



Oadby and Wigston Borough Council

TO COUNCILLOR:

G S Atwal
L A Bentley
Ms A R Bond
G A Boulter (Chair)
J W Boyce

Mrs L M Broadley
F S Broadley (Vice-Chair)
D M Carter
Ms K Chalk
Mrs L Eaton

Mrs S Z Haq
Dr T K Khong
K J Loydall
R H Thakor

Dear Councillor et al

I hereby summon you to attend a meeting of the **SERVICE DELIVERY COMMITTEE** to be held at the **COUNCIL OFFICES, STATION ROAD, WIGSTON** on **TUESDAY, 5 JULY 2016** at **7.00 PM** for the transaction of the business set out in the Agenda below.

Yours faithfully

Council Offices
Wigston
27 June 2016

Mark Hall
Chief Executive

AGENDA

PAGE NO'S

1. **Apologies for Absence**
2. **Appointment of Substitutes**
To appoint substitute Members in accordance with Rule 4 of Part 4 of the Constitution.
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 held on 22 March 2016** 1 - 9
To read, confirm and sign the minutes of the previous meeting in accordance with Rule 17 of Part 4 of the Constitution.
5. **Action List Arising from the Meeting held on 22 March 2016** 10
6. **Petitions and Deputations**
To receive any Petitions and, or, Deputations in accordance with Rule 24 of Part 4 of the Constitution.

7. Provisional Committee Outturn Report - 2015/16	11 - 17
8. Community Services Update	18 - 66
9. Disabled Facilities Grants (DFG's) and The Lightbulb Project	67 - 108
10. Private-Sector Empty Homes Strategy	109 - 111
11. Choice Based Lettings Options	112 - 114
12. Corporate Enforcement Update	115 - 117
13. Leisure Services Update	118 - 132
14. Customer Service Transformation Update	133 - 134
15. Facilities Services Update	135 - 136
16. Operations Services Update	137 - 139

**MINUTES OF A MEETING OF THE SERVICE DELIVERY COMMITTEE HELD AT THE
COUNCIL OFFICES, STATION ROAD, WIGSTON ON TUESDAY, 22 MARCH 2016
COMMENCING AT 7.00 PM**

<u>IN ATTENDANCE:</u>		
Chair - Councillor G A Boulter Vice-Chair - Councillor Mrs S Z Haq		
COUNCILLORS (11):		
G S Atwal L A Bentley Ms A R Bond J W Boyce	Mrs L M Broadley F S Broadley D M Carter Ms K Chalk	Miss M V Chamberlain Dr T K Khong K J Loydall R H Thakor
OFFICERS IN ATTENDANCE (5):		
S J Ball Mrs A E Court	S Glazebrook D Lingard	A Thorpe

Min Ref.	Narrative	Officer Resp.
54.	<p><u>APOLOGIES FOR ABSENCE</u></p> <p>None.</p> <p>A minute's silence was observed in memory of those who had lost their lives in the recent terrorist attacks that had taken in Brussels, Belgium on 22 March 2016.</p>	
55.	<p><u>APPOINTMENT OF SUBSTITUTES</u></p> <p>None.</p>	
56.	<p><u>DECLARATIONS OF INTEREST</u></p> <p>None.</p>	
57.	<p><u>MINUTES OF THE PREVIOUS MEETING HELD ON 19 JANUARY 2016</u></p> <p>RESOLVED THAT:</p> <p>The minutes of the previous meeting of the Committee held on 19 January 2016 be taken as read, confirmed and signed.</p>	
58.	<p><u>ACTION LIST ARISING FROM THE MEETING HELD ON 19 JANUARY 2016</u></p> <p>The Director of Services informed Members that a letter had been sent to Leicestershire County Council (LCC) outlining the Council's concerns regarding the increased risk of fly-tipping as a result of new, itemised-charging at Oadby Waste Site. A response from LCC cited that there was no marked increase in fly-tipping in other areas where tariffs had been similarly introduced. The Director of Services assured Members that the situation</p>	

	<p>would continue to be monitored.</p> <p>The Chair requested that a record be kept of fly-tipping occurrences within the Borough and the associated clean-up costs incurred to the Council.</p> <p>The Director of Services advised that costs would be recovered from any defendant successfully prosecuted for any fly-tipping offence(s) within the Borough.</p> <p>RESOLVED THAT:</p> <p>The Action List be noted by Members.</p>	
<p>59.</p>	<p><u>PETITIONS AND DEPUTATIONS</u></p> <p>None.</p>	
<p>60.</p>	<p><u>COMMUNITY SERVICES UPDATE</u></p> <p>The Committee gave consideration to the report and appendices (at pages 13 - 28) as delivered and summarised by Interim Community Services Manager which should be read together with these minutes as a composite document.</p> <p>The Interim Community Services Manager added that the Council was exploring the development of a triangular parcel of Council-owned land at Bennett Way, Wigston. Its potential was said to be constrained by welfare reforms affecting the under 35's which rendered the building of flats on the site unviable and that two, alternative options were available, namely: the building of 2-3 bedrooms terrace houses; or to invite Waterloo Housing to incorporate the site into their scheme at Kirkdale Road.</p> <p>Councillor J W Boyce commended the report. He noted the aforementioned constraints in respect of development Bennett Way yet emphasised that the Scheme ought to remain in the Council's control and for implementation as soon as possible. With reference to 'Disabled Facility Grants' (DFG's) at paragraph 11 (at page 17), the Member advised that no advantage was to be unduly credited to the Lightbulb Project in terms of performance assessment given its pilot status. With reference to void performance at paragraph 5.2.(at page16), he noted that a more careful, long-term marketing strategy concerning studio/bedsit flats was needed to boost their appeal. With reference to 'Chartwell House Concrete Repairs' at Appendix 3 (at page 27), he warned that if the extent of the repairs were extensive, a wider survey was required by engineers to assess the need for more underlying, structural works.</p> <p>The Chair stated that the survey undertaken by engineers had confirmed that there were no underlying structural defects at Chartwell House and its external redecoration was scheduled to take place in due course. He further stated that a concern had been raised at a District and Borough with Leicestershire County Council regarding the top-slicing of DFG funding. Members were advised that a review of the matter would be reported back to the Committee.</p> <p>Councillor Mrs L M Broadley enquired as to whether the Choice-Based</p>	

	<p>Lettings Scheme (CBL) was used by disabled resident to obtain a suitably adapted property and if they was an unreasonable delay in doing so.</p> <p>The Interim Community Services Manager advised that although all housing allocations were managed via the CBL Scheme, with the degree of disability reflected in the banding and points awarded, applications could be considered on an ad-hoc basis.</p> <p>Councillor L A Bentley enquired as to whether any financial penalties were to be paid by the Council in respect of the delayed capital works at Boulter Crescent, Wigston.</p> <p>The Interim Community Services Manager advised that no penalties or associated costs were to be borne by this Council and that provision as to liquidated damages were built into the works contract and absorbed by the contractor.</p> <p>Councillor Ms A R Bond requested an update in respect of access to advisory services to Oadby residents.</p> <p>The Interim Community Services Manager advised that a joint-initiative was being delivered by Helping Hands Advice Centre and the Citizens' Advice Bureau which extended to the Oadby area.</p> <p>Councillor J W Boyce reiterated the significance of an independent advice service.</p> <p>Councillor Mrs S Z Haq enquired as to the priority that was to be given to addressing private-sector empty homes.</p> <p>The Interim Community Services Manager advised that priority was to be given to the 32 residential dwellings that had been empty for two years or more and those that had received the most complaints (i.e. anti-social behaviour and vandalism).</p> <p>With reference to Arrears Cases in the appendix (at page 23), Councillor D M Carter enquired as to the sharp increase at week commencing Monday, 22 February 2016.</p> <p>The Interim Community Services Manager cited a delayed receipt of housing benefit which was shortly received thereafter and corrected in the following week.</p> <p>Councillor K J Loydall asked whether DFG applications where means-tested, questioning the in/out of work eligibility criteria and the associated incentive scheme.</p> <p>The Chair answered confirmed that DFG applications were means-tested.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>The contents contained within the report be noted by Members.</p>	
61.	<u>CHOICE-BASED LETTINGS RESIDENCY CHANGES</u>	

	<p>The Committee gave consideration to the report (at pages 29 - 30) as delivered and summarised by Interim Community Services Manager which should be read together with these minutes as a composite document.</p> <p>Councillor L A Bentley moved the recommendations as set out at paragraphs 2.1. to 2.2 of the report.</p> <p>Councillor J W Boyce seconded the recommendations.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>(i) The residency criteria be increased to two-years; and (ii) The resolved residency criteria be applied to new applications only.</p>	
<p>62.</p>	<p><u>HOUSING RELATED SUPPORT (HRS)</u></p> <p>The Committee gave consideration to the report (at pages 31 - 33) as delivered and summarised by Interim Community Services Manager, which should be read together with these minutes as a composite document.</p> <p>Councillor J W Boyce moved the recommendations as set out at paragraph 2 of the report.</p> <p>Councillor L A Bentley commended the work undertaken by Officers to secure a service that sought to protect the most vulnerable residents in the Borough.</p> <p>Councillor L A Bentley seconded the recommendation.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>The Council enters into an agreement with Charnwood Borough Council to provide the call monitoring services in respect of its properties in supported and sheltered housing be authorised.</p>	
<p>63.</p>	<p><u>WITHDRAWAL OF RECYCLING CREDIT PAYMENTS BY LEICESTERSHIRE COUNTY COUNCIL</u></p> <p>The Committee gave consideration to the report (at pages 34 - 35) as delivered and summarised by the Director of Services, which should be read together with these minutes as a composite document.</p> <p>Councillor J W Boyce requested that the substantive recommendation as set out at paragraph 2.2 of the report (at page 34) be amended to substitute 'Chief Executive' with 'Senior Management Team'.</p> <p>The Member stated that although LCC's motive was understandable, a longer-term vision in respect of investment was equally viable as opposed to the ceasing of all recycling credit income altogether. He recommended that option one as set out at paragraph 3.7.a (at page 35) was the only vaguely acceptable consultation outcome.</p> <p>Councillor J W Boyce moved the recommendations as set out at paragraphs 2.1 and 2.2 of the report (as amended).</p>	

	<p>The Chair seconded the recommendations.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>(i) The options being considered by Leicestershire County Council for reducing its current expenditure on recycling and how this will affect the Borough be noted by Members;</p> <p>(ii) The key points to be incorporated into the consultation response (as set out in Section 4 of the report) be approved and the Senior Management Team be tasked to write an appropriate response based on those points; and</p> <p>(iii) The final wording of the response be agreed by the Senior Management Team in consultation with the Chair of the Committee and the Leader of the Council.</p>	
<p>64.</p>	<p><u>BELL STREET, WIGSTON - UPDATE ON PROHIBITION OF VEHICULAR ACCESS</u></p> <p>The Committee gave consideration to the report (at pages 39 - 43) as delivered and summarised by the Planning, Policy and Regeneration Manager, which should be read together with these minutes as a composite document.</p> <p>Councillor L A Bentley opined that a like-for-like telescope bollard was too easily susceptible to damage and that a permanent, long-term solution was required. He supported the installation of a gate due to its high visibility and ease of maintenance.</p> <p>Councillor L A Bentley moved the fourth proposal of a gate as set out at paragraph 7 of the report (at page 42).</p> <p>Councillor L M Broadley requested that the black granite blocks be repositioned outside the Mr Beanbags Cafe and NatWest Bank to further prohibit vehicular.</p> <p>Councillor L M Broadley seconded Councillor L A Bentley's motion.</p> <p>The Director of Services advised that the request of the repositioning of the granite blocks would be directed to the Planning, Policy and Regeneration for actioning.</p> <p>Councillor J W Boyce stated that a like-for-like telescope bollard should continue to be use in the interim until such time as the installation arrangements were finalised in respect of the gate.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>The long-term installation of a gate (as set out at paragraph 7 of the report) be approved to prevent unauthorised access to the pedestraised area on Bell Street, Wigston.</p>	
<p>65.</p>	<p><u>CORPORATE ENFORCEMENT UPDATE</u></p> <p>The Committee gave consideration to the report (at pages 44 - 47) as delivered and summarised by the Community Safety and Tenancy Manager,</p>	

	<p>which should be read together with these minutes as a composite document.</p> <p>Councillor L A Bentley enquired as to whether it was the Council's intention to replace a number of dog waste bins with ordinary refuse bins and requested that the accepted use of the latter for the disposal of dog waste be more widely advertised. The Member said he was mindful about the introduction of Public Spaces Protection Orders (PSPO's).</p> <p>The Community Safety and Tenancy Manager stated that a renewed educational campaign to further promote responsibility dog ownership would be mounted via the Council's website and the Residents' Newsletter, Letterbox.</p> <p>Councillor D M Carter commended the partnership work undertaken and welcomed the dog fouling initiative and options available (at page 46) to address the issue.</p> <p>Councillor L M Broadley requested that the Dog Fouling Patrols be extended to the cemeteries throughout the Borough and that the public notices therein be updated.</p> <p>The Community Safety and Tenancy Manager stated that he would advise Environmental Development and Operational Services (EDOS), accordingly.</p> <p>Councillor J W Boyce requested that an analysis of a designated dog-area be undertaken at Blaby Park Road with a view to introduce the same.</p> <p>Councillor K J Loydall suggested a "take it home" campaign so to minimise the costs to the non dog-owning taxpayer. The Member said he was mindful about the introduction of designated dog-areas as this might, in fact, discourage responsible waste disposal.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>The contents contained within the report be noted by Members.</p>	
<p>66.</p>	<p><u>LEISURE CONTRACT MONITORING</u></p> <p>The Committee gave consideration to the report (at pages 48 - 50) as delivered and summarised by the Director of Services, which should be read together with these minutes as a composite document.</p> <p>The Director of Services advised that the report omitted the average number of swim visits per month at the old Wigston swimming pool which would be circulated to Members in due course.</p> <p>Councillor Mrs L M Broadley commended the leisure centres' performance.</p> <p>Councillor Mrs S Z Haq enquired as to whether there were a maximum number of leisure centre memberships available under the contract.</p> <p>The Director of Services advised that there although there were no maximum membership numbers <i>per se</i>, group exercise programmes and class sizes did have limitations.</p>	

	<p>UNANIMOUSLY RESOLVED THAT:</p> <p>(i) The contents contained within the report be noted by Members; and (ii) The leisure facilities be endorsed and promoted to the wider audience.</p>	
67.	<p><u>CUSTOMER SERVICE TRANSFORMATION UPDATE</u></p> <p>The Committee gave consideration to the report (at pages 51 - 52) as delivered and summarised by the Director of Services, which should be read together with these minutes as a composite document.</p> <p>Councillor J W Boyce was hopeful that footfall to the Customer Services Centre (CSC) in Bell Street, Wigston would decrease over time whilst the uptake in self-service facilities increased, thus providing a gauge of its transformative success. He stated that the CSC project served as an excellent example of the transformational progress that could be achieved in the years ahead in other Council service-areas.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>The contents contained within the report be noted by Members</p>	
68.	<p><u>BROCKS HILL COUNTRY PARK UPDATE</u></p> <p>The Committee gave consideration to the report (at pages 53 - 59) as delivered and summarised by the Director of Services, which should be read together with these minutes as a composite document.</p> <p>The Director of Services reported that events were currently being sourced to maximise the use of the amphitheatre at Brooks Hill Country Park ("Brooks Hills"), Oadby during the Summer and that associated cost-reduction schemes and income programmes were to commence imminently.</p> <p>Councillor Ms K Chalk enquired as to whether the café facilities at Brooks Hill were to be the subject of a tendering exercise.</p> <p>The Director of Services advised that this would form part of a wider options appraisal at Brooks Hill which could not be dealt with isolation.</p> <p>With reference to 'Centre and Building Works' at paragraph 6.5 (at page 55), the Chair enquired as to why it was not foreseen that the instructed company was at risk of going into administration before the contract was awarded.</p> <p>The Director of Services advised that enquires would be made and a response would be circulated to Members in due course.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>The contents contained within the report be noted by Members.</p>	
69.	<p><u>OPERATIONS AND FACILITIES SERVICES UPDATE</u></p> <p>The Committee gave consideration to the report (at pages 56 - 59) as</p>	

	<p>delivered and summarised by the Director of Services, which should be read together with these minutes as a composite document.</p> <p>With reference to ‘Grass Verges’ at paragraph 6 (at page 57), the Chair enquired as to whether budgetary provision could be sourced, if necessary, from the Greening of the Borough Working Group’s (GotB) budget for additional verge cutting in 2016/17.</p> <p>The Chair of the GotB Working Group, Councillor D M Carter, answered affirmatively.</p> <p>Councillor Mrs L M Broadley moved the recommendations as set out at paragraphs 2.1. to 2.2 of the report.</p> <p>Councillor Ms A R Bond requested that litter-picking be undertaken along the central reservation of the A6, Oadby before being cut.</p> <p>The Chair advised that the Member’s request would be communicated to the responsible authorities.</p> <p>Councillor J W Boyce seconded the recommendations.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>(i) The contents contained within the report be noted by Members; and (ii) Additional verge cutting in 2016/17 be approved (as set out at paragraph 6 of the report).</p>	
69a.	<p><u>DRAFT TREE STRATEGY</u></p> <p>The Committee gave consideration to paragraph 7 of the report at agenda item 16 (at pages 58), together with the appendix provided in the supplementary agenda update (at pages 2 - 49), as delivered and summarised by the Director of Services, which should be read together with these minutes as a composite document.</p> <p>The Director of Services advised that, should Members be minded to approve the Draft Tree Strategy (“the Strategy”) for public consultation, it would be returned at a future meeting of the Committee for final resolution as may be amended.</p> <p>Councillor L A Bentley requested that the Tree Strategy Polices as outlined at paragraph 16 (at pages 31 – 39 of the Strategy) be featured more prominently towards the front of the document. He further requested that the Strategy be made more robust in accordance with the Council’s ‘Greening the Borough’ commitment at paragraph 4.7 of the Corporate Plan, most notably in respect of Tree Preservation Orders (TPO’s) and Conservation Areas (CA’s) at paragraph 13 (at pages 23 – 24).</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>The Draft Tree Strategy be approved for public consultation.</p>	
70.	<p><u>PARKING AT BLABY ROAD PARK, SOUTH WIGSTON</u></p>	

	<p>The Committee gave consideration to the report (at pages 108 - 109) as delivered and summarised by the Director of Services, which should be read together with these minutes as a composite document.</p> <p>Councillor J W Boyce considered neither of the options as outlined at paragraphs 2.1 to 2.3 (at page 108) to be reasonably proportionate response to secure the intended outcome.</p> <p>Councillor J W Boyce moved for further work to be undertaken by Officers to address the underlying cause(s) of the complained-about abuse in consultation with South Leicestershire College.</p> <p>The Chair identified the lack of off-street parking availability within the immediate surrounding area as a contributory factor.</p> <p>The Chair seconded Councillor J W Boyce's motion.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>Further work be undertaken to address the underlying cause(s) of the complained-about abuse of the car park usage at Blaby Park Road, Wigston in consultation with South Leicestershire College.</p>	
71.	<p><u>CUSTOMER SERVICE CHARTERS - EXCEPTION REPORTING</u></p> <p>The Committee gave consideration to the report (at pages 110 - 111) as delivered and summarised by the Director of Services, which should be read together with these minutes as a composite document.</p> <p>The Director of Services reported no significant service failures and further advised that the Customer Service Charters were to be updated in the proceeding months for Members' consideration at the next meeting of the Committee.</p> <p>UNANIMOUSLY RESOLVED THAT:</p> <p>The performance standards that have not met the set target (as set out in paragraph 3 of the report) and the reasons why this has been noted by Members.</p>	

THE MEETING CLOSED AT 8.34 PM



.....
CHAIR

.....
TUESDAY, 05 JULY 2016

Agenda Item 5

SERVICE DELIVERY COMMITTEE

ACTION LIST

ARISING FROM A MEETING HELD ON TUESDAY, 22 MARCH 2016

Min Ref.	Title	Action To Be Taken	Officer	Target Date	On Target
58.	Action List	A record to be kept of fly-tipping occurrences within the Borough and the associated clean-up costs	DL	Ongoing	Yes
64.	Bell Street, Wigston - Update on Prohibition of Vehicular Access	To re-position the black granite blocks on Bell Street, Wigston to further prohibit vehicular access.	BK	Jul-16	Yes
65.	Corporate Enforcement Update	To extend dog fouling patrols to Borough cemeteries and update public notices therein.	DL	Jul-16	Verbal update to be given
65.	Corporate Enforcement Update	An analysis of a designated dog-area to be undertaken at Blaby Park Road.	DL	Jul-16	Yes
69a.	Draft Tree Strategy	Tree Strategy Polices to be featured more prominently towards the front of the document. Strategy to be made more robust in respect of TPO's and CA's.	TB	Jul-16	No Verbal update to be given
70.	Parking at Blaby Park Road, South Wigston	Further work to be undertaken to address the underlying cause(s) of the complained-about abuse of the car park usage.	MS	Jul-16	Yes



Service Delivery Committee	Tuesday, 05 July 2016	Matter for Information
-----------------------------------	------------------------------	-------------------------------

Title: **Provisional Committee Outturn Report – 2015/16**

Author: **Martin Hone – Interim Chief Financial Officer (Section 151 Officer)**

1. Introduction

This report provides Members with details of the Committee’s provisional outturn position for capital and revenue for 2015/16 along with the outturn for the Housing Revenue Account (HRA). The Council’s full outturn position will be reported to the Policy, Finance and Development Committee on 19 July 2016.

2. Recommendations

- 2.1. To note the reported outturn positions.
- 2.2. To note the requested revenue carry forward.

3. Information

3.1. The outturn position is still only provisional because, at the time of writing, the Council’s Statement of Accounts had neither been fully completed nor scrutinised by the Council’s external auditors. As a result of audit, some technical adjustments may be necessary.

3.2. General Fund

In February 2015, the Council approved a 2015/16 General Fund budget for this Committee of £3.584 million. These estimates were later revised to £3.797 million which were approved at Council in February 2016. The provisional outturn position for 2015/16 is £3.618 million which represents a £179,000 under spend for the financial year as compared to the revised estimate. The variances for each service are detailed in Appendix 1.

3.3. The provisional outturn position figures shown in the attached appendices have been adjusted to remove those technical accounting adjustments such as depreciation and impairment that would normally be shown in the statutory year end Statement of Accounts, which do not affect the balance on the General Fund. This makes the figures comparable to the approved budgets for the year.

