



**TO COUNCILLOR:**

N Alam  
L A Bentley  
G A Boulter  
F S Broadley (Vice-Chair)  
M H Charlesworth (Chair)

M L Darr  
J K Ford  
D A Gamble  
C S Gore  
S Z Haq

G G Hunt  
P Joshi  
K J Loydall  
I K Ridley

I summon you to attend the following meeting for the transaction of the business in the agenda below.

**Meeting:** Policy, Finance & Development Committee  
**Date & Time:** Tuesday, 12 September 2023, 7.00 pm  
**Venue:** Civic Suite 2, Brocks Hill Council Offices, Washbrook Lane, Oadby, Leicester, LE2 5JJ  
**Contact:** Democratic Services  
**t:** (0116) 257 2775  
**e:** democratic.services@oadby-wigston.gov.uk

Yours faithfully

Council Offices  
Oadby  
**04 September 2023**

**Anne E Court**  
Chief Executive



**Meeting ID: 2539**

**ITEM NO.**

**AGENDA**

**PAGE NO'S**

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<https://civico.net/oadby-wigston/17944-Policy-Finance-Development-Committee>

**1. Apologies for Absence**

To receive apologies for absence from Members to determine the quorum of the meeting in accordance with Rule 7 of Part 4 of the Constitution.



**Postal Address:** Brocks Hill Council Offices, Washbrook Lane, Oadby, Leicester, LE2 5JJ

**Refuse & Recycling Centre:** The Depot, Wigston Road, Oadby, Leicester, LE2 5JE

**Telephone:** (0116) 288 8961 **Email:** customer.services@oadby-wigston.gov.uk



oadby-wigston.gov.uk



OadbyWigstonBC



@Oadby\_Wigston

## 2. **Appointment of Substitutes**

To appoint substitute Members in accordance with Rule 26 of Part 4 of the Constitution and the Substitution Procedure Rules.

## 3. **Declarations of Interest**

Members are reminded that any declaration of interest should be made having regard to the Members' Code of Conduct. In particular, Members must make clear the nature of the interest and whether it is 'pecuniary' or 'non-pecuniary'.

## 4. **Minutes of the Previous Meeting**

**3 - 6**

To read, confirm and approve the minutes of the previous meeting in accordance with Rule 19 of Part 4 of the Constitution.

## 5. **Action List Arising from the Previous Meeting**

To read, confirm and note the Action List arising from the previous meeting.

## 6. **Petitions and Deputations**

To receive any Petitions and, or, Deputations in accordance with Rule(s) 11 and 12 of Part 4 of the Constitution and the Petitions Procedure Rules respectively.

## 7. **Budget Monitoring (Q1 2023/24)**

**7 - 24**

Report of the Head of Finance / Acting Chief Finance Officer / S151 Officer and the Interim Finance Manager

## 8. **Budget Setting Approach 2024/25**

**25 - 31**

Report of the Head of Finance / Acting Chief Finance Officer / S151 Officer

## 9. **Council Tax Empty Homes Update (September 2023)**

**32 - 40**

Report of the Revenues & Benefits Manager

## 10. **People Strategy (2023-2026)**

**41 - 89**

Report of the Strategic Director

## 11. **Standards & Ethical Indicators (Q1 2023/24)**

**90 - 100**

Report of the Head of Law & Democracy / Monitoring Officer

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# Agenda Item 4

**MINUTES OF THE MEETING OF THE POLICY, FINANCE & DEVELOPMENT COMMITTEE  
HELD AT COUNCIL OFFICES, BUSHLOE HOUSE, STATION ROAD, WIGSTON,  
LEICESTERSHIRE, LE18 2DR ON TUESDAY, 27 JUNE 2023 COMMENCING AT 7.00 PM**

## PRESENT

M H Charlesworth                      Chair  
F S Broadley                              Vice-Chair



Meeting ID: 2508

## COUNCILLORS

N Alam  
L A Bentley  
G A Boulter  
M L Darr  
J K Ford  
C S Gore  
S Z Haq  
P Joshi  
K J Loydall

## OFFICERS IN ATTENDANCE

B Bull                                      Head of Finance / Deputy Section 151 Officer  
C Eyre                                      Housing Manager  
D M Gill                                    Head of Law & Democracy / Monitoring Officer  
T Hatton                                    Head of Customer Service & Transformation  
S Khan                                      Interim Strategic Director / Section 151 Officer  
R Sohal                                      Finance Manager  
A Thorpe                                    Head of Built Environment  
S Wheeliker                                Democratic & Electoral Services Officer

### 1. **APOLOGIES FOR ABSENCE**

An apology for absence was received from Councillors G G Hunt and I K Ridley.

### 2. **APPOINTMENT OF SUBSTITUTES**

None.

### 3. **DECLARATIONS OF INTEREST**

None.

### 4. **MINUTES OF THE PREVIOUS MEETING**

It was moved by Councillor S Z Haq, seconded by Councillor G A Boulter and

#### **UNANIMOUSLY RESOLVED THAT:**

**The minutes of the previous meeting held on 28 March 2023 be taken as read, confirmed and signed.**

**5. ACTION LIST ARISING FROM THE PREVIOUS MEETING**

None.

**6. PETITIONS AND DEPUTATIONS**

None.

**7. BUDGET MONITORING (Q4 2022/23)**

The Committee gave consideration to the report and appendix (as set out at pages 8 – 20 of the agenda reports pack and pages 3 – 5 of the agenda update) which provided an update on the Council's draft outturn position for the General Fund, HRA and Capital Programme for the financial year 2022/23.

By general affirmation of the meeting, it was

**UNANIMOUSLY RESOLVED THAT:**

**The content of the report and appendix be noted.**

**8. TREASURY MANAGEMENT OUTTURN REPORT (2022/23)**

The Committee gave consideration to the report and appendices (as set out at pages 21 – 34 of the agenda reports pack) which detailed the performance and activities of the authority's treasury management function for the financial year 2022/23.

By general affirmation of the meeting, it was

**UNANIMOUSLY RESOLVED THAT:**

**The contents of the report and appendices be noted.**

**9. BUDGET BOOK (2023/24)**

The Committee gave consideration to the report and appendices (as set out at pages 35 – 151 of the agenda reports pack) which asked it to note that the Budget Book for 2023/24 was available.

By general affirmation of the meeting, it was

**UNANIMOUSLY RESOLVED THAT:**

**The content of the report and appendices be noted.**

**10. ANTI-FRAUD AND CORRUPTION POLICY (JUNE 2023)**

The Committee gave consideration to the report and appendix (as set out at pages 152 – 175 of the agenda reports pack) which presented the updated Anti-Fraud and Corruption Policy for Oadby and Wigston Borough Council for approval.

It was moved by the Chair, seconded by Councillor K J Loydall and

**UNANIMOUSLY RESOLVED THAT:**

**The Council's Anti-Fraud and Corruption Policy (as set out at appendix 1) be approved.**

**11. ETHICAL STANDARDS AND INDICATORS (Q4 2022/23)**

The Committee gave consideration to the report and appendix (as set out at pages 176 – 186 of the agenda reports pack) which asked it to note the figures for local determination of complaints and ethical indicators for Q4 2022/23.

By general affirmation of the meeting, it was

**UNANIMOUSLY RESOLVED THAT:**

**The content of the report and appendix be noted.**

**12. EXCLUSION OF THE PRESS AND PUBLIC**

By affirmation of the meeting, it was

**UNANIMOUSLY RESOLVED THAT:**

**The press and public be excluded from the remainder of the meeting in accordance with Section 100(A)(4) of the Local Government Act 1972 (Exempt Information) during consideration of the item below on the grounds that it involved the likely disclosure of exempt information, as defined in the respective paragraph(s) 1 and 3 of Part 1 of Schedule 12A of the Act and, in all the circumstances, the public interest in maintaining the exempt item outweighed the public interest in disclosing the information.**

**13. PROPOSED PART DISPOSAL OF OADBY SITE (EXEMPT)**

The Committee gave consideration to the report and appendices (as set out at pages 187 – 208 of the agenda reports pack) which asked Members to determine whether to dispose of part of the Oadby Depot Site by way of sale or lease.

It was moved by Councillor G A Boulter, seconded by Councillor L A Bentley and

**RESOLVED THAT:**

- (i) Part of the Oadby Depot site be disposed of by way of leasing part of the site at an annual rent of £10,700 (subject to further valuation).**

<b>Votes For</b>	<b>7</b>
<b>Votes Against</b>	<b>4</b>
<b>Abstentions</b>	<b>0</b>

It was moved by the Chair, seconded by Councillor L A Bentley and

**RESOLVED THAT:**

- (ii) Delegated authority be granted to the Interim Strategic Director (Section 151 Officer) in consultation with the Monitoring Officer (Head of Law and Democracy) and the Chair of the Policy, Finance and Development**

**Committee to agree the final details of any lease ensuring best value is obtained.**

<b>Votes For</b>	<b>7</b>
<b>Votes Against</b>	<b>4</b>
<b>Abstentions</b>	<b>0</b>

**THE MEETING CLOSED AT 8.45 pm**

# Agenda Item 7



<b>Policy, Finance and Development Committee</b>	<b>Tuesday, 12 September 2023</b>	<b>Matter for Information</b>
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**Report Title:** **Budget Monitoring Report (Q1 2023/24)**

**Report Author(s):** **Andrew Kidder (Interim Finance Manager)  
Bev Bull (Head of Finance/Acting Chief Finance Officer / S151 Officer)**

<b>Purpose of Report:</b>	To provide the Committee with an update on the forecast financial position for the Council for the financial year 2023/24, as at the end of the first quarter.
<b>Report Summary:</b>	<p>The Q1 forecast position for the year on the General Fund is a deficit of £282k compared to the revised budget for 2023/24. Actions to address and mitigate the forecast overspend position are presented within the report.</p> <p>The Q1 forecast for the HRA is a surplus of £9k, compared to a budgeted balanced position.</p> <p>Spending on the Council's HRA and General Fund Capital Programmes currently show significant slippage.</p>
<b>Recommendation(s):</b>	<p><b>That the Committee:</b></p> <p><b>A. Note the contents of the report and appendix;</b></p> <p><b>B. To approve the additions to the Capital Programme as detailed at paragraph 9.5.</b></p>
<b>Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):</b>	<p>Sal Khan (Interim Strategic Director) (0116) 257 2690 <a href="mailto:sal.khan@oadby-wigston.gov.uk">sal.khan@oadby-wigston.gov.uk</a></p> <p>Bev Bull (Head of Finance /Acting Chief Finance Officer / S151 Officer) (0116) 257 2649 <a href="mailto:bev.bull@oadby-wigston.gov.uk">bev.bull@oadby-wigston.gov.uk</a></p> <p>Andrew Kidder (Interim Finance Manager) (0116) 257 2694 <a href="mailto:andrew.kidder@oadby-wigston.gov.uk">andrew.kidder@oadby-wigston.gov.uk</a></p>
<b>Strategic Objectives:</b>	Our Council (SO1)
<b>Vision and Values:</b>	"Our Borough - The Place To Be" (Vision) Resourceful & Resilient (V4)
<b>Report Implications:-</b>	
Legal:	There are no implications directly arising from this report.
Financial:	The implications are as set out in this report.
Corporate Risk Management:	Decreasing Financial Resources / Increasing Financial Pressures (CR1) Reputation Damage (CR4)

	Economy / Regeneration (CR9)
Equalities and Equalities Assessment (EA):	There are no implications directly arising from this report.
Human Rights:	There are no implications directly arising from this report.
Health and Safety:	There are no implications directly arising from this report.
<b>Statutory Officers' Comments:-</b>	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
<b>Consultees:</b>	Senior Leadership Team
<b>Background Papers:</b>	<a href="#">Office Relocation Project Closure Report -Capital Projects Sub Committee 30<sup>th</sup> June 2023</a>
<b>Appendices:</b>	Appendix 1 – Capital Programme 2023/24 Appendix 2 - Summary of the total amount invested in 2023/24 Appendix 3 – Prudential indicators 2023/24

## 1. Introduction

- 1.1 In February 2023, the Council approved its revenue and capital budgets for the general fund and the HRA.
- 1.2 This is the first monitoring report for the 2023/24 financial year and the report details the forecast financial outturn position based on actual financial activity to the 30 June 2023 and forecast costs and income from 31 July 2023 to 31 March 2024. Although economic conditions and inflationary pressures have started to ease there is still considerable pressure being felt on the Council's budgets and therefore the ability to achieve a balanced position at year-end.
- 1.3 This report also includes information on Treasury Management activities for 2023/24 to date at Section 10.

## 2. General Fund Forecast Outturn Position 2023/24

- 2.1 As at Quarter 1 (April to June 2023) the forecast outturn position for 2023/24 is £282K overspend which represents a 4.1% variance of the revised revenue budget (£7.602m). See **Table 1** below.

**Table 1 - General Fund Budget Monitoring Position By Service**

Service	Original Budget 2023/24	Revised Budget 2023/24	Forecast Outturn	Variance
	£	£	£	£
<b>Senior Leadership Team</b>	482,350	482,350	482,351	0
<b>Finance &amp; Resources (Including Corporate)</b>	2,390,454	2,390,454	2,492,710	102,256



<b>Budgets)</b>				
<b>Law &amp; Democracy*</b>	757,652	754,437	813,740	59,303
<b>The Built Environment</b>	1,258,986	1,315,247	1,273,731	-41,516
<b>Community &amp; Wellbeing (inc Depot)*</b>	1,088,928	1,088,928	1,338,018	249,090
<b>Customer Service &amp; Business Transformation</b>	1,970,768	1,987,635	2,032,872	45,237
<b>HRA Recharge</b>	-1,433,803	-1,433,803	-1,433,803	0
<b>Capital Financing</b>	1,017,100	1,017,100	885,100	-132,000
<b>Net Revenue Expenditure</b>	<b>7,532,435</b>	<b>7,602,348</b>	<b>7,884,718</b>	<b>282,370</b>
Financed by:				
Funding	6,959,048	6,959,048	6,959,048	0
Earmarked Reserves	143,200	178,246	178,246	0
General Fund Reserve	430,187	465,054	747,424	282,370

\*£83k of the £249k pressure on Community and Wellbeing and £32k of the £59k pressure on Law and Democracy relate to original budget setting errors and are shown in Table 2 below. The true budget pressure attributable to the respective service is therefore only £193k of the £282k for these two Services identified above.

2.2 The principal reasons for the £282k variance are summarised below in **Table 2**

**Table 2 – Principal Variances in General Fund Budget Monitoring Position**

<b>Issue</b>	<b>Q1 Forecast Variance</b>	<b>Major Reason for variance</b>
	£	
<b>Swimming Pools &amp; Leisure Centre</b>	241	Leisure management fee income is forecast under budget by £233k. Negotiations are ongoing with SLM the operator, with open book in place until the 1 August. £8k cost pressure for external contractors.
<b>Corporate Management (Non-Financial)</b>	106	Unachievable annual vacancy management savings target.
<b>ICT</b>	68	£46K for Uniform software not budgeted. £30k forecast under achievement of capitalisation of salaries for project work, £19k net overspend on computer hardware. Off-set by £27k saving on vacant System Support post until March 2024.
<b>Non-Service specific</b>	115	There was a £83k error in the detailed budget setting when the transfer of the Community Wellbeing function to Blaby was reflected (the cost of transferring the service to Blaby remains as previously presented and agreed by members). The full cost of staff in the Environmental Health Admin & Enforcement budget was also not

		fully reflected £32k
<b>Selective Property Licensing Scheme</b>	83	Budget for Private Landlord licence income set too high.
<b>Capital Financing</b>	-132	Savings in capital financing charges of £132k due to significant slippage in capital programme funding requirements.
<b>Economic Development</b>	-62	Vacant Economic Regeneration Manager post
<b>Crime and Disorder Partnership</b>	-43	Unexpected CSP funding.
<b>Environmental Health</b>	-42	Unanticipated external funding to fund post.
<b>NNDR</b>	-39	Vacant Business Rates Officer post.
<b>Net of other smaller variances</b>	-13	
	<b>-282</b>	

- 2.3 Inflationary pressures although easing slightly continue to affect all services across the Council such as substantially increased costs for contracts, utility costs, fuel, supplies and services, building material and repair costs. Certain key service areas have been particularly significantly affected.
- 2.4 The largest major variance forecast to date is the shortfall in fee income for the Leisure management fee, which is forecast to result in significant shortfall in 23/24 of approximately £233k. Negotiations are ongoing with the operator SLM and consequently we continue to operate on an open book basis until August 2023. The open book basis resulted in a shortfall of £300k compared to budget at the financial year-end for 2022/23.
- 2.5 A second significant budget pressure arises from the likely non-achievement of the corporate vacancy provision set at £106k. Whilst vacancies do arise and there may be a vacant period, in some areas additional costs are incurred for agency staff, use of agency staff is on an exceptional basis only.
- 2.6 In year actions are being identified and implemented to reduce the forecast overspend for 2023/24. SLT have agreed the following actions to be taken to reduce the level of forecast overspend for 2023/24;
- Vacancy freeze on non-essential posts
  - A freeze on non-essential, non-contractual, non-invest to save spend freeze.

Request for essential posts and spend are approved by SLT.

