral part of early transformation initiatives, these being waste and parking. Both are expected to deliver savings and efficiencies to support the bridging of the funding gap over the medium term. Outcomes from these reviews will be reported to Scrutiny and Cabinet in due course.
- 2.11 Next steps will be for a transformation programme to be developed subject to agreement of the £0.5m funding by Council on 22 February 2024. Cabinet and Corporate Scrutiny Committee will receive regular progress reports in respect of the Council's transformation approach as part of the quarterly performance and budget reports.

Policies and other considerations, as appropriate	
Council Priorities:	- Planning and regeneration - Clean, green and Zero Carbon - Communities and Housing - A well-run council
Policy Considerations:	Council Delivery Plan Medium Term Financial Plan
Safeguarding:	None.
Equalities/Diversity:	Equality Impact Assessments will be completed where it is appropriate to do so with any of the transformation programmes.
Customer Impact:	None.
Economic and Social Impact:	None.
Environment, Climate Change and zero carbon:	None.
Consultation/Community Engagement:	Engagement with key stakeholders was undertaken during Autumn 2023 to help inform the development of the Transformation Delivery Plan.
Risks:	Failure to deliver savings over the medium term will impact on the financial sustainability of the Council.
Officer Contact	Paul Stone Director of Resources Paul.stone@nwleicestershire.gov.uk

Transformation Steering Group Terms of Reference

Objectives

The Transformation Programme aims to improve the performance, efficiency and effectiveness of the Council. It may involve redesigning processes, systems and structures, as well as changing the behaviours and skills of the workforce aligning with the values of Council i.e. One Team, One Council.

To act as a steering group for the Council's Transformation Programme to ensure that it is aligned with the Council Delivery Plan and can be delivered effectively.

Responsibilities

1. To agree an overall programme to achieve the objectives of the Council Delivery Plan
2. To align the programme with the Council's Medium Term Financial Plan and agreed saving targets
3. To agree, support and drive forward the delivery of transformation initiatives, providing strategic oversight, direction and challenge in line with that programme
4. To review the top-level transformation portfolio including benefits realisation, milestones, accountabilities and capacity.
5. To authorise individual projects in the programme to continue at each decision point
6. To monitor and comment on the extent to which the current and future portfolio of transformation is on track to deliver the right outcomes and cultural change.
7. To facilitate change and champion the programme to internal/external stakeholders
8. To monitor the planned savings for each programme against delivery
9. To resolve strategic and directional issues between projects that need the input and agreement of senior stakeholders to ensure progress
10. To review the programme risk register and proposals for mitigation (aligned with the Corporate Risk Register)
11. To ensure that where resources are necessary they are provided in accordance with project need, project outputs and business requirements.

Accountability

The Group is an officer Group, Chaired by the Chief Executive and is accountable to Cabinet. The Group will also provide information as required to Corporate Scrutiny and Audit and Governance committees.

Scope

The Group will cover both General Fund and Housing Revenue Account transformation programmes.

Frequency of Meetings

Meetings will be arranged to take place on a monthly basis. Meetings to be held either in person or via Teams. The Chair may call additional meetings which are deemed necessary.

Secretariat

An agenda for each meeting will be distributed at least seven days ahead of the meeting with an action log maintained.

Membership

- Allison Thomas – Chief Executive (Chair)
- Andy Barton – Director of Communities
- Paul Stone – Director of Resources
- James Arnold – Director of Place
- Mike Murphy – Head of Human Resources
- Elizabeth Warhurst – Head of Legal and Support Services
- Nicola Merrin – Project Manager

Corporate Scrutiny Committee – WORK PROGRAMME (as at 09/02/24)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
May 2024				
23 May 2024	Annual Scrutiny Report To summarise the work of the Scrutiny Committees for the civic year 23/24.	Andy Barton Strategic Director	-	30 minutes
23 May 2024	Performance Monitoring Report To report on Q4 performance, in line with the Council Delivery Plan.	Mike Murphy, Head of Human Resources and Organisational Development	-	30 minutes
23 May 2024	Employee Resourcing To feedback on issues raised by the Corporate Scrutiny Committee in relation to conditions for staff, the use of agency workers, and the impacts on service delivery.	Mike Murphy, Head of Human Resources and Organisational Development	-	30 minutes
23 May 2024	2023/24 Quarter 3 General Fund and Housing Revenue Account (HRA) Finance Update To provide members of the Corporate Scrutiny Committee with information on the Quarter 3 financial position for the General Fund and Housing Revenue Account (HRA).	Anna Crouch, Head of Finance	-	30 minutes