The headline variances are explained below:

- Recycling disposal has once again been hit by market fluctuations which have seen a marked drop-off in income towards the end of the year.
- A reduction in the total cost of temporary accommodation in the Homelessness Service, principally due to the termination of the lease of Greytone House.
- The agreement with Leicestershire County Council to contribute Supporting Leicestershire Families, which came to an end, was not renewed as expected.
- Considerable savings have been made due to vacancies within the staffing

structure together with a more prudent use of hired staff within in the Operations Division.

Significant variances (Over £10,000) are shown in Appendix 2 of this report.

Officers are currently investigating the reasons for the under spend with the view of improving the accuracy of budgeting in the future and to improve the early identification of savings against budget.

3.4. Housing Revenue Account

In February 2016, the revised forecast for the HRA was that a contribution would be required from balances of £2.131m leaving a balance of £0.593m at 31 March 2016. However, the provisional outturn position shows a deficit of £1.392m for the year with a closing balance of £1.332m. This represents a £0.739m under spend against the revised budget.

The headline variances are explained below;

- A substantial part of the Housing Capital Programme has been deferred to 2016/17 which means that the revenue contribution from the Housing Revenue Account has not been required in full this year. This funding, totalling £0.721. will be retained in balances to be allocated once those projects have finished.
- Supervision and Management Costs have increased due to a re-evaluation of recharges to the Housing Revenue Account
- Improved debt collection has meant that the provision put in place for bad and written off debts has not been fully utilised.
- Overall rental income is down as a result of the length of time properties have remained void. This is principally due to the extensive refurbishment programme being undertaken.

3.5. Capital Programme

The revised capital programme for this Committee included Housing schemes with a budgeted cost of £3.829m and General Fund schemes of £8.398m. The total budgeted programme is £12,227m. The provisional outturn for Housing is £3.265m an under spend of £0.564m, and for the General Fund £8.082m which represents an under spend of £0.316. The total under spend on the programme is £0.88m

The programme 2015/16 saw a particularly large programme of works put in place most notable the continuation of the whole unit refurbishments within the Housing stock and the completion, and reopening, of the major leisure centre redevelopment.

3.6. Carry Forwards

Only one revenue item has been requested on the HRA.

- Stock Condition Survey £14,330

Any Capital schemes which have not been completed at 31 March will be carried forward at Policy Finance and Development Committee into 2016/17.

Email: chris.raymakers@oadby-wigston.gov.uk

Tel: (0116) 257 2891

Implications	
Financial [CR]	As set out within the report.
Legal [AC]	No significant implications.
Risk [CR]	CR1 Decreasing Financial Resources CR9 Economy
Equalities [AC]	No significant implications.
	Equality Assessment
	<input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable

Service Delivery Committee (General Fund) Provisional Outturn Summary 2015/16

Cost Centre	Service Head	Original Budget 2015/16 £	Revised Budget 2015/16 £	Actual 2015/16	Variance Revised vs. Actual (Under) / Over £
14001	Environmental Health Admin/Enforcement	296,490	292,780	262,146	(30,634)
14004	Environmental Protection	5,980	5,320	4,434	(886)
14005	Infectious Diseases	440	430	365	(65)
14006	Pest Control Service	10,530	16,640	16,787	147
14007	Dog Control Service	11,030	12,050	11,453	(597)
14008	Private Housing	650	(4,800)	(5,676)	(876)
14101	Community Development	164,190	158,440	131,539	(26,901)
14102	Health Promotion	5,240	8,220	8,197	(23)
14103	Grants	81,080	81,310	76,107	(5,203)
14104	Recreation and Leisure	67,540	66,630	68,441	1,811
14106	Multicultural	1,940	1,170	5,106	3,936
14201	Homelessness	50,670	49,640	4,615	(45,025)
14204	Improvements for People with Disabilities	200	210	131	(79)
14206	Boulter Crescent Community Flat	4,260	4,600	4,916	316
20001	Allotments	30,210	32,180	21,868	(10,312)
20002	Sports Grounds	184,630	170,090	164,541	(5,549)
20003	Parks and Open Spaces	119,300	110,970	112,141	1,171
20004	Wigston Fields (Frier Centre)	7,900	9,300	4,947	(4,353)
20005	Peace Memorial Park Pavilion	14,660	14,880	12,729	(2,151)
20007	Leisure Centre and Swimming Pools	334,580	340,410	327,191	(13,219)
20009	Water Charges Day centre	(3,570)	(3,060)	658	3,718
20101	Closed Churchyards	2,550	2,470	2,363	(107)
20102	Cemeteries	90,620	107,160	77,487	(29,673)
20201	Brocks Hill Country Park	241,930	172,610	155,739	(16,871)
20202	Biodiversity	12,830	14,710	7,262	(7,448)
20205	Greening The Borough	0	78,550	69,591	(8,959)
20301	Land Drainage	100	110	13	(97)
20401	Public Conveniences	51,340	44,690	43,192	(1,498)
20501	Car Parks	125,600	127,570	143,550	15,980
20601	Borough Engineering	68,650	65,120	57,391	(7,729)
20701	Street Cleansing	529,700	532,240	532,384	144
20801	Refuse Collection	598,260	568,050	543,603	(24,447)
20802	Recycling Collection	769,610	744,680	684,816	(59,864)
20803	Recycling Disposal	(337,070)	(69,760)	28,842	98,602
20804	Waste Minimisation	41,430	41,510	39,506	(2,004)
	Total	3,583,500	3,797,120	3,618,373	(178,747)

Holding Accounts

19901	Environmental health	59,050	58,240	48,157	(10,083)
29901	Mechanics Workshop	134,110	133,270	153,115	19,845
29902	Oadby Depot	79,310	78,680	76,548	(2,132)
29903	Grounds Maintenance Holding Account	355,630	326,950	341,041	14,091
29905	EDOS	362,210	380,750	255,323	(125,427)
70000	Fleet Management	18,400	18,400	19,369	969

Holding account net expenditure is recharged to the main cost centres shown overleaf

**Service Delivery Committee (General Fund) Provisional Revenue Outturn Position 2015/16
List of Major Budget variances (above £10,000)**

Cost Centre Code		Service Head	Expense Head	Original Budget 2015/16 £	Revised Budget 2015/16 £	Actual 2015/16 £	Variance Revised vs. Actual (Under) / Over £	Comments
14001	0100	Environmental Health Administration/Enforcement	Salaries	226,740	222,850	77,039	(145,811)	Vacancies in the departments establishment
14001	0200	Environmental Health Administration/Enforcement	Hired Staff	0	0	119,878	119,878	Hired staff to cover vacancies
14101	0100	Community Development	Salaries	103,320	103,320	65,979	(37,341)	Vacancies in the departments establishment
14101	0200	Community Development	Hired Staff	0	0	37,569	37,569	Hired staff to cover vacancies
14101	5312	Community Development	Troubled Families	23,330	23,330	0	(23,330)	Agreement ended in 2014/15. No new agreement signed
14201	1400	Homelessness	Electricity	470	470	(12,679)	(13,149)	Credit note received after hostel closed
14201	1600	Homelessness	Rent of Hostel	35,000	35,000	8,366	(26,634)	Greytone House closed in December 2014
20008	9064	Leisure Centre	Profit Share	0	0	(18,369)	(18,369)	Final profit share of contract relating to 2014/15
20102	2411	Cemeteries	Other Faith Burials	14,000	14,000	3,679	(10,321)	Demand for service down on previous years
20102	9302	Cemeteries	Burial Rights	(38,000)	(38,000)	(27,300)	10,700	Demand for this service down of expectations and previous years
20501	9502	Car Parking	Penalties	(22,720)	(22,720)	(10,415)	12,305	Fewer penalties issued than expected with trend expected to continue
20701	0100	Street Cleaning	Salaries	298,860	298,860	284,042	(14,818)	Vacancies in the departments establishment
20801	2900	Refuse Collection	Contribution to County Waste Strategy	0	0	10,000	10,000	Decision to renew contribution made after year the start of the year
20802	0100	Recycling Collection	Salaries	381,610	381,610	348,146	(33,464)	Vacancies in the departments establishment
20803	9***	Recycling Disposal	Recycling Income	(668,550)	(405,300)	(326,779)	78,521	The recycling market has been severely depressed in 2015/16

Holding Accounts - Completely Recharged into the Services Above

19901	0100	Environmental Services	Salaries	39,660	39,660	25,871	(13,789)	Vacancies in the departments establishment
29901	0100	Mechanics Workshop	Salaries	90,400	90,400	47,629	(42,771)	Vacancies in the departments establishment
29901	0200	Mechanics Workshop	Hired staff	5,920	5,920	66,664	60,744	Hired staff to cover vacancies
29903	0200	Grounds Maintenance	Hired staff	12,980	12,980	0	(12,980)	Service requirements reduced and budget no longer required
29905	0100	EDOS	Salaries	234,680	234,680	91,368	(143,312)	Vacancies in the departments establishment

Housing Revenue Account Provisional Outturn Report 2015/16

Service Head	Original Budget 2015/16	Revised Budget 2015/16	Actual 2015/16	Variance	Explanation
	£	£	£	£	£
Housing Revenue Account	(3,843,710)	(3,831,130)	(4,112,549)	(281,419)	Depreciation -£308,000, Provision for Bad Debts - £57,000, Rent, +£84,000, Council Tax on Void Properties +£10,000 Debt Management -£7,000
Estate Management	1,086,800	1,164,310	1,209,046	44,736	Salaries -£139,000, Hired Staff +£172,000, Stock Survey -£14,000 CSSC +£28,000 Professional Services -£5,000
Older Persons Services and Community Care :					
Churchill Close	21,270	10,820	11,310	490	
Marriott House	36,770	38,320	41,023	2,703	
William Peardon Court (Kings Drive)	32,420	30,040	21,147	(8,893)	Salaries -£8,000
Communal Services	132,700	123,080	129,254	6,174	Grounds Maintenance +£7,000
Housing Support Officer	21,100	21,890	22,602	712	
Caretakers Services :					
Elizabeth Court	28,120	28,140	29,186	1,046	
Bennett Way	16,120	20,790	21,060	270	
Boulter Crescent	27,160	20,970	22,847	1,877	
Burgess St, Maromme Sq, Junction Rd	15,980	9,650	32,916	23,266	Electricity +£23,000
TOTAL SUPERVISION & MANAGEMENT	(2,425,270)	(2,363,120)	(2,572,158)	(209,038)	
REPAIRS AND MAINTENANCE	1,326,430	1,354,020	1,197,444	(156,576)	Salaries -£108,000 Hired Staff +£83,000 Overtime +£8,000 Central Support Costs +£9,000 Planned Maintenance -£170,000 Disabled Adeptations - £45,000 Gas Serviceing +£36,000 Responsive Repairs +£17,000
NET COSTS OF SERVICES	(1,098,840)	(1,009,100)	(1,374,714)	(365,614)	
Capital Charges	574,000	524,190	528,649	4,459	Interest on Balances +£5,000
NET OPERATING EXPENDITURE	(524,840)	(484,910)	(846,065)	(361,155)	
Appropriations	1,871,040	2,615,541	2,223,820	(391,721)	Depreciation Adj +£307,000, Revenue Contribution to Capital -£720,000 Appropriations to Earmarked Reserves +£21,000
DEFICIT / (SURPLUS) FOR THE YEAR	1,346,200	2,130,631	1,377,755	(752,876)	
HRA DEFICIT/(SURPLUS) BOUGHT FORWARD	(1,646,342)	(2,723,825)	(2,723,825)	0	
DEFICIT / (SURPLUS) FOR THE YEAR	1,346,200	2,130,631	1,377,755	(752,876)	
HRA DEFICIT/(SURPLUS) CARRIED FORWARD	(300,142)	(593,194)	(1,346,070)	(752,876)	

Service Delivery Committee Capital Programme 2015/16 Provisional Outturn

Project Code Reference	Scheme	2015/16 Revised budget	2015/16 Expenditure	Variance (under) / over	Comments
Housing Revenue Account					
50002	Boulter Crescent - Whole Unit Refurbishment	2,854,952	2,669,176	(185,776)	Delays in programme. Expected completion by 8/16
50003	Central Heating	217,516	57,414	(160,102)	Scheme deferred until 2016/17
50004	Heating, Ventilation and Insulation	18,478	(9,137)	(27,615)	Scheme deferred until 2016/17
50006	Front & Rear Doors	95,000	1,770	(93,230)	Scheme deferred until 2016/17
50007	Car Hardstandings	47,364	9,160	(38,204)	Late start to programme
50010	Fire Safety Work	61,465	0	(61,465)	Scheme deferred until 2016/17
50016	Decent Homes Work	77,619	32,280	(45,339)	work to continue in 2016/17
50017	Major Adaptations	159,551	189,505	29,954	Demand-led - difficult to predict precisely
50018	Orchard Upgrade	10,000	0	(10,000)	Scheme deferred until 2016/17
50021	Asset Management Software	38,000	0	(38,000)	Scheme deferred until 2016/17
50022	Customer Profiling Software	5,000	0	(5,000)	Scheme deferred until 2016/17
50024	Heating, Ventilation and Insulation	64,770	4,230	(60,540)	Scheme deferred until 2016/17
50025	Scheme Based CCTV	25,000	0	(25,000)	Scheme deferred until 2016/17
50027	Subsidence 27 Falmouth Road Premises	0	55,851	55,851	Substantial reactive maintenance works
50028	Subsidence 3 St Peters path	0	69,976	69,976	Substantial reactive maintenance works
50029	Council Housing	154,306	184,857	30,551	Additional adaptive works beyond original purchase
Total - HRA		3,829,020	3,265,083	(563,938)	
General Fund - Service Delivery					
52002	Disabled Facilities Grant	495,719	415,418	(80,301)	Demand-led - difficult to predict precisely
54007	Weekly Collection Support Scheme	61,864	10,120	(51,744)	Spend on green waste bins on 54111
54008	Disposal Shed Doors	7,470	0	(7,470)	Scheme to be re-examined
54009	Notice & Information Boards	2,683	2,301	(382)	Completed
54012	Cemeteries - Memorial Safety	21,870	(128)	(21,998)	No capital maintenance works identified in-year
54017	Xmas Lights	6,500	5,995	(505)	Completed
54037	Wigston Cemetery Wall	6,750	0	(6,750)	Scheme deferred until 2016/17
54108	Torro Triple Mower rep 77032	0	24,350	24,350	Change in policy towards fleet. Purchasing vehicles deemed to be more cost-effective than leasing
54110	New Holland Tractor	0	36,150	36,150	Change in policy towards fleet. Purchasing vehicles deemed to be more cost-effective than leasing
54111	Garden Waste Green Bins	0	43,977	43,977	Budget on WCSS 54007
54112	Purchase of New Refuse Vehicles	929,429	929,429	(0)	Completed
	New Holland Boomer 50 Kombi Digger	0	34,475	34,475	Change in policy towards fleet. Purchasing vehicles deemed to be more cost-effective than leasing
54114	Car Park Resurfacing	80,000	6,325	(73,675)	Late start due to capacity problems. Rolling programme
54115	Brock's Hill Visitor Centre Earth Bank	8,000	6,477	(1,523)	Completed
54116	Clifton Bridge	6,200	6,890	690	Completed
54117	Provision of New Column Lifts for the Vehicle Workshop	25,000	15,510	(9,490)	Under spend funding purchase of new vehicle from Blaby 54120
54118	Refurbishment of Bus Shelters	26,000	0	(26,000)	Some spend on 54558
54119	KX05 OEB McCormick Tractor	0	3,750	3,750	Change in policy towards fleet. Purchasing vehicles deemed to be more cost-effective than leasing
54120	Purchase of Vehicles from Blaby	0	6,000	6,000	Funded by under spend on 54117
54121	Brocks Hill Vehicle HLF Grant	0	14,746	14,746	Specific grant-funded
54124	Cleveland Road Open Space	0	3,570	3,570	Urgent capital maintenance due to impact damage
54543	Brocks Hill Building Redevelopment	85,976	50,209	(35,766)	Contractor went into administration before works could proceed - project on hold
54549	Leisure Facility Redevelopment	7,130,579	6,881,516	(249,063)	Original budget rounded up to £10M to account for possible cost overruns. £161K overspend against contractor cash flow forecast due to unanticipated drainage works, but still within original budget.
Total -Service Delivery General Fund		8,398,321	8,081,661	(316,660)	
TOTAL SERVICE DELIVERY		12,227,341	11,346,744	(880,597)	

Agenda Item 8



Service Delivery Committee	Tuesday, 05 July 2016	Matter for Information and Decision
-----------------------------------	------------------------------	--

Title: **Community Services Update**

Author: **Stephen Glazebrook – Interim Community Services Manager**

1. Introduction

This report is to provide an update to the Service Delivery Committee regarding the delivery of Landlord Services and related community activities

2. Recommendations

- 2.1. Members are asked to note the contents of the report and agree the following recommendations:
 - 2.1.a. To approve a current tenant gross arrears target for 2015/16 of 2.5% of the annual rent debit
 - 2.1.b. To approve a former tenant arrears target for 2015/16 of 1.5% of the annual rent debit.
 - 2.1.c. To approve the revised former tenants arrears policy.
 - 2.1.d. To approve a void turnaround time for 2015/16 of 20 working days.
 - 2.1.e. To approve the Homelessness Strategy.
 - 2.1.f. To approve the Energy Conservation Strategy and the proposed external wall insulation works arising from the strategy.
 - 2.1.g. To consider the future of the telecommunications equipment at Chartwell House.

3. Income Collection as at Year End March 2016

3.1. Current Tenant Arrears

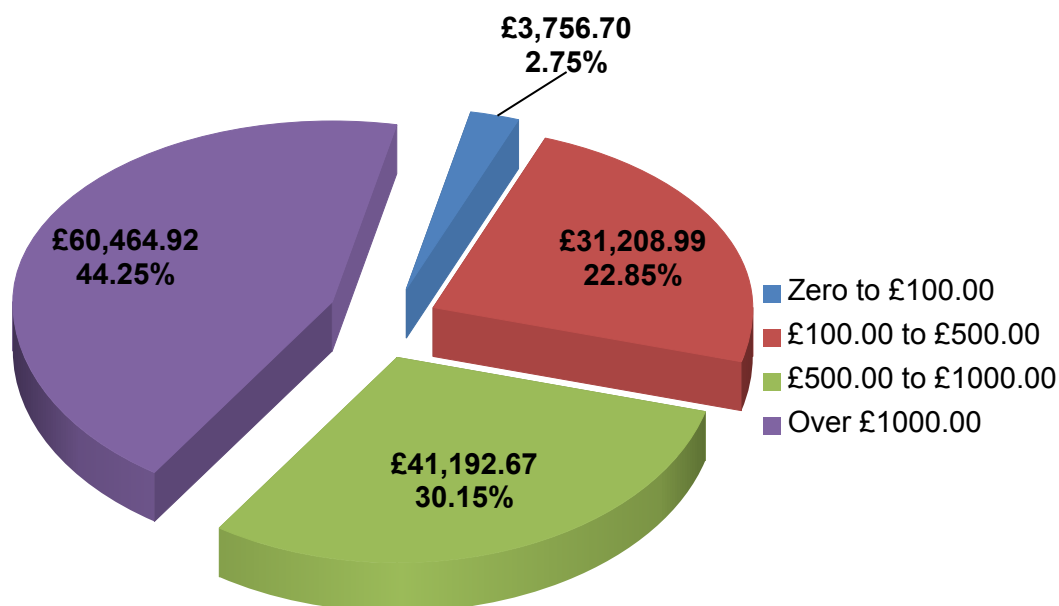
The fourth quarter saw a concerted effort in reducing arrears and a significant decrease in outstanding debt has been achieved. At the close of the financial year the Current Tenant (Gross) arrears level stood at £136,623 (Week 52) a reduction of £46,000 compared to the same period last year.

Members will note that for 2015/16 a revised target of 3.5% was set of the rent debit in respect of net arrears (includes prepayments) and the actual achieved was 1.6% which was a significant improvement from where we were in July last year. Going forward we will only report on gross arrears which is the accepted standard for comparison purposes.

The breakdown of the debt in terms of value bandings at the close of week 52 is set out below:

(Continued overleaf)

Week Commencing 28-Mar-2016 (Year End)



Momentum created by the targeted efforts of the Income Team in respect of cases that lay at the top end of the value range, (Cases over £1000) resulted in a steady reduction over the last six months of the financial year totalling £47.3K. Whilst efforts in this range were maintained the thrust of our efforts over the last two months of the financial year was switched to address those debts between £100 and £1000, which over the same six month period reduced by a lesser extent, totalling £28.8K.

The number of cases in arrears, whilst variable on a week to week basis, continued to drop during quarter four and stood at 299 at the close of week 52.

The debt level for the 2015-16 financial year, number of cases in arrears and analysis of the current tenant arrears on a monthly basis is set out in **Appendix 1**.

The team maintained a steady increase in the service of Notices of Intention to Seek Possession, new applications to court for possession and also in warrants for eviction as it continued to get to grips with cases.

Overall performance improved month on month from the end of July 2015 and it is anticipated that this will continue throughout 2016-17, albeit the Committee should note that the extent of the monthly reductions achieved may become less significant as the outstanding debt falls further.

The Committee should also note that even if current tenant (Gross) arrears levels remain broadly the same going into the new financial year, in real terms performance (% of Annual Rent Debit) will drop purely as a result of the 1% reduction in the Annual Rent Debit.

One potential challenge to continued performance improvement during 2016-17 is the roll-out of Universal Credit. Since January 2016 brand new (single person) benefit claimants will be subject to Universal Credit and presently only three of our tenants have been affected by this, however we expect that more tenants will be affected as the

year goes on. Currently the Borough is not expected to be involved in a wider roll-out until after April 2017.

Despite the challenges our aim is to achieve Second Quartile performance by the end of 2016-17 and to that end a target of 2.5% (Stretch Target of 2.3%) - Gross Arrears as percentage of Annual Rent Debit – is recommended.

3.2. Former Tenant Arrears

Former tenant arrears increased by 48% during the 2015-16 financial year and stood at £108,330.96 at year end; this represents 2.15% of Annual Rent Debit.

The increase is mainly as a result of the improved performance in reducing the current tenant debt, as there have been a number of evictions that have taken place since July 2015 all of which had large arrears outstanding. In addition there has been no active recovery action or write off of bad/unrecoverable debt in respect of former tenant arrears for in excess of 18 months.