- 2.7 The Business Rates Officer, Systems Support Officer and Economic Regeneration Manager posts are currently being held as vacancies; the current forecast assumes this will be for the remainder of the year – this will be kept under review.
- 2.8 Internally within the Council, Officers are taking various actions to ensure good financial control. Communication and engagement with the Senior Leadership Team and Corporate Management Team in respect of the budget position is on-going and the Finance service continues to implement the finance business partner approach which enables greater engagement with budget holders across the Council.
- 2.9 **Tables 3 i) to vi)** below analyse the above overall £282,370 variance with Service level and explanatory note details.

## **i) Senior Leadership Team**

<b>Service</b>	<b>Variance</b>	<b>Reason for variance</b>
	£000	
Senior Leadership Team	0	Not applicable – balanced position

**ii) Finance & Resources (Including Corporate Budgets)**

<b>Service</b>	<b>Variance</b>	<b>Reason for variance</b>
	£000	
Corporate Management (Financial)	12	Strategic Treasury Management advisors, spend is as per the contract. £8.5k additional costs relating to final accounts and external audit work.
Corporate Management (Non-Financial)	106	Unachievable annual vacancy management savings target.
NNDR	-39	Permanent staff savings from vacant post
Net cost of benefits	16	Estimated under-recovery of over-payments
Head of Finance, Revenues & Benefits	-7	Data sharing New Burdens Grant income
	14	
<b>Total</b>	<b>102</b>	

**iii) Law and Democracy**

<b>Service</b>	<b>Variance</b>	<b>Reason for variance</b>
Legal & Admin Service	2	Costs award made insufficient to fully recover of costs of action associated with Works in Default.
Democratic Representation & Management	7	Staff costs budget pressure
Taxi Licences	4	Level of license refunds paid higher than anticipated.
Alcohol and Entertainment Licences	-27	Excess income on Premises new applications and annual charges
Selective Property Licensing Scheme	83	Budget for Private Landlord licence income set too high.
Environmental Health	-42	Unbudgeted income from external funding.
<b>Total</b>	<b>27</b>	(Excludes £32k budgeting error detailed in table 2 above)

**iv) The Built Environment 1 & 2**

<b>Service</b>	<b>Variance</b>	<b>Reason for variance</b>
	£000	
Building Control Section	3	Due to economic downturn and cost of living crisis there is an increase in funding contributions required to meet the anticipated costs of the delegated Leicestershire Building Control Partnership
Planning Control	12	Net budget pressure arising from permanent staff salaries underspend and agency planning enforcement officer support for a fixed 3 month period to update planning enforcement policies and procedures
Planning Policy	-3	Excess of grant income funding
Planning Section	2	Perm staff salaries pressure
Economic Development	-62	Vacant economic regeneration post
RentPlus	5	Legal costs associated with a claim for disrepair.
Cleaning	2	Unbudgeted travel costs
Other	1	Other
<b>Total</b>	<b>-41</b>	

**v) Community & Wellbeing (inc Depot)**

<b>Service</b>	<b>Variance</b>	<b>Reason for variance</b>
	£000	
Swimming Pools & Leisure Centre	241	Leisure management fee income is forecast under budget by £233k. Negotiations are ongoing with SLM the operator, with open book in place until the 1 August. £8k cost pressure for external contractors.
Crime and Disorder Partnership	-43	Unexpected CSP funding.
Refuse Collection	4	Cost pressure on hired plant for Persistent Organic Pollutants (POPs) vehicle.
Oadby Depot	10	Business rates cost pressure (£10k).
Sports Grounds	-5	Excess income from reimbursements partially off-set by utility cost pressures
Cemeteries	-6	Forecast under-spend on

		salaries staff budget
Car Parks	-19	Small excess in fee income - £15k (based on 22/23 levels) and savings on expected repair costs.
Street Cleansing	12	Unrealisable income budget off-set by staff salaries saving
Facilities Management Holding Account	-9	Current under-spend on staffing
Bushloe House Offices and Grounds	9	Net overspends forecast on the Bushloe House building. The sale is now not expected until 2024/25 resulting in additional property costs . These are largely being off-set by additional savings against those provided for in the budget.
Fleet Management	-28	Curent forecast fuel price saving. Fuel prices are volatile, and this forecast may change.
Other	-2	
<b>Total</b>	<b>135</b>	(Excludes £83k budgeting error detailed in table 2)

**vi) Customer Service & Business Transformation**

<b>Service</b>	<b>Variance</b>	<b>Reason for variance</b>
Customer Services	2	Room hire costs and customer signage for Hubs
ICT	68	£46K for Uniform software not budgeted. £30k forecast under achievement of capitalisation of salaries for project work, £19k net overspend on computer hardware. Off-set by £27k saving on vacant systems admin post until March 2024.
Corporate Projects	-17	Staff cost saving.
Telephones	-4	Net overspend of telephone services.
Mechanics Workshop	-4	
<b>Total</b>	<b>45</b>	

**HRA Recharges**

<b>Service</b>	<b>Variance</b>	<b>Reason for variance</b>
	£000	
HRA Recharges	0	Not applicable – balanced position

**vii) Capital Financing**

<b>Service</b>	<b>Variance</b>	<b>Reason for variance</b>
	£000	
Capital Financing	-132	Savings in capital financing charges of £132k due to significant slippage in capital programme funding requirements
<b>Total</b>	<b>-132</b>	

**3. Bushloe House**

3.1 The impact of the direct costs of the delay in the sale of **Bushloe House** are shown under the Community and Well-Being Service at **Table v)**. This forecasts the net impact as an additional £9k of costs over budget. The costs of the delay are being mitigated due to the original budgeted costs for Bushloe Houe being set at a higher level than would have been needed.

3.2 In addition, at a Council wide level there are other costs being incurred by other service areas due to the delay in the sale of Bushloe House, such as dual-running IT and increased debt borrowing. These are approximately £91k (£21k for IT costs and £70k debt charges). The former is an additional budget pressure on the IT budget shown under Table vi) above. The latter is a budget pressure in the capital charges budget and is being offset by general slippage in the borrowing requirements for the capital programme in 2023/24 shown under (viii) above.

3.3 The current assumption is that there will be a full-year of residual operating costs at Bushloe House, with sale completion not expected until after the financial year.

**4. Sustainability Programme 2023/24**

4.1 The budget for 2023/24 included the following savings in respect of the sustainability programme approved as part of the MTFS.

**Table 5 - Sustainability Programme Savings**

	<b>2023/24</b>
Service Reviews	50,000
Income Generation	15,000
<b>Total 2023/24 Sustainability Programme Savings</b>	<b>65,000</b>

4.2 The 2023/24 saving targets have been achieved. £50k was achieved through Regeneration Team Restructuring/review and £15k additional income has been achieved through licensing income process improvements.

**5. Repayment of Sales, Fees and Charges compensation 20/21**

5.1 A reconciliation has been required by Central Government in relation to Sales, Fees and Charges compensation claimed for 20/21. The scheme requires Council's to only claim their actual income losses incurred in 2020/21. This has identified an overclaimed amount of £199k, this will be required to be repaid. It will need to be met from the general fund reserve.

## 6. Business Rates Pool Return

6.1 The amount we are due to receive from the business rates pool for 2020/21 and 2021/22 has been finalised at £732,194. The agreement for acceptance of the return from the pool is that the funding is to be used for activities that fall within a broad definition of Economic Regeneration agreed by all pool members. As we can demonstrate that we have incurred costs up to the value of our return from pool on activities that meet the broad definition of Economic Regeneration in 2020/21 and 2021/22, the return from the pool will be added to the General Fund Reserve

## 7. Impact on General Fund Reserve

7.1 The table below forecasts the General Fund Balance as 31 March 2024 based on the latest quarter 1 forecast and other known impacts on the reserve.

**Table 6 - Forecast General Fund Reserve 31 March 2024.**

<b>Opening Balance</b>	<b>(1,450,858)</b>
Use of reserve in setting the budget for 23/24	430,187
Supplementary Budget	33,000
Forecast overspend Q1	282,370
Sales Fees and Charges clawback	198,670
Return from the Business Rates Pool 20/21 and 21/22	(732,194)
<b>Estimated Closing Balance</b>	<b>(1,238,825)</b>

7.2 The above table demonstrates the Council has limited general fund reserves, the use of reserves in setting the budget, and using the reserve to fund the in-year overspend is not sustainable. Both these actions reduce reserves further making the Council vulnerable to any future unforeseen budget pressures. This highlights the importance to take action to reduce the forecast overspend before the year end 31 March 2024 and the importance in setting a budget within the resources available for future years.

## 8. Housing Revenue Account (HRA)

8.1 The Housing Revenue Account opening balance as at 1st April 2023 on its main reserve was £1.418m. In 2023/24 the account has been forecast to have a budget deficit of £370K leaving an estimated HRA Reserve balance of £1.048m.

8.2 The position on the account as the end of Quarter 1 is set out in **Table 7** below.

**Table 7 - HRA Position Quarter. 1**

	<b>Revised Budget 2023/24</b>	<b>Forecast Outturn 2023/24</b>
	£'000	£'000
<b>Net Cost of Services on the HRA</b>	-356	-378
<b>Capital Charges</b>	747	747
<b>Revenue Contributions to Capital Appropriations to Earmarked Reserves</b>	0	0
	391	370
<b>Actual Balance b/f HRA a/c</b>	-1,418	-1,418
<b>Budget Deficit in the Year</b>	391	370
<b>Balance c/f HRA a/c</b>	<b>1,027</b>	<b>1,048</b>

8.3 The variance to budget at the end of Quarter 1 is a £9k under-spend compared to budget and **Table 8** below shows the principal reasons for this performance.

**Table 8 HRA Variance to Budget at Quarter 1 23/24**

<b>Service</b>	<b>Variance</b>	<b>Reason for variance</b>
Rents and Service Charges	13	Income from garage rents expected to be lower than budgeted. A review of our garage stock and how we can maximise this income is expected to be completed before the end of the year.
Computer Software	11	This is due to inflationary linked increases to our annual licences and maintenance of our Housing IT system.
Housing Tenancy Management posts	-26	Saving on salaries due to a small restructure post budget-setting.
Estate Management	23	Horsewell Lane development project management costs of £49K, offset against savings of £17K from our consultancy budget, and £9K new burdens grant income
Communal Heating Charges	14	Expected income from heating charges for all 3 schemes is not enough to cover our costs. The next review will coincide with the release of our new gas price contract where a further assessment will be carried out to determine whether an increase to the charge is required.
Repairs & Maintenance	-51	Savings in void maintenance



		costs based on the projected number of voids and the average costs per property.
	-5	Other
<b>Total</b>	<b>-21</b>	

## 9. Capital Programme

- 9.1 The 2023/24 Capital Programme was set at Full Council in February 2023 Table 9 below shows a summary of the 2023/24 capital programme and the full capital programme is shown in Appendix 1.
- 9.2 The forecast outturn for the General Fund capital programme is £2.289m with significant slippage of £626k estimated by outturn. A significant reason for that will be the £263k under-spend on the vehicle refurbishment project with the long-lead in times for procurement causing the delay in the programme and the new sports facilities schemes now being re-programmed for 24/25 - £495k.
- 9.3 The forecast outturn for the HRA capital programme is £1.532m. with significant slippage of £3.505m estimated by outturn. The New Housing Initiatives and Decarbonisation of Housing Stock schemes shown in the Table below account for £2.957m (84%) of that anticipated slippage with explanations provided.
- 9.4 There is a potential for this position to change in 23/24 and this will be closely monitored as the impact on Council borrowing requirements could be considerable if planned spend does increase. This will be identified at the earliest opportunity.

**Table 9 – Capital Programme Summary**

Fund	Revised Budget 2023/24	Spend and Commitments to Date	Forecast Outturn	Forecast Variance to Budget	Explanation
	£'000	£'000	£'000	£'000	
<b>General Fund Schemes</b>					
New Council Offices	563	807	925	362	Overspend as per report to Capital Sub Committee.
Vehicle Refurbishment	583	70	320	(263)	Order placed. Long lead time on vehicles, so delivery expected in the current FY, about December 2023
Sports Facilities	495	0	0	(495)	Scheme will slip to 24/25
Other	1,274	548	1,054	(220)	
<b>Total</b>	<b>2,915</b>	<b>1,425</b>	<b>2,299</b>	<b>(616)</b>	
Housing Revenue Account					

					Unlikely to commence works this financial year. But project management costs of £49k are showing in HRA Estate Mngt currently until scheme commences.
New Housing Initiatives	2,443	0	0	(2,443)	
Decarbonisation of Housing Stock	514	0	0	(514)	
Housing Block Improvements	469	47	450	(19)	Expected spend level
Other	1,611	441	1082	(529)	
HRA Scheme Total	<b>5,037</b>	<b>488</b>	<b>1,532</b>	<b>(3,505)</b>	
Total	<b>7,952</b>	<b>1,913</b>	<b>3,831</b>	<b>(4,121)</b>	

9.5 Committee are asked to approve:

- An addition to the capital programme of £20k for essential Health and Safety works at the Depot. This will be required to be funded as prudential borrowing. A recent inspection of the vehicle workshop at the Depot has identified that staff are exposed to high levels of atmospheric contaminants which are likely to be injurious to health if not properly managed. The report recommended the installation of a mechanical extraction system to minimise the risk of long-term health problems to staff employed within the workshop.
- An increase to the Decarbonisation of Housing Stock scheme on the HRA capital programme to recognise the successful bid to Department for Energy Security and Net Zero (DESNZ) for Social Housing Decarbonisation Fund. The increases required are £277k for 2023/24 and £302k for 2023/24. A report on the Social Housing Decarbonisation Fund was presented to Services Committee on the 5<sup>TH</sup> September 2023.

## 10. Treasury Management

- 10.1 The report includes an update on Treasury Management activities to 30 June 2023. This is required to comply with both the "Code of Practice on Treasury Management in Local Government" and the Council's own Treasury Management Policy Statement.
- 10.2 The Code requires the Section 151 Officer to ensure that the treasury management function operates in accordance with treasury management practices adopted by Council. There are no issues of non-compliance with these practices that need be brought to Member's attention.
- 10.3 As at the 30<sup>th</sup> of June 2023, the total debt portfolio of the Council (including HRA debt) is £34.025m offset by investments of £3.0m, resulting in an overall net debt position of £31.025m.

<b>External Borrowing</b>	<b>As At 31/03/23 £m</b>	<b>As At 30/06/23 £m</b>
Fixed Rate PWLB	19.069	19.025
Other Local Authorities	15.000	15.000
<b>Total Gross</b>	<b>34.069</b>	<b>34.025</b>

<b>External Debt</b>		
Investments	0.000	(3.000)
<b>Total Net External Debt</b>	<b>34.069</b>	<b>31.025</b>

10.4 The total interest receivable to 30 June 2023 on temporary investments is £29,702 (2022/23 full year interest was £92,465). A summary of the total amount invested in 2023/24 to date is given at **Appendix 2**.

10.5 **Prudential Indicators**

The Local Government Act 2003 requires Councils to comply with the Prudential Code for Capital Finance in Local Authorities when carrying out their budgeting and treasury management activities. Fundamental to this is the calculation of a number of prudential indicators which provide the basis for management and monitoring of borrowing and investments. These indicators were agreed by Council on 7 February 2023. An update on the indicators is provided at **Appendix 3**



## Appendix 2

**Total investments placed during the period**  
**1 April 2023 to 30 June 2023**

	<b>Cumulative No. Of Investments To 30 June</b>	<b>Total Value Invested To 30 June £ 000's</b>	<b>Average Interest Rate</b>	<b>Average Duration</b>	<b>Interest Earned</b>
	<b>£ 000's</b>	<b>£ 000's</b>			<b>£ 000's</b>
<b>British Clearing Banks</b>					
National Westminster Bank PLC	48	16,020	1.35%	17 days	10
<b>Local Authorities</b>					
Derbyshire Country Council	1	3,000	4.25%	6 months	96
	<b>49</b>	<b>19,020</b>			<b>106</b>

# Appendix 3

## Appendix 3

### Prudential Indicators

The Local Government Act 2003 requires Councils to comply with the Prudential Code for Capital Finance in Local Authorities when carrying out their budgeting and treasury management activities. Fundamental to this is the calculation of a number of prudential indicators which provide the basis for management and monitoring of borrowing and investments. These indicators were agreed by Council on 1 February 2022.

**The Capital Financing Requirement (CFR)** – This represents the Council’s underlying need to borrow for capital purposes, based on the cumulative value of capital expenditure not fully paid for. The CFR will change year on year in accordance with the value of capital spending.

The key control over treasury activities is to ensure that over the medium term, net borrowing will only be for capital purposes. The Authority must ensure that net external borrowing does not, except for short periods, exceed the total of the CFR. A comparison of the estimate against the actuals is shown in the table below.