Work requests considered by the Scrutiny Work Programming Group

Work Request	Status/Progress	Committee date to be considered (provisional)
Housing Repairs Update Report	Report to be considered towards the end of 2024.	To be confirmed once new meeting schedule is agreed.
Staffing Resources	Scheduled for Committee.	23 May 2024

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

PREVIOUS SCRUTINY RECOMMENDATIONS TO CABINET

Damp and Mould Task & Finish Group Report – Corporate Scrutiny Committee – 4 January 2024

Members received the report of the Task and Finish Group and supported the following recommendations to Cabinet:

1. A stand alone policy on damp and mould is produced and agreed as soon as possible.
2. Steps are taken to improve the materials provided to tenants about damp and mould drawing on best practice as outlined in this report.
3. The Council participates in benchmarking of damp and mould cases as soon as such benchmarking is available through Housemark and build the results into our standard reporting arrangements.
4. The Housing Service is instructed to scope a specification to use external contractors to supplement the inhouse workforce capacity to specifically address the damp and mould cases and associated repairs and works and to proceed to procure a preferred contractor.
5. Cabinet note the outcome of the review and identifies if they want the Task and Finish Group to continue its work on damp and mould in any capacity.

At its meeting on 31 January, Cabinet considered the recommendations and agreed the following:

Recommendation 1 – Cabinet agreed. It was accepted that a separate policy for damp and mould would provide greater clarity for tenants. The service would develop a draft policy as suggested and consult with tenants and members of the Task and Finish Group. This policy would be delivered within Q1 of 2024/25.

Recommendation 2 – Cabinet agreed. The service had already redrafted some elements of the communication material to tenants but would take on board the comments from the Task and Finish Group and its comments on the form and style of these. This would launch alongside the new policy once developed.

Recommendation 3 – Cabinet agreed. This was always the intention to ensure that the Council are aware of where its service sits within the wider work of all housing providers. This action was, however, dependant on third party data publication but would be included as an indicator within the Housing Service Plan which forms part of the wider performance management framework of the Council.

Recommendation 4 – Cabinet agreed. Supplementing in-house resources via third party has been under consideration for some time. Elsewhere on the Cabinet meeting's agenda the appointment of a contractor for such services (and to address overall levels of high work in progress jobs) is to be considered. Subject to that item being agreed by Cabinet, work to mobilise the contractor should commence in February 2024.

Recommendation 5 - The work of the Group was noted and gratefully received. Regarding further specific action, the proposed policy in Recommendation 1 above would come back to the Task and Finish group in due course to provide comment on. Cabinet was also aware that a further update on Housing

Repairs progress is due to come to the Committee later this year. In that report officers would also provide an update on progress with these actions. As such Cabinet is content that the work has been completed and nothing in addition to those set out in this response is required at the current time.

Cabinet also formally thanked the group for its work in examining the issue of Mould and Damp.

The reports and minutes for both meetings can be found below:

[Corporate Scrutiny Committee – 4 January 2024](#)

[Cabinet – 31 January 2024](#)

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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, 26 January 2024. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on Tuesday, 27 February 2024 is 5pm Friday, 16 February 2024**

Key Decisions

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

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

The Council's Executive

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

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

Confidential Items and Private Meetings of the Executive

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

Access to Agenda and Related Documents

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

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

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
31 January 2024							
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
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non-Domestic Rates and Sundry Debts	Cabinet	Non-Key	Public	31 January 2024	Corporate Portfolio Holder Exchequer Services Team Leader roma.frisby@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non-Domestic Rates and Sundry Debts	Function delegated to Cabinet
General 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	General Fund Budget and Council Tax 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
Capital Strategy, Treasury Management Strategy and Prudential Indicators 2024/25	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
Robustness of Budget Estimates and Adequacy of Reserves 37	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
Housing Improvement Board & Scrutiny Task and Finish Mould and Damp Recommendations	Cabinet	Non-Key	Public	31 January 2024	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Housing jane.rochelle@nwleicestershire.gov.uk	Housing Improvement Board & Scrutiny Task and Finish Mould and Damp Recommendations	Corporate Scrutiny 23/11/23 and 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
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	31 January 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	The group is a sub group of Cabinet and therefore does not require scrutiny
Appointment of Housing Contractors 38	Cabinet	Key	Part Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)Contracting details	31 January 2024	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Housing jane.rochelle@nwleicestershire.gov.uk	Appointment of Housing Contractors	Considered in general sense at Corporate Scrutiny in November 2023- report detail is operational process
February 2024							
Community Lottery Scheme	Cabinet	Key	Public	27 February 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Community Lottery Scheme	8 February 2024