A new former tenant arrears policy and an extensively revised procedure have been produced and are attached at **Appendix 3** and it is recommended that the Committee approve these. Regular routine action in accordance with both will commence from the beginning of July 2016. An Initial Screening Equality Assessment is attached at **Appendix 3a**.

The Former Tenant debt level for the 2015-16 financial year and the number of cases on a monthly basis is set out in **Appendix 2**.

Despite the challenge of having to deal with cases where little action has been taken for a long period our aim is to achieve improved performance by the end of 2016-17 and to that end a target of 1.5% Gross Former Tenant Arrears as percentage of Annual Rent Debit is recommended.

4. Gas Safety

Compliance as at 31 May 2016 was 100%. There are 5 services still to be completed for June which remain in date at the time of writing this report. Of the 68 services due in July 53 have already been carried out leaving 15 to complete.

5. Voids Performance

5.1. Overall Voids Performance Year End (2015-16)

Overall void performance (Average Turnaround Time) for the 2015-16 financial year was **51** properties let at an average of **35** Working Days. Performance improved significantly during the year and in particular over the course of the final quarter.

5.2. Quarter 4 (2015-16)

A summary of the performance for Q4 (04/01/16 to 03/04/16) complete with a comparison to the situation at the close of Q3 is set out below:

Period	Average Void Turnaround Time
--------	------------------------------

04-Jan-2016 to 03-Apr-2016	<u>23</u> Working Days (18 properties let)
Overall at close of Q3 2015-16 (03-Jan-2016)	<u>42</u> Working Days (33 properties let)

5.3. The Committee should note that the last ten properties let during Q4 were at an average of **10** working days.

5.4. **2016-17**

A target to achieve an overall average void turnaround time of 20 days for 2016-17 is recommended for approval by the Committee; this would bring the Council into National Upper Quartile performance (using current benchmarking statistics).

Meeting this target will be challenging as we must maintain a continued reduction in void times per property over the course of the year and there is a potential threat to this improvement posed by properties that are less popular becoming void, currently these are identified as Studio/Bedsit Flats and also Sheltered Flats (principally William Peardon Court & Marriott House). In respect of the latter we had a number of these vacancies which had already accrued significant void periods which sat outside of the void performance calculations for year end 2015-16, however they have subsequently been let and have therefore been included in the 2016-17 year to date figures, despite these we have been able to achieve a performance level akin to that achieved during the final quarter of last year. As a result we are confident that we will be able to achieve a 20 day target by the end of March 2017.

6. **Performance Year to Date (2016-17)**

A summary of the performance for the year to date complete with a comparison to the situation at year end 2015-16 is set out below:

Period	Average Void Turnaround Time
04-Apr-2016 to Date	<u>24</u> Working Days (21 properties let)
Overall at Year End 2015-16 (03-Apr-2016)	<u>35</u> Working Days (51 properties let)

7. **Update on Capital Programme**

Details of the capital programme are attached at **Appendix 4** of this report.

Some of the key highlights of the programme are that the major works scheme at Boulter Crescent is due to finish in August and the snagging works are currently in progress. The concrete repairs and external decoration works at Chartwell House are due to take place over the summer period. It is also planned to carry external wall insulation to 148 solid wall properties as part of the energy efficiency strategy.

The projected spend of the planned works for 2017/17 including the carry over from the previous year is £4.6 Million.

8. Future Development

We are expecting the first handovers of the Waterloo Housing scheme at Kirkdale Road, South Wigston in August which will provide 58 new homes. In addition to the Council having direct nomination rights to 6 properties the remainder will be let through the Choice Based Letting Scheme which will also provide much needed accommodation for our applicants.

9. Housing Related Advice Services

Following the decision to approve a joint proposal from CAB and Helping Hands to provide housing related advice services the contract details have now been agreed with both parties and has been effective since 1 June 2016 and will run for a period of 3 years.

10. Homelessness Strategy

A draft homelessness strategy is attached at **Appendix 5**. The strategy takes account of the latest changes in legislation and Members are asked to endorse the strategy. It will be necessary to consult with partner agencies and all stakeholders and a further report will be submitted to Committee following the consultation process.

11. Disabled Facilities Grants (DFG's)

11.1. This year the Government decided to increase the amount of funding to Oadby and Wigston to £316,000 in respect of DFG's. The money is paid into the Better Care Fund which is administered by Leicestershire County Council and then allocated out to the Districts within the County. However the County Council has decided to only pay over £177,000 which was last year's amount and proposes to use the balance to support a range of services across Leicestershire. This Council currently has to top up the grant it receives from the Government in order to fulfil its statutory obligations. In 2015/16 this Council spent £383,000 on DFG's which meant that it had to provide a top up of £206,000. This year the projected budget for DFG's is £418,000 which in effect means that the Council would have to find an additional £241,000.

11.2. The shortfall in the allocation is still under dispute and a further report will be brought back to Committee at a later date.

12. Warden Call Monitoring and Housing Related Support

12.1. Following the decision to transfer the call monitoring service to Charnwood Borough Council the transfer of tenant data has now been completed. Work is due to start shortly to start on reconfiguring the equipment after which switchover will be completed.

12.2. Further to the recent review of the onsite provision at the Sheltered Housing Schemes the 2 Housing Support Workers now have a daily presence at the 3 Schemes namely William Peardon Court, Marriott House and Chartwell House. In addition to their normal duties as outlined in earlier reports they are on hand to provide re-assurance to sheltered and supported residents when needed and this change has been well received by all concerned.

13. Energy Conservation

13.1. The energy strategy report in respect of the Council housing stock is attached at **Appendix 6**. The report shows that overall the Authority is in good shape to meet the

Governments targets and that priority should be given to the tackling the worst performing properties which will help to reduce fuel poverty amongst the Council's tenants.

- 13.2. There are 425 homes that do not meet the Government's 2030 target of which 148 solid wall properties are the worst performing and it is proposed to carry out an external wall insulation programme in the current financial year to these properties which will also lever in external funding of around £85,000 to offset the costs.

14. Kennedy House

The former single people's hostel at Kennedy House has now been taken over by the Home Office. It will provide temporary accommodation for up to 56 single men who are seeking asylum in this country. They will be housed at Kennedy House whilst their claims are assessed. For those claims that are successful it is envisaged that many will move on to other parts of the country but some may apply for housing in the Borough.

G4S are managing the building on behalf of the Home Office and a key contact in the Housing Options Team has been earmarked to deal with G4S staff if there are any operational issues.

A multi Agency Forum has been formed to provide support to the residents.

With regard to the wider refugee issue local authorities throughout the country are being expected to house an agreed number of refugees in their areas. However the Home Office have confirmed that Kennedy House will be regarded as Oadby and Wigston's contribution to the overall situation and the Council will not be expected to house refugees at this time.

15. Chartwell House – Expiry of Lease for Rooftop Telecommunication Site

- 15.1. The Council entered into a lease dated 19th July 1996 for a period of 20 years which is about to expire on 19th July 2016. The terms of the lease are that the operator covenants 'Upon the determination of the Term to remove their Telecommunications Equipment and to make good any damage caused by such removal to the reasonable satisfaction of the Site provider.
- 15.2. There is no requirement within the lease for the Council to give notice at the end of the term. Having checked with our legal team it is understood that there is no legal requirement to give such notice or any right to continue to occupy. The income from the site in the last financial year was £12,285 and on 13 May 2016 we were contacted by BiLFINGER GVA acting on behalf of the Site Operator (EE Limited) seeking to negotiate a new lease.
- 15.3. It is understand that somewhere in the middle of the term of the lease, the Council made a decision, based on concerns raised by residents as to the potential impact on their health not to renew the lease when it ended on the basis that it could not bring the lease to an end at that point .We also understand that the decision was to be communicated to the operator at that time. A search has been made to locate the correspondence but nothing has been found.
- 15.4. There was a period around 2005 – 2007 when there was interest in the press about the possible effects of mobile phone use and living near communication equipment which caused public concern particularly of residents of schemes with rooftop communication sites such as Chartwell House.

This issue does not carry the same high profile as it once did however, the Council has undertaken no research of what information is now available about such risks or the liabilities it may potentially have in relation to such risks.

- 15.5. A decision is therefore needed from Members as to whether we simply inform the agent that we will not be negotiating a new lease or wish to look into this further.

In any event the practicalities of closing down and moving such a site will almost certainly mean the operators will request an extension to allow them to move their equipment or to enable negotiations to take place.

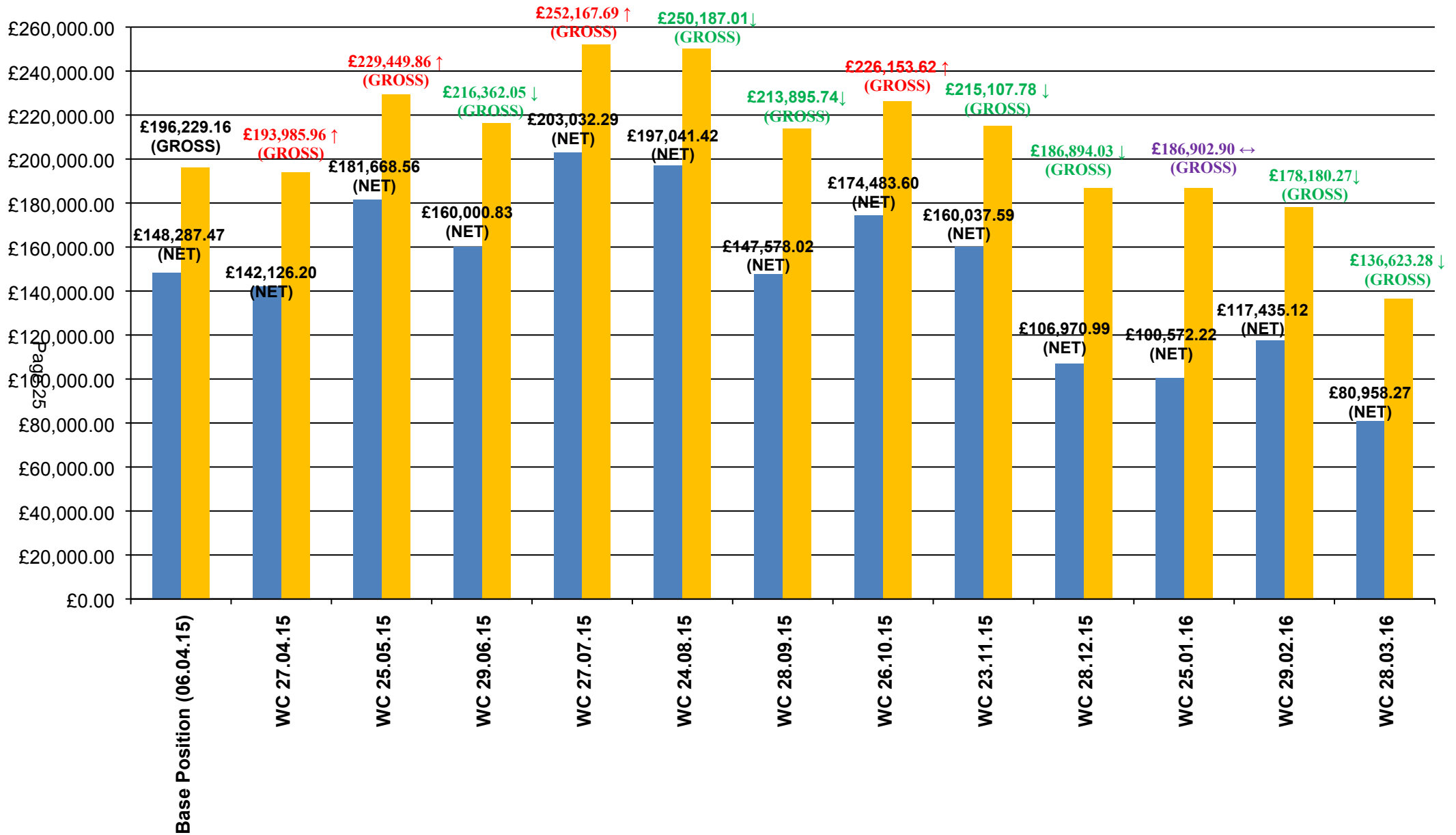
If we were to negotiate a new lease we would suggest appointing a specialist company to negotiate on the Councils behalf. We would also suggest separate leases for each operator using the roof as under the terms of the current lease the Site Operator has control of this and could potentially be receiving income considerably in excess of the lease payments.

Email: stephen.glazebrook@oadby-wigston.gov.uk

Tel: (0116) 257 2674

Implications	
Financial [CR]	CR1 Decreasing Financial Resources - The level of arrears and void turnaround times will affect the Council's net current assets position on its balance sheet and need intensive management. Progress on the capital.
Legal [AC]	CR5 Effective Utilisation of Assets/Buildings - Tackling the issue of empty homes in the Borough and the relevant enforcement action
Risk [SG]	CR4 Damage to Reputation - In respect of empty homes and possible community cohesion issues in respect of Kennedy House. Damage to reputation in respect of Chartwell House and potential health issues.
Equalities [SG]	An Initial Screening of the new Former Tenant Arrears Policy has been carried out and is attached.
	Equality Assessment
	<input checked="" type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input type="checkbox"/> Not Applicable

Current Tenant Balance Monthly 2015-2016



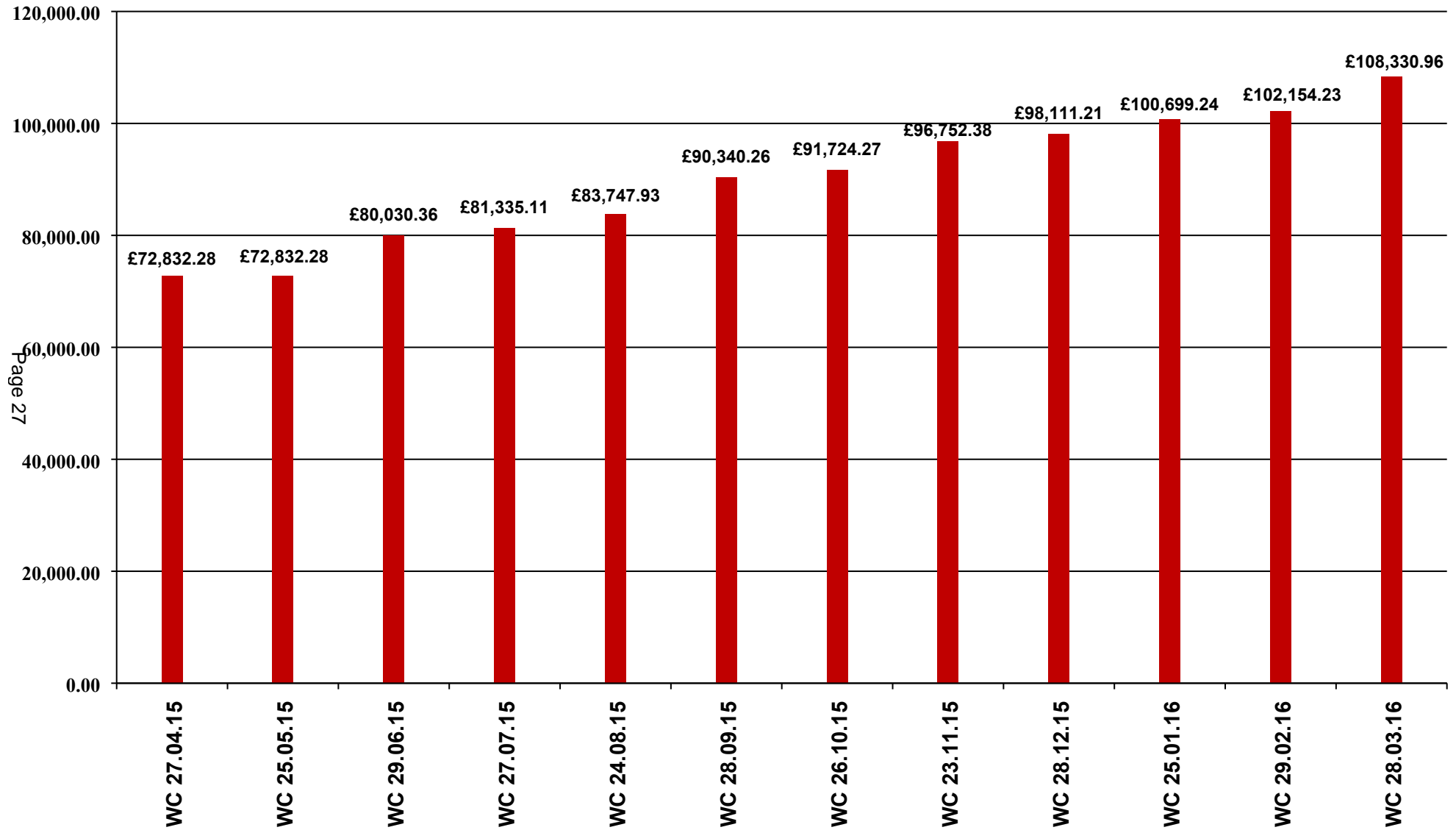
Month	April	May	June	July	August	September	October	November	December
Arrears (Net)	£142,126.20	£181,668.56	£160,000.83	£203,032.29	£197,041.42	£147,578.02	£174,483.60	£160,037.59	£106,970.99
Arrears as % of Annual Rent Debit	2.8%	3.6%	3.2%	4%	3.9%	2.9%	3.5%	3.2%	2.1%
Month	January	February	March						
Arrears (Net)	£100,572.22	£117,435.12	£80,958.27						
Arrears as % of Annual Rent Debit	1.9%	2.3%	1.6%						

Month	April	May	June	July	August	September	October	November	December
Arrears (Gross)	£193,985.96	£229,449.86	£216,362.05	£252,167.69	£250,187.01	£213,895.74	£226,153.62	£215,107.78	£186,894.03
Arrears as % of Annual Rent Debit	3.8%	4.5%	4.3%	5%	4.9%	4.2%	4.5%	4.2%	3.7%
Month	January	February	March						
Arrears (Gross)	£186,902.90	£178,180.27	£136,623.28						
Arrears as % of Annual Rent Debit	3.7%	3.5%	2.7%						

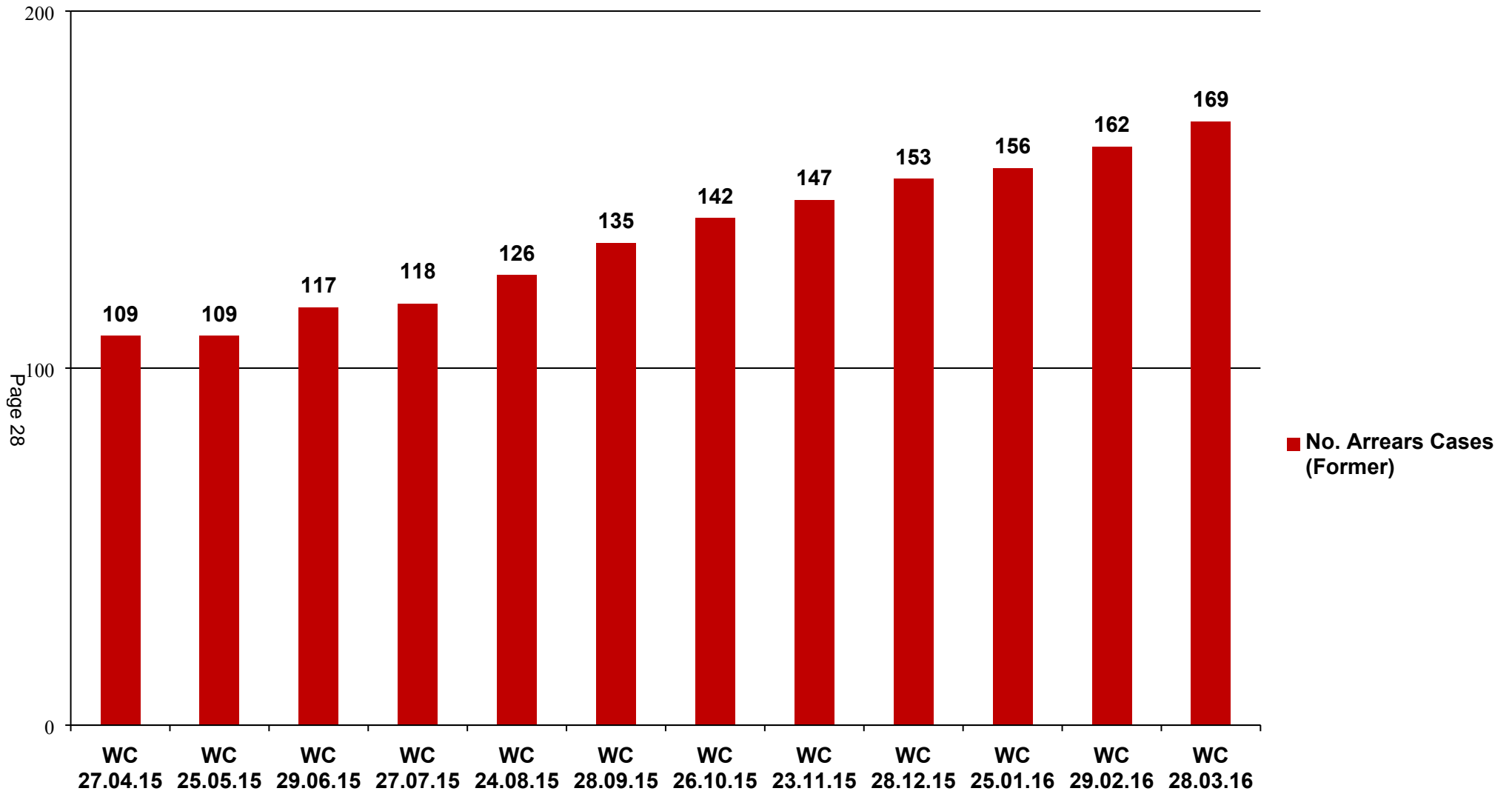
Summary of performance:

- Target set by Committee for 2015-16 was 3.5% (Net Arrears) – Actual Performance was 1.6% (Net arrears) which is considerably in excess of target.
- The national Arrears Collection - Key Performance Indicator comparison is measured on Gross Arrears and our final figure of 2.7% places the Council in the third quartile nationally.