	<b>2023/24 Original Estimate At Year End £000's</b>	<b>2023/24 Revised Estimate At Year End £000's</b>
Gross Borrowing	34,474	34,474
Investments	0	0
<b>Net Borrowing 31<sup>st</sup> March</b>	<b>34,474</b>	<b>34,474</b>
<b>Total CFR 31<sup>st</sup> March</b>	<b>41,146</b>	<b>39,518</b>

**The Section 151 Officer reports that the Council is expected to comply with the requirement to keep borrowing below the relevant CFR in 2023/24 and no difficulties are foreseen for the current or future years.**

**Borrowing Levels** – The following two indicators control the overall level of borrowing;

- **The Authorised Limit** – This represents the limit beyond which borrowing is prohibited, and needs to be set and revised by Members. It reflects the level of borrowing which, while not desired, could be afforded in the short term, but is not sustainable. It is the expected maximum borrowing need with some headroom for unexpected movements. This is the statutory limit determined under section 3(1) of the Local Government Act 2003;

- **The Operational Boundary** – This indicator is based on the probable external debt during the course of the year. It is not a limit and actual borrowing could vary around the boundary for short times during the year. It should act as a barometer to ensure the authorised limit is not breached;
- **The actual borrowing compared to the Authorised and Operational limits agreed by Council are as follows.**

	<b>2023/24 Original Limit £000's</b>	<b>2023/24 Revised Limit £000's</b>
Authorised Limit	45,000	45,000
Operational Boundary	40,000	40,000

**Ratio of Financing Costs to Net Revenue Stream** – This indicator compares net financing costs (borrowing costs less investment income) to net revenue income from revenue support grant, business rates, housing revenue account subsidy, Council tax and rent income. The purpose of the indicator is to show how the proportion of net income used to pay for financing costs is changing over time.

	<b>2023/24 Original Estimate %</b>	<b>2023/24 Revised Estimate %</b>
General Fund	14.7	12.3
HRA	13.3	12.7

The above indicator shows that within the General Fund, financing costs were originally expected to be 14.7% of the net revenue income. We are now estimating 12.3% due to slippage in the capital programme resulting in borrowing taking place later in the year.

In the case of the HRA there is net interest payable which was expected to be 13.3% of the net revenue income. This is now estimated at 12.7%.

**Limits on Activity** – The following indicators constrain the activity of the treasury function to within certain limits, thereby reducing the risk of an adverse movement in interest rates impacting negatively on the Council’s overall financial position.

- **Upper Limits on Variable Rate Exposure** – This indicator identifies a maximum  
Limit for variable interest rates;
- **Maturity Structures of Borrowing** – These gross limits are set to reduce the Council’s exposure to large fixed rate sums falling due for refinancing;
- **Total Principal Funds Invested** – This limit is set to reduce the need for early sale of investments and is based on the availability of investments after each year-end.

	2022/23 Original Indicators		2022/23 Revised Indicators		2022/23 Actual Maturity Structure	
	%		%		%	
Fixed Interest Rates Limit	100		100		100	
Variable Interest Rates Limit	100		25		0	
Maturity Structure of Borrowing	Lower	Upper	Lower	Upper	Lower	Upper
Under 12 Months	0	50	0	50	0	49
12 Months to 2 Years	0	50	0	50	0	3
2 Years to 5 Years	0	50	0	50	0	9
5 Years to 10 Years	0	100	0	100	0	14
10 Years & Above	0	100	0	100	0	25

The Prudential Code requires indicators to be set for the maturity structure of fixed borrowings only.



# Agenda Item 8



<b>Policy, Finance and Development Committee</b>	<b>Tuesday, 12 September 2023</b>	<b>Matter for Information and Decision</b>
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**Report Title:** **Budget Setting Approach for 2024/25 and Medium-Term Financial Plan Update**

**Report Author(s):** **Bev Bull (Head of Finance / Acting Chief Finance Officer S151)**

<b>Purpose of Report:</b>	To consult Members on the approach for setting the 2024/25 budget and to update Members on the Medium-Term Financial Plan (MTFP) position and progress of the Sustainability Programme.
<b>Report Summary:</b>	This report seeks approval of the approach to set the annual budget for 2024/25 and provides an update on the MTFP budget gaps and progress on the Sustainability Programme.
<b>Recommendation(s):</b>	<p><b>That the Committee:</b></p> <p><b>A. Agrees and recommends to Council the Budget Approach for 2024/25; and</b></p> <p><b>B. Note the updated MTFP budget gaps and the progress on the Sustainability Programme.</b></p>
<b>Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):</b>	<p>Sal Khan (Interim Strategic Director) (0116) 257 2635 <a href="mailto:Sal.khan@oadby-wigston.gov.uk">Sal.khan@oadby-wigston.gov.uk</a></p> <p>Bev Bull (Head of Finance / Acting Chief Finance Officer / S151 Officer) (0116) 257 2649 <a href="mailto:bev.bull@oadby-wigston.gov.uk">bev.bull@oadby-wigston.gov.uk</a></p>
<b>Strategic Objectives:</b>	Our Council (SO1)
<b>Vision and Values:</b>	"Our Borough - The Place To Be" (Vision) Resourceful & Resilient (V4)
<b>Report Implications: -</b>	
Legal:	There are no implications arising from this report.
Financial:	The implications are as set out in this report.
Corporate Risk Management:	Decreasing Financial Resources / Increasing Financial Pressures (CR1) Political Dynamics (CR3) Reputation Damage (CR4) Regulatory Governance (CR6) Organisational / Transformational Change (CR8)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report.

Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
<b>Statutory Officers' Comments:-</b>	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	As the author, the report is satisfactory.
Monitoring Officer:	The report is satisfactory.
<b>Consultees:</b>	<ul style="list-style-type: none"> <li>• Senior Leadership Team.</li> </ul>
<b>Background Papers:</b>	<ul style="list-style-type: none"> <li>• <a href="#">Medium Term Financial Strategy (MTFS 2022 -2027) to Full Council 27 September 2022</a></li> <li>• <a href="#">2023/24 Revenues Budget, Medium Term Financial Plan and 2023/24 and 2027/28 Capital Programme to Full Council 23<sup>rd</sup> February 2023</a></li> </ul>
<b>Appendices:</b>	None.

## 1. Background

- 1.1 The Council's Constitution includes the Budget and Policy Framework Rules. This requires that each year the Council will agree a process for the development of the annual budget and policy framework and that the programme will be widely published.
- 1.2 The Local Government Act 1992 requires the councils that are billing authorities complete and approve their budgets and set a council tax before 11 March immediately prior to the start of the financial year on 1 April. The budget timetable (see section 3 of this report) will ensure these statutory deadlines are achieved.
- 1.3 The Council approved a new Medium-Term Financial Strategy (MTFS) in September 2022, the Medium-Term Financial Strategy is a five-year assessment of the resources required to deliver the Council's services over that period. It sets out the projected budget gaps over the period and a Sustainability Plan for delivering savings to mitigate these gaps. The Medium-Term Financial Plan (MTFP) for 2023/24 to 2027/28 provided an updated gap position and was reported to Council in February 2023. The MTFP gave an indicative position for 2024/25, the annual budget approach for 2024/25 will update the indicative position with a detailed budget following the budget approach set out in section 2.
- 1.4 As was stated in the February 2023 budget report the Sustainability Programme savings included in the MTFP, did not meet the budget gap. The achievement of the Sustainability Programme savings included were still to be identified. Given the significant challenge in the financial position for 2024/25 and future years it is key that SLT and members continue to focus efforts on delivering savings and this has been taken into account in the budget approach outlined below.

## 2. Approach and Key Principles

- 2.1 The 2023/24 revised budget will form the base budget for 2024/25.
- 2.2 Inflation assumptions will be made based on latest information, in respect of:

- Salaries
- Utilities
- Fuel
- Contracts (as per Contract terms)
- Interest rates (investment/borrowing)

2.3 **There will be no further revenue growth** – any pressures (cost inflation on supplies and services, in addition to those in 2.2), any growth (additional staff) or reduction in income due to reduced demand or fees should, insofar as is possible, be “self-funding”. This means services should try as far as is reasonably practical to off-set increases in financial resources by making savings in other areas.

2.4 **Review of budgets to identify savings** - historical budgets and actuals are to be reviewed to identify any consistent budget underspends with a view to removing these budgets to create savings. This will have to be considered in the context that the underspend may have been offsetting overspends, in which case budgets will be need to be realigned.

2.5 **Capital growth** - any additions to the capital programme must be funded by grant, OR have a revenue payback OR be essential for the maintenance of service delivery. Ideally, if we are creating or enhancing an asset, it should be because it will better the council’s financial position through reducing spend or generating income, or it must be because we need to do this to maintain services.

2.6 **Sustainability Programme** - the projects identified under the Sustainability Programme will continuing to progress to identify savings

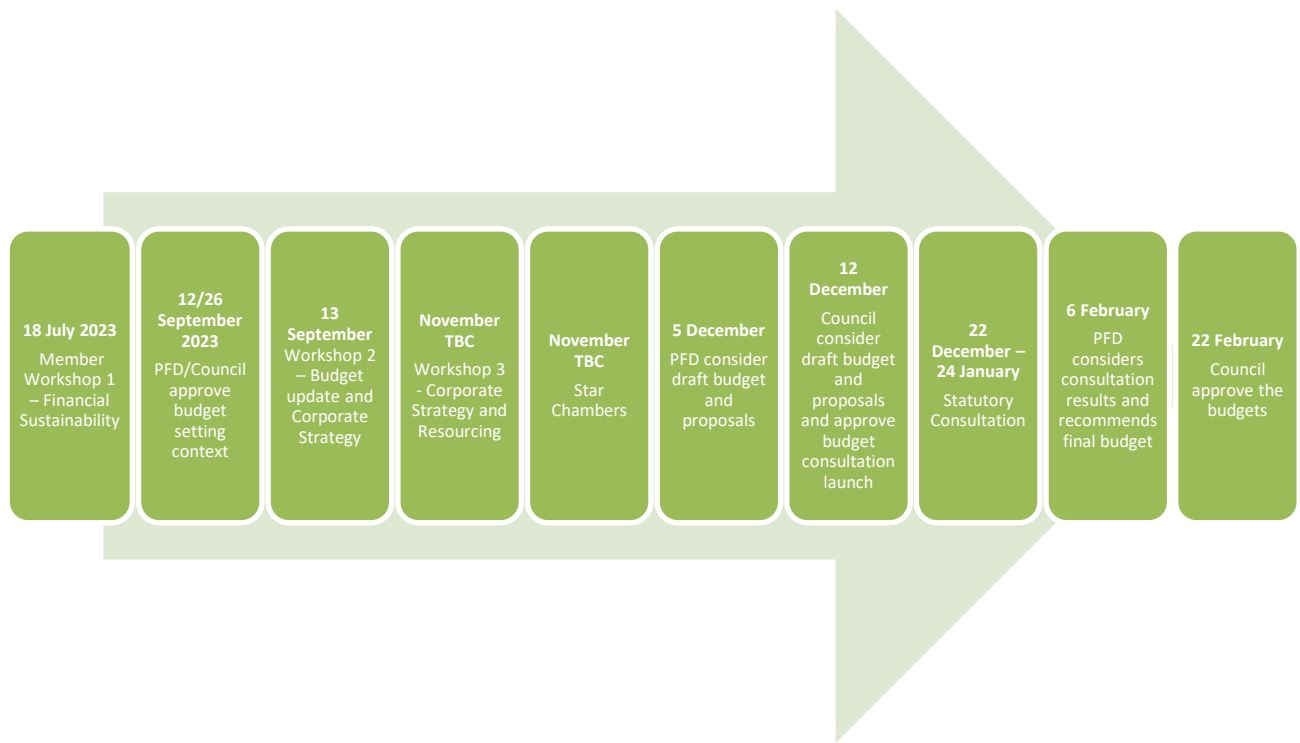
- Financial Management
- Service Review
- Asset Management
- Outcome Based Budgeting
- Income Generation – including review of fees and charges in line with charging policy
- Contracts

2.7 **Members workshops** - a series of members workshops will take place to keep members informed on the latest MTFP position including budget gaps and to identify options for reducing the budget gaps. The first of these was held on the 18<sup>th</sup> July, the next workshop is the 13<sup>th</sup> September and a further session will be held in November.

2.8 **Star Chamber** – During November Heads of Service will be required to attend a ‘Star Chambers’ to present the need for their service budgets. The Leader, Deputy Leader, Chair of PFD and Chair of Services, Chief Executive, Strategic Director, Head of Finance will provide challenge on the budgets proposed.

### 3. **Timetable**

3.1 The key dates for members in relation to the budget approach are outlined in the proposed timetable below:



#### 4. Longer Term Outcome Based Budgeting Approach

4.1 Outcome based budgeting is a project identified as part of the sustainability project. Outcome based budgeting is a method of budgeting in which funds are allocated according to a set of predefined outcomes or priorities. It provides a budget for outcomes based on the Corporate Plan. It has a longer-term focus, aiming to reconfigure budgets to Corporate Plan over 3-4 years. The move to this approach has been started as detailed below.

##### 4.2 Step One – Understand Starting Point (Discovery) – Member Session 18<sup>th</sup> July 2023

Review of O&W relative financial position and budget compared over time and with similar authorities.

RA/RO comparison of net budget – high level comparison of budget and service expenditure over time and with other districts.

##### 4.3 Step Two – Developing Outcomes - Start of the process at Members Session 13<sup>th</sup> September

Work alongside corporate planning process to ensure the MTFs, revenue budget and capital programme support the corporate plan

##### 4.4 Step Three – An OBB budget process

Longer term approach to budgets which looks to reconfigure budgets to the corporate plan over a 3/4-year horizon.

Will be supported by effective organisational strategy, asset plan, procurement strategy, fees and charges strategy and improvement plan.

#### 5. MTFP Update

5.1 The MTFs set out the approach for reviewing the MTFP and the Sustainability Programme. This included that they will be reviewed before budget setting and as the budget is set.

5.2 Table 1 below shows the MTFP budget gaps approved in the February budget report, this was

the projected position after sustainability programme savings:

**Table 1 – Budget Gap as of February 2023**

<b>Financial year</b>	<b>In-year gap</b>	<b>Cumulative gap</b>
2023/24	£431,000	£431,000*
2024/25	£32,000	£463,000
2025/26	£573,000	£1,036,000
2026/27	£449,000	£1,485,000
2027/28	£457,000	£1,942,000

\*The 2023/24 budget gap has been met by using £431k of general reserve to achieve a balanced budget.

- 5.3 Table 2 below shows the updated MTFP budget gaps revised for emerging pressures in 2023/24 as identified at the Q1 monitoring position, and the ongoing impact of these pressures in future years.

**Table 2 – Budget Gap revised for emerging pressures identified in 2023/24 Q1 Monitoring (August 2023)**

<b>Financial year</b>	<b>In-year gap</b>	<b>Cumulative gap</b>
2023/24	£747,000	£747,000*
2024/25	£305,233	£1,052,233
2025/26	£795,000	£1,847,233
2026/27	£847,000	£2,694,233
2027/28	£706,000	£3,400,233

\*Includes the £431k use of general reserve at budget setting.

- 5.4 As detailed in the Budget Monitoring Report for Q1 the main emerging pressures relate to changes on the Leisure management contract fee, non-achievement of vacancy factor and a budgeting error. Within 2023/24 savings on capital charges and implementing the vacancy freeze have been identified to off-set some of the pressures but the savings are one offs in 2023/24 whilst the pressures are on-going.
- 5.5 The MTFP and budget gaps will continue to be reviewed and updated as the budget approach for 2024/25 progresses and assumptions in the MTFP are reviewed and updated. An updated MTFP will be reported to this Committee at the December meeting.

## 6. Sustainability Programme Update

6.1 The MTFs identified the saving targets from the sustainability programme as shown in Table 3. The targets for 2022/23 and 2023/24 have been achieved. The Financial Management target in 2022/23 related to repurposing earmarked reserves to the general reserve, this was completed and reported on in budget monitoring Q2 and Q3 2022/23. It resulted in over £600k being repurposed. This was not a saving but has bolstered the general fund reserve. The service review saving for 2023/24 as been achieved from a review in the Regeneration team and the income generation saving is forecast to be achieved through licensing income process improvements.

**Table 3 – Sustainability Programme Savings**

	2022/23	2023/24	2024/25	2025/26	2026/27
<b>Financial Management</b>	200,000				
<b>Service Review</b>		50,000	150,000	150,000	150,000
<b>Outcome Based Budgeting</b>			47,000	47,000	47,000
<b>Asset Management</b>			25,000	25,000	25,000
<b>Income Generation</b>		15,000	15,000	15,000	15,000
<b>Contracts</b>					
	<b>200,000</b>	<b>65,000</b>	<b>237,000</b>	<b>237,000</b>	<b>237,000</b>

6.2 For each of the projects there are project plans in place and progress against the project plans are monitored at SLT. A brief summary of each project and progress is given below:

### **Financial Management**

- Review of earmarked reserves - complete
- Review insurance contracts – tender live, new contract to be in place 1 Jan 2024
- MRP policy being reviewed with advisors.
- Collection rate/R&B action plan progressing – Empty Homes Premiums update reported to PFD at this meeting.

### **Service Review**

- Schedule completed January 2023 and runs for the next three years.
- Framework and approach presented and agreed with Members, Heads of Service and CMT Level Management.

- Options for change for service areas reviewed are reported to members.

### **Outcome Based Budgeting**

- LG Improve have been engaged. See section 4 of this report.

### **Asset Review**

- Innes England undertaking review of all sites, initial results from desk top review received.
- Potential sites for disposal being reviewed in more detail.
- First commercial booking received for the Civic Suite

### **Income Generation**

- Corporate Management Team progressing new ideas for income generation
- Existing income streams to reviewed by service areas in view of the new fees and charging policy as part of the annual budget setting process for 2024/25

### **Contracts**

Contract register has been reviewed and analysed to identify:

- Commissioned Discretionary services that are due for renewal – options to be considered by members.
- Discretionary contracts are being reviewed to ensure they are generating efficiencies/ adding value before renewing.