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
NWL Local Cycling and Walking Infrastructure Plan and Strategy	Cabinet	Key	Public	27 February 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	NWL Local Cycling and Walking Infrastructure Plan and Strategy	Community Scrutiny 8 February 2024
Investment Property Leasehold Disposals 69	Cabinet	Key	Public	27 February 2024	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Property Officer Tel: 01530 454590 stacey.harris@nwleicestershire.gov.uk	Investment Property Leasehold Disposals	Not required to go before Scrutiny.
Performance Monitoring Report	Cabinet	Non-Key	Public	27 February 2024	Councillor Keith Merrie MBE keith.merrie@nwleicestershire.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Performance Monitoring Report	The timing is too tight for this particular report, but future iterations will be presented to the Corporate Scrutiny Committee.

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
Authority to Enter into an Agreement for the Communal Cleaning of Housing Sites	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	27 February 2024	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Housing Management Team Manager Tel: 01530 454808 amanda.harper@nwleicester.gov.uk	Report Authority to Enter into an Agreement for the Communal Cleaning of Housing Sites	Contractual agreement that does not require Scrutiny consideration.
March 2024							
2023/24 Quarter 3 General Fund and Housing Revenue Account (HRA) Finance Update	Cabinet	Key	Public	26 March 2024	Corporate Portfolio Holder Head of Finance Tel: 01530 454492 anna.crouch@nwleicester.gov.uk	2023/24 Quarter 3 General Fund and Housing Revenue Account (HRA) Finance Update	Corporate Scrutiny May 2024
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non-Domestic Rates and Sundry Debts	Cabinet	Non-Key	Public	26 March 2024	Corporate Portfolio Holder Exchequer Services Team Leader roma.frisby@nwleicester.gov.uk	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	The group is a sub group of Cabinet and therefore does not require scrutiny
North West Leicestershire Community Health Wellbeing Plan 2023-2026 41	Cabinet	Key	Public	26 March 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	North West Leicestershire Community Health Wellbeing Plan 2023-2026	Members were involved in and consulted on the development of the document.
April 2024							
Update on Zero Litter and Launch of Love your Neighbourhood	Cabinet	Non-Key	Public	23 April 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Update on Zero Litter and Launch of Love your Neighbourhood	4 April 2024

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Corporate Microsoft Licences Renewal	Cabinet	Key	Public	23 April 2024	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk ICT Team Manager sam.outama@nwleicester.gov.uk	Corporate Microsoft Licences Renewal	Not required.
Performance Monitoring Report 42	Cabinet	Non-Key	Public	23 April 2024	Councillor Keith Merrie MBE keith.merrie@nwleicester.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicester.gov.uk	Performance Monitoring Report	To be considered at Corporate Scrutiny Committee in May 2024
May 2024							
Treasury Management Stewardship Report 2023/24	Cabinet	Non-Key	Public	21 May 2024	Corporate Portfolio Holder Head of Finance Tel: 01530 454492 anna.crouch@nwleicester.gov.uk	Treasury Management Stewardship Report 2023/24	Audit and Governance Committee - 24/04/24

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
Waste Services Review	Cabinet	Key	Public	21 May 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicester.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk	Future of Waste Services	This item is being considered at Community Scrutiny in April 2024
Disabled Facilities Grant Review 43	Cabinet	Non-Key	Public	21 May 2024	Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicester.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk	Lightbulb	4 April 2024.
June 2024							
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 roma.frisby@nwleicestershire.gov.uk	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
Environmental Health - Food Safety Service Delivery Plan 2024/5	Cabinet	Key	Public	25 June 2024	<p>Councillor Michael Wyatt Tel: 07773 341531 michael.wyatt@nwleicestershire.gov.uk</p> <p>Environmental Health Team Manager Tel: 01530 454610 lee.mansfield@nwleicestershire.gov.uk</p>	Draft service delivery plan Officer report Environmental Health - Food Safety Service Delivery Plan 2024/5	Not considered necessary
Districtwide Regeneration Framework 44	Cabinet	Key	Public	25 June 2024	<p>Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk</p> <p>Senior Economic Development Officer tom.stanyard@nwleicestershire.gov.uk</p>	Districtwide Regeneration Framework	Community Scrutiny in April 2024