Former Tenant Balance 2015-2016



No. Arrears Cases (Former Tenants)



Oadby & Wigston Borough Council
Community (Housing Services)
FORMER TENANT ARREARS COLLECTION POLICY
July 2016

TU approval	Not applicable
Committee approval	Service Delivery Committee: (05/07/2016)
Author	Stephen Glazebrook
EA	Initial Screen



Contents

1.	Background.....	3
2.	Scope.....	3
3.	Purpose.....	3
4.	Equalities.....	4
5.	Roles & Responsibilities.....	4
6.	Vulnerability.....	4
7.	Write offs	5
8.	Credit Management Agents	5

Annex A – Former Tenant Arrears Collection Procedure

PART 1: BACKGROUND

Oadby and Wigston Borough Council levies charges for weekly rent and additional services (where appropriate) on the tenants of the Council's properties and is responsible for the collection of both current and former tenant debt.

Whilst the majority of income is collected in a routine manner, unpaid rent and charges do arise and in particular Former Tenant Arrears occur as the result of a previous tenant leaving an outstanding amount on their rent account. There may be a number of reasons for these arrears, i.e. awaited/unpaid housing benefit, death, tenant abandonment/eviction, tenant moving without notice, management transfers etc. This document sets out the principles that it expects all officers to follow in the recovery and enforcement of outstanding Former Tenant Arrears in a firm but fair manner.

PART 2: SCOPE, DEFINITIONS & RELATED POLICIES

The Former Tenant Arrears Collection Procedure implements both this policy and all the relevant provisions of the Corporate Enforcement Policy and Corporate Debt Policy in respect of the collection of unpaid rent after a tenant has left the property. It sets out the framework, which will:

- Raise & maintain awareness of the complexity of the reasons for former rent arrears
- Clarify the roles of staff in minimising arrears and maximising income
- Enable staff to take effective action, to assist and support former tenants who are experiencing financial hardship, but also to take robust recovery action against those who do not pay their due rent.
- Help to enforce the council's policy of instilling a payment culture

PART 3: PURPOSE

The purpose of this policy is to:

- Ensure a professional, consistent and timely approach to Former Tenant Debt recovery action.
- Minimise arrears after a tenant has left the property and maximise income through promoting a payment culture.
- Promote a co-ordinated approach to sharing debtor information and managing any multiple debts owed to the Council by individuals, including Former Tenant Arrears.
- Ensure that individual and exceptional circumstances are given due consideration and appropriate when pursuing debts particularly in relation to vulnerability and those who are experiencing financial hardship.
- Ensure that debts are managed in accordance with legislative provisions and best practice.
- Ensure that the principles of the Corporate Enforcement Policy for breaches of regulatory matters are regarded whilst collecting the Council's debts. Ensuring that all enforcement action taken will be consistent, proportional, open, fair and transparent.

PART 4: EQUALITIES

All individuals will be treated in accordance with the Council's Equality and Diversity agenda and the Equality Act 2010. An Equality Impact Assessment has been completed in relation to this policy.

The Council believes this policy should be fair to everyone regardless of their age, race, gender, disability, religious belief or sexual preference. Furthermore, the Council feels that it is important for debtors to communicate their situation confidentially to the Council so that we are able to make fair decisions on a case by case basis.

PART 5: ROLES & RESPONSIBILITIES

Both the Housing Services Manager and Senior Income Officer are responsible for making sure that this policy is adhered to.

All Income Management staff have the responsibility to follow the policy when carrying out their roles in respect of recovery of Former Tenant Arrears cases.

PART 6: VULNERABILITY

All debt recovery action will take account of the vulnerability and circumstances of the debtor and provide appropriate support and assistance for example, liaison with support agencies and services.

In deciding whether a person is deemed to be vulnerable, the following will be considered:

- Whether it is reasonable for the debtor to understand the consequences of the action being taken by the Council to resolve the debt.

Along with the consideration of the following factors:

- The health of the debtor and other members of the household
- The age of the debtor
- Whether the debtor has any difficulty with the language

This list is not exhaustive.

The Council may recover debts from persons who are vulnerable but will take steps to ensure its actions are reasonable in the circumstances. Each case should be considered on its own merits and extra care will be taken by Officers to ensure that the individual understands the debt, what is expected in relation to repayment and the consequences of non payment.

Officers will take reasonable steps to identify if a debtor is vulnerable prior to enforcement action but the failure to identify a vulnerable resident or where the debtor has not been co-operative will not prevent the Council from undertaking debt recovery action in a firm but fair manner.

Where it becomes apparent that a debtor is vulnerable after recovery or enforcement has commenced the Council will review its actions and consider how further recovery should be undertaken.

PART 7: WRITE OFFS

Debts may only be written off in line with Financial Regulation 20. A debt, which is properly due to the Council and deemed irrecoverable, shall only be written off as follows:

Amount	Authoriser
Less than £5,000	Chief Financial Officer or their appointed nominee
£5,001 and less than £10,000	Chief Financial Officer or their appointed nominee and the Chair of the Policy Finance and Development Committee
£10,001 or more	Policy, Finance and Development Committee

Even though a debt may be written off, it may be resurrected at a later date.

PART 8: CREDIT MANAGEMENT AGENTS

The Council uses external credit management and tracing agents to support its debt collection services. These agents' services are procured in line with the Council's Contract Procedure Rules (CPR) and Procurement Strategy. The Council reserves the right to appoint such agents as it deems necessary for the recovery of Former Tenant Arrears and may vary from time to time.

Agents will be instructed to act where debtors have not made a satisfactory arrangement for payment of the debt or have failed to maintain payment plans, or where the former tenant's whereabouts is unknown and needs to be traced.

When an account has been issued to an Agent it becomes their responsibility to collect the outstanding debts and the Council will continue to monitor the effectiveness of the Agent's services provided on its. Similarly, payments made should go directly to the Agent for recording on their systems. Any debtor who contacts the department to discuss payment must be told to negotiate with the Agent and make payments directly to them.

Cases will be withdrawn from an Agent, where there:

- Is a justified dispute in liability
- The instruction to the Agent was issued in error

Cases may be withdrawn from the Agent where:

- The debtor has recently suffered a close bereavement
- An attachment order (wages, benefit or allowances) is in effect
- The debtor is made bankrupt or the arrears become subject to a Debt Relief Order
- Recovery of the debt can be affected more effectively through another method
- The Head of Service or Housing Services Manager feels the matter should be withdrawn

The performance of an appointed Agent will reviewed at formal meetings with their account manager on a regular basis.

Annex A

Former Tenant Rent Arrears Collection Procedure

SECTION 1. INTRODUCTION

On occasion a tenant of Oadby & Wigston Borough Council will leave their property or be evicted from a property, leaving some unpaid rent. This procedure implements the Former Tenant Rent Arrears Collection Policy and sets both the method and actions to be taken to recover the outstanding arrears, so as to minimise the level of debt owed and maximise the income to the council.

SECTION 2. LEGISLATION AND GUIDANCE AND STANDARDS

N/A

SECTION 3. THE PROCEDURE

Prior to Termination/At Termination

Transfer to council owned accommodation

No tenant should be transferred to another property whilst in arrears. Both the Lettings Officer and the Housing Officers must check the rent account prior to making an offer of new accommodation and if arrears have accrued between the offer being made and sign-up, must refuse to hand over the keys to the new property until any debt has been cleared in cash.

However, there are instances where arrears are left at a previous tenancy. In these circumstances the Income Officer must obtain an agreement from the tenant to clear the arrears. The Income Team remains responsible for the monitoring of this account.

Termination with notice

When a tenant gives notice of termination it must be for a minimum of 28 days (four-weeks) and the period should end on a Sunday/Monday. The Lettings Officer will send out a **Termination of Tenancy Letter** confirming the actual termination date with a pre-termination home inspection appointment. If keys are returned before this date, the tenant will be charged rent until the termination date (unless the property is re-allocated in this period). If keys are returned after this date, rent will be payable to the next Monday following receipt of the keys. In all cases a forwarding address or work details, if applicable, must be obtained. If the tenants' rent account is in arrears when the keys are returned, the tenant must be asked to clear the arrears in cash or make an agreement to clear the outstanding debt within six weeks.

Termination without notice

If a tenant returns keys without notice and a forwarding address and or work details are required, the both the Lettings Officer and either the Income Officer or Housing Officer must endeavour to make contact to ascertain why they are leaving the property, and obtain a forwarding address. They would also state that 28 days notice is required and specify the actual termination date.

Death of a tenant

Upon notification of the death of a tenant, the Lettings Officer will send out a letter to the next of kin, stating the procedure for the handing back of the property. This letter states that a minimum of 14 days notice is required and confirming the actual termination date; that the full rent is payable until the keys have been returned and that if the deceased were in receipt of housing benefit, that this would cease on the Monday following the date of death.

Mutual Exchange

There must be no arrears at the time of the Mutual Exchange taking place and a forwarding address will be known. If under exceptional circumstances there is a small arrear agreed to be outstanding at the time of the exchange by the Housing Officer the tenant must make an agreement to clear the outstanding debt within six weeks. This must be confirmed by a follow up letter.

Eviction

Where a tenant has been evicted from a property, a money judgement is usually issued with the possession order. Any case that has been referred to court for arrears must include as part of the claim, a request for a money judgement and at the court possession hearing, Income Officers must obtain a money judgement **on all** suspended possession orders.

Prior to Termination/At Termination - Garages

Termination with notice

One weeks' notice is required for the tenant to terminate a garage. The Lettings Officer must send out a **Termination of Tenancy Letter** specifying the date the keys should be returned: If the keys are returned late, rent is payable to the Monday following receipt of the keys.

Notice to quit

A garage may be "repossessed" for non-payment of rent, using a notice to quit. If the tenant has not cleared the outstanding amount within 7 days, the locks are changed on the garage. The tenancy is terminated from the date the NTQ expires (one week later- if the arrangements are not put in place immediately) and the tenant advised that they will be charged if the keys are not returned and a lock change takes place.

Post Termination

The basic procedure for chasing FTA's is the same in all circumstances, although the approach can vary dependant on the reason for termination and the level of arrears.

Stage 1

1.1 Income Officer must check the rent account to ensure that there is no outstanding benefit due to be posted.

If a housing benefit claim is pending, the Income Officer must check with housing benefits to find out when it will be posted to the rent account and how much. If benefit is still being posted, do not pursue debtor until benefit has ceased, but advise housing benefits that the tenancy has been terminated.

1.2 Check on Orchard and in the Tenancy File to obtain any relevant information, such as date of death, key receipt, and any known telephone numbers for contacts.

1.3.1 Where the outstanding arrears are less than £50.00 the Income Officer must prepare an automatic write off recommendation for approval by the Housing Services Manager & Chief Finance Officer.

1.3.2 Where the outstanding debt is £50.00 and over and the forwarding address is UNKNOWN the Income Officer must check with Council Tax for any known addresses or other contact details. If these are established then the Income Officer must send a letter as per 1.4.

1.3.3 Where the outstanding debt is £50.00 and over and the forwarding address is UNKNOWN the Income Officer must check with Council Tax for any known addresses or other contact details. If these are not established then the Income Officer must prepare a recommendation to refer case to a Credit Management Agency for either:

- Tracing Only
- Tracing and Collection

Where the agency is able to trace the former tenant the Income Officer must send a letter as per 1.4.

1.4 The Income Officer must send letter **FTA1** and rent statement for all debts

1.5 Update Orchard accordingly making sure that appropriate account adjustments are made where write offs are approved.

Stage 2

2.1 If there is no response to letter FTA1 after 14 days, the Income Officer must send a further letter **FTA2** and if possible carry out a home visit - depending upon the location of the new address.

2.2 Update Orchard accordingly.

Stage 3

3.1 After 14 days, if there is no response to letter FTA2, the Income officer must send letter **FTA3** advising that unless the debt resolved within 7 days, the debt is to be referred to either:

- Legal proceedings via Money Claims On-line Court (**FTA3_Court Letter**)

Or

- A Credit Management Agency (**FTA3_Collection Letter**)

3.2 Update Orchard accordingly.

Stage 4

4.1 If no contact is made by the former tenant and the Income Officer is certain of their new address, refer the matter for court action via the Money Claims On-line Court.

<https://www.gov.uk/make-court-claim-for-money/overview>

4.2 If no contact is made by the former tenant and the Income Officer is not certain of their new address, refer the matter to a Credit Management Agency for recovery.

4.3 Update Orchard accordingly.

Stage 5

5.1 Monitor the account for payments/progress on a monthly basis.

5.1.2 Where an order has been made through the court and no payments are forthcoming the Income Officer must carry out the appropriate further action to enforce the breach in the Court's order.

5.1.3 Where the case has been referred to a Credit Management Agency progress with the case must be monitored via a monthly performance report submitted by the agency. In addition there must be a quarterly performance meeting between the agency and Housing Services Manager/Senior Income Officer.

5.2 Update Orchard accordingly.

Stage 6

6.1 Where an account is retained by the Council for action; it is more than 12 months old and no payment has been made, the Income Officer must prepare a write off recommendation for approval by the Housing Services Manager & Chief Finance Officer.

6.2 Where an account has been returned by a Credit Management Agency as "Unrecoverable" and is accompanied by a recommendation for write off, the Income Officer must prepare a write off recommendation for approval by the Housing Services Manager & Chief Finance Officer.

6.3 Update Orchard accordingly making sure that appropriate account adjustments are made where write offs are approved.

Where the Former Tenant is deceased

Stage 1

1.1 Where the Council is advised the tenant has died the Income Officer must send a **FTA_NoK1** letter to the next of kin, if known, requiring a response in two weeks and requesting confirmation of who is dealing with the estate of the deceased.

1.2 If the next of kin or executors contact the Council and are not willing to pay, or confirm in writing that the Former Tenant does not have any funds in their estate, the Income Officer must prepare a write off recommendation for approval by the Housing Services Manager & Chief Finance Officer.

1.3 Where there are no Next of Kin the account must be written off as "Unrecoverable" and the Income Officer must prepare a write off recommendation for approval by the Housing Services Manager & Chief Finance Officer.

1.4 Update Orchard accordingly making sure that appropriate account adjustments are made where write offs are approved.

Stage 2

2.1 If no there is response to the initial **FTA_NoK1** after two weeks, the Income Officer must send an **FTA_NoK2** letter.

2.2 If the next of kin or executors contact the Council and are not willing to pay, or confirm in writing that the Former Tenant does not have any funds in their estate, the Income Officer must prepare a write off recommendation for approval by the Housing Services Manager & Chief Finance Officer.

2.3 Update Orchard accordingly making sure that appropriate account adjustments are made where write offs are approved.

Stage 3

3.1 Where there is no response to the FTA_NoK2 after 14 days, the Income Officer must send a further reminder **FTA_NoK3** letter.

3.2 If the next of kin or executors contact the Council and are not willing to pay, or confirm in writing that the Former Tenant does not have any funds in their estate, the Income Officer must prepare a write off recommendation for approval by the Housing Services Manager & Chief Housing Officer.

Stage 4

4.1 Where there is no response to the third reminder letter, the arrears must be written off as “Unrecoverable” and the Income Officer must prepare a write off recommendation for approval by the Housing Services Manager.

4.2 Update Orchard accordingly making sure that appropriate account adjustments are made where write offs are approved.

NB Where a write off has occurred the Income Officer must send confirmation to the next of kin that a write off has been carried out and the account cleared.

Offers of Payment

Where the account is retained by the Council for action and either the former tenant or the next of kin or executors of the former tenant agree to clear the debt, the Income Officer must send a **FTA4** letter plus a DD or SO form (if appropriate), confirming the agreement to repay the debt weekly or monthly and a rent statement.

Add the agreement to the Orchard “Agreement Tab” of the rent account making sure to enter the details of both the amount and the frequency of agreed payments.

The Income Officer must monitor the account on a monthly basis for full payment or instalments.

Where an account is paid in full the Income Officer must send an **FTA6** letter, stating that account is clear.

Where the account has been referred to a Credit Management Agency for recovery and the former tenant contacts the Council and makes an offer of payment, the Income Officer must make a note of the offer, refer the former tenant back to the agency and advise them to make arrangements with the agency directly; in addition the Income Officer must inform the agency of the situation and details of the offer that has been made

Incentives to aid collection within a shorter period of time

If a former tenant clears 75% of the total debt (includes Court Costs, Rent Arrears and Repair Charges) within a period of three months, he/she will be qualified to benefit from a 25% discount on the remaining balance

If 75% of the debt is to be cleared between a periods of 6 to 12 months, then a discount of 5% is applied.

Disputed Arrears

If a former tenant or their next of kin/executors disputes the outstanding arrears, the Income Officer must advise them that the dispute has to be submitted in writing within 7 days, stating the reasons for the dispute and ensuring that clear contact address and telephone number is provided. At the same time the Income Officer must halt the recovery process for a period of no more than 14 days to allow for the submission and the investigation of the dispute.

Upon receipt of the written dispute the Income Officer will investigate all aspects/reasons of the submission and confirm their conclusion in writing within 7 days.

Should there be no written submission, following the initial contact, within 7 days then the temporary halt in the recovery process must be lifted.

Update the Orchard system at every stage, including submitting comprehensive "Arrears" notes on the account.

Write offs

Write offs are to be processed on the last day of every month. (Write offs to be actioned in batch and not individually)

Approval of the write off recommendations signed by the Chief Finance Officer must be passed to the Income Officer for the appropriate adjustment to be made to the rent account in Orchard.

All supporting paperwork for the write offs should be scanned and saved into the dedicated file on the 'F' Drive (at link below):

F:\Consumer_Services\Housing\Arrears\Former_Tenant_Arrears\Write_Offs\Write_Off_Cases_Scanned_Documents

A full list of write-offs is held on the 'F' drive (at the link below):

F:\Consumer_Services\Housing\Arrears\Former_Tenant_Arrears\Write_Offs\Write_Off_Lists

Each period's write offs must be checked by the Senior Income Officer the following week against the account to ensure the correct total has been written off. Individual rent accounts should be spot-checked by the Housing Services Manager to ensure there is no compensating error.

SECTION 3. MONITORING ARRANGEMENTS

The Income Officers responsible for implementing this procedure will be monitored by the Housing Services Manager on a monthly basis by way of one to one meetings with the Income staff and account audits (10% random sampling).

Overall performance will be monitored by way of a quarterly reconciliation comparing outstanding former tenant arrears against the overall Annual Rent Debit shown as a percentage and also records of total amount of income collected.

The Housing Services Manager is responsible to report overall performance on a quarterly basis to the Council's Service Delivery Committee.

SECTION 4. RELATED DOCUMENTS

All letters are held on Orchard and are automatically printed once selected.

FTA1 - Letter one to Former Tenant

FTA2 - Final Notice to Former Tenant

FTA3_Court – Money Claim Court Proceedings Letter

FTA3_Collections – Credit Management Agency Letter

FTA4 - Agreement Letter

FTA5 - Broken Agreement Letter

FTA6 – Account Cleared Letter

FTA7 - Write off Recommendation: Balance less than £50.00

FTA8 - Write off Recommendation: Balance between £50.00 & £5,000.00

FTA_NoK1 – Letter one to Next of Kin

FTA_NoK2 – Reminder letter to Next of Kin

FTA_NoK3 – Final Notice to Next of Kin

Copies of the all the letters are available on the 'F' Drive at the link below:

<F:\Consumer Services\Housing\Arrears\Former Tenant Arrears\FTA Letters>



Equality Assessment

Part 1 - Initial Equality Assessment Screening

Name of Policy/Function: Former Tenant Arrears Collection Policy	<input checked="" type="checkbox"/>	This is new
	<input type="checkbox"/>	This is a change to an existing policy
	<input type="checkbox"/>	This is an existing policy, not previously assessed

Date of Screening	20 June 2016
Name of Screener	Christopher Welford

1. Briefly Describe Its Aims & Objectives

<p>The aim of this policy is to:</p> <ul style="list-style-type: none"> • Ensure a professional, consistent and timely approach to Former Tenant Debt recovery action. • Minimise arrears after a tenant has left the property and maximise income through promoting a payment culture. • Promote a co-ordinated approach to sharing debtor information and managing any multiple debts owed to the Council by individuals, including Former Tenant Arrears. • Ensure that individual and exceptional circumstances are given due consideration and appropriate when pursuing debts particularly in relation to vulnerability and those who are experiencing financial hardship. • Ensure that debts are managed in accordance with legislative provisions and best practice. • Ensure that the principles of the Corporate Enforcement Policy for breaches of regulatory matters are regarded whilst collecting the Council's debts. Ensuring that all enforcement action taken will be consistent, proportional, open, fair and transparent.
--

2. Are There External Considerations? (Legislation/government directive etc)

None.

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

The Council – Maximising rent income and therefore overall income to the Housing Revenue Account.

Appendix 3a

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

See Aims & Objectives (Section 1)

5. Has any consultation/research been carried out?

No

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 & satisfaction levels, complaints, comments, research, outcomes of review, issues raised at previous consultations, known inequalities) If so please provide details.

None.

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?)

	Type of impact, reason & any evidence
Disability	Neutral
Race (including Gypsy & Traveller)	Neutral
Age	Neutral
Gender Reassignment	Neutral
Sex	Neutral
Sexual Orientation	Neutral
Religion/Belief	Neutral
Marriage and Civil Partnership	Neutral
Pregnancy and Maternity	Neutral

8. Could other socio-economic groups be affected e.g. carers, ex-offenders, low incomes?

Potentially those with low incomes may be adversely affected as the policy allows for financial circumstances to be taken into account with the collection of Former Tenant Debt but the policy requires that repayment arrangements must be paid to ensure that the Council's income is maximised.

Appendix 3a

9. Are there any human rights implications?

No.

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

No.

11. If you have indicated a negative impact for any group is that impact legal (not discriminatory under anti-discrimination legislation)?

Yes.

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

Yes.

The contractors are the Council's current approved Debt Collection & Tracing Agencies. Equality & Human Rights considerations have already included in the procurement process prior to awarding the current contracts.

13. Is a full Equality Assessment required?

No.

A full consultation is neither practical nor necessary. Income collection and maximisation is a fundamental duty of the Council and is subject to legislative regulation. In addition the principles of how the Council carries out its income recovery duties are set out in the Corporate Debt Policy which was approved and implemented in July 2015 and was subject to a full consultation and impact assessment.

The principles have been carried through into this Policy and therefore will not need further impact assessment.

The Policy will be monitored by both the Head of Community and Housing Services Manager and reviewed / amended annually.

14. Date by which a full Equality Assessment is to be completed and actions

N/A

Appendix 3a

Please note that you should proceed to a Part 2, the full Equality 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 impact assessment **is not required*** (please delete as appropriate).