# Agenda Item 9



<b>Policy, Finance and Development Committee</b>	<b>Tuesday, 12 September 2023</b>	<b>Matter for Information and Decision</b>
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**Report Title:** **Council Tax Empty Homes Update**

**Report Author(s):** **Claire Werra (Revenues and Benefits Manager)**

<b>Purpose of Report:</b>	<p>To present The Council Tax charges on Empty Properties Policy (Empty Homes Premium) for Oadby and Wigston for approval by Policy, Finance and Development Committee.</p> <p>The new policy is required to set out the charges to be levied under the Council's discretionary Powers, in respect of 'long-term empty properties' which have unoccupied and unfurnished for a period of two-years or more.</p>
<b>Report Summary:</b>	<p>This report presents why the Council Tax Charges on Empty Properties Policy is required and explores the financial impact of applying changes to the application of the empty homes premiums.</p>
<b>Recommendation(s):</b>	<p><b>That the Committee:</b></p> <ol style="list-style-type: none"> <li><b>1. Approve the increase in Empty Homes Premium as detailed in Paragraph 2.</b></li> <li><b>2. Approve a six-month grace period for new purchases of properties who are already subject to the additional premium.</b></li> <li><b>3. Approve the introduction of the Council Tax charges on Empty Properties Policy (Empty Homes Premium).</b></li> </ol>
<b>Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):</b>	<p>Sal Khan (Interim Strategic Director) (0116) 257 2635 <a href="mailto:Sal.khan@oadby-wigston.gov.uk">Sal.khan@oadby-wigston.gov.uk</a></p> <p>Bev Bull (Head of Finance / Acting Chief Finance Officer / S151) (0116) 257 2649 <a href="mailto:bev.bull@oadby-wigston.gov.uk">bev.bull@oadby-wigston.gov.uk</a></p> <p>Claire Werra (Revenues and Benefits Manager) (0116) 257 2681 <a href="mailto:claire.werra@oadby-wigston.gov.uk">claire.werra@oadby-wigston.gov.uk</a></p>
<b>Strategic Objectives:</b>	<p>Our Communities (SO2) Our Economy (SO3) Our Environment (SO4)</p>
<b>Vision and Values:</b>	<p>"Our Borough - The Place To Be" (Vision)</p>



	Customer & Community Focused (V1) Resourceful & Resilient (V4)
<b>Report Implications:-</b>	
Legal:	There are no implications arising from this report.
Financial:	The implications are as set out at paragraphs 2.4 and 2.8 of this report.
Corporate Risk Management:	Decreasing Financial Resources / Increasing Financial Pressures (CR1) Reputation Damage (CR4) Regulatory Governance (CR6) Economy / Regeneration (CR9) Increased Fraud (CR10)
Equalities and Equalities Assessment (EA):	There are no implications directly arising from this report.
Human Rights:	There are no implications directly arising from this report.
Health and Safety:	There are no implications arising from this report.
<b>Statutory Officers' Comments:-</b>	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
<b>Consultees:</b>	Senior Leadership Team
<b>Background Papers:</b>	<ul style="list-style-type: none"> <li>• <a href="https://commonslibrary.parliament.uk/why-am-i-paying-an-empty-homes-premium-on-my-council-tax/">https://commonslibrary.parliament.uk/why-am-i-paying-an-empty-homes-premium-on-my-council-tax/</a></li> <li>• <a href="https://www.legislation.gov.uk/ukpga/1992/14/section/11B">https://www.legislation.gov.uk/ukpga/1992/14/section/11B</a></li> </ul>
<b>Appendices:</b>	<ol style="list-style-type: none"> <li>1. Council Tax charges on Empty Properties Policy</li> <li>2. Empty Properties forecast.</li> </ol>

## 1. Background

- 1.1 The Local Government Finance Act 1992 and associated regulations set out the mechanism for levying council tax on domestic properties.
- 1.2 The regulations give Councils some discretion in setting the level of council tax charged in respect of unoccupied properties under section 11B Higher amount for long-term empty dwellings.
- 1.3 Long-term empty dwellings by definition are properties which have been unoccupied and unfurnished for a period of at least two years.

- 1.4 The Rating (property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 allows Councils to levy a higher amount of council tax for long-term empty properties that are unoccupied and unfurnished, known as empty property premiums.
- 1.5 The amount of the empty property premium is based on the normal council tax band of the property. The band itself is not affected by the empty property premium.
- 1.6 The empty property premium is added to the council tax bill of any property which has remained empty and unfurnished for longer than two years; regardless of how long the current owner has had the property.
- 1.7 The aim of introducing the additional higher council tax charge for long-term empty properties is to encourage owners to bring empty properties back into use due to the national shortage of decent, affordable housing.
- 1.8 Oadby and Wigston currently charge a 100% additional premium on properties which have been unoccupied and unfurnished for a period of at least two years (200% of the council tax charge). There are currently 42 empty properties which have been unoccupied and unfurnished for two years or more, where the premium is being applied.

**2. Proposed Changes to Empty Homes Premium**

- 2.1 The law sets out a maximum charge that a council can make on empty properties, Council tax premiums across England can now be charged at the following rates:

<b>Length of time property empty</b>	<b>Additional Premium</b>
2 – 5 years	100%
5 – 10 years	200%
10 years +	300%

- 2.2 Of the seven district and borough councils within Leicestershire, three councils Melton, Charnwood, and Hinckley charge in line with the maximum empty property premium allowed.
- 2.3 It is proposed that Oadby and Wigston Borough Council increase the charge for empty property premium to the maximum allowed. This will maximise Council Tax Income and encourage owners to bring empty properties back into use due to the national shortage of decent, affordable housing.
- 2.4 Based on the current 42 empty properties increasing the premiums for properties which have been empty for more than five or ten years, from 1st April 2024, would impact on 16 properties and would generate £49.3k additional Council Tax income for the Collection Fund per year. This would generate circa £5.7k additional Council Tax income for the Council.
- 2.5 The resource implication of recovering of the additional charges would not have any significant impact on the Recovery Team.

- 2.6 When properties come back into use, the premium is no longer payable. Empty homes bought back into use currently increases our New Homes Bonus funding. The New Homes Bonus funding is subject to reform, but the timing and details of the reform are unknown.
- 2.7 Committee are asked to consider offering a six-month period of exemption from the long-term empty property premium for new purchases. This is for when a new owner purchases a long-term empty property which is already subject to the additional premium. This exemption period will allow time for the new owner to make the property habitable. Following this period, the premium will be reapplied at the rate relevant to the length of time the property has been empty.
- 2.8 The exemption could be applied:
- for all empty home premiums. This would potentially reduce the level of Council Tax income for the Council compared to the existing policy.
- Or
- For empty home where the 300% or 200% premium applies reduce the premium to 100% for the 6 months, this would maintain the status quo in terms of premiums before any changes to the policy.

### **3. Council Tax Charges on Empty Properties Policy**

- 3.1 The purpose of introducing the new Council Tax Charges on Empty Properties Policy (Empty Homes Premium), see **appendix 1**, is to set out the charges to be levied in respect of long-term empty properties.
- 3.2 The policy sets out the guidelines to be applied when deciding whether an exception to applying the empty property premium may be considered. The policy will be updated for decisions taken at this meeting.
- 3.3 By adopting this new policy, Oadby and Wigston Borough Council can review and make amendments to the policy before the beginning of each financial year, in line with legislative changes. Any changes to the level of premiums the council can charge for long-term empty properties will be reflected in the annual policy review.
- 3.4 The Levelling Up and Regeneration Bill 2022-23, which is currently going through the House of Lords, amends the definition of a dwelling being a "long-term empty dwelling" if for a continuous period of at least two years, to a continuous period of one year, from 1st April 2024. This change will be a statutory change and we will have to implement it. This will be reflected in the policy if the Bill is approved.
- 3.5 The Levelling Up and Regeneration Bill 2022-23 would also introduce a power to set an empty homes premium to 'substantially furnished' properties that have no permanent resident. If Oadby and Wigston Borough Council decide to exercise this power, a twelve-month notice period is required. There are currently 36 properties which are categorised as 'second homes' for council tax purposes within the borough. Further information on the options to be considered and the impact this may have will be required on this matter.

# Council Tax charges on Empty Properties Policy

(Empty Homes Premium)

2023

Document Version Information	
Policy Owner	Claire Werra
Committee	PFD Committee
Committee Approval Date	
Last Review Date	
Next Review Date	
Version	1.2

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## **1.0 Introduction**

- 1.1 The Local Government Finance Act 1992 and associated regulations sets out the mechanism for levying council tax on domestic properties.
- 1.2 The regulations give Councils some discretion in setting the level of council tax charged in respect of unoccupied properties.
- 1.3 The Rating (property in Common Occupation) and Council Tax (Empty Dwellings) Act 2018 allows Councils to levy a higher amount of Council Tax for long-term empty dwellings that are unoccupied and unfurnished, known as empty property premium.

## **2.0 Purpose and principles of the policy**

- 2.1 The purpose of this policy is to set out the charges to be levied in respect of empty unoccupied and unfurnished properties in relation to the Councils discretionary powers.
- 2.2 This policy also sets out the guidelines to be applied when deciding whether an exception to applying the empty property premium may be considered.

## **3.0 The Empty Property Premium**

- 3.1 Where a property has been unoccupied and substantially unfurnished for more than two years, an additional premium is added to the Council Tax charge.
- 3.2.1 The amount of the premium is based on the normal council tax band of the property. The band itself is not affected by the empty property premium.

## **4.0 Purpose of the premium**

- 4.1 Empty homes benefit from services such as police and fire services, street lighting and road maintenance. Before the premium is added, owners are given two years at the standard council tax charge to enable them sufficient time to sell or rent out their properties, or to complete any major renovations that might be required.
- 4.2 The empty property premium is intended as an incentive to owners to ensure properties are occupied as soon as possible and not left empty. Empty homes attract vandalism, squatting and anti-social behaviour within our community.

## **5.0 When might a premium be applied?**

- 5.1 The additional premium applies to the property. A change of ownership or tenancy will not affect the amount of additional premium charged.
- 5.2 If a customer acquires an empty property which has already been empty for two years or more and they do not intend to occupy immediately, they will not be required to pay the additional premium for the first 6 months. After that period, the relevant premium will continue to be charged.

- 5.3 Liability for the premium depends on how long the property has been empty: a change in ownership does not 'reset the clock.' As soon as the customer moves into the property, the premium will cease to apply. Liability for a council tax premium will not appear on the normal legal searches that are conducted when purchasing a property.
- 5.4 If a customer buys, or inherited, a property and they have not been able to sell it within two years of it becoming empty, the premium will be applied.
- 5.5 An empty property premium is payable two years after a property becomes empty, not two years after another council tax exemption ends. For instance, if you have inherited a property from a relative who has died, you may have benefited from a Class F council tax exemption. But when that exemption no longer applied, an empty homes premium would become payable two years after the property originally became empty.
- 5.6 When a property is reoccupied, the premium is no longer payable. However, if the property becomes empty again before the 'reset period' (6 weeks) has elapsed, the premium will apply again immediately. If the property is reoccupied for longer than the reset period, a further two-year period will have to elapse before a premium can be charged again.

## **6.0 When does a premium not apply?**

- 6.1 An empty property premium cannot be charged if:
- The property that had attracted the premium is let out. The tenant will then become liable for council tax payments. The premium will cease to apply because the property is no longer empty.
  - The property is empty because the owner has to live elsewhere for job-related purposes, or in the armed forces accommodation.
  - The property is an annexe that is being used as part of the main property (annexes will often have a council tax band of their own).
- 6.2 The Council will consider waiving the premium for customers who meet the qualifying criteria as specified in this policy.
- 6.3 The Council will treat all requests to waive the premium on their individual merits and will consider granting full or partial exemptions from the empty property premium in the following circumstances:
- When the owner can clearly demonstrate continuous, ongoing, and realistic efforts to sell or let their property over the last two years since it became empty.
  - Where the owner is experiencing particular legal or technical issues which is preventing the sale or letting of the property.
  - Where the new owner needs to conduct substantial repairs before they can move in, and the length of time taken to carry out the repairs is reasonable.
  - Where the taxpayer has gone into care or hospital, is severely mentally impaired or has gone elsewhere to provide care.
  - The taxpayer has died and probate has yet to be granted.

## 7.0 When does a premium end?

- 7.1 To end the additional empty property premium charge, the property must be back in use. The property must be furnished to a level which would mean the property was capable of occupation i.e. bed, sofa, table, chairs, wardrobe/chest of drawers etc.

## 8.0 The reset period.

- 8.1 When a property is reoccupied, the premium is no longer payable. However, if the property becomes empty again before the reset period (six-weeks) has elapsed, the premium will apply again immediately. If the property is reoccupied for longer than the reset period, a further two-year period will have to elapse before a premium can be charged again.

## 9.0 The additional premium rates.

- 9.1 Additional premiums can be added to properties which have been unoccupied for more than 2, 5 or 10 years. As shown in the table below.

Empty period.	Additional Premium rate charged.	maximum charge as a percentage of the standard bill.
2 – 5 years	100%	200%
5 – 10 years	200%	300%
+ 10 years	300%	400%

## 10.0 Hardship

- 10.1 Any person who believes they are suffering financial hardship due to exceptional circumstances may make a request for relief from the charges under section 13A of the Local Government Finance Act.

## 11.0 Appeals

- 11.1 Any person who disagrees with the amount of Council Tax they are liable to pay can appeal. To do this you must: -

- Write to us to tell us what the issue is.
- We will respond with the reasons for our decision. However, if you remain dissatisfied or you do not receive a response from us within 2 months, then you can appeal to the Valuations Tribunal.
- Further details on how you can appeal to the Valuations Tribunal can be found here [Council tax liability appeal - Valuation Tribunal Service](#) or by contacting the Valuations Tribunal Service directly on 0303 445 8100.





<b>Policy, Finance and Development Committee</b>	<b>Tuesday, 12 September 2023</b>	<b>Matter for Information</b>
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**Report Title:** **People Strategy 2023 – 2026**

**Report Author(s):** **Philippa Fisher (Strategic Director)**

<b>Purpose of Report:</b>	This report recommends for information to Members a new People Strategy for 2023 - 2026, which is applicable to all Council staff.
<b>Report Summary:</b>	The Council's People Strategy recognises the critical role that a motivated, skilled and capable workforce plays in every aspect of service delivery and continuous improvement. This sets out a framework of key activities and actions over the next three years.
<b>Recommendation(s):</b>	<b>That Members note:</b> <b>A. The content of the report</b> <b>B. The People Strategy 2023-2026</b> <b>C. The action plan 2023-2026</b>
<b>Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):</b>	Philippa Fisher (Strategic Director) (0116) 257 2677 <a href="mailto:philippa.fisher@oadby-wigston.gov.uk">philippa.fisher@oadby-wigston.gov.uk</a>  Trish Hatton (Head of Customer Service & Transformation) (0116) 257 2700 <a href="mailto:Trish.Hatton@oadby-wigston.gov.uk">Trish.Hatton@oadby-wigston.gov.uk</a>  Sarah Driscoll (HR Manager) (0116) 257 2790 <a href="mailto:sarah.driscoll@oadby-wigston.gov.uk">sarah.driscoll@oadby-wigston.gov.uk</a>
<b>Strategic Objectives:</b>	Our Council (SO1) Our Communities (SO2) Our Economy (SO3) Our Environment (SO4) Our Partners (SO5)
<b>Vision and Values:</b>	"Our Borough - The Place To Be" (Vision) Customer & Community Focused (V1) Proud of Everything We Do (V2) Collaborative & Creative (V3) Resourceful & Resilient (V4)
<b>Report Implications:-</b>	
Legal:	There are no implications arising from this report.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	Organisational / Transformational Change (CR8) Reputation Damage (CR4)

Equalities Assessment (EA):	Initial EA Screening (See Appendices)
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
<b>Statutory Officers' Comments:-</b>	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
<b>Consultees:</b>	<ul style="list-style-type: none"> <li>• All Staff</li> <li>• Unions – GMB &amp; Unison</li> <li>• People Committee when established for confirmation of approach and framework</li> </ul>
<b>Background Papers:</b>	None.
<b>Appendices:</b>	<ol style="list-style-type: none"> <li>1. People Strategy 2023 - 2026</li> <li>2. Action Plan – People Strategy 2023 – 2026</li> <li>3. Equality Impact Assessment</li> </ol>

## 1. Background

The objective of this strategy is to create a living document that shares and supports the experience of our staff and speaks to the times we are living in. The Council want to provide quality support to our staff, ensuring we create a culture to support their wellbeing, create opportunities to fulfil their potential and that they feel valued throughout their time at the Council.

The approach, framework and key strategic objectives for the People Strategy were agreed at the People Committee on 6 July 2022 when this still formed part of the committee structure with Members.

Since then, extensive work has been undertaken to develop the framework and the strategy and action plan.

The People Strategy sets out the Council's ambitions and strategic direction for transforming our workforce and is aligned with our new vision and corporate strategy when launched to ensure a consistent and integrated approach.

It is built around four key strategies:

- Employer of Choice
- Developing our people
- Engaging our people
- Rewarding and recognising performance

These key strategies will enable our staff to be productive and make the most of their skills and experience. These are underpinned by two vitally important themes for supporting our people; Equality, diversity and inclusion and the mental and physical wellbeing of our staff.

The Council is committed to this new People Strategy and to working together to make Oadby and Wigston Borough Council an Employer of Choice, provide a positive working environment where staff can do their jobs well and make a difference to the residents, partners and key stakeholders of the borough.

This People Strategy is for all the Council's staff and sets out what the Council will do over the next three years to ensure it can deliver the priorities and actions set out in the Action Plan.

## **2. Consultation Process**

A robust consultation took place. Regular updates were given on the progress of the strategy through presentations to our Corporate Management Team and also through our staff briefings since July 2022.

The Council undertook a formal consultation with staff from 16 June 2023 to 7 July 2023. The feedback was reported back to the Senior Leadership Team and appropriate amendments incorporated before the formal publication of the People Strategy.

Both the GMB and Unison Union representatives were consulted throughout the process. Firstly, with our approach and sharing of the first draft and then through the consultation period for any feedback. None was received.

## **3. Measuring and Monitoring the Strategy**

The Council is committed to delivering everything that is set out in the People Strategy and Action Plan. The strategy contains a robust roadmap to show how we will achieve our staff priorities.

This strategy will be monitored and measured and the Council will be held accountable to Members, Trade Unions and our staff. It will be reviewed annually and reported back to Policy, Finance & Development Committee on the progress of initiatives and actions taken.

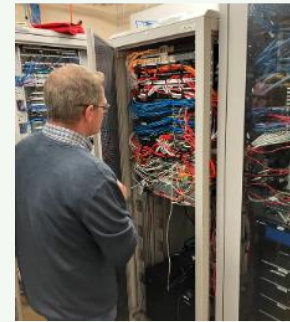
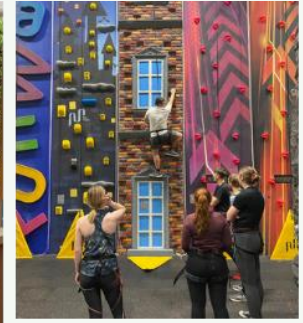
## **4. Recommendation**

Members are asked to note the People Strategy and Action Plan.

# People Strategy

2023 – 2026

Oadby & Wigston | Our borough -  
Wigston | the place to be



## To help us shape our services and prepare for future changes the Council, in conjunction with its staff, is pleased to present its new People Strategy which will run from 2023 – 2026 and be reviewed regularly.

Many factors, such as new technology, legislation, and the need to make the best use of resources are changing the way we work. As we strive for continuous improvement and efficiencies, we have to think about smarter ways of working to ensure we deliver excellent services to our customers.

An engaged and motivated workforce led by inspiring and creative managers is the key to the success of meeting the difficult challenges we face over the next few years.

Our People Strategy sets out our ambitions and strategic direction for transforming our workforce and is aligned with our new vision and corporate strategies to ensure a consistent and integrated approach.

It is built around 4 key strategies:

- **Employer of Choice**
- **Developing our people**
- **Engaging our people**
- **Rewarding and recognising performance.**

We believe that these key strategies will enable our people to be productive and make the most of their skills and experience.

These are underpinned by two vitally important themes for supporting our people; Equality, diversity and inclusion and the mental and physical wellbeing of our employees.

We are committed to this new People Strategy and to working together to make Oadby and Wigston Borough Council an Employer of Choice, provide a positive working environment where we can do our jobs well and make a difference to the residents, partners and key stakeholders of our borough.



Councillor Samia Haq

## Oadby and Wigston Borough Council is a great place to work, where our staff really do make a difference every day.

**As the Council's Chief Executive, I feel privileged to lead our staff, who have a diverse range of skills and have great passion and enthusiasm. These staff deliver important services to the residents, businesses, partners and key stakeholders of Oadby and Wigston Borough Council.**

~ Page 46 ~



Anne Court

This strategy also states our commitment and determination to maintain a proactive anti-discrimination approach within our Council. Our Council will actively promote the delivery of diversity, inclusion and equality.

We have a separate Diversity and Inclusion policy to ensure that we are taking all elements of equality, diversity and inclusion into account in all of our decision making and practice.

We want to be regarded as an employer that offers interesting and worthwhile work, that respects and develops its staff and offers a fair, transparent and competitive pay and remuneration package.

This People Strategy sets out our strategic priorities for achieving those aims as an organisation.

Given how fast our environment is changing, we have to be agile and ambitious as we look to transform the way we work. Part of this includes attracting and retaining a more diverse workforce to help us do this.

**“Whether you are an existing member of staff or thinking of joining us, a Councillor, resident, business or partner, thank you for taking the time to read our People Strategy”**



*“Our people are the lifeblood of our Council and they ensure that we provide first class services to our residents, stakeholders and partners. This strategy will ensure that we empower and support our staff with the correct support and development programmes to enable them to do this.”*

**Philippa Fisher - Strategic Director**

# Why do we need a people strategy?

**Positive cultural change is only possible if we all believe in the delivery of our vision for the future of our borough. Our work reflects the deliverables of our Corporate Strategy and ensures we create the right nurturing environment.**

**The objective of this strategy is to create a living document, that shares and supports the experience of our staff and speaks to the times we are living in.**

**We have gathered comments and stories from our staff to help compliment this strategy and demonstrate why our Council is a great place to work.**

In late 2022, we undertook a Customer Experience Strategy consultation and as a result a new three year strategy will be implemented in the early part of 2023. The Council firmly put residents, business, partners and stakeholders at the heart of everything we do in delivering our first-class service.

We want to provide the same quality of support to our staff, ensuring we create a culture to support their wellbeing, create opportunities to fulfil their potential and that they feel valued throughout their time at the Council.

The way we work has changed significantly in recent years. The pandemic created a change in the way we interact with residents and technology is improving at an unparalleled pace creating a need for new skills. We need to embrace continuous learning to keep ahead of the pace of development and our ability to deliver first class services.

In 2023 we will move our new Council Head Office and this strategy enables us to create the kind of culture we would like to embed.

We have been working with our Corporate Management Team on a roadmap on our approach to developing high performing culture for all our staff.

This strategy incorporates some of outputs of those discussions and brought a fresh dimension to how we thought about our future workforce and environment.

Equally important is maintaining our staff's health and wellbeing. Home working may blur the lines between work and personal life whilst reduced commuting and greater flexibility can bring a better work-life balance.

In June 2022 we implemented our agile working policy. Staff responded positively saying working from home is having a positive impact and they wanted the greater flexibility in how and where they work to continue. Our move to our new Council offices will continue to facilitate this.

Also a focus for this strategy is equality, diversity and inclusion. We want everyone to know that diversity and difference will not stop them from achieving their full potential. Everyone deserves the same great experience at work.





*“My journey with the Council started as a Legal & Democratic Assistant.*

*“Over the years, the investment and opportunities provided allowed me to progress upwards through the corporate ranks, including qualifying as a solicitor and taking on a managerial role at the very heart of the Council’s democratic processes.*

*“My workload is diverse and rewarding, meaning no two days are the same”*

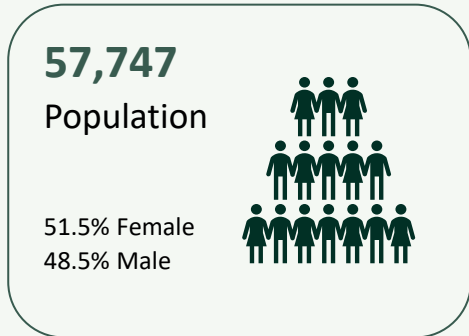


**Samuel Ball**

Legal and Democratic Services Manager

# Our Borough, Our Customers

Our customers are anyone who needs or chooses to interact with us. This includes residents, businesses, visitors, partners and community groups.

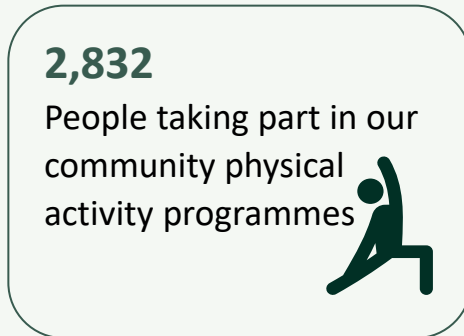


**Ethnicity breakdown**

Ethnicity	Oadby & Wigston
White British	70.6%
White-non-British	2.5%
Asian	22.3%
Black	1.2%
Mixed	2.1%
Other ethnic group	1.4%

**Age Breakdown**

Age Breakdown	
0 to 17	11,878
18 to 64	33,564
65+	12,305



# Our Services

As a council our core purpose is to deliver services to our customers. A significant part of this is enabling them to report and request services and access information, as well as dealing with any enquiries which they might have.

Here are some key facts and figures from 2022:

**53,820**

Calls answered by our  
Customer Service Team



**2.5 million**

Bins emptied



**786**

Environmental Health  
service requests actioned



**535**

Planning applications  
processed



**12,952**

Online forms completed



**481**

Taxi licences issued (vehicle  
& driver)



**3,170**

Day to day housing repairs  
carried out



**688**

New Housing Benefits  
claims processed



***“There’s a supportive team down at the depot that I really enjoy working with and I can see myself staying in my role for a long time.”***

**I’ve been with the council for almost five years now, after first starting to work on the bin rounds through an agency.**

After about three months working for the agency, a permanent vacancy came available with the council, and I’ve been here ever since!

About 18 months into the job, I then managed to get my HGV licence so I would be able to drive the lorries, which took me about six months to complete. I also managed to pass my Class 1 which I paid for myself.

I’ve now worked up to having my own rounds which I drive two days a week, and I also work on special collections such as medical and bulky waste. There’s more variety in the job than you might think at first, and it’s one of the things that I enjoy the most about it.

Another highlight is getting to know some of our customers quite well. Working through Covid-19 really showed how important this role is and lots of residents were very grateful to us – we sometimes even get little presents which we really appreciate!

There’s a supportive team down at the depot that I really enjoy working with, and I can see myself staying in the role for a long time - and hopefully progressing further and continuing to take on training opportunities that come my way.

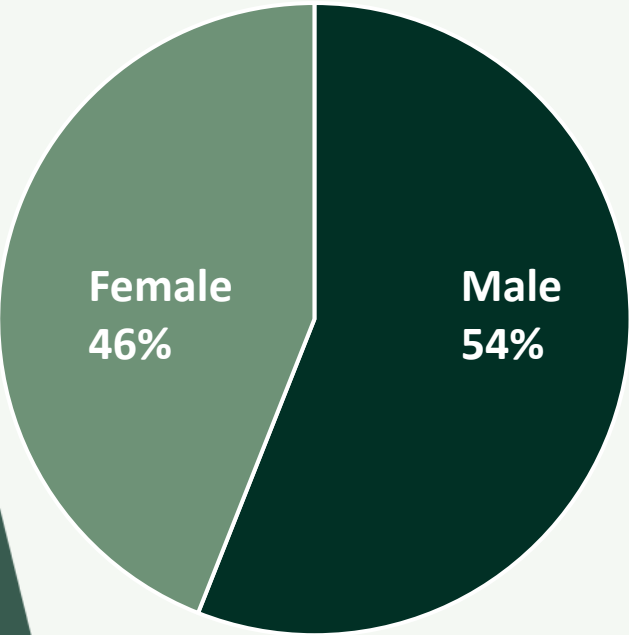


**Sam Penlington**  
Waste Services HGV driver/loader

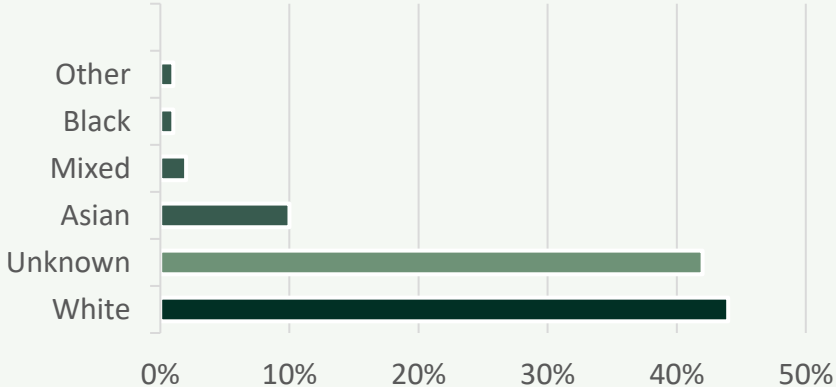
# Our People

The following charts show some of the key demographic facts and figures based on data collected from our staff:

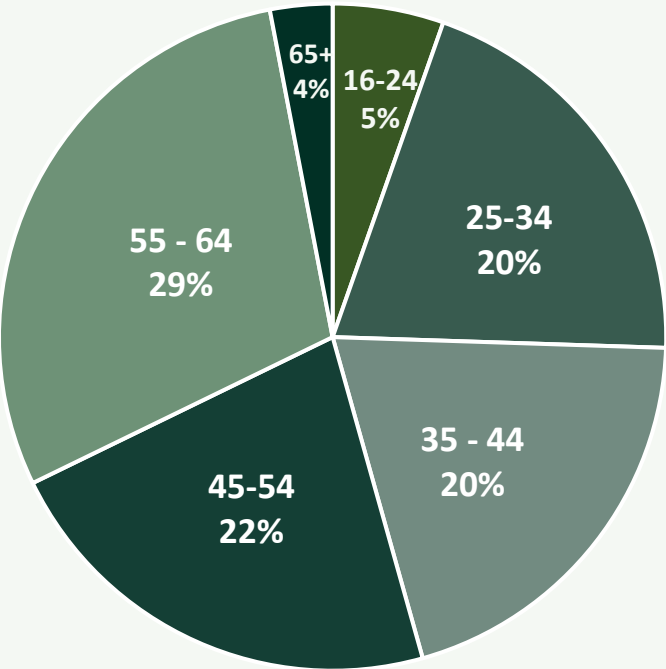
## Gender split



## Ethnic background split



## Age split





**I joined Oadby & Wigston Borough Council as a Finance Business Partner in July 2022. In the short time that I have been here I have received several compliments from budget managers and some senior managers. This has immensely boosted my confidence and enhanced my sense of belonging to this organisation.**

**Israel Ndlovu**  
Finance Business Partner

***“The team spirit is evident and I have a very good working rapport with my colleagues. I have been given positive feedback which is encouraging and motivating.”***

I qualified as a secondary school teacher several years ago and taught at several secondary schools before quitting the profession to join an international life assurance company, where I rose to be a Team Sales Manager. All this was before I came to the UK in 2005. My ambition had always been to train and work as an accountant.

My first job in the UK was working as an operative in a factory producing UPVC materials for window and door frames. This was never enough for me in terms of job satisfaction and a fulfilling career; I still harboured my ambition of qualifying as an accountant.

I studied accounting and finance at university. This was a very difficult decision, considering that we had a mortgage and my wife had qualified as a nurse just a year before I started my studies. It was difficult juggling studies, family and work but I was determined to complete the course.

After teaching at a private college and a tertiary college, I took an opportunity to join Leicestershire County Council as a Community Support Worker. Three years into my role, an advertisement was posted for finance apprentices within the same authority, and I applied.

After attending two sets of interviews and waiting anxiously for a response, I was informed that I had got the role as a Graduate Trainee Accountant.

I then applied for a role at Oadby and Wigston Borough Council as a Finance Business Partner. I have found the Corporate Management Team with budget responsibility very open minded and willing to engage effectively with me.

My own team and manager are very supportive and willing to help where needed. The team spirit is evident, and I have a very good working rapport with my colleagues, the other Finance Business Partners who have been with the authority for much longer than me.

I am looking forward to a long and successful career within the authority and thank you to my Manager and the Senior Finance Business Partner for giving me the opportunity to work for Oadby and Wigston Borough Council.

### **Our Council - Corporate Objective One**

- To be the local voice of residents and businesses
- To ensure that we provide high quality, value for money services that meet the needs of residents, businesses and visitors
- To ensure high connectivity with residents and businesses.

### **Our Communities – Corporate Objective Two**

- To provide a clean and safe place for everyone
- To support any activities or actions that enhance the health and wellbeing of our Borough
- To provide good, affordable and efficient housing for everyone.

### **Our Economy – Corporate Objective Three**

- To support economic growth that is focused on our town centres
- To make our Borough an inviting place to visit.
- To help provide good employment opportunities.

### **Our Environment – Corporate Objective Four**

- To ensure that we are a carbon conscious Borough
- To be seen ‘to be green’.

### **Our Partners – Corporate Objective Five**

- To develop, maintain and enhance partnerships to help support delivery of our objectives
- To ensure that we are engaged and listening to all section of the community.

*We have developed a clear vision for the organisation to ‘provide a sustainable council by listening being engaged and putting customers first, enabling us to focus on the local needs and priorities’.*

**Our borough – the place to be**

**Our vision**

# Our Values And Culture

**We want our values and culture to become fully shared and recognisable to everyone.**

We firmly believe that the way we work together, live our values and behaviours and being accountable for delivering our roles impacts on our performance and culture.

We are committed to empowering our staff at all levels within the organisation to be innovative and develop our services together. To this we will need to provide an environment which enables us to perform at our best.

## Our Values

**Our empowered and supported people are driven to be...**

- ❖ **Customer and community focused**
- ❖ **Proud of everything we do**
- ❖ **Collaborative and creative**
- ❖ **Resourceful and resilient**

## Our Culture

**We will...**

- Embed our values and behaviours into our policies, processes and everything we do
- Have a robust performance management system
- Undertake regular culture snapshots through our surveys, acting on areas which prohibit a healthy and positive workplace culture
- Share success stories across the organisation, recognise and celebrate what we do well and share that learning across the organisation
- Create a rewarding place to work, where we can encourage innovation, continually learn from what we do and collaborate with others to get the best results.