Completed by: Christopher Welford Date: 20 June 2016

Countersigned by: Veronika Quintyne Date: 27 June 2016

(Community Engagement Officer)

*Please forward an electronic copy to: veronika.quintyne@oadby-wigston.gov.uk **Community Engagement Officer** for a countersignature. This Equality Assessment form will then be published on the Council website*

Appendix 4

2016/17 Capital Programme Projects (Subject to confirmation of roll over of budget from 2015/16 for schemes on site / not yet allocated)			
Scheme	Number of Homes	Description	Procurement Method & Update
Schemes on site or tendered <ul style="list-style-type: none"> Boulter Crescent – whole home King Street - external works Queen Street– whole home Queen St – external insulation Kings Dr Gibson Close - Kitchens 	<p>30</p> <p>8</p> <p>3</p> <p>13</p> <p>23 (+3)</p>	Whole home approach <ul style="list-style-type: none"> Balance of 2 year contract for 143 homes Retaining walls and landscape affects 8 flats Balance of contract for 13 homes Full contract currently at tender stage Contract commenced 14th March 	Tendered by Ridge Consultants <ul style="list-style-type: none"> Expected to complete in August On site due to complete in July Completion certificate issued To be included in wider EWI (external wall ins.) contract Kings Drive completed, Gibson Close progressing, added Gladstone Street (2), Aylestone Lane (1)
Kitchens and Bathrooms <ul style="list-style-type: none"> Kenilworth Drive - both William Peardon Ct – Bathroom only Kings Dr Gibson Close – Bathroom only Malham Way – Both Countesthorpe Rd – Both Bassett Street - Both 	<p>10</p> <p>>36</p> <p>>23</p> <p>>25</p> <p>>7</p> <p>>8</p>	To deliver balance of original ten year programme <ul style="list-style-type: none"> To be surveyed Level access showers in most cases - some done Level access showers in most cases - some done Some done at relet – to be surveyed Some done at relet – to be surveyed Some done at relet – to be surveyed 	To be tendered using consultants <ul style="list-style-type: none"> Data collated from records At tender on site by end August Surveys in progress Surveys in progress Data collected from records Data collected from records (All to be completed in this financial year)
Previously Refused Decent Homes Work	<p>15 to 20 (estimate)</p>	At relet or by subsequent request of same tenant Examples: electrical upgrades or rewiring; DPC and re-plastering; heating upgrades, kitchens and bathrooms	By quotation, Schedule of Rates or priced against SOR book. <ul style="list-style-type: none"> Projects progressing as estimated
Boiler Replacement Programme	<p>100</p>	End of life replacement/upgrade In two batches of fifty – traditional heat only boilers (15 – 18 years old) with hot water cylinders. To be replaced with combi boilers and new controls. System upgrades will be added where radiators are in poor condition, need resizing or are badly silted up.	Priced item in Gas Service Contract Schedule of Rates awarded via NHC procurement framework. <ul style="list-style-type: none"> Met with Liberty and property schedules being prepared Aim to deliver before winter
Communal Heating Replacement Phase 1 – William Peardon Court	<p>36</p>	There are a number of possible options, replacement of commercial size boilers, complete replacement of communal heating system, provision of individual heating systems to each flat.	Specialist heating consultants to be appointed to help identify best solution and tender works. <ul style="list-style-type: none"> Consultant selection stage

Appendix 4

Replacement of Door Entry Systems	All door entry controlled blocks	Current systems becoming obsolete as spare parts and replacement fobs are no longer available.	Consultants to be appointed to specify and tender. <ul style="list-style-type: none"> • Have met with several system suppliers • Looking at this urgently
Chartwell House Concrete Repairs	41	First phase of concrete repairs to be followed by external redecoration (walkway ceilings etc.)	Works schedule being prepared by new in house surveyor to tender <ul style="list-style-type: none"> • Assessing access requirements • Scheduling work • Progressing urgently
Brabazon Road Concrete Repairs	Shops and leasehold maisonettes	Survey and make safe currently being undertaken	Quotation or tender depending on extent of works <ul style="list-style-type: none"> • Make safe completed • Works need to go to tender • Needs leaseholder consultation • Timeline yet to be agreed
External Doors	Phases of 50	Replacement of failed composite doors (original contractor went out of business)	Pre – tendered framework e.g. LHC framework launched 02.03.16. <ul style="list-style-type: none"> • Framework still to be assessed • Plan first phase in the Autumn
External insulation to Solid Wall Homes	TBC Confirmed 148	The aim is to come up with a programme to insulate all solid wall homes.	Tender. <ul style="list-style-type: none"> • See separate section of report on energy efficiency strategy • To complete during 2016/17
External Works - Junction Road, Maromme Square, Burgess Street	Estate Works	Reduction in height of screen walls and other estate improvements in consultation with residents. Looking to do works to walls as soon as possible.	Quotation or tender depending on extent of works <ul style="list-style-type: none"> • Site visit with stakeholders June • Programme to be agreed
Fire Safety Upgrades <ul style="list-style-type: none"> • Marriott House • Junction, Maromme, Burgess 	27 54	<ul style="list-style-type: none"> • Improvements to roof space compartments • Upgrading flat doors and communal areas 	To be tendered using consultants <ul style="list-style-type: none"> • Fire risk assessments completed for both schemes • Programme to be agreed
Disabled Adaptations	30	Assuming a similar number of referrals to 2015/16	Quotation / Tender <ul style="list-style-type: none"> • Currently in a position to commence design / quote / delivery process as soon as

Appendix 4

			referrals are received
Car Hardstanding	5	From waiting list (plus any agreed budget carry over)	Quotation <ul style="list-style-type: none"> • Waiting list reviewed / updated • Capacity currently being taken up by adaptation related cases (one completed in June another to be completed in July)
William Peardon Court	36	Upgrade security / CCTV	Quoted <ul style="list-style-type: none"> • Completed
Garages and Bungalow Porch Recesses (Cyclical not capital – but for information)	TBC	Painting	Quotation <ul style="list-style-type: none"> • Surveys currently taking place • To be complete by autumn
Elizabeth Court	Common area works	Bin area conversion and refurbishment	Quotation <ul style="list-style-type: none"> • Drawings and specification prepared • Works programmed for July

Homelessness Strategy 2016



*Oadby and Wigston
Borough Council*

Table of contents

Foreward by Councillor Boulter

1. Introduction
2. Review of homelessness
3. Current initiatives
4. Our Priorities
5. Action plan

Foreward

Welcome to Oadby & Wigston Borough Council's third homelessness strategy.

The world has changed and continues to change yet the challenge of homelessness remains.

Oadby & Wigston Borough Council has continued to develop it's offer to those facing homelessness, particularly over the past 2 years.

The challenges going forward are enormous.

Substantial cuts to welfare budgets has seen temporary accommodation across Leicestershire reduced from 10 schemes providing over 200 bedspaces to 2 schemes providing just 60 spaces. Proposed welfare cuts particularly to the under 35 year old age range will make dealing with homelessness much harder.

The future

I recognise that many of the causes for increasing homelessness in the Borough are outside the control of both residents and the Council. In developing this strategy I am confident that we will continue to strive to provide a responsive and appropriate service for those facing homelessness locally.

Cllr Boulter, Chair Service Delivery Committee
June 2016

1. Introduction

The Homelessness Act 2002 placed a legal obligation on all Local Housing Authorities to carry out a review of homelessness in their areas and to develop a strategy for tackling and preventing it at least every 5 years.

This is Oadby & Wigston Borough Council's third Homelessness Strategy and it builds on the progress made since 2003. At the same time it recognises the changing national and local context which has brought increased levels of demand and a challenging financial environment.

Homelessness administration is a statutory function. In Oadby & Wigston homelessness and housing advice services are carried out by the Council through the Housing Options team.

In 2016 Oadby & Wigston Borough Council will commence work towards the Gold Standard in Homelessness. The Gold Standard is a cross-government supported service improvement challenge aiming to encourage Local Authorities to develop and improve their homelessness and housing advice services.

The first stage of the challenge is a peer review with 2 other Councils in which we must get 60% or above on in order to progress to the second stage which involves demonstrating good practice in service delivery across 10 gold standard challenge areas (ranging from partnership working and corporate commitment to youth homelessness and temporary accommodation).

The peer review of Oadby & Wigston Borough Council will take place by the end of 2017. We will aim to achieve more than 60%. The detailed criteria for each of the challenge areas will be closely linked to the objectives and actions of this Strategy and action plan.

2. Homelessness Review

During 2015 the Council carried out a brief internal review of homelessness.

Chart 1

Homeless Applications and Acceptances

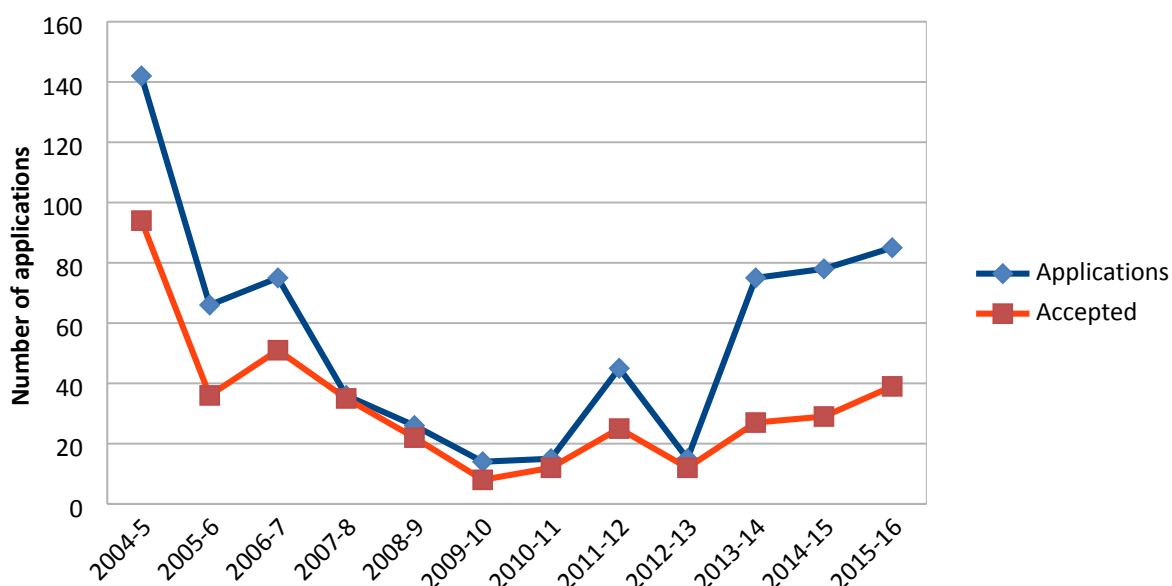


Chart 1 shows a substantial increase in homelessness over the past 3 years with applications up by 25%. This is not reflected nationally¹ where from 2012-13 to 2014-15 homeless applications and acceptances remained static at around 112 000 applications. Oadby & Wigston Borough Council's acceptance rate has been below both the national figure of which 47%-48% and that for the East Midlands region.

	East Midlands Q3 ²	OWBC to date 2015/16
Accepted	57%	45%
Rejected as intentional	5%	6%
Rejected as no priority	8%	34%
Rejected as not homeless	12%	12%

Table 2. Homeless application outcomes

Table 2 highlights that around one third of homeless applicants in the borough are deemed 'not to be in priority need', these are typically single people without children. Being 'not in priority need' means the Council does not have to provide immediate emergency accommodation and can lead to people sleeping rough on the streets.

Of the 29 'no priority' borough residents presenting in 2015/16 all received advice and assistance and many were offered emergency accommodation via the No Second Night Out (NSNO)³ project and similar.

The No Second Night Out project aims to provide emergency bedspaces for new rough sleepers to help reduce the likelihood of them becoming long term street homeless.

It is clear that these residents will be at great risk of rough sleeping were the NSNO project to end as planned later in 2016.

The 'no priority' figures confirm that Oadby & Wigston Borough Council are routinely undertaking homelessness assessments and are not actively engaged with gatekeeping⁴ practices.

In the past year the main reason for homelessness in those accepted cases was the termination of an existing tenancy by their private landlord accounting as it did for 56% of cases or 22 households. Nationally this cause of homelessness has nearly doubled in the past 4 years from 15% to 29%⁵

Of those households accepted in 2015/16 90% have or are expecting children with between 5 and 13 families being accommodated in temporary accommodation at any given time in the borough.

The final review finding is that 46% of homeless applications were from people aged under 35 years of age of which 70% (27 in number) did not receive a positive outcome. It is likely that given current and planned welfare reforms targeting out of work childless under 35 year olds that this statistic will only worsen.

Review references

1. DCLG live tables on homelessness. NB Chart 1 should be read with an element of caution as it was only with the introduction of the new Housing Options structure in 2013 that reliable record keeping can be demonstrated. In particular only partial data was collected and reported to DCLG in 2007/8, 2010/11 and 2012/13.
2. Compiled from DCLG statutory returns by Homeless Link
3. The No Second Night Out project runs for 18 months from 2015 until 2016 across all 7 county district and borough authorities funded via £150 000 of DCLG grant funding.
4. Gatekeeping is defined by Shelter as a refusal to accept a homelessness application where there is a duty to do so.
5. Homelessness in numbers #1 Homeless Link June 2015

3. Current initiatives

In the last strategy we said that we had plans to undertake a number of actions, the following section outlines where we are with these (1-6) with descriptions of further initiatives:

From the 2008 strategy

1. **Develop new arrangements for providing housing advice through the Customer Service Centre**

As of October 2015 Housing Options is primarily delivered at the Council's Customer Services Centre on Bell Street. 15 pre-bookable appointments are made available every week and emergencies are seen on an ad-hoc basis. The Council also funds the Citizen's Advice Bureau and Helping Hands advice agencies.

2. **16/17 year olds**

The plans outlined in the previous strategy were overtaken by the House of Lords decision in *G v Southwark* (2009) which refocused the primary duty for homeless 16 and 17 year olds back onto Children's Services at Leicestershire County Council. Oadby & Wigston was home to a specialist 16/17 year old 'Single Access Point' funded through Leicestershire County Council for a period in 2012 – 2014 which produced some promising results but was in turn cancelled by the funding body. Since 2015 staff have been working with colleagues at Leicestershire County Council on the implementation of the Empowering Futures accommodation scheme for homeless 16/17 year olds provided through Adullam Homes Housing Association. This scheme provides 20 bedspaces in three hubs located in Oadby, Loughborough and Hinckley with 24/7 staffing.

3. **Private Sector Accommodation**

For the past 10 years the Homeless Prevention Grant has been made available to help households with children to access privately rented accommodation. Since January 2016 this same assistance has been made available to all homeless households living in the borough including single people under the age of 35 years. However with financial assistance with rent for those on a low income or out of work being squeezed by central government policy it is likely that this aspiration will become progressively harder to deliver.

In providing this assistance the Council has recognised the need for such accommodation to be sustainable hence the poorest energy efficient properties (those with an Energy Performance rated F or G) have been excluded and all potential lettings must be deemed as affordable.

4. **Reducing the use of temporary accommodation**

The achieving of arbitrary targets in relation to temporary accommodation as outlined in the previous strategy was shown to be unrealistic given that demand is almost entirely outside of the Council's control. In the past 2 years the Council has strived to improve the quality of accommodation used to accommodate households with children. This led to the closure of the Council's homeless families hostel in 2014 where households had to share facilities and the establishment of a modest portfolio of self contained accommodation. Future demand may be better met through the provision of another hostel with more improved facilities than were available on the former site.

5. Seek a 'quality mark'

The Council are seeking to gain Gold Standard accreditation over the next 2 years.

6. Provision of grants to bring empty properties back into use

The Council has recently commenced a programme to offer 100% grant funding to bring long term empty properties back into use. A dedicated staff resource was provided for 3 months.

Other initiatives

7. Hospital discharge

The Better Care Fund and the local Health Services have invested in dedicated Housing Options staffing based in 2 of the main hospital sites to assist with people who are homeless upon discharge. The Housing Options team at OWBC have liaised closely with colleagues based at the hospital with 3 cases successfully dealt with in 2015.

8. No Second Night Out

Department of Communities and Local Government (DCLG) made grant funding available via Leicester City Council to provide a 'No Second Night Out' scheme in Leicestershire in partnership with all 7 district and borough Councils. This has been in operation for just over a year at the time of this strategy and provides 3 nights of emergency accommodation for first time rough sleepers with a Leicestershire county connection. It is delivered through Action Homeless and is due to end in 2016. At the time of writing no provision is in place for either continuation of the scheme nor for a replacement. In the first 12 months Oadby & Wigston made 24 referrals to the scheme accounting for over 25% of all referrals. The majority of successful referrals were moved onwards into other supported accommodation or hostels. Unfortunately a number returned to the streets for a short period of which nearly all subsequently secured other accommodation in the end.

9. Accommodation and Floating Support for single homeless

In September 2015 the Leicestershire County Council's New Accommodation and Support contract commenced based out of the Falcon Support Services Hostel in Loughborough as part of the Housing Matters consortium. OWBC regularly refer into both the accommodation and the support schemes and are seeking a move on agreement for those cases with a borough connection.

10. Homeless Prevention Funds

The policy of using grant funding to pay for rental deposits was widened to involve payments for nearly anything to prevent homelessness since 2014 for families with children (further extended to help all homeless households since January 2016). To date rental deposit and rent in advance payments continue to account for the majority expenditure. A small number of households have been prevented from becoming homeless through funds being granted to secure homes – extra locks, improved security (in the case of anti-social behaviour and domestic abuse), lump sum payments to reduce rent arrears to help persuade landlords to keep tenants they might otherwise have evicted (this is not available to OWBC tenants)

11. Domestic Violence

The Council has recognised the need for additional resource and specialism around Domestic Violence and from March 2016 it has contracted a specialist domestic violence support role from Womens Aid Leicestershire. This allows Housing Options staff and the wider Community Team to bring specialist support in when dealing with complex abuse cases.

12. Improved case management

In 2014 The Council introduced it's first case management system for homelessness and housing advice. This has immediately improved the quality of service provided for customers and has meant that no statistical returns to government have been missed or delayed.

13. Severe Weather Provision

The Council operates a non-statutory provision which offers emergency accommodation to verified rough sleepers where the forecast is for below freezing temperatures for 3 consecutive nights.

14. When it's gone

An educational theatre presentation tackling multiple themes but primarily homelessness, offered to every High School in the Borough and delivered through the Zest Theatre Company

4. Our priorities

1. Prevent Homelessness and where possible minimise demand

We will work to minimise demand for homelessness by continuing a strong multi agency approach. We will continue to liaise with appropriate agencies to recommend and facilitate interventions that will ensure households know where to access advice and support that assists them to avoid or deal with issues that could lead to homelessness. Particularly important will be targeting young people in schools and other youth provision, providing a consistent message about the difficulties of leaving home at a young age, the realities of housing choice, including affordability and the likelihood of needing to share accommodation.

To get there we will:

- We will work in partnership with Supporting Leicestershire Families, Early Years, Strengthening Families and other statutory agencies including Probation and Youth Offending Services. We will seek to work closely with local advice and advocacy agencies including Citizens Advice Bureau, Helping Hands, Shelter Housing Aid and Research Project and Christians Against Poverty. In doing this we will seek to prevent homelessness wherever possible.
- We will work in partnership with local High Schools to deliver a message specifically tailored to young people, currently via the offer of the 'When It's Gone' theatre production.
- We will closely monitor the impact of Welfare Reform to both households and the housing sector and seek to minimise negative consequences.
- We will ensure good quality information and advice is available to prevent homelessness

- We will seek to support schemes which promote independent living skills and prevents relationship breakdown such as the 'learning to cook' course run by the Oadby & Wigston Lions Club.
- We will recognise that there are groups of people with specific needs and ensure there is equality of access to advice whether a main homelessness duty is owed or not

2. Reduce crisis presentations

Agencies across the borough have opportunities to reduce housing crisis amongst their core client groups. This can be achieved by working in a more joined up way to identify those households at high risk of homelessness by making sure agencies can recognise the indicators of housing stress and be able to act appropriately to prevent homelessness. Every opportunity should be taken as early as possible to prevent homelessness.

To get there we will:

- We will endeavour to offer consistent advice and assist at the earliest opportunity
- We will ensure Homelessness Services are approachable and easy to access
- We will advise and enable mediation within families to facilitate a return home to allow for a planned move rather than one in crisis (where appropriate)
- We will use Housing and partner evidence to predict potential future housing issues

3. Deliver effective services at the point of contact

This priority is about ensuring that households who approach services will be able to access effective advice and assistance to prevent homelessness, either by enabling them to remain where they are or by facilitating a move into appropriate accommodation. Homeless people and households will be able to access pro-active homelessness prevention services, a full assessment of need and a range of advice and options that will enable access to short stay or longer stay accommodation. In time this service will also seek to link into other services promoting education, training and employment opportunities, health services, life-skills and benefits advice. These in turn will strengthen people's chances of resolving their housing problems.

To get there we will:

- We will ensure services are approachable and easy to access
- We will take a proactive preventative approach to make every contact matter
- We will undertake a comprehensive assessment of need
- We will provide housing advice, facilitating access to short and longer stay accommodation and support
- We will provide clear and meaningful housing and support pathways
- We will provide easier access to other services that promote health and wellbeing, employment, education and training opportunities.

4. Provide appropriate accommodation options

Facilitating access to appropriate accommodation is crucial in preventing and resolving homelessness in the short, medium and long term. This includes:

- The Private rented sector; by facilitating access to tenancies for all groups where landlords can feel confident that these tenancies will be sustainable
- Social housing: the allocation of which will be needs led where the existing Choice Based Lettings scheme can be a useful tool to prevent homelessness.
- Supported housing: ensuring not only access to this type of housing where it is appropriate, but to ensure meaningful pathways into independent tenancies when people are ready to move on.

To get there we will:

- We will ensure people have access to appropriate accommodation
- We will ensure people have a range of housing options
- We will support people to develop their independent living skills, where appropriate

5. Move people away from homelessness

Crucial to the Homelessness Strategy is ensuring that people do not become homeless again by enabling access to the range of schemes that will help them achieve their aspirations in terms of education, training and employment. This will strengthen current tenancies and assist people as they progress away from homelessness

To get there we will:

- We will ensure people have access to housing
- We will ensure there sufficient move on options from supported accommodation
- We will link people into timely support when tenancies start to fail
- Ensuring there are clear links to health promotion, education, training and employment opportunities
- We will seek to develop sustainable Tenancy Support resources

5. Action Plan

TBA once priorities are agreed after consultation

Priority	Action	Who	When

Appendix 6

Proposed Energy Efficiency Strategy

Oadby Wigston Borough Council



**Oadby and Wigston
Borough Council**

Report Prepared By:

Steve Sheldon – Low Carbon Expert Ltd

Date Finalised:

5 July 2016

EXECUTIVE SUMMARY

One of the Council's responsibilities is to manage the current housing stock of 1,236 units, which is made up of general needs housing and sheltered accommodation. In managing this stock, the Council needs to protect its long-term asset value, provide energy efficient homes for its tenants and ensure that its stock is sustainable for at least 30 years.