***“I feel that my positive track record on projects is something that has been rewarded and I have advanced my career based on those results.”***

**In the spring of 2012, I was looking to progress a career in a sector that I really felt I could make a positive change in. An opportunity was presented to me via the local college to join the Council as part of its then Regeneration Team, now known as the Built Environment.**

From working in the planning section, I was able to be an integral part of adopting an electronic planning application process via the Public Access pages on our website.

I progressed to the Customer Service Team to co-lead on the change of our customer service provision. This involved hiring a new team and creating a new contact centre. Part of this transformation journey was to positively change the way our customers interact with us by introducing a CRM system, creating online forms for all service areas and ensuring we offer a great service at the first point of contact.

The council has driven through some large projects and I enjoy working for an organisation that is willing to push on innovative ideas that make sound business sense and wants to support its residents and staff within the financial restraints a local government has to deal with. Something I feel the council strives to achieve.

As Corporate Project Lead I work with all sections of the Council on how we can improve, innovate, and drive changes that benefit our residents, staff, and stakeholders and it is something that drives and motivates me.

In 2022 we brought our IT provision ‘in-house’. I led this project and it was one of the most significant achievements of the Council in recent years.

I feel that my positive track record on projects is something that has been rewarded and I have advanced my career based on those results. I was given more responsibility and I was successfully recruited to the Corporate Project, Systems and IT Manager post.

I now manage a team of more than 10 people. I believe it is important to support and encourage staff to develop their skills and to widen their remit and experience to have an involvement in work that is sometimes outside of their day-to-day job.

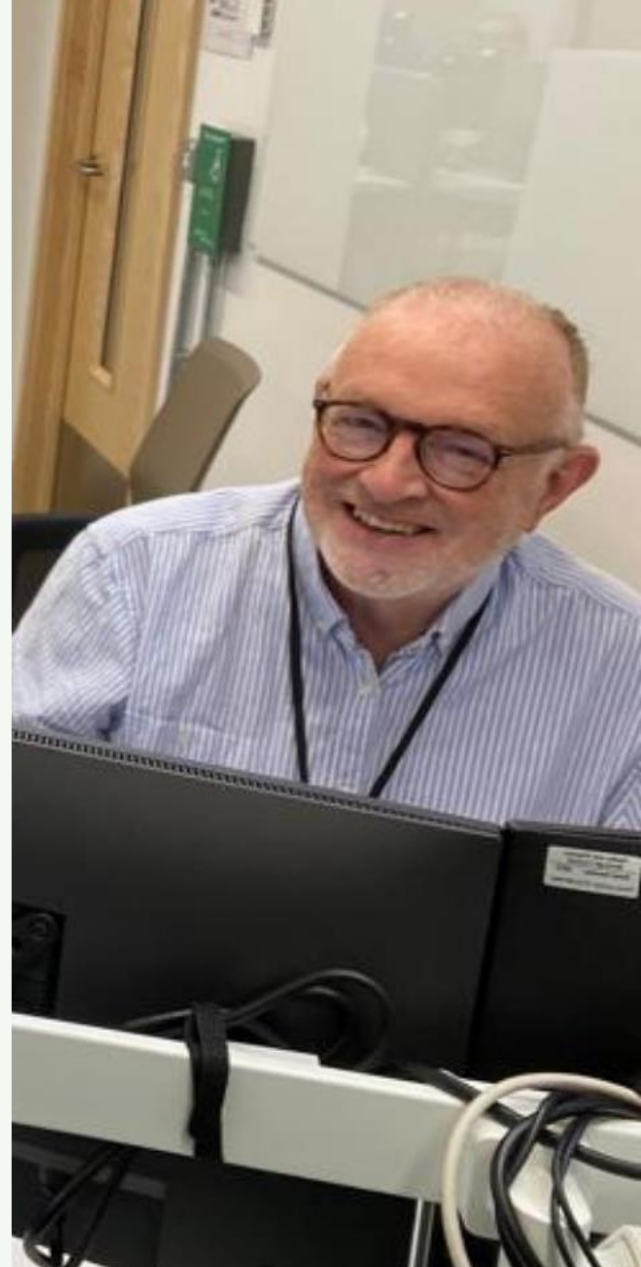
This helps to embed a great team culture and to keep staff engaged and involved in wider corporate changes. I feel that the Council pushes this from top to bottom and my experience over the last 10 years is that Oadby and Wigston Borough Council has given me opportunity and chances to be involved in corporate change and progress my career.

Having the new People Strategy will also ensure other staff that can work hard, excel and have the opportunity to progress and develop.



**Ben Wilson**  
Corporate Project Lead and IT Manager

# Our Strategies



“Employer of Choice”

“Developing our People”

“Engaging our People”

“Rewarding and recognising performance”

# Our Strategies

To deliver on each of these four strategies, we have devised a robust and detailed action plan

These strategies and action plan will form our immediate actions, and many of them are already underway.

We expect them to be quickly put in place and make an immediate positive difference to the work environment.

We will build on this action plan over the next three years, taking the time to design them based on research and insights, to ensure their relevance and effectiveness.

We are not complacent and there are many excellent employers in the public and private sector. We will regularly benchmark ourselves against these to ensure that we are on track to be the Employer of Choice.



# Our Delivery Plan - Diversity and Inclusion

**The Council's aim is to ensure that our staff are committed to equality of opportunity, treatment and behaviour and have equal access to employment, promotion and development.**

The Council is an equal opportunities employer. We are committed to equality of opportunity and to providing a service and following practices which are free from unfair and unlawful discrimination. To ensure that no person receives less favourable treatment on the grounds of age, disability, gender re-assignment, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation, or disadvantaged by conditions or requirements which cannot be shown to be relevant to performance.

We seek also to ensure that no person is victimised or subjected to any form of bullying or harassment. The terms equality, inclusion, diversity and equity are at the heart of our people.

**'Equality'** means we aim ensure that everyone has the same opportunities to fulfil their potential free from discrimination.

**'Inclusion'** means ensuring everyone feels comfortable to be themselves at work and feels the worth of their contribution.

**'Diversity'** means the celebration of individual differences amongst our people.

**'Equity'** means recognising barriers and that some groups are more advantaged than others and putting measures in place to eliminate these barriers, ensuring equal opportunities for all.

We will actively support diversity, equality and inclusion and ensure that our people are valued and treated with dignity and respect.

We want to encourage everyone in our Council to reach their potential.

## We will...

- Meet our legal duties on equality within the organisation and demonstrate we are accountable
- Ensure that all staff are aware of their responsibilities in the context of diversity and ensure annual training sessions are held for all staff to demonstrate this
- Ensure that we embed equality considerations in all of our activities.



# Our Delivery Plan – Staff Mental and Physical Wellbeing

**It is vital that the Council provides a healthy workplace in which everyone is aware of their personal responsibilities and to actively promote good health.**

We will ensure that avoidable accidents are prevented, exposure to threatening behaviours minimised and work based stress is reduced, as we operate in an agile working environment.

Supporting our staff with their health, safety and wellbeing is one of our key priorities. Through conducting our staff surveys and most recently, wellbeing surveys during the pandemic, we have identified a number of things we can do to provide support on those things that matter to our staff.

A comprehensive package of support with mental health and wellbeing is on our staff Health and Wellbeing Hub. We are working to raise awareness of this and make access to it simple.

Our agile policy enables flexibility for our staff. However, during the pandemic it highlighted a number of challenges for some individuals. Extensive flexibility was given to existing work arrangements to support those with home schooling, caring and work life balance.

As we move into our new Council home at Brocks Hill and continue with our agile working, we will continue to work with our staff to ensure these positive impacts continue.

We offer professional support to our staff by our in-house mental health first aiders programme, where trained officers give support to their colleagues and signpost to various supporting organisations.

Several of our officers give support to residents regarding the current cost of living crisis. This can have a profound effect on them. In view of this the Council has run courses, including with the Mind charity, to equip staff with the skills needed to deal with these challenging situations.

We also have an Employee Assistance Programme that offers telephone support on 24/7 basis.

## We have already...

- Introduced a Mental Health First Aid programme, which will develop the knowledge and skills to help staff and managers to spot the early signs of issues, which may be impacting on colleagues' wellbeing
- Started to build an understanding and reduce the stigma of mental health conditions through awareness programmes and initiatives
- Made sure staff can access a range of initiatives and services aimed at maintaining good physical and mental health, helping them remain in work and achieve their potential regardless of any health issues.





***“I often look back at the person who walked through that door 15 years ago and then see her now accepting the Chief Executive’s Award in 2022 and in a management position.”***

**My journey with Oadby and Wigston Borough Council first began back in October 2007 when I saw the Customer Service Officer job advertised. I thought ‘this is perfect for me’ as I had a strong customer-focused background having previously worked in hospitality, travel, and several other customer-based roles. On that occasion I was unsuccessful in securing the role. However, I was contacted by HR in 2008 as another vacancy had become available and this time, I was successful. In May of that year, I began my career within local government.**

For nearly 10 years, I dealt with enquiries from customers both face-to-face and over the telephone trying to ensure that as a council ‘we got it right the first time’. After a few years I was then successful in being promoted to a senior officer, which enabled me to pass my knowledge onto other members of the team and to be given the opportunity to lead when required.

As I grew more confident in the role and myself over the years, I began thinking about promotion and moving forward. I took the opportunity to apply to the role of Customer Service Supervisor, and was thrilled to get the position, which I started in March 2017.

This role enabled me to learn so much about not only my personal development, but also the development of Customer Services and what our vision could be.

An unexpected opportunity then came along for me to temporarily take on the role of interim Customer Service Manager in December 2019. Who knew just a few months into accepting this opportunity that Covid-19 would effectively change the whole way both the Council and Customer Services operate.

The challenges over the last few years have also created changes in what our residents need, how we solve problems with them, and how our staff work and want to work. I was made permanent into the manager role during the Covid period. Being in a managerial position during this time has had its difficulties and challenges, I have found it very rewarding to be able to make an impact and help shape the future of the council and its services.

My development as a manager over the last few years has been down to my own fantastic managers supporting my learning and growth - without this I would not have grown in self-confidence the way I have. They have taught me to believe in my own abilities and achievements, and just knowing you have this support on a day-to-day basis makes such a difference.

I am also so proud of my team and what we have achieved and continue to achieve in challenging times. Prioritising staff growth and development is really important to me and watching some of them develop into management/senior roles is one of my biggest achievements as a manager.

I often look back at the person who walked through that door 15 years ago and then see her now accepting the Chief Executive’s Award in 2022 and in a management position. It really shows that anything is possible when you believe in yourself and work in a supportive environment where your team believes in you too!

**Rachel Maidment**  
Customer Service Centre Manager

The job marketplace is highly competitive. Combine this with the increased demand on services and less resource, it is vital that the Council is an Employer of Choice and builds a sustainable, resilient and inspired workforce.

We need to take time to understand our employee journey, how we attract people, have a recruitment process that works for all and develop our individual and team strengths.

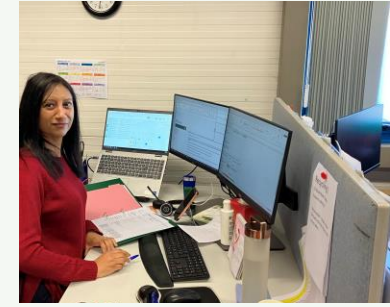
When we do say goodbye, we want to do it well and understand how we can continue to make improvements.

### We have already...

- Participated in and recruited our first graduate through the Local Government Association National Graduate Development Programme.
- Developed a Health and Wellbeing Hub for staff to help give useful tips on mental health, diet and exercise
- Launched a staff working group to help with the move to our new Council Offices
- Launched our Agile Working Policy to staff in to give greater flexibility to our staff.

### Key actions:

- 1 Develop an impactful approach to welcoming new employees** and make sure that everyone receives the information, resources and support they need to perform well. Promote and proactively work towards enabling a diverse and health workforce across all levels of our organisation
- 2 Ensure that we understand the profile of our Council**, enabling us to forecast what roles we need to recruit to, where we need to address skills shortages and where our challenges are in recruiting and retaining staff.
- 3 Attract and recruit a diverse and competent workforce**, whose values and behaviours align with those of the Council
- 4 Review and modernise our approach to recruitment and retention** to make sure we attract and retain valued employees
- 5 Ensure all staff have the tools to enable them to work efficiently and productively as possible**, equipped with the digital skills to use modern technology
- 6 Make sure our staff contracts and terms and conditions reflect the business needs and the ambitions of the Council.**



## Employer of Choice – Strategy One

# Our delivery plan

**Working in the public sector in today's environment requires new skills and behaviours. We want to maximise the potential of each individual and team.**

We want to develop our staff with the skills and behaviours they need, to collaborate and integrate within the business to enable, equip and empower all staff to make a difference and evidence the value they bring within their role.

Our new full training and development programme will act as an enabler to fulfil training from job role fundamental training with our refuse and recycling staff, skills training to a staff member in our Environmental Health Department to ad hoc training to support and develop staff.

Our managers will be key to supporting people and the organisation to deliver excellence in the future.

Effective people managers are the fundamental success factors for both building trust and a sense of belonging. They also have the biggest impact on staff engagement and our staff's day to day experiences of our culture.

We want to ensure our managers are equipped to inspire and lead effectively. We will prioritise developing leaders at every stage of the management life cycle, moving focus from tasks to outcomes to empower our people and build trust.

#### We have already...

- Delivered a full training and development programme for all our staff dependant on their level of experience and roles within the Council
- Created a task and finish group to refresh our Performance Management System
- Held a series of workshops with our Corporate Management Team to define our culture for our new offices, reviewed our values and behaviours and getting them to understand leadership roles and responsibilities.

#### Key actions:

- 1 Review our approach to performance management,** moving towards regular developmental and performance conversations, being focused on outcomes rather than process.
- 2 Ensure as part of our transformation programme that we become a digital council, equipping staff with the correct equipment and training so that continuous improvement can be delivered for our service provision and that our staff embrace new technology such as Surface Pros and webchats.** Align our customer experience and digital strategy with our recruitment process so that we recruit staff with the digital skills and behaviours required for their roles and service areas.
- 3 Utilise the Apprenticeship Levy.** Increase the number of apprenticeships to decrease the size and number of skills gaps by developing a strategic programme to maximise the impact of apprenticeships level spend targeting areas where the Council has identified current and future skills shortages through the vacancy management plan.
- 4 Develop a coaching and mentoring culture.** Undertake a review of our approach to coaching and mentoring to date and design a plan for developing our approach to coaching and mentoring. Design and deliver further coaching sessions with our Corporate Management Team. Utilise our performance management system to incorporate coaching.

## Developing our People – Strategy Two

## Our delivery plan





**We want to create a committed, resilient, diverse and agile workforce.**

It is essential that our staff are engaged, listened to and how, at every level they are contributing and why it matters.

We aim to achieve a culture where we have a flexible approach to help us meet our organisational priorities and have established new ways of working, which we will develop and enhance further once we move to our new Council location.

We want to create a working environment and culture where our staff relations are strong because we have excellent relations and encourage openness.

#### We have already...

- Created a regular schedule of staff briefings on a quarterly basis where staff receive Corporate updates and have the opportunity to ask questions
- Meetings are scheduled with new starters to meet the SLT Team
- Weekly staff bulletin sent out with key business information and updates
- During the pandemic regular surveys were sent to staff regarding their welfare, home working environment and technology.

#### Key actions:

- 1 Listening to the voice of our staff and implement change.** Instigate an annual staff survey and ensure there is a mechanism in place for reporting back the information and also taking actions forward.
- 2 Create a formal mechanism so that employees are empowered to challenge existing practices and ideas in a collaborative manner.** We will develop a working group where staff work with accountability and responsibility as change agents. We will utilise their feedback to help shape corporate policies and strategies.
- 3 Develop our Corporate Management Team.** Review the structure, meetings and effectiveness of this cohort to ensure that they in turn develop their own teams to deliver the Council's vision, corporate strategy and services..
- 4 Create a formal feedback mechanism so that staff feel empowered to challenge existing practices and ideas in a collaborative manner.** Develop a working group where staff work with accountability and responsibility as change agents. Utilise their feedback to help shape corporate policies and strategies.



## Engaging our People – Strategy Three

# Our delivery plan



**We are committed to ensuring that staff are rewarded fairly and feel their work is valued.**

We want to ensure that staff are motivated to maintain or improve their commitment to the organisation and prosper.



It is important that we celebrate things that are going well and it is also important that we provide a safe environment to have respectful conversation when things aren't working as they should be.



We want to create an environment where we work on solutions together.

Recognising when our values and behaviours are being demonstrated consistently will help our staff feel valued and motivated.

**We have already ...**

- Annual Awards based on the Council's values and the Chief Executive Award.
- We utilise our People HR system by regular on-line staff recognition through our 'thank you' programme.
- We have developed and launched an employment offer which enables a personal flexible approach to staff benefits. This includes our Agile Working Policy and the ability to work from home.

**Key actions:**

- 1 Ensure our remuneration packages are competitive and attract high calibre individuals to the role. We will conduct a benchmarking exercise on our existing pay and reward structures.** We will ensure that our remuneration package is fair, transparent, sustainable and market relevant.
- 2 Utilise our values and behaviours to drive our awards programme for recognition and reward.** This will continue including celebrating successes in the organisation utilising our value based awards programme, the Chief Executive award and recognising individual staff on a regular basis through our People HR 'Thank you' system.
- 3 Develop a strategic approach to succession planning so that we identify and develop our future leaders and grow 'our own' in house where possible.** We will undertake an analysis of roles within the organisation and conduct a comparison of the performance of our staff to establish success planning. We will then focus on council's priorities and balance the succession plan based on a mix of leadership roles and technical business roles at all levels.

# Recognising and Rewarding Performance – Strategy Four

# Our delivery plan

***“This role gave me a real opportunity to get involved in several Council services as it was always my intention to develop and try and build a long-term career in the public sector.”***

**I have lived in Oadby and Wigston all my life and started working for the Council in May 2018 after I decided on a career change from the property sector, having worked as an estate agent and then in property law as I felt there was something that didn't quite fit for me in those roles and I wanted a better work life balance.**

I applied for the post of Customer Services Technical Officer based at the customer service centre in Bell Street and joined a very positive and welcoming team. This role gave me a real opportunity to get involved in several council services as it was always my intention to develop and try and build a long-term career in the public sector. My managers were very supportive of giving me the opportunity to be released from my day-to-day duties to shadow the Head of Law and Democracy at court and training me to administer the council's CRM system, whilst also providing administrative support to Housing Options, the depot, and Housing Repairs.

After over a year with customer services, I wanted to progress to a new challenge and applied for the roles of Senior Housing Officer within the Housing Section and Student Environmental Health Officer in the Regulatory Services Section. Unfortunately I was unsuccessful as there were more experienced candidates in both cases. I did receive useful feedback in both cases which allowed me to focus my attention on areas that I could improve on to improve my chances of success in the event of future applications.

In March 2020 when Covid-19 struck, I volunteered to move to Bushloe House to continue with my Customer Service role but also help the Community Hub to support vulnerable residents during the pandemic. I also provided some support to Environmental Health when required due to the pressure on the team whilst dealing with Covid regulations.

In August 2020, a vacancy became available in the Environmental Health team. I successfully secured the role and moved to the team in September 2020 to work on the Selective Licensing Scheme, housing complaints and general complaint work as an Environmental Health Technical Officer.

In September 2021, the Council sponsored me to start an Environmental Health Practitioners Degree Apprenticeship at the University of Wolverhampton so I could qualify as an Environmental Health Officer.

However, a vacancy arose for a Team Manager and in April 2022 I applied for the role and provided a business case as to how the team could be structured if I was successful.

Following a further interview I was successful and my structure proposal was adopted. I have been able to make several key changes to improve the authority's processes such as adopting the Housing App, which has improved our process for property inspections and converting all houses in multiple occupation licences to electronic files to make administration easier.



**Ben Clark-Monks**  
Selective Licensing Team Leader

# Delivering our People Strategy

We are committed to delivering everything that we have set out to do in the delivery plan. The strategy contains a robust roadmap to show how we will achieve our staff priorities.

This strategy will be monitored and measured and we will be held accountable through reporting twice a year to Members, Trade Unions and our employee networks.

We make no excuse for the scale of ambitious change we are looking to achieve, but with our moving to our new offices at Brocks Hill, we have the opportunity to transform our culture, values and behaviours of the organisation. This will take time to develop and embed.

We will keep engaging with our staff to adapt and evolve our plans as we go, making sure the initiatives have maximum impact.

Our staff really are our greatest strength and asset. Together, we will develop a Council that is high performing and will deliver for the now and the future.





Oadby & | Our borough -  
Wigston | the place to be

# Our Action Plan



**TRI-SECTOR  
CHALLENGE**

HAVE YOU GOT WHAT IT TAKES?



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Below is a table of the planned actions to achieve each of the four themes and overall aim of the People Strategy. This includes the activity, delivery date, responsibility and output.

## Strategy One – Employer of Choice

	Activity	Date	Responsibility	Output
1.0	We will promote and proactively work towards enabling a diverse agile workforce across all levels of our organisation	Ongoing	Human Resources, Senior Leadership and Corporate Management Team	<ul style="list-style-type: none"> <li>Managers clearly understand and promote flexible working options, based on an individual's needs</li> </ul>
1.1	Celebrate organisational successes	Commence May 2023	Human Resources, Senior Leadership Team	<ul style="list-style-type: none"> <li>Plan and deliver a programme of events throughout the year that recognise key milestones and achievements of the organisation and employees.</li> </ul>
1.2	Understand our reputation as an employer and how we can become more attractive to potential employees in the future	By June 2023	Human Resources	<ul style="list-style-type: none"> <li>Consult and engage with staff to development an employment offering and brand.</li> <li>Understand our organisational demographics (new starters, established employees to ascertain what we want to be known for? What makes staff proud to work for us?</li> <li>Work closely with our communications team and utilise our social media platform to promote our presence and approach to engaging new staff.</li> <li>Work closely with our communications team and to develop a framework for measuring impact as an employer.</li> </ul>

	Activity	Date	Responsibility	Output
1.3	Review our HR policies and processes to make sure that we are enabling, driving forward and facilitating our aspiration to be an employer of choice	March 2023 onwards	Human Resources, Croner	Conduct an internal policy review, produce a gap analysis and ensure our policies are up to date including relevant legislation.
1.4	Review and modernise our approach to recruitment to make sure we attract valued staff	Commence by Q3 2023	East Midlands Council Human Resources Head of Customer Service & Transformation	<p>Review of recruitment processes to include:</p> <ul style="list-style-type: none"> <li>▪ Analysis and review of current processes</li> <li>▪ Data gathering and insight into how we recruit and effectiveness of this</li> <li>▪ Analysis of shifting demographics and hard to fill vacancies in our workforce and how this may affect priorities for future potential applicants</li> <li>▪ Develop a modern and responsive approach to attracting future staff</li> <li>▪ Identify recruitment challenges, and establish targeted approaches to mitigate against current challenges and future challenges, forecasting future</li> <li>▪ Develop a vacancy management plan</li> <li>▪ Graduate Programme</li> <li>▪ Apprenticeships</li> <li>▪ Leverage shared partnership initiatives</li> </ul>
1.5	Review and modernise our approach to retention to make sure we retain valued staff	Commence May 2023	Human Resources East Midlands Council Head of Customer Service & Transformation	<ul style="list-style-type: none"> <li>▪ Analyse turnover rates at an organisational, service and function level.</li> <li>▪ Through pulse surveys, focussed feedback conversations, HR advisory insight and trade union insight identify Manager 'pinch points'</li> <li>▪ Develop an approach and plan to remove those 'pinch points'</li> </ul>
1.6	Develop work placement opportunities with universities	By December 2024	East Midlands Council Human Resources	<ul style="list-style-type: none"> <li>▪ Standardised documented approach and policy for work placements</li> <li>▪ Pilot a work placement.</li> </ul>



	Activity	Date	Responsibility	Output
1.7	Ensure that Oadby and Wigston contract terms and conditions reflect our business need and our approach to our agile working environment	By September 2023	Human Resources	<ul style="list-style-type: none"> <li>▪ Consult with Trade Unions and staff</li> <li>▪ Implement changes to contract and employment</li> </ul>
1.8	Develop an impactful approach to welcoming new staff to Oadby and Wigston Borough Council to make sure that employees of all levels receive the information and support they need to deliver and work in a high performance culture	By end of Quarter 3 2023	Human Resources Customer Service Improvement Manager	<ul style="list-style-type: none"> <li>▪ Establish an impactful corporate induction programme to welcome new employees to include:-               <ul style="list-style-type: none"> <li>- staff induction booklet</li> <li>- Induction session</li> <li>- Establish future networking opportunities for staff (a buddy programme)</li> <li>- Establish effective and impactful on-boarding process</li> <li>- Comprehensive ICT Training and support</li> <li>- Role of a Manager within the organisation</li> <li>- Completion of mandatory training e.g.customer focus, IT security, GDPR.</li> </ul> </li> </ul>

## Strategy Two – Developing our People

	Activity	Date	Responsibility	Output
2.0	Maximise the use of the apprenticeship levy to develop our existing employees and attract our employees of the future	Ongoing	Human Resources Manager	<ul style="list-style-type: none"> <li>Increase the number of apprenticeships to decrease the size and number of skills gaps by developing a strategic programme to maximise the impact of apprenticeship levy spend targeting areas where the Council has identified current and future skills shortages through the vacancy management plan.</li> </ul>
2.2	Develop a coaching and mentoring culture	By Quarter 4 2024	Human Resources Manager Head of Customer Service & Transformation Strategic Director	<ul style="list-style-type: none"> <li>Undertake a review of our approach to coaching and mentoring to date and design a plan for developing our approach to coaching and mentoring.</li> <li>Design and deliver a series of coaching sessions for our CMT Level Managers encouraging coaching skills to be incorporated into 1-2-1's and performance development meetings</li> <li>Incorporate coaching into our Leadership and Management Development Programme</li> <li>Consider incorporating coaching skills and tools into our customer service development for frontline employees</li> </ul>
2.3	Create a Leadership and Management Development Programme to ensure it drives our service areas and individual performance forward	By April 2023	Human Resources Manager Head of Customer Service & Transformation Strategic Director	<ul style="list-style-type: none"> <li>Design and develop a leadership and management development programme</li> <li>Maximise the apprenticeship levy funding to provide a range of leadership and management apprenticeship options.</li> </ul>

	Activity	Date	Responsibility	Output
2.4	Ensure we forecast an appropriate learning and development budget for all our employees based on Skills, Behaviour, Technical roles	By end of Q2 2023	Head of Customer Service & Transformation Strategic Director Human Resources	<ul style="list-style-type: none"> <li>Undertake an organisational skills and learnings needs skills matrix (needs analysis)</li> </ul>
2.5	As we embed our agile working high performance culture ensure that we focus on personal development of our employees	By Q3 2023	CMT Level contributors Head of Services Strategic Directors	<ul style="list-style-type: none"> <li>Undertake a performance management review including a review of 121s, probation and a full review of our appraisal process</li> </ul>
2.6	Ensure that learning and development becomes a normal working practice of how the Council works through dedicated learning and development programme	April 2023	Human Resources Manager Senior Leadership Team	<ul style="list-style-type: none"> <li>Launch and implementation of mandatory annual staff training programme</li> <li>Agree a framework for learning and development to improve knowledge and skills that would positively impact on personal, professional development and our service needs.</li> </ul>
2.7	Ensure as part of transformation programme that we become a digital Council, equipping employees to so that continuous improvement can be delivered for service provision and that employees embrace new technology such as surfacepros, webchats	Ongoing	Head of Customer Service & Transformation	<ul style="list-style-type: none"> <li>Align our customer experience and digital strategy with our recruitment process so that we recruit employees with the digital skills and behaviours required for their roles and service areas.</li> <li>Promote a digital culture throughout the organisations through digital champions and other development opportunities</li> </ul>

## Strategy Three – Engaging our People

	Activity	Date	Responsibility	Output
3.0	Create a formal feedback mechanism so that employees are empowered to challenge existing practices and ideas in a collaborative manner.	June 2023	Human Resources Staff representatives	<ul style="list-style-type: none"> <li>Design and develop a working group where staff work with accountability and responsibility as change agents</li> <li>Utilise their feedback to help shape corporate policies and strategies</li> </ul>
3.1	Develop stronger working relationships with recognised trade unions to ensure that we work together and are compliant with negotiated agreements	June 2023 and ongoing quarterly	Human Resource Manager Strategic Director Employee Trade Union Representatives	<ul style="list-style-type: none"> <li>Establish regular quarterly meetings with Trade Unions unions in line with the agreed governance arrangements.</li> </ul>
3.2	Develop our Corporate Management Team structure and meetings to bring together our people managers on a regular basis	January 2023	Senior Leadership Team Corporate Management Team	<ul style="list-style-type: none"> <li>Review Terms of Reference of the CMT</li> <li>Review effectiveness and delivery of outputs of CMT</li> <li>Ensure the Senior Leadership Team have two way engagement opportunities for regular communications reinforcing the direction of travel for the Council</li> </ul>
3.3	Undertake regular two-way communication with all employees	Ongoing By end of Q4 2024	Human Resources/ Communications	<ul style="list-style-type: none"> <li>Develop forward plan for staff briefings and content</li> <li>Develop new channels to enable two-way engagement</li> <li>Undertake an annual staff survey</li> </ul>

## Theme Four – Rewarding and Recognising Performance

	Activity	Date	Responsibility	Output
4.0	Develop a strategic approach to identify, attract and develop talent	By Q3 2025	Human Resources Head of Customer Service & Transformation Strategic Director	<ul style="list-style-type: none"> <li>Develop a process and structure and define a series of corporate principles to help make sure our approach and decisions are transparent</li> <li>Diversity and inclusion implications are built into our talent pool</li> <li>Identify leadership skills of the future and on an annual basis review our staff under the 9 box analysis matrix.</li> </ul>
4.1	Understand why staff leave the Council, collate feedback and implement changes where appropriate	Ongoing	Human Resources	<ul style="list-style-type: none"> <li>Undertake analysis of exit interview data on an annual basis to identify and establish any trends</li> </ul>
4.2	Review and modernise our approaches to retention to make sure that we attract and retain valued staff	Ongoing	Head of Customer Service & Transformation Human Resources	<p>Design and approach to retention, to include:-</p> <ul style="list-style-type: none"> <li>Analysis of turnover rates at a departmental, service area and organisational level</li> <li>Through surveys and focused feedback conversations, HR advisory insight, trade union insight the gaps between staff and manager 'frustration points'</li> </ul>
4.3	Ensure our remuneration packages are competition and attract high calibre individuals to the role	June 2023	Human Resources East Midlands Council	<ul style="list-style-type: none"> <li>Conduct a benchmarking exercise across Leicestershire and other Councils and Districts across England.</li> </ul>
4.4	Utilise our values and behaviours to drive our awards programme for recognition mechanism to link our reward and recognition	June 2023	Senior Leadership Team Corporate Management Team Staff	<ul style="list-style-type: none"> <li>Review our Values and Behaviour Awards and Chief Executive Award for relevance and appropriate regularity</li> <li>Ensure the Council's People HR System is leveraged to its full capability to recognise staff across the Council.</li> </ul>

	Activity	Date	Responsibility	Output
4.5	Linking our reward and recognition strategy, develop an employer 'brand' to understand our reputation as an employer and how we can become more attractive to potential staff of the future	Ongoing		<ul style="list-style-type: none"> <li>▪ Celebrate our organisational success with events that recognise key milestones and achievements</li> <li>▪ Consult and engage with our staff to develop and employer brand. Create focus group for different organisational demographics e.g. new starters, establish employees.</li> <li>- What do we want to be known for?</li> <li>- What makes us proud to work here?</li> <li>- What benefits package do we have?</li> <li>▪ Include in our Communication and Brand Strategy a strong social media presence and approach to engaging prospective staff</li> </ul>
4.6	Develop a strategic approach to succession planning so that we identify and develop our future leaders and grow 'our own' in house where possible	By end of Q4 2024	Human Resources Manager and Strategic Director	<ul style="list-style-type: none"> <li>▪ Develop systems to capture information about employee aspirations and potential, which will feed into development and support plans.</li> <li>▪ Provide our leaders and managers with the skills to have regular career and development conversations</li> <li>▪ Undertake analysis of roles within the organisation and where our succession planning priorities should focus on which will include a mix of leadership roles and technical business critical roles at all levels</li> <li>▪ Undertake a competency and skills gap analysis to help us to plan and develop succession planning</li> </ul>
4.7	Review our approach to performance management, ensuring developmental and performance conversations drive our Council to a high performance culture	By end of Q3 2023	Human Resources Senior Leadership Team Corporate Management Team Employees	<ul style="list-style-type: none"> <li>▪ Creation of a new performance management framework.</li> </ul>

# Supporting our People

## Action Plan - Equality, Diversity and Inclusion

	Activity	Date	Responsibility	Output
1.0	The Council will promote and actively work towards enabling a diverse workforce across all levels of the organisation	Ongoing June 2023	East Midlands Council Strategic Director Human Resources	<ul style="list-style-type: none"><li>▪ We will utilise the scoring from the Equalities Framework for Local Government, and our practices to continually improve to support equality and diversity.</li><li>▪ We will review accreditations for disability confident and EDI initiatives.</li><li>▪ Promote flexible working practices throughout the organisation in order to attract and retain a diverse range of employees.</li><li>▪ As part of our Armed Forces Silver Award we will ensure that we follow the guidelines and policy laid out to ensure that this cohort are included in our recruitment process should they apply.</li></ul>

# Supporting our People

## Action Plan – Mental and Physical Wellbeing

	Activity	Date	Responsibility	Output
1.0	Ensure safety is prioritised in the workplace, risks to staff are managed effectively and all relevant information is shared	Immediate & Ongoing	Health and Safety Officer Human Resources Manager  Health and Safety Officer	<ul style="list-style-type: none"> <li>▪ Health and safety practices are well communicated and staff report that they are confident the organisation has the right processes and practices in place</li> <li>▪ Have a clear and accessible process in place for the organisation to record high risk areas for frontline staff</li> </ul>
1.1	Embed mental health awareness into our Leadership and Management Development Programmes	When Programmes are implemented	Strategic Director Human Resources Manager	<ul style="list-style-type: none"> <li>▪ Managers feel confident to address issues around mental health confidently</li> </ul>
1.2	Build an understanding and reduce stigma of mental health conditions through awareness programmes and initiatives	Ongoing	Human Resources Manager Senior Leadership Team Corporate Management Team	<ul style="list-style-type: none"> <li>▪ Utilise our mental health first aiders to encourage staff to:               <ul style="list-style-type: none"> <li>- Develop knowledge and confidence to signpost people with the most common mental health issues the right support</li> <li>- Develop an understanding of how to help build a mentally healthy workplace, challenge stigma and support positive wellbeing.</li> </ul> </li> </ul>



# Supporting our People

## Action Plan - Values and Culture

	Activity	Date	Responsibility	Output
1.0	Embed our core values and behaviours into our policies, processes and how we approach the way we work	Ongoing	Human Resources SLT,CMT, Human Resources	<ul style="list-style-type: none"> <li>Embed our core behaviours into our HR Processes, in particular the recruitment, development and retaining of employees.</li> <li>Relaunch of values and behaviours</li> </ul>
1.1	Undertake regular two way engagement with all employees	Ongoing	Senior Leadership Team Corporate Management Team Human Resources Staff	<ul style="list-style-type: none"> <li>Building into our policies, job descriptions and performance management processes</li> <li>Undertake annual employee surveys and implement appropriate actions</li> <li>Develop an annual plan for employee briefings and contents</li> <li>Have a clear approach to capturing qualitative and quantitative feedback about our culture and ensure that targeted work is undertaken where needed</li> <li>Develop new channels to enable two-way engagement such as employee working groups</li> </ul>



**Oadby & Wigston**  
BOROUGH COUNCIL

## **EQUALITY ASSESSMENT**

### **PART 1 - INITIAL SCREENING**

<b>Name of Policy/Function:</b>	<input checked="" type="checkbox"/> Y	This is <b>new</b>
	<input type="checkbox"/>	This is a <b>change</b> to an existing policy
	<input type="checkbox"/>	This is an <b>existing</b> policy, Function, not previously assessed
	<input type="checkbox"/>	This is an existing policy/function for <b>review</b>

<b>Date of screening</b>	17 August 2023
--------------------------	----------------

#### **1. Briefly describe its aims & objectives**

The objective of this strategy is to create a living document, that shares and supports the experience of our staff and speaks to the times we are living in. The Council want to provide quality support to our staff, ensuring we create a culture to support their wellbeing, create opportunities to fulfil their potential and that they feel valued throughout their time at the Council.