In consideration of this the Government have introduced new Fuel Poverty Regulations in 2014, which requires all rented homes in England to be rated with an Energy Performance Certificate (EPC) rating of Band C (Minimum SAP rating of 69) by 2030. With interim targets set: Band E by 2020 (minimum SAP 39) and Band D by 2025 (minimum SAP 55).

Against this backdrop, welfare reform brings with it the very real possibility that more of the Council's customers may fall into fuel poverty, increasing the importance of education and awareness on household energy management. It is also likely that changes to funding schemes may bring fresh opportunities for revenue generation, grant support, or partnership working. The Council must be ready to capitalise on these opportunities as well as to limit any future risks.

Rising fuel costs and household utility bills are a real and serious problem faced by millions of households in the UK today. It is a problem that leaves many facing difficult choices about where to spend their limited income and poses a risk to the business in respect of future rent collection and the condition of the Council's stock, if effective plans are not in place to tackle fuel and energy efficiency related matters.

This energy efficiency strategy is intended to help the progression from "Decent Homes" standards to create better homes for communities and the Council's business, by ensuring that energy efficiency investments are targeted and prioritised into those homes that need most help.

From a customer perspective the priorities are to:

- Significantly reduce fuel bills for residents living in the lowest energy efficiency rated properties
- Help to increase overall household disposable income
- Improve the fabric quality and thermal efficiency of poorly insulated homes
- Improve the internal environments of any fabric failing homes
- Provide the ability for everyone to have affordable warmth & promote behavioural change

From a business perspective the aims are to:

- Prioritise investments for those in the greatest need – supporting communities
- Protecting the commercial interests and future revenue streams of the Council
- Reduce future lifetime maintenance and investment cost liabilities
- Maximise external funding to support existing budgets
- Have intelligent business information to help make informed decisions



BACKGROUND TO STRATEGY:

High Level Background & Objectives:

Further to the introduction of the Fuel Poverty Regulations, in July 2014 the Government launched their new Fuel Poverty Strategy for England. The strategy stated that due to energy price rises, 10.4% (2.3 million house-holds) are in fuel poverty in England. Four main factors affecting levels of fuel poverty are highlighted:

- Low household incomes
- Low or poor energy efficient homes
- Low energy saving knowledge
- Low energy purchasing know-how

Those living in the least energy efficient properties may have to spend up to £1,700 extra a year to heat their home to a suitable temperature. Overall, rural areas have higher levels of fuel poverty than urban areas.

Typically these areas will include older, less energy efficient properties that have inefficient or older heating and hot water systems, or of solid wall construction (“Hard to Treat”).

SAP ratings are strongly influenced by the main fuel type used in a property, as these determine the costs of heating a fixed floor area. It follows that households with the more expensive heating systems such as electric storage heaters will have lower SAP ratings; while those with systems with less expensive running costs will have a higher SAP score.

Over the last 10 years we have seen a rise of over 160% in energy bills, a reduction in disposable income, rises in inflation and far reaching welfare reform. An ever-growing number of the Council’s customers are now affected by fuel poverty, impacting on their financial position and overall health and wellbeing.

While the reduced wholesale price of oil and gas may well result in lower bills in 2016, the longer-term price trend has been upwards. Over the last decade household energy prices roughly doubled, and some energy price experts such as Mark Todd, Energyhelpline.com, expect a return to rising prices in the next two or three years.

Targeting energy efficiency investments into the fuel poorest households will help residents to reduce their expenditure on fuel bills and facilitate affordable heating and hot water systems for all. Helping to reduce the impact on household fuel and utility bills for those that are most at risk, will also help the Council maintain a sustainable revenue stream and may help to reduce the risk of future rent default.



OWBC APPROACH:

Existing Stock Appraisal:

A review is being carried out of all the Council's current stock EPC's to ensure that planned investments are targeted at the least energy efficient properties and for those that are in greatest need of thermal improvements.

The development of this strategy is a direct response to the Government's introduction of new Fuel Poverty Regulations and minimum energy efficiency standards and a desire to help combat the hardship being suffered by residents, in relation to paying their future fuel bills.

A review is also taking place of planned investment works, to ensure that the most suitable technologies are being utilised to achieve the greatest fuel bill savings for residents, at the least cost to the Council and to ensure that investments are being targeted wisely. This will be achieved through tendering key energy efficiency works and aligning these to external funding where practical.

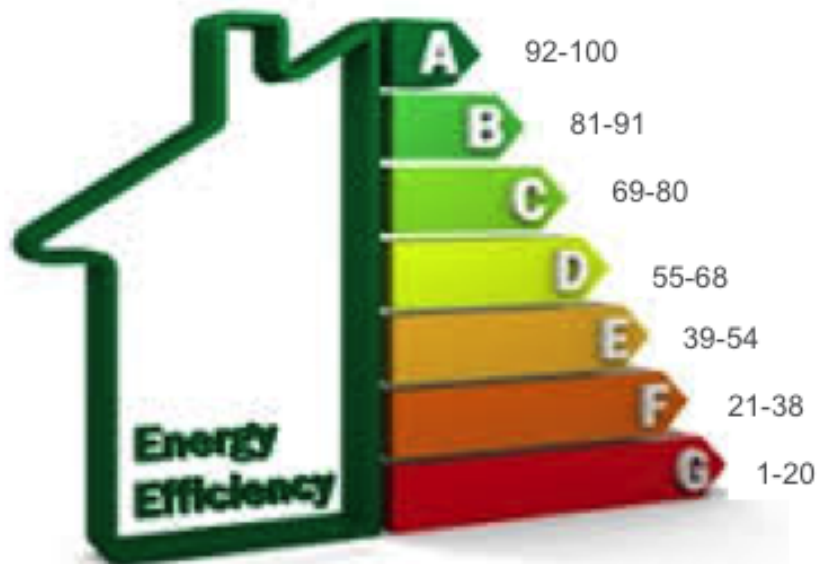
At the same time the priority will be to achieve the greatest increases in energy efficiency where practical in trying to meet the Government targets, and to ensure that vulnerable households are not neglected in future investment plans.

Work will be undertaken, utilising existing budgets and adopting a fabric first approach, essential for the longer-term revenue protection of the Council's assets, this in turn will enable the tackling of the "hardest to treat and hardest to heat" homes.

Where it proves impractical or too costly to improve homes to the required Government standards, consideration may need to consider whether it is cost effective to invest further in these homes and/or the potential for disposal.

Current England & Wales EPC Bandings:

The following diagram depicts the current England and Wales Energy Efficiency ratings for domestic homes relative to a properties RdSAP value.



OWBC Specific EPC Status:

Following a review of the Council's housing stock, there are 544 valid EPC's out of the total of 1,236 properties. This data has been extrapolated for the whole housing stock, and it is intended to undertake full EPC analysis of all of the stock for this strategy to be fully implemented and effective.

2016 EPC Position			
	Actual EPC's	Extrapolated	% of Stock
A	0	0	0
B	54	123	10%
C	303	688	55.7%
D	172	391	31.6%
E	13	30	2.4%
F	2	4	0.3%
G	0	0	0%
Totals	544	1,236	100%

Energy Efficiency Review Outcomes:

Based on the energy efficiency information held at 25th May 2016, the average SAP ratings for all of the stock at is 70.86, this may go up or down once the extrapolated information is validated.

Based on the extrapolated data:

- 99.7% of all homes already meet the Governments 2020 target (only 4 homes do not currently meet this standard).
- 97.3% of all homes already meet the 2025 target (34 homes do not currently meet this standard) and
- 65.7% of all homes meets the 2030 target (425 homes do not currently meet this standard)

The Council are now well placed in meeting the Government's short to medium requirements in respect of energy efficiency and properties can now easily be identified which fall short of these targets, to ensure that future energy efficiency investments are prioritised to meet the strategic objectives.

Indeed all residents have access to gas and the Council has historically accessed some of the easier to install solutions (e.g. cavity wall and loft insulation, 'A' / 'A plus' rated boilers) and around 50 homes received photovoltaic (PV) panels. However this masks the more difficult issues that have most impact on customers fuel bills and remain to be addressed e.g. solid wall properties requiring external wall insulation.

Of the 425 homes that currently do not meet the 2030 standard, it is essential that investment plans are continually reviewed to ensure that annual investments are targeted at those properties falling short of the standards as well as achieving the fabric and revenue objectives set out in this strategy.

In consideration of this 148 solid wall properties have been identified that sit within this category, which would benefit both the Council and its tenants in meeting these objectives and should be prioritised within 2016/17 expenditure plans – see investment plan options below.

By tackling these properties as a priority, the Council will be able to maximise the funding benefits currently available, demonstrate compliance with the legislative energy efficiency targets and show real commitment to the investments being made into communities, to support the most vulnerable and fuel poor households.

SPECIFIC INVESTMENT PLANS TO MEET OBJECTIVES:

Quick Wins:

148 properties have been identified, within the existing stock (see appendix 1 for details) that are of solid wall construction, are the least thermally efficient and poorest SAP ratings within the stock, and would greatly benefit from an External Wall Insulation (EWI) programme of works. These properties represent 35% of the stock falling short of the 2030 target and would therefore greatly assist in meeting these longer-term targets and demonstrating good sound forward planning.

The other main reasons for targeting these properties now is that:

- The capital budgets are available 2016/17 to treat these homes (Circa £1.3m)
- External funding is available until Dec '16 to support this programme of works (Circa £70k)
- Tenants will be experiencing greater heat and energy loss in these properties
- Tenants will have the greatest potential to reduce their fuel bills
- Other investments into these homes will not be cost effective until thermal efficiency is improved
- They have the greatest potential for condensation and mould growth
- They have the potential to incorporate other complimentary energy efficiency measures
- Commitment to the community can be demonstrated in tackling fuel poverty
- This will support the " Fabric First" approach

We have undertaken preliminary planning enquiries and will be seeking to progress system designs for these properties to enable us to go to competitive tender, with approval being sought at the next committee meeting 5th July 2016.



Other Energy Efficiency Improvement Works:

While undertaking these EWI works, efforts will be made to ensure that funding opportunities are maximised and cost effectiveness is achieved, by checking the status and condition of the loft insulation, heating and hot water appliances and any other low cost quick win measures that can be undertaken at the same time.

Having identified the stock that currently falls short of both the 2030 and interim targets, it will be essential to apply the same principles to future investment programmes by targeting expenditure into the least energy efficient stock, where practicable. This will be undertaken by cross-referencing current investment plans against the energy performance data that is held. This strategy will therefore work as an aide memoire for future energy efficiency investment planning, to ensure expenditure is going to those properties and people that need it most.

In addition to the quick wins and effective investment planning, the condition of the fabric status will be reviewed annually, which may be having an impact on the overall energy performance of a property and its life expectancy, which in turn may affect future revenue.

By having a fabric first approach as part of the energy efficiency strategy, such issues as customer complaints and costs associated with damp, mould, condensation will be tackled which will begin to deal with the root cause of the problems, providing assets fit for the future and reducing lifetime maintenance costs.

Funding Options & Opportunities:

An independent funding provider (Agility ECO) has been retained at no cost to the Council to maximise the current ECO (Energy Company Obligation) and secure funding to support the proposed EWI programme. Agility ECO costs are funded out of the carbon offset value delivered by the proposed EWI scheme.

After consideration of all OFGEM compliance and ECO lodgement costs, the EWI scheme alone, could net The Council in the region of £70,000 for the displacement of 3,200 Tonnes of CO₂, this may be improved upon if other supportive measures are found while undertaking surveys to the properties.

Included within the funded compliance costs are pre and post EPC lodgements, which support the wider aims of the strategy and will therefore negate any future planned costs associated with achieving full EPC compliance for the stock. It is therefore considered that the true value of the carbon savings made on this scheme are in the region of £85,000 equating to £26.50 per carbon tonne offset, which fares considerably better than the £18/tonne currently being offered by the Energy Companies direct.

This represents better value for money given the risks associated with the ECO compliance requirements and the lack of in-house expertise and resource to administer these processes directly.

This funding relationship will also enable the Council to develop a greater understanding and potential for external funding, carbon trading mechanisms and support for future investment plans via implementation of energy efficiency strategic plans.

Procurement of EWI Project:

We have reviewed the Council's contract procedure rules and given the value and specialist nature of the EWI works, we will be seeking 3 competitive tenders, via an exemption waiver, to enable us to expedite the tender and planning process and maximise the ECO funding opportunity that is currently available. It is proposed to appoint an external consultant to help with this procurement process, who has experience of the supply chain and system manufacturers. Work has begun, with a system designer to commence early archetype analysis, to ensure we meet the manufacturers product installation requirements to enable the Council to receive a 25-year product and system performance warranty via an approved contractor.

The approach to this project is being consolidated, incorporating other energy efficiency measures that have the potential to be funded to avoid future duplication of costs and asset administration. For example 7 of the properties proposed for EWI are due boiler replacements, which may attract external funding to support other planned programme of works costs.

Approval for this scheme will be sought in early July, with a proposed start in August 2016 and completion by March 2017.



CONCLUSIONS & BENEFITS OF STRATEGY

Targeting energy efficiency expenditure into those properties that need it most enables the Council to deliver both client and customer (tenant) benefits, prioritised on the basis of the most vulnerable and at risk of high or excessive fuel bills.

In addition we will engage with a contractor, who has the experience of offering private homeowners an opportunity to buy into the scheme, with the aim of increasing project uptake to maximise the community benefits.

This strategy provides a clear process for the Asset Management Team, to ensure that any future planned spends is substantiated and is benefitting those who need it most by:

- Investing in our communities
- Significantly reducing tenants fuel bills for those paying the most
- Help to increase overall household disposable income
- Protect the commercial interests and future revenue streams of the Council
- Prioritising investments for those that need it most
- Providing affordable warmth and affordable living for all
- Improve the fabric quality and thermal efficiency of poorly insulated homes
- Maximise external funding to support existing budgets
- Protecting future assets and revenue streams
- Making substantial carbon savings that have a direct capital funding benefit
- Reduce future lifetime maintenance and investment cost liabilities
- Reducing customer complaints in relation to condensation and mould
- An opportunity to promote energy efficiency education and behavioural change
- Have intelligent business information to help make informed decisions



GLOSSARY OF TERMS:

CO ₂ :	Carbon Dioxide
ECO:	Energy Company Obligation
EPC:	Energy Performance Certificate
EWI:	External Wall Insulation
OFGEM:	Office of Gas and Electricity Markets
PV:	Photovoltaic (Solar PV)
RdSAP:	Reduced Data Standard Assessment Procedure*
SAP:	Standard Assessment Procedure*
UK:	United Kingdom

* For the purposes of the Councils energy performance assessment RdSAP values are utilised and quoted in this report.

APPENDIX 1:

(Address List of Proposed Solid Wall Properties Requiring EWI)



Service Delivery Committee	Tuesday, 05 July 2016	Matter for Decision
-----------------------------------	------------------------------	----------------------------

Title: **Disabled Facilities Grants (DFG's) and The Lightbulb Project**

Author: **Stephen Glazebrook - Interim Community Services Manager**

1. Introduction

- 1.1. In October 2015 Service Delivery Committee resolved that options for the Council to join the Lightbulb Project as a means of delivering Disabled Facilities Grants (DFG's) be explored further with a view to joining the project as soon as possible and subject to a further report containing all the necessary details and assurances.
- 1.2. Subsequently it was decided to test out the Lightbulb Project by referring 2 pilot schemes to them. They were passed 2 DFG applications for level access showers which were the only suitable available projects at the time,

2. Recommendations

- 2.1. That Members consider whether in light of the pre business case that has been submitted and the feedback from the pilot schemes they wish to join Lightbulb to administer DFG's and adaptations to the Councils' housing stock.

3. Information

- 3.1. Lightbulb have now submitted their pre business case for transforming practical housing support and this is attached at **Appendix A**. The Executive Summary on page 3 sets out the vision for delivering the new service.
- 3.2. With regard to the 2 pilot schemes, one did not proceed due to customer choice and the other was completed in a satisfactory and timely manner with no issues. It is worth noting that other pilot schemes have also been satisfactorily completed within the other Districts in the County.
- 3.3. There have been some concerns raised by Members about OWBC's funds being spent in other Districts and Lightbulb have confirmed that expenditure will be ring fenced to ensure that this does not occur.
- 3.4. In summary the Lightbulb model aims to provide:
 - A one stop shop providing a range of practical housing support solutions across all tenures which would also include carrying out adaptations to Council owned properties.
 - A common holistic needs assessment process.
 - A broader, targeted offer of practical housing support.
- 3.5. The Council's costs will be reduced as the administration of DFG's will be dealt with by Lightbulb and there will also be a saving in dealing with adaptations to tenanted properties. The timeframe for dealing with applications for DFG's and other services should be reduced which is supported by the performance information from Lightbulb

which shows their turnaround times to be quicker than those being achieved by the districts currently.

- 3.6. To give Members a more detailed insight in to the proposal a representative from Lightbulb will be present at the meeting to present their business case and answer any questions that Members may have.

Email: stephen.glazebrook@oadby-wigston.gov.uk

Tel: (0116) 257 2674

Implications	
Financial [CR]	CR1 Decreasing Financial Resources – This may affect the Council’s ability to top up Disabled Facilities Grants.
Legal [AC]	No significant legal implications.
Risk [SG]	CR4 Reputation Damage - Failure by Lightbulb to provide or reduce services.
Equalities [SG]	The Lightbulb service will provide equality of access for all regardless of tenure.
	Equality Assessment
	<input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable



Lightbulb: Pre Business Case for Transforming Practical Housing Support

May 2016 (Final Draft)

Index

Page

1. Executive Summary.....3

2. Introduction.....5

3. Lightbulb; the Vision and Ambition.....5

4. Background and strategic context.....8

5. The Case for Change.....12

6. A Target Operating Model for Lightbulb.....13

7. Building on and Testing the Target Operating Model.....14

8. The Lightbulb Offer.....17

9. Implementing Lightbulb; Next Steps and Actions.....23

10. Measuring Success; Evaluation and Performance monitoring.....27

11. Programme Governance.....28

12. Engagement and Customer Insight.....28

13. Recommendations.....30

Appendices:

- 1 – Transformation Challenge Award Bid
- 2 – Demographic Profiling
- 3 – Lightbulb Pilots
- 4 – Operational Process Map
- 5 – Programme Plan 2016/17
- 6 – Performance Dashboard March 2016
- 7 – Case Studies

1. Executive Summary

Lightbulb's vision is to integrate practical housing support into a single service that is available to all, easier to access, easier to use and will provide support shaped around an individual's needs not an organisation's processes. The shared ambition of this integrated approach is to:

- Support health and social care integration and deliver savings by making the most of the part that housing support can play in keeping people independent in their homes; helping to prevent, delay or reduce care home placements or demand for other social care services, avoiding unnecessary hospital admissions/readmissions or GP visits and facilitating timely hospital discharge
- Improve the customer journey; making services easier to access and navigate and ensuring the right support is available at the right time with the right outcome
- Provide cost savings in service delivery (particularly in relation to the delivery of Disabled Facilities Grants) through service redesign; capitalising on opportunities to realise economies of scale, more effective working practices, and improved processes to create greater capacity

Supported by a strong case for change, in September 2014, the County and District Councils signed an agreement and made a partnership bid to the Department for Communities and Local Government and were successfully awarded a £1m Transformation Challenge Award grant to develop the Lightbulb concept.

Lightbulb's target operating model centres around:

- A single access point into a range of practical housing support solutions
- A common, holistic housing needs assessment process
- A broader, targeted offer of practical housing support

A number of pilot projects have been implemented to explore aspects of this model and develop an evidence base to support the transformation required to deliver the Lightbulb ambition. Work has begun to redesign services and achieve the vision for Lightbulb and a Programme Plan is in place for 2016/17 outlining key activities, including milestones and success criteria.

In advance of the full Business Case, this document is intended to allow Programme Board members to:

- Recognise the achievements and evidence to date
- Challenge and confirm the operational model for transformed housing support services
- Agree the steps required to move towards this new model
- Address issues or barriers that might delay progress towards the new model, in order that these can be addressed as part of programme development

- Identify the success criteria that will enable partners to be legally, financially and operationally assured and committed to transfer existing resources to Lightbulb

It is recommended that partners:

1. Re-affirm their commitment to the Lightbulb vision and participation in the Programme, including recognition of the scale and scope of change required
2. Undertake to work within their own organisation to prepare the way for the implementation of Lightbulb through the development of a Lightbulb Service Level Agreement
3. Support and engage in the activities outlined in the Programme Plan for 2016/17 as appropriate in order to progress the Programme

2. Introduction

This Pre Business Case sets out the vision, ambition and intent for Local Authority partners to transform practical housing support services in Leicestershire in order to maximise the contribution these services can make to the priorities of the Better Care Fund and improve the customer experience.

It sets out the evidence to date and the steps required to develop a full Business Case that will give partners the assurances required to effect this transformation.

The pre business case in context

The information contained within this Pre Business Case presents an overview of work to date to realise the vision and ambition of Lightbulb and makes recommendations to move the programme forward over the next 12 months towards the development of a full business model. It builds on the evidence and begins to take forward the activities set out in the Transformation Challenge Award (TCA) bid and should be read alongside that document (Appendix 1).

This Pre Business Case presents a point in time picture only. Notwithstanding the progress made and commitment of partners to date, it is acknowledged that a significant amount of work is still required in order to provide the evidence and assurances that will be required in order to support this level of transformation and rollout from 1st April 2017.

This document is therefore primarily intended to allow partners to:

- Recognise the achievements and evidence to date
- Challenge and confirm the operational model for transformed housing support services
- Agree the steps required to move towards this new model
- Address issues or barriers that might delay progress towards the new model
- Identify the success criteria that will enable partners to be legally, financially and operationally assured and committed to transfer existing resources to Lightbulb, so these can be addressed as part of the further development of the Business Case

3. Lightbulb; the vision and ambition

The overall vision for Lightbulb is to integrate practical housing support into a single service that is available to all, easier to access, easier to use and will provide support shaped around an individual's needs not an organisation's processes. Lightbulb will

redesign housing support as it seeks to integrate resources into a single, pooled budget that will manage, deliver and commission a holistic service.