#### **2. Are there external considerations?**

*e.g. legislation/government directive etc.*

None

#### **3. Who are the stakeholders and what are their interests?**

Staff of Oadby and Wigston Borough Council

**4. What outcomes do we want to achieve and for whom?**

Please see People Strategy action plan

**5. Has any consultation/research been carried out?**

Yes, research took place to create the People Strategy. The approach and framework were agreed with the People Committee when in existence. All staff were kept up to date throughout the creation in staff briefings and the staff newsletter. Formal consultation took place from 7 July 2023 for 4 weeks with staff and unions.

**6. Are there any concerns at this stage which indicate the possibility of Inequalities/negative impacts?**

*Consider and identify any evidence you have -equality data relating to usage and satisfaction levels, complaints, comments, research, outcomes of review, issues raised at previous consultations, known inequalities) If so please provide details.*

No

**7. Could a particular group be affected differently in either a negative or positive way?**

**Positive** – *It could benefit*

**Negative** – *It could disadvantage*

**Neutral** – *Neither positive nor negative impact or not sure.*

	<b>Type of impact, reason &amp; any evidence</b>
Disability	Positive – reviewing and updating of policies
Race (including Gypsy & Traveller)	Neutral
Age	Neutral
Gender Reassignment	Positive – Action Plan support strategy – health and physical wellbeing action plan activities
Sex	
Sexual Orientation	Positive – Action Plan support strategy – health and physical wellbeing action plan activities
Religion/Belief	Neutral
Marriage and Civil Partnership	Neutral

Pregnancy and Maternity	Positive – reviewing and updating of policies
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**8. Could other socio-economic groups be affected?**

*e.g. carers, ex-offenders, low incomes, homeless?*

Not applicable to this strategy.

**9. Are there any human rights implications?**

No

**10. Is there an opportunity to promote equality and/or good community relations?**

Yes throughout the People Strategy and the four key themes and the action plan it mentions updating of policies, specific focus on

**11. If you have indicated a negative impact for any group is that impact legal?**

*i.e. not discriminatory under anti-discrimination legislation*

None

**12. Is any part of this policy/service to be carried out wholly or partly by contractors?**

None

**13. Is a Part 2 full Equality Assessment required?**

No

**14. Date by which a Part 2 full Equality Assessment is to be completed with actions.**

Not applicable

**Please note that you should proceed to a Part 2, the full Equality Impact Assessment if you have identified actual, or the potential to cause, adverse impact or discrimination against different groups in the community.**

We are satisfied that an initial screening has been carried out and a full equality assessment **is not required\*** (please delete as appropriate).



17 August 2023

Completed by  
(Policy/Function/Report written)

Date

Countersigned by  
(Statutory Officer)

Date

Equality Assessments shall be published on the Council website with the relevant and appropriate document upon which the equality assessment has been undertaken.



**Oadby & Wigston**  
BOROUGH COUNCIL

## **EQUALITY ASSESSMENT**

### **PART 2 – FULL EQUALITY ASSESSMENT**

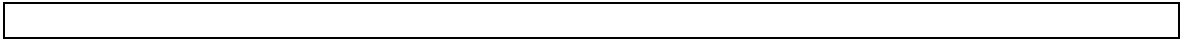
**15. Summarise the likely negative impacts for relevant groups identified in the screening process**

**16. What consultation/involvement activities have taken place or will need to take place with groups/individuals from each relevant equality group?**

**17. What other research has been or will need to be carried out to help you with the assessment?**

**18. Results of research/consultation**

*i.e. what does it tell you about the negative impacts?*



## 19. Conclusions & Action Planning

You should explain what and how negative impacts have been reduced or removed and how positive impacts are to be improved or included.

Your final decisions or recommendations may include making immediate changes, stopping or proceeding with a new policy, justifying a decision or adding objectives/targets to the service development plan/equality scheme (long term changes).

You could use the template below to record your conclusions/actions. You should also make reference to any additional monitoring or research that is still required, or was not retrievable at the point of assessment, but will be required in subsequent reviews or in order to complete actions.

<b>Equality Group</b>	<b>Details of possible disadvantage or negative impact</b>	<b>Action to be taken to address the disadvantage or negative impact</b>	<b>Lead Officer</b>	<b>Timescale</b>
<b>Age</b>				
<b>Disability (physical, visual, hearing, learning, disabilities, mental health)</b>				
<b>Gender/ Transgender</b>				
<b>Marriage and Civil Partnership</b>				
<b>Race/ ethnicity</b>				
<b>Religion or belief</b>				
<b>Sexual orientation</b>				
<b>Other socially excluded groups (low literacy, socio-economic etc)</b>				
<b>Other factors that may lead to inequality</b>				



**20. How will you monitor, evaluate and check the policy in the future?**

**21. When will a review take place?**

*In accordance with the Policy document, where appropriate or subject to legislative change).*

**Please complete**

We are satisfied that a full assessment has been carried out.

Completed by  
(Policy/Function/Report written)

Date

Countersigned by  
(*Head of Service*)

Date

Screened by:

Date:

Please forward an electronic copy to: [veronika.quintyne@oadby-wigston.gov.uk](mailto:veronika.quintyne@oadby-wigston.gov.uk)  
(*Community Engagement Officer*)

Equality Assessments shall be published on the Council website with the relevant and appropriate document upon which the equality assessment has been undertaken.

# Agenda Item 11



<b>Policy, Finance and Development Committee</b>	<b>Tuesday, 12 September 2023</b>	<b>Matter for Information</b>
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**Report Title: Standards & Ethical Indicators (Q1 2023/24)**

**Report Author(s): David Gill (Head of Law & Democracy / Monitoring Officer)**

<b>Purpose of Report:</b>	To receive the figures for local determination of complaints and ethical indicators for Q1 2023-24.
<b>Report Summary:</b>	The report provides information in relation to Member Complaints, Corporate and Ombudsman Complaints, Freedom of Information Requests and Anti-Social Behaviour Reports and Resolutions.
<b>Recommendation(s):</b>	<b>That the content of the report and appendix be noted.</b>
<b>Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):</b>	Sal Khan (Interim Strategic Director) (0116) 257 2635 <a href="mailto:sal.khan@oadby-wigston.gov.uk">sal.khan@oadby-wigston.gov.uk</a>  David Gill (Head of Law & Democracy / Monitoring Officer) (0116) 257 2626 <a href="mailto:david.gill@oadby-wigston.gov.uk">david.gill@oadby-wigston.gov.uk</a>
<b>Strategic Objectives:</b>	Our Council (SO1) Our Communities (SO2)
<b>Vision and Values:</b>	Customer & Community Focused (V1)
<b>Report Implications:-</b>	
Legal:	There are no implications arising from this report.
Financial:	There are no implications arising from this report.
Corporate Risk Management:	Political Dynamics (CR3) Reputation Damage (CR4) Regulatory Governance (CR6)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
<b>Statutory Officers' Comments:-</b>	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	As the author, the report is satisfactory.

<b>Consultees:</b>	None.
<b>Background Papers:</b>	None.
<b>Appendices:</b>	1. Standards and Ethical Indicators (Q1 2023/24)

## **1. Information**

- 1.1. Regular reporting about the Council's activities under the Regulation of Investigatory Powers Act 2000 is a statutory requirement under the oversight regime of the Investigatory Powers Commissioner. This report to Members covers the first quarter (Q1) of 2023/24.
- 1.2. The report also contains other matters which Officers considered would be of interest to Members, including the number and disposal of Member Complaints, the number of Corporate and Ombudsman complaints, the number of Freedom of Information requests and the number of anti-social behaviour reports and resolutions.
- 1.3. The quarter one report for 2023/24 is attached at **Appendix 1** for Members' information.



**OADBY AND WIGSTON BOROUGH COUNCIL**

**STANDARDS AND ETHICAL INDICATORS**

**QUARTER 1 REPORT**

**2023/2024**

## 1. Introduction

This is the quarterly report to the Policy Finance and Development Committee detailing both the figures for the Ethical Indicators and the figures for the Local Determination of Complaints process for 2023/2024.

For clarification purposes the months covered by the quarters are as follows:

Quarter 1 – 1 April to 30 June  
Quarter 2 – 1 July to 30 September  
Quarter 3 – 1 October to 31 December  
Quarter 4 – 1 January to 31 March

The report is split into two parts for ease of reference; Part 1 refers to the local determination of complaints, part 2 is the table showing the ethical indicators figures.

The report will enable the Policy Finance and Development Committee to build up a picture over time of how many complaints are received and where these are coming from. The parts of the Code of Conduct which have been breached will also be recorded to enable training to be targeted effectively.

## 2. Part 1 – Local Determination of Complaints

The Monitoring Officer received 1 complaint in Quarter 1 of 2023/2024 which is still under review.

### 2.1 Source of Complaint

The complaint was by a member against another member.

### 2.2 Assessment Sub-committee Decisions

There have been No Assessment Sub-committee meetings in this quarter.

### 2.3 Timeliness of Decision

The Standards for England Guidance stated that the Assessment Sub-committee should complete its initial assessment of an allegation “within an average of 20 working days” to reach a decision on what should happen with the complaint. The Council has taken this standard and adapted it under the new rules to aim to hold an Assessment Sub-committee within 20 working days of notifying the parties that informal resolution is not possible.

### 2.4 Review Requests

There have been no review requests in this quarter. Review requests can only be made following a decision of ‘No further Action’ by the Assessment Sub-committee where there is submission of new evidence or information by the complainant.

## **2.5 Subsequent Referrals**

None

## **2.6 Outcome of Investigations**

There were no formal investigations concluded in this period.

## **2.7 Parts of the Code Breached**

This section is intended to show where there are patterns forming to enable the Policy Finance and Development Committee to determine where there needs to be further training for Councillors. Targeting training in this way makes it more sustainable and, hopefully, more effective.

So far this year, the following areas of the code were found to have been breached:

Not applicable

Ref	Performance Indicator Description	Officer responsible for providing information	Q1		Q2		Q3		Q4	
			2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024
LG1	Objections to the Council's Accounts	Head of Finance	0	0	0		0		0	
LG2	Follow up Action relating to breaches of the Member/Officer Protocol (Members)	Head of Law & Democracy	0	0	0		0		0	
LG3	Disciplinary Action relating to breaches of the Member / Officer Protocol (Staff)	HR Manager	0	0	0		0		0	
LG4	Number of Whistle Blowing Incidents Reported	Head of Law & Democracy	0	0	0		0		0	
LG5	No. of Recommendations made to improve Governance Procedures/Policies		0	0	0		0		0	
LG6	No. of Recommendations Implemented		0	0	0		0		0	

**Corporate Complaints**

Ref	Performance Indicator Description	Officer responsible for providing information	Q1		Q2		Q3		Q4	
			2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024
LG7	No. Corporate Complaints received	Policy, Compliance, and Data Protection Officer	37	56	29		32		53	
	No. Corporate Complaints escalated to L2		9	9	5		5		6	
	No. Corporate Complaints escalated to Ombudsman		2	1	3		0		0	
LG7a	No. Corporate Complaints Resolved at L1		26	47	24		27		47	
	No. Corporate Complaints Resolved at L2		7	9	5		5		6	
LG7b	No. Corporate Complaints where compensation paid		1	0	2		0		0	
	Service Area		Licensing	-	Housing		-		-	
LG8	No. Ombudsman complaints received		2	1	2		0		0	
	Service Area		-	N/A (General OWBC)	-		-		-	
LG8a	No. Ombudsman complaints resolved		0	1	0		0		1	
LG8b	No. Ombudsman complaints not yet determined by the Ombudsman		0	0	0		0		0	
LG8c	No. Ombudsman complaints where compensation paid		0	0	1		0		0	



**Freedom of Information Act Indicators**

Ref	Performance Indicator Description	Officer responsible for providing information	Q1		Q2		Q3		Q4	
			2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024
LG9a	No. of FOI Requests Compliant	Policy, Compliance, and Data Protection Officer	181	178	116		112		172	
LG9b	No. of Non-compliant FOI Requests		11	10	398		8		16	
LG9c	No. of FOI Requests still open and within the 20 working days		0	0	0		7		0	
LG9d	No. of FOI Requests withheld due to exemptions/fees applied		4	7	2		2		1	

**Regulation of Investigatory Powers Act Indicators**

Ref.	Performance Indicator Description	Officer Responsible for Providing Information	Q1		Q2		Q3		Q4	
			2022/2023	2023/2024	2022/2023	2022/2023	2022/2023	2023/2024	2022/2023	2023/2024
LG10	No. of Directed Surveillance Authorisations granted during the quarter	Head of Law & Democracy	0	0	0		0		0	
LG10a	No. in force at the end of the quarter		0	0	0		0		0	
LG10b	No. of CHIS recruited during the quarter		0	0	0		0		0	
LG10c	No. ceased to be used during the quarter		0	0	0		0		0	
LG10d	No. active at the end of the quarter		0	0	0		0		0	
LG10e	No. of breaches (particularly unauthorised surveillance)		0	0	0		0		0	
LG10f	No. of applications submitted to obtain communications data which were rejected		0	0	0		0		0	
LG10g	No. of Notices requiring disclosure of communications data		0	0	0		0		0	
LG10h	No. of authorisations for conduct to acquire communications data		0	0	0		0		0	
LG10i	No. of recordable errors		0	0	0		0		0	

### Anti-Social Behaviour Indicators

Ref.	Performance Indicator Description	Officer responsible for providing information	Q1		Q2		Q3		Q4	
			2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024
	No. of Complaints Registered	Head of Law and Democracy	24	1/21	17/34		11/14		3/17	
	No. of Disposals		5	1/4	3/10		6/8		2/1	
	No. of Complaints still Open		1	1/0	4/0		5/2		2/0	
	No Further Action (where suspect identified)		3	0/1	1/8		0/3		0/4	
	No Further Action (no suspect identified)		17	0/17	13/22		5/8		1/13	

Blue text – Housing

Red text – ASB Officer

ASB Officer Q1 2023/2024 – 2 suspects given a disposal who are named on the same ASB report.

### Food Safety Inspections

Ref.	Performance Indicator Description	Officer responsible for providing information	Q1		Q2		Q3		Q4	
			2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024
BPE31	No. of high-risk Inspections	Head of Law & Democracy	3	1	2		4		1	
	No. of medium/low inspections		N/A	8	N/A		56		56	
	No. new business registered		14	37	9		8		13	
	Outstanding medium low risk inspections from 2022.		N/A	30						
	No. of high-risk Inspections Completed	Head of Law & Democracy	3	1	2		1		4	
	No. of medium risk/low inspections Completed/ closed		N/A	3	23		40			
	No. of new business triaged		13	26	7		7			

No. of Inspections Outstanding									
High risk		0		0		3		0	
Medium risk		5		N/A		16		0	
New businesses		9		3		1		0	
D's 2022		2							

- High risk are A/D risk rating businesses. Medium/ Low are C/D's. We have a small amount of medium low risk to pull back into the inspection program from COVID from 2022. All other high and medium inspection are now completed as stated in the FSA recovery plan. The FSA recovery plan has ceased from April 2023/
- New businesses continue to receive a triage call to assess their activities, if High risk then a physical inspection is selected to be carried out. Low risk is not being carried out now but remain under review.