Key elements of this vision are:

- A single access point into a range of practical housing support solutions; aligned with First Contact Plus as part of the unified prevention offer for Leicestershire
- A common, holistic housing needs assessment process
- A wider, targeted offer for customers; prevention, support, affordable warmth, handyperson services, home safety, assistive technology as well as minor and major adaptations

The shared objectives of this integrated approach are to:



Support health and social care integration and deliver savings by making the most of the part that housing support can play in keeping people independent in their homes; helping to prevent, delay or reduce care home placements or demand for other social care services, avoiding unnecessary hospital admissions/readmissions or GP visits and facilitating timely hospital discharge



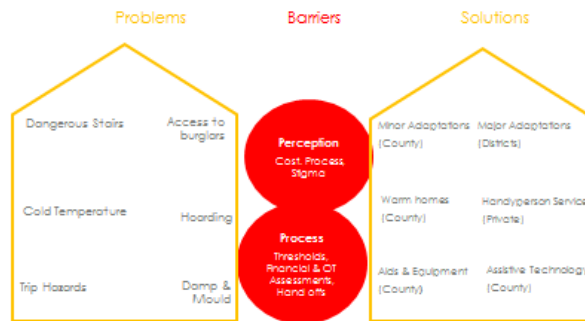
Improve the customer journey; making services easier to access and navigate and ensuring the right support is available at the right time with the right outcome



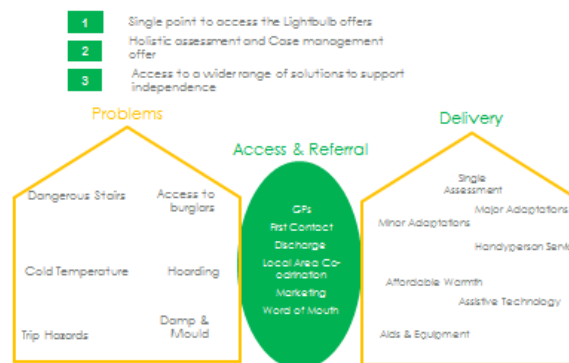
Provide cost savings in service delivery (particularly in relation to the delivery of Disabled Facilities Grants) through service redesign; capitalising on opportunities to realise economies of scale, more effective working practices, and improved processes. Ensuring specialist skills are targeted effectively and that staff are empowered to make appropriate decisions will be fundamental to this service redesign

In delivering this vision and ambition, we recognise the diverse nature of Leicestershire and its many local communities. The need for Lightbulb to be responsive to local needs and circumstances therefore runs throughout.

Housing Support – As Is



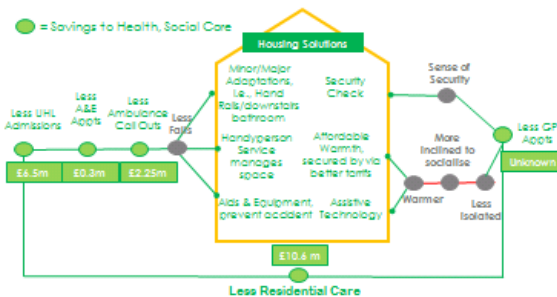
Housing Support – The Lightbulb Vision



Lightbulb Housing Support – The Potential

A third of 75+ hospital admissions are considered avoidable and every care placement avoided or delayed represents a significant opportunity for saving. Together these admissions and placements cost Leicestershire's health and social care budgets £77m.

Lightbulb could deliver additional savings of around £13m over the next ten years to these health and care budgets. Housing Support as a whole already delivers a far greater value in its preventative offer.



4. Background and strategic context

Leicestershire's housing offer to health and social care

Leicestershire has a strong track record of collaborative work around housing issues. In 2013 Leicestershire's Housing Services Partnership developed the Housing Offer to Health in conjunction with the Chartered Institute of Housing.

This work set out how housing services can support and promote the health and wellbeing of residents across the County and offered to concentrate the collective efforts of the 7 District Councils on developing services to help health and social care partners achieve their Better Care Fund (BCF) priorities. The concept of Lightbulb was one of a number of practical opportunities to emerge from the Housing Offer to Health; now part of the BCF Unified Prevention Offer.

In September 2014, the County and District Councils made a partnership bid to the Department for Communities and Local Government and were successfully awarded a £1m Transformation Challenge Award grant to develop the Lightbulb concept.

Lightbulb as part of the Unified Prevention Offer

Lightbulb sits alongside a range of other initiatives as part of Leicestershire's developing Unified Prevention Offer, ensuring a co-ordinated approach to preventative services both across the county and different stakeholder organisations. This offer is based upon secondary prevention; underpinned by the local definition of secondary prevention as:

Identifying people at risk and halting or slowing down any deterioration. Interventions are aimed at identifying people at risk of specific health conditions or events (such as strokes or falls) or those that have existing low level social care needs'.

By 2018, the vision is to have a comprehensive preventative offer, funded by bringing together all the resources available to Local Councils and NHS partners. Through this offer, every opportunity will be taken to improve health and wellbeing, support vulnerable people, maintain people's independence, manage demand, and address the wider determinants of health and wellbeing.

The strategic direction provided by the Unified Prevention Board will ensure that services developed through the Lightbulb programme are fully aligned with other initiatives as part of this comprehensive preventative offer.



A unified prevention offer for Leicestershire

Lightbulb supporting the Adult Social Care Strategy

Leicestershire's Adult Social Care Strategy builds on the vision to 'make the best use of available resources to keep people in Leicestershire independent'. Lightbulb's integrated approach to housing support directly aligns with this vision and will support the model for future service delivery; helping to ensure people can get the right level and type of support at the right time to help prevent, delay or reduce the need for ongoing support and maximise their independence.

Preventing need:

- Housing expertise will support the advice and information offer; enabling individuals to make informed choices about their accommodation options and plan effectively for their future
- Lightbulb will be the vehicle for the development of a countywide approach to preventative housing solutions such as equity release, independent financial advice and planning
- The development of self help options will be informed by a real understanding of the home environment and its impact on health and wellbeing, helping to maximise the preventative benefits of this approach

Reducing need:

- Proactive targeting of 'at risk' individuals who would benefit from housing support interventions to improve their health and wellbeing, better manage existing conditions or prevent deterioration (eg through work with GP practices, environmental health teams, risk stratification etc)

- Effective triage that utilises housing expertise at point of enquiry
- A holistic approach to housing support that is able to identify the right option at the right time and make best use of available solutions, including a focus on innovative, customer led solutions
- Integrated, countywide processes will reduce waiting times for DFGs and be more customer focussed

Delaying need:

- Supporting timely hospital discharge through the Housing Enabler role
- Aiding recovery through the development and mobilisation of innovative, customer focussed housing support

Meeting need:

- Help ensure the best use of resources; delivering efficiencies through, for eg, integrated procurement, use of the trusted assessor role, making the most effective use of specialist skills and roles

Disabled Facilities Grant and the Better Care Fund 2016/17

As in 2015/16, funding for Disabled Facilities Grant will be allocated through the BCF. This is to encourage areas to think strategically about the use of home adaptations and technologies to support people in their own homes and to take a joined up approach to improve outcomes across health, social care and housing.

The Government's Spending Review (November 2015), outlines a commitment to increase the amount given to local authorities for DFG from £200m in 2015/16 to £500m nationally in 2019/20. The BCF, coupled with the Regulatory Reform Order, provides the opportunity to look more flexibly about how DFG funding is spent, including strengthening links to health and social care priorities.

In addition to increased DFG allocations, the Revised BCF Policy Framework and planning guidance for 2016/17 introduces a new national condition requiring local areas to develop a clear, focused action plan for managing delayed transfers of care (DTC). Local BCF plans are required to consider how the voluntary and community sector can contribute to reductions in DTC and to consider whether other local stakeholders, such as housing providers have a role to play in efforts to reduce delays.

Coupled with the continued emphasis on avoided hospital admissions and readmissions, these developments both support the Lightbulb vision and act as a further driver for change.

Demographic profiling

A demographic profiling exercise has been completed as part of the customer insight work to inform the development of Lightbulb. This considered factor such as:

- Population

- Age
- Caring responsibilities
- Ethnicity
- Income deprivation and poverty, including fuel poverty
- Household characteristics including analysis of tenure and property characteristics
- Urban/rural classification
- Health conditions and disability, including excess winter deaths
- Hoarding
- Usage of social care services

A full summary of this analysis is provided at Appendix 2 but key considerations include:

- Oadby and Wigston have the highest proportion of people aged 65+; the highest proportion of informal carers; and the highest proportion of people aged 65+ requiring help with self-care
- North West Leicestershire has the highest proportion of households without central heating; and also a high proportion of fuel poor households
- North West Leicestershire ranks highest in deprivation, has the largest proportion of people who are income deprived, the second highest of those aged over 60 who are income deprived - and also the highest proportion of those aged 65+ in rented council or social housing
- Oadby and Wigston ranks lowest on median income; highest on the proportion of those aged 60+ who are income deprived - but lowest on the % of those aged over 65 in rented council or social housing
- Charnwood has the highest rates of alcohol and drug dependency, and ranks second highest on the deprivation score
- Melton has the highest proportion of those aged 65+ living alone, and also a high proportion of those aged 65+ requiring help with domestic tasks
- Blaby and Charnwood ranked low for lone older households and lowest on levels requiring help with domestic tasks

5. The case for change

It is estimated that poor housing costs the NHS £1.4b per year¹. Furthermore, the average housing adaptation is £6,000 compared with an annual care home cost of £26,000².

¹ Building Research Establishment - The Cost of Poor Housing to the NHS 2015

The Building Research Establishment (BRE) estimate two million older people live in homes that fail to meet the Decent Homes Standard, with 1.3 million in a home with a serious hazard, resulting in high costs to the NHS, particularly due to cold related health problems and falls. The BRE also estimates that for older households (55 years or more) the cost of poor housing to the NHS (just for first year treatment costs) is £624 million³.

The strategic, financial and economic case for changes is set out in the Transformation Challenge Award bid and can be summarised as follows:

- The housing support offer is currently too complex, too bureaucratic and too narrow to effectively meet need
- The customer journey is currently complicated, involves too many hand offs and currently excludes many people who need support and advice
- There is scope to better target housing support services towards those that would benefit most from an early and effective housing intervention. Often these are the same people who provide the greatest savings to health and social care budgets
- Opportunities to maximise the contribution that housing can make to health and social care are being missed as a result of complexities in the current system
- There are opportunities to maximise the impact of housing support by targeting services towards specific groups, for example those at risk of falls
- A more integrated approach to housing support has the potential to benefit the health and social care economy in terms of avoided hospital admissions/readmissions, avoided or delayed care placements and delayed transfers of care
- Cost benefit analysis has quantified a potential saving to the health and social care of approximately £13m over a 10 year period as a result of transforming the housing support offer
- The 7 District Councils in Leicestershire and the County Council are committed to delivering change and, within this process, have a strong track record of collaborative, partnership working to build on
- The Housing Offer to Health and subsequent Unified Prevention Offer work has ensured that housing priorities are firmly aligned to both Better Care Fund priorities and the Adult Social Care Strategy; providing a strong building block from which to move forward

² Age UK - Housing in Later Life 2014

³ Building Research Establishment – Homes and Ageing in England - 2015

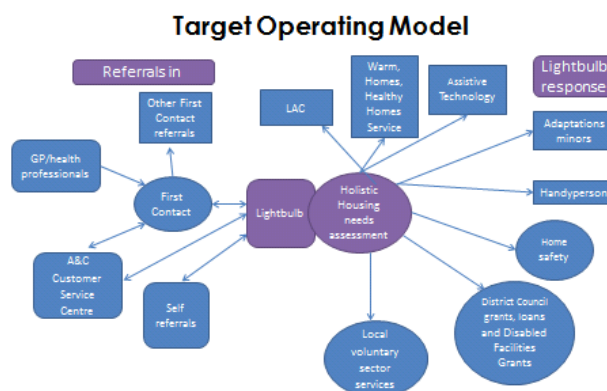
- The integration of housing support services also provides potential opportunities for savings in terms of service delivery costs through simplified and improved contact points, smarter referral routes, a case management offer, smarter procurement and reduced management costs
- Leicestershire’s aging population is likely to place increasing pressure on health and social care services. A more integrated, targeted and efficient housing support offer can contribute to demand management strategies by making the most of cost effective, preventative solutions such as home adaptations (avoiding more costly alternatives such as residential care)

Data gathered to support the 2016 Better Care Fund Plan Refresh shows that, from April 2015 to December 2015, 44% of all emergency admissions at University Hospital Leicester (UHL) for Leicestershire residents have been for patients aged 70 and over. For those aged 70 and over, length of stay tends to be longer, and admissions for this age group account for 60% of the bed days, and 56% of the health service costs.

This analysis also shows the profile healthcare costs of Leicestershire’s population with long term conditions in the over 70 age group. This shows that most of the costs (63%) for emergency admissions to UHL for those aged 70 and over are for patients with between two and four long-term conditions. This amounts to over £13.5 million of costs for April - December 2015. In Leicestershire in 2015, almost 62,000 (46% adults aged 65 or over were predicted to have at least one limiting long-term illness (JSNA 2015).

6. A target operating model for Lightbulb

Building on the these strategic drivers and the case for change we have developed a target operating model for Lightbulb as outlined below:



This is underpinned by a set of strategic design principles::

- **Improving outcomes** for customers by:











- providing a single point of access to a range of housing support solutions; solutions that are led and informed by customers
- minimising the number of different professionals customer need to tell their story to
- supporting and enabling people to remain independent in their home for longer
- Joining up work across local authorities and other partners to **provide services in the most effective way** by:
 - providing a single process for the delivery of DFGs
 - being the delivery vehicle for other related commissioning activity among partners
 - transforming existing processes and structures
- **Supporting the 'left shift'** away from mainstream health and social care services by
 - targeted and early identification of people who could benefit from housing support
 - looking at and responding to a persons housing support needs in a holistic way
 - aligning with other prevention services as part of the unified prevention offer
- Being **responsive to local needs** and circumstances by:
 - delivering services in a locality setting
 - complimenting and utilising the strengths of existing local services and organisations









7. Building on and testing the target operating model







A number of pilots have been established during 2015/16 to test out elements of the target operating model. These projects have largely built on presenting opportunities and will be supplemented by ongoing customer insight and specific modelling work. Appendix 3 details the scope, objectives and progress to date of each pilot.

The evidence to date

The pilots have been supported by a robust performance framework that aims to demonstrate how Lightbulb can be developed to deliver the shared vision and ambition. The table below sets out evidence gathered to date from the pilots and how it contributes to the three objectives set out in the Lightbulb vision:

Performance framework theme	Link to Lightbulb objectives
Integrated DFG processes	
<ul style="list-style-type: none"> • District Council DFG completion times measured as part of Pilot 1 have reduced against baseline data both for the Districts covered by the pilot and against the average performance of all districts • At the same time as improving DFG delivery times, District Council staffing resources supporting the delivery of the service through Pilot 1 have reduced by 0.4 fte compared to those in place for the baseline data • DFG delivery times have remained the same for Blaby despite an increase in DFG's of 34% from the added applications from North West Leicestershire which were combined to form the Lightbulb service in July 2015 to March 2016. This has been achieved through streamlining of processes partly enabled by a co-located team of Technical Officers and Occupational Therapists. This has enabled quicker access to joint visits, open discussions around types of adaptations required and reduced and speedier handoffs between professionals. • As such, the costs of delivery of DFG's have reduced significantly. The cost per unit of delivery of each DFG has fallen by around 17%. If this was to be replicated across Leicestershire this has the scope to save in excess of £65,000, per year, to the cost of DFG delivery based on costs provided by 5 districts for 2015/16. • The DFG delivery time for North West Leicestershire has reduced by 12 weeks when compared to 2014/15 baseline data. In the previous financial year NWLDC delivery time was 36 weeks. In Lightbulb this is now 24 weeks. • Lightbulb is looking at improving the customer experience across the whole system. As such the end to end times for delivery of services have been measured from initial enquiry through to completion of a DFG. The delivery time has been reduced from a baseline of 270 days in 2014/15 to 243 days in 2015/16. A reduction of 27 days per average across all DFG types. We plan to do further work to reduce this including look at the referral times from the Adult Social Care Customer Service Centre. Working to receive these referrals more directly could significantly reduce the end to end times. • Breaking down delivery times further, the programme is looking to streamline the services of OT's within the DFG delivery system to ensure expertise is used in the right place at the right time. A baseline has been developed measuring time from OT assessment to SS127 (referral to the District Council) from April 2015 to July 2015 for comparison. Prior to Lightbulb the average time taken from referral to OT assessment to SS127 was 59 days. This has been reduced for cases in Lightbulb (July 15 to March 16) to 40 days on average across all case types. Furthermore, the largest decrease has been in the time taken on category B DFG's with a 	        

<p>decrease of 24 weeks on average, from OT assessment to SS127 (68 weeks to 44 weeks). This is likely to be the impact of joint visits, reduced handoffs between OT's and Tech officers and an increase in direct communications.</p> <ul style="list-style-type: none"> • Delivery times from OT assessment to SS127 for Category A DFG's (equipment, e.g. stair-lifts, through-floor lifts, wash dry toilets), has also decreased from 46 days to 31 days. As well as the co-location of the teams, this has likely to be decreased by the streamlining of processes which has reduced the need for OTs working within Lightbulb to refer simple cases such as these to a senior OT for approval and sign off. • Time reductions have also been recorded from SS127 to approval of the DFG. Again, we have attributed this to a reduction in process and the co-location of the team. On average, times have reduced across all categories by 14 days, with Category A delivery reducing by 10 days and Cat B reducing by 7. Incidentally the delivery time from DFG approval to completion of work has not changed over this time. This period of delivery is largely governed by the construction and building times and the availability of contractors. • Despite the encouraging reductions in delivery times, we recognise that there is still work to do to reduce these further. For customers there is still an average wait of around 8 months from an initial enquiry to completion of a case. It is hoped that the encouraging start shown so far measuring the impact of the changes made, partners will be confident in working with us to further speed up the delivery of adaptations. 	   
<p>Targeted preventative approach</p>	
<ul style="list-style-type: none"> • We have introduced Housing Support Co-ordinators (HSCs). As they look at earlier intervention that is more appropriate to meet the needs of customers at an earlier stage in intervention, we have recognised a fall in the amount of category B DFG's (building works up to £10k, e.g. Level access showers, ramps, hard standing) that have been completed. We will monitor this further, but initial findings are that Lightbulb has completed 11 fewer category B's than in the previous year (including projection of completions from April – mid July 2015). This may be because HSCs can now offer alternative, customer led options as opposed to standard adaptation works. As an example, each level access shower is on average £6000 which represents a saving of approx. £66,000 to this category for delivery. Category A DFG's have remained the same as the previous year. • If this was replicated across Leicestershire, a reduction of 13% of category B DFG's could represent a saving of £216,000 (based on numbers of category B completions for 2014/15). To show a true reflection of potential savings, further calculations to the cost of other options will be deducted when more data is available. • Since the start of 2016, the Housing Support Co-ordinators have worked with 13 patients with some form of housing need from GP surgeries. This 	  

<p>has been based on approximately 10 half day clinics held. It is worth noting that HSCs fill in first contact forms so the social benefit to patients gaining access to additional services is greater than just the number needing a housing intervention. It is too early to record whether there has been a reduction in appointments for the patients helped to access our service, but work is underway with the practice to scale up the targeting of patients with long term conditions and a system to record a reduction in demand for GP appointments.</p> <ul style="list-style-type: none"> In addition to First Contact, HSC's are working with other partners, so far receiving referrals from Private Sector Housing Teams, Social Workers, Technical officers, OTs, Clinical Care Co-ordinators / Integrated Care Co-ordinators and the Royal Voluntary Service and others. So far this has culminated in 83 referrals to the service, averaging 21 referrals per month across the pilot project areas. 	 
<p>Delivering the wider offer</p>	
<ul style="list-style-type: none"> In the cost benefit analysis (CBA) tool submitted with the TCA bid, Lightbulb projected that it was looking to reduce the amount of over 65's in non-decent housing. This would include cold homes and interventions to reduce falling. The Housing Support Co-ordinators have so far helped 17 customers since December 2015 with interventions to reduce the likelihood of falls. This has the potential to reduce admittance to hospital. The unit fiscal benefit in the CBA tool was recorded to be £1,713 per reduction in falling leading to an admission. From the 17 interventions so far this has the potential to have saved the NHS around £30,000. Data such as this will be ratified using the PI tool which will help to show the reduction in acute care interventions by customers that have been supported by the Housing Support Co-ordinators. The use of First Contact as a front door is integral to the Unified Prevention Offer. Housing Support Co-ordinators have received 38 referrals so far from First Contact and have filled out 8 referral forms where this has not been the referral source; in effect using it as an onward referral strategy to ensure other customer needs are met. 	  

8. A redesigned model of practical housing support; the Lightbulb offer

We have continued to work with partners through the Lightbulb programme governance structures to develop the target operating model into a clear operational model for Lightbulb and the Lightbulb offer as set out below:

Who?

Lightbulb will work with people:

- Who may be vulnerable for a range of reasons, for example, age, disability, lack of life skills or risk of abuse or neglect and;
- Who are in need of practical housing support, regardless of tenure

What?

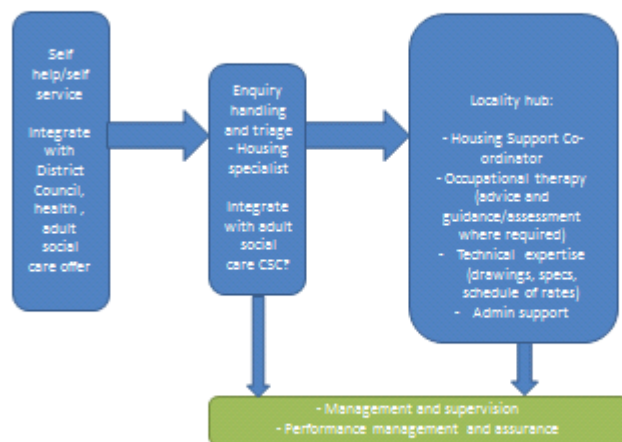
Practical housing support will include a range of issues such as:

- Keeping the home warm in a way that is affordable
- Home security to give people peace of mind and minimise risk
- Avoiding trips and falls in the home
- Aids adaptations and equipment to support people to be independent in the home
- Assistive technology to help manage risk, support independence and provide peace of mind to carers
- Major adaptations to the home; enabling people to stay in their own home rather than having to move
- Small handyperson jobs around the home
- Advice and support to choose the right housing option
- Getting out and about in the local community
- Information and signposting to other services; in particular providing a read across to other services that form part of the BCF Unified Prevention Offer such as Local Area Co-ordination

How?

At the centre of the outline Lightbulb service model is a holistic housing needs assessment (the *Housing MOT*) covering the key issues listed above. Lightbulb will act as a central point for practical housing support, taking referrals sourcing, signposting and helping to arrange a variety of solutions in response to the Housing MOT. These could be provided by local organisations, District or County Council or directly provided through Lightbulb itself.

An operational process design diagram outlining how Lightbulb will be delivered is included at Appendix 4. The process design diagram both builds on and incorporates the strategic design principles and target operating model outlined above. A proposed delivery structure is presented below:



Enquiry, triage and locality hub model

Key features of the Lightbulb offer include:

A targeted, proactive approach

Working through First Contact Plus and as part of the unified prevention offer, the service will actively seek referrals through GP practices, community health teams, integrated care teams and linking with primary care risk stratification data.

The inclusion of the Hospital Housing Team within the overall scope of Lightbulb will ensure that, for patients that do enter acute services, housing issues are identified and addressed at the earliest possible opportunity, preventing delayed discharge of care.

Evidence from the pilots to date, although limited, suggests this approach is able to identify individuals at risk of escalating into main stream services, with potential to deliver a return on investment through prevention.

A focus on prevention

This will see referrals coming through a centralised housing specialist triage role with the aim of:

- Promoting self help and the self serve offer
- Providing housing based advice, information and guidance
- Dealing with straightforward cases eg by making referrals into other services where this resolves the presenting issue

- Determining cases to move to the locality hub stage (for a Housing MOT)

A Task and Finish Group have considered how best to deliver the preventative element, including the option of siting this resource within the existing First Contact plus and the Customer Service Centre. Resource will be located in both service areas as part of an integrated enquiry and triage approach.

Customer focussed assessment and solutions



Locality based Housing Support Co-ordinators will receive cases from the triage point and complete the Housing MOT needs assessment through a soft handoff. Staff will be skilled in person centred approaches; seeking solutions informed by the individual rather than standard or historic practice.

The HSC role will act as the primary point of contact for individuals through a case management approach, engaging specialist input where required and ensuring service solutions are co-ordinated and meeting need.

Customer insight work will continue to develop the Housing MOT to reflect and support this customer focussed approach.

An integrated and co-ordinated service offer



The Lightbulb offer will include:

- Services that can be delivered directly by the Lightbulb team, as core services:
 - Preventative information and advice
 - Affordable warmth
 - Minor adaptations and equipment
 - DFG processes
 - Housing choices
 - Home safety check (falls prevention)
 - Fire safety and security
- Services that can form part of the Lightbulb service offer through direct commissioning arrangements:
 - Handyperson
- Services that are delivered outside of Lightbulb but can be utilised through referral as part of the casework/co-ordinator approach:
 - Local housing grants and loan schemes
 - VCS housing support services
 - Assistive technology

Central to the delivery model, Housing Support Co-ordinators will be skilled to deliver core services and utilise commissioned or referred into services as part of a

caseworker/co-ordinator approach. They will work alongside other specialists in the locality hub where expert advice or guidance is required.

A locality approach



This will see locality based Lightbulb teams delivering the housing support offer, ensuring Lightbulb is able to respond to local needs and conditions and capitalise on existing local networks and services. The Housing Support Co-ordinator role will be at the centre of the locality hub, with access to other specialist roles including occupational therapy and technical support for the DFG process.

Lightbulb pilots are already utilising the Housing Support Co-ordinator role as a 'trusted assessor' and this is working well as part of a more holistic and customer focussed approach. Further work will explore roles and responsibilities within the locality hub in more detail with a view to gaining the maximum benefit from specialist roles and using demand data to inform potential staffing levels within the new delivery model. There will be flexibilities between locality hubs (the potential to move staff between localities at critical points for example) in order to build resilience into the model.

Aspects that could deliver efficiencies through centralised delivery will also be identified, for example the potential to have management arrangements that cover more than one hub.

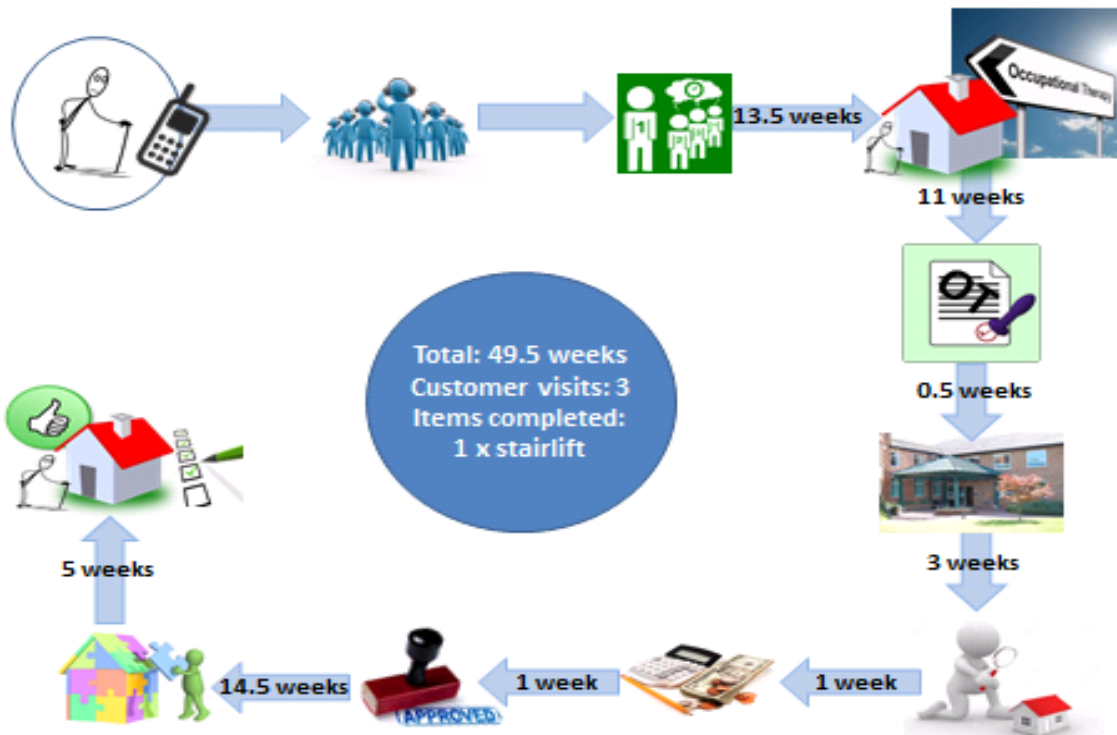
To support this model, further work will also be undertaken to develop a single DFG process, drawing on good practice nationally and locally, that each locality hub would follow.

The need to retain local accountability within a redesigned service model is recognised and options for delivery of the locality hub services will be explored in more detail in preparation for implementation. This might include integrating Lightbulb locality teams into existing District Council arrangements supported by a partnership SLA, hosting arrangements or externalised provision.

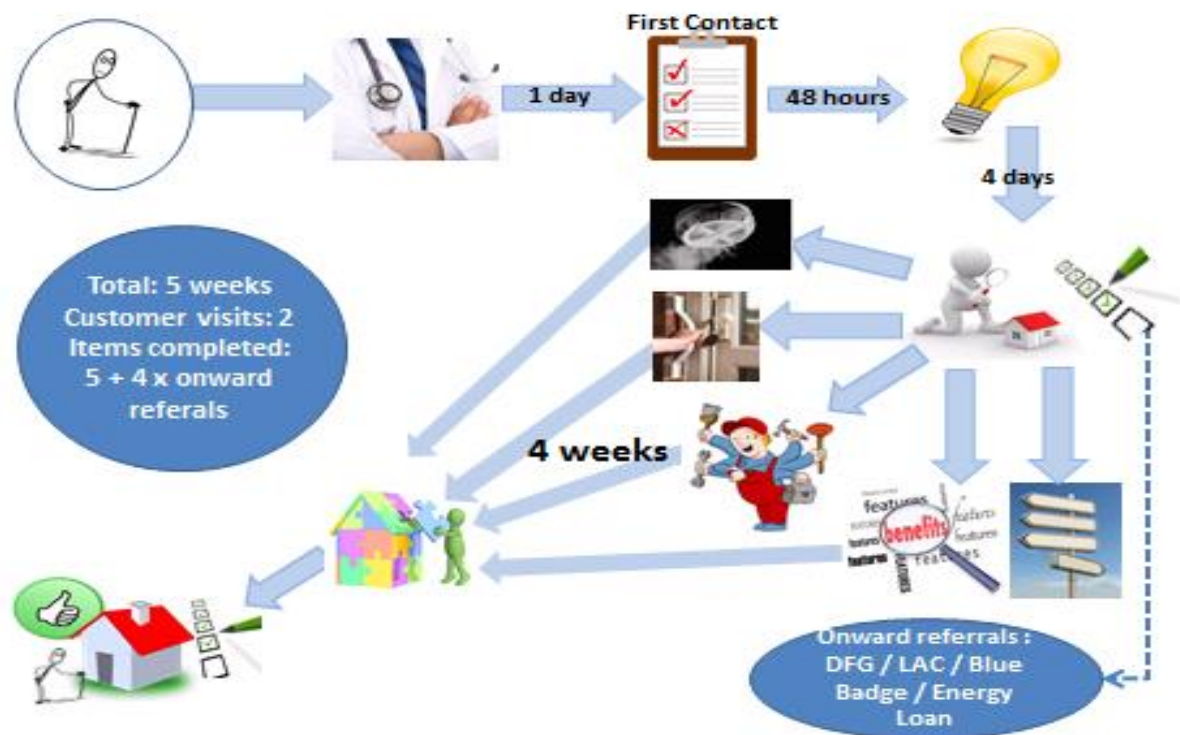
In any event, the development of a performance framework for the Programme will incorporate as a key feature, the requirement to collect and report information (including financial information) at District Council level.

The customer journey

Actual customer journeys have been mapped to show the current processes and delivery times for DFG's against the delivery and timescales for the work of the Housing support co-ordinators. The DFG delivery shows the process from customer call through to OT visit and sign-off to Technician and delivery of works then through to completion. It shows that this is a lengthy process that is designed to deal with one element of householders' needs.



The offer that HSC's deliver is detailed below and shows the differing referral route that is more prevention targeted and the wider range of services that can be organised and delivered in a quicker and more efficient way. It is important to note that a DFG may also be required but this becomes only one option from a range of interventions.



9. Implementing the Lightbulb offer; next steps and actions

While we now have a clearly defined operational model and service offer for Lightbulb, it is recognised there is still work to do to prepare for and implement this across Leicestershire. This section sets out a number of key activities we will be working on over the coming months to:

- better understand demand for a Lightbulb service
- align existing commissioning activity and service delivery
- prepare for implementation within partner organisations
- take the Lightbulb offer forward and realise its full potential

Understanding demand

To build a successful service for the future we are incorporating current and projected demand into the design of the service. This looks at what we already know about services and levels of demand that could form part of Lightbulb in the future. Knowledge about future customer contacts and their predicted needs is crucial to building a service with sufficient resources to deliver an efficient and effective preventative offer.

Work with partners and through our Customer Insight workstream has provided a solid foundation for understanding demand. We will continue to build on this as we move towards wider implementation.

DFG activity across the County is recorded and reported systematically, including numbers, types and times taken. 2014-15 activity is set out in the table below, by District Council area:

	Total DFG activity	Lifts	Level access shower/WC	>£10k	Child cases
Blaby	93	26	54	6	7
Charnwood	132	36	71	12	13
Harborough	66	11	44	6	5
Melton	25	3	17	2	3
Hinckley and Bosworth	78	27	39	6	6
North West Leicestershire	38	6	28	3	1
Oadby and Wigston	41	14	22	4	1

It is estimated that approximately 2000-2500 cases pa are currently dealt with through the Adult Social Care Customer Service Centre and referred to the Community Assessment Team that are capable of being case managed by trusted assessors, with oversight and guidance from an Occupational Therapy (OT) role. These are defined as typically older people with low level, age related conditions.

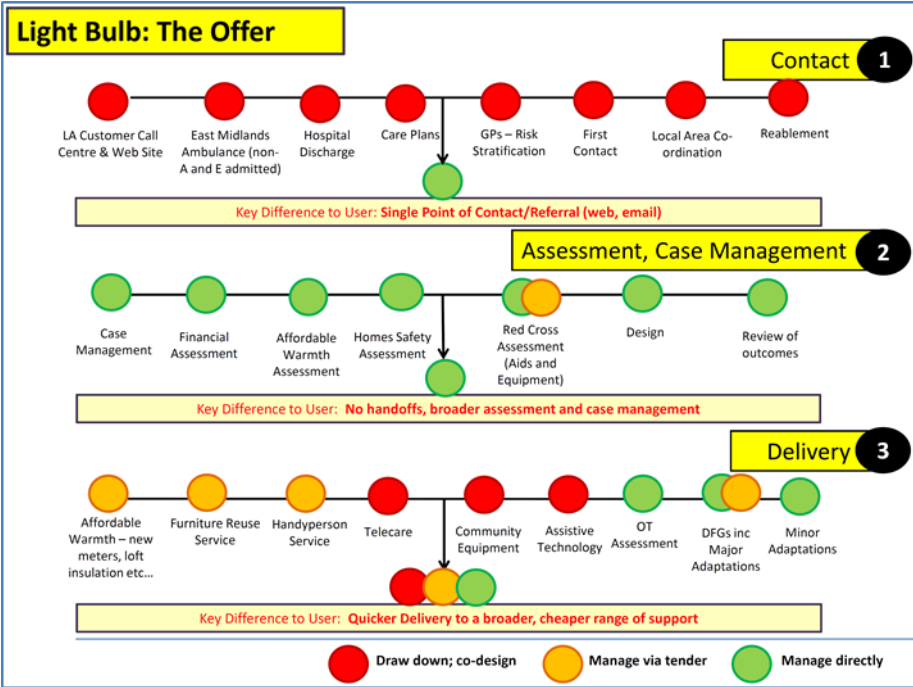
In addition to this, a study looking at OT workload over the month of September 2015 showed that approximately a third of cases, by outcome, could have been dealt with by a trusted assessor.

Typically the Hospital Housing Enablers make contact with between 30 and 40 patients per month in the Leicester Royal Infirmary and Glenfield Hospital sites. Numbers within the Bradgate Unit are smaller but case management is more intensive.

Understanding aligned commissioning and service delivery

The service redesign and integration work required to deliver Lightbulb’s vision will impact on a range of partners, including within its scope alignment with services directly provided or commissioned by local authorities and links into services provided by the voluntary and community sector.

The TCA funding bid identified potential commissioning and delivery arrangements for the Lightbulb offer:



This has been further refined as the offer has developed and as outlined on p20. The table below maps out existing services and commissioning arrangements that are aligned to the Lightbulb offer:

Service area	Funding source	Delivery arrangements
DFG funding	BCF	DFG funding is allocated to District Councils to meet their statutory duty
District Council DFG ‘top up’ funding	District Councils	Top up funding is a local District Council decision. The amount of top up funding varies across each Council
DFG service delivery costs (technical and grant)	District Councils	Delivery costs vary across each District Council. 5 District Councils deliver DFGs in house and

officer resource)		delivery is outsourced in two areas, with existing contracts ending on 31 st March 2017
DFG service delivery costs (OT resource)	LCC Adults and Communities	OT resource for housing related issues (including DFGs) is provide as part of the wider LCC in house OT service
Minor adaptations service	LCC Adults and Communities	LCC in house service
Hospital Housing Team	BCF	BCF funding secured until 31 st March 2019. Directly delivered, in house service, hosted by Blaby DC
Warm Homes, Healthy Homes	LCC Public Health	Commissioned service with the existing contract ending on 31 st March 2017
Home Improvement Agency	LCC Adults and Communities	Commissioned service with the existing contract ending on 31 st March 2017
Hospital to Home	LCC Adults and Communities/BCF	Commissioned service with the existing contract ending on 31 st March 2017
Hospital discharge handyperson	CCGs	Commissioned service with the existing contract ending October 2016
Lightbulb handyperson	TCA funding	Delivered as part of wider LCC Technician service. Funded until 31 st March 2017 to support Lightbulb pilot projects
Community Assessment (adaptations)	LCC Adults and Communities	Commissioned service with the existing contract ending on 31 st March 2017

The delivery of Disabled Facilities Grant (DFG) has always been a central component of the Lightbulb vision. Better Care Fund DFG funding is set out below, including information about local top up per District to provide an overall picture of available spend for DFG in Leicestershire in 2016/17:

District Council area	Better Care Fund DFG element	District DFG allocation ('top up')	Total DFG funding
Blaby	£256,068	£200,000	
Charnwood	£		
Harborough	£199,085		
Hinckley and Bosworth	£250,493		
Melton	£133,306		
North West Leicestershire	£298,046	£135,380	
Oadby and Wigston	£		
Countywide BCF funded DFG activity			
Leicestershire total	£3,067,448		

(this table is awaiting information)

Work will continue through the Lightbulb partnership to explore opportunities to align these services and associated funding, as the Lightbulb offer moves towards implementation.

Work will continue to further build the full picture for future and potential demand for Lightbulb services to support implementation of the new model. This will include Customer Service Centre call types and failure demand, Minor adaptations types and frequency of use, Handyperson services within the community and linked to Hospital discharge and affordable warmth activity demand. Also we will be drawing on good

practice models from other areas that will show the added demand for services based on more flexible models.

Preparing for implementation

The Lightbulb Programme Plan (Appendix 5) sets out future activity for 2016/17, including key milestones and success criteria. This work will be led by the Programme team but will require engagement and commitment from all partners. Specific actions and activity required from partners at this stage is outlined below:

- Agree the Pre Business Case and direction of travel it sets out
- Consider how the changes required might impact on your organisation and what might be required locally to support this service transformation, both in the medium and longer term, for example, reviewing job roles and responsibilities, commissioning activity
- Continue to contribute to the Tasks and Finish Groups and further work to develop and deliver a new service model for housing support services
- Develop a communications plan and/or other arrangements for your organisation that ensures key individuals (including elected Members) are kept fully informed and engaged in the Programme as it moves forward
- Identify any commissioning activity by your organisation for housing support services and agree with the Programme Board how this could be aligned to Lightbulb
- Assist with the development of the full Business Case by providing relevant baseline information, for example in respect of current delivery costs or performance
- Make any asks of the Lightbulb team which will help support this transformation

These will form the basis of the first Lightbulb Service Level Agreement (SLA), covering the 2016/17. The Lightbulb Programme Board has identified a working group to scope and progress this SLA in the first instance.




Progress against the Programme Plan will be reported through the Lightbulb governance structure outlined in Section 11 below.

An incremental approach

The TCA bid and work to date has recognised the significant scale of transformation required and commitment from partners that will be needed to support this. As part of the Task and Finish Group work, consideration will be given to the scale and pace of change and options for a phased or incremental approach. This will enable the Programme Board to make informed decisions that are sensitive to the needs and requirements of all partners.

10. Measuring success; evaluation and performance monitoring

A performance framework has already been developed to support the Lightbulb pilots. These performance measures will develop and strengthen as the pilot projects develop and will both help inform our service redesign work and provide quantitative and qualitative evidence to capture and evaluate the benefits of service redesign. The performance framework is broken down into a number of elements as outlined below:

Performance measure	Link to LB objectives
<p>An agreed performance dashboard captures key areas of high level performance including:</p> <ul style="list-style-type: none"> • DFG completion times, including a breakdown of different stages, against benchmark information • DFG completion types • Volume and variety of housing support interventions • Handyperson activity • Referral and contact information 	
<p>Lightbulb will make use of the <i>PI Care and Health Trak</i> tool to demonstrate impact and outcomes to the healthcare system. It is anticipated the tool will be able to support analysis of:</p> <ul style="list-style-type: none"> • Whether Lightbulb housing support interventions result in fewer hospital admissions or readmissions (and, as the tool develops, this will be extended to GP appointments) • Patient pathways prior to a Lightbulb intervention to determine the potential for earlier intervention • Outcomes for Lightbulb customers against a matched cohort who did not have access to Lightbulb interventions <p>Qualitative information will be collected through the use of:</p> <ul style="list-style-type: none"> • Individual case studies to illustrate the kind of activities, support and outcomes the service delivers • Self assessment/distance travelled measures to capture progress made in the eyes of the individual 	 

These pilot performance measures are monitored through the Lightbulb governance structure and will form a robust basis from which to develop an overarching performance framework for the Lightbulb model going forward.

Appendix 6 presents the performance dashboard as at March 2016 and case studies from the pilot projects are presented at Appendix 7.

In addition, we will be considering external evaluation to validate this ongoing performance monitoring.

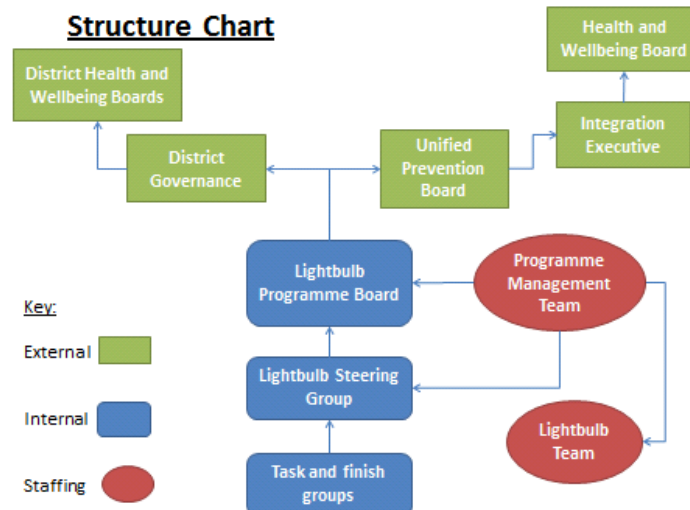
11. Programme governance

In order to provide the assurance required from partners to oversee the transformation required from Lightbulb, a programme management approach is in place.

The programme is supported by a dedicated Programme Board comprising senior level representation from the seven District Councils, the County Council's Adult Social Care and Public Health services and the Director of Health and Social Care Integration.

A Steering Group supports the Programme Board and has responsibility for the development and delivery of the programme plan, and programme risks.

The programme governance structure also ensures a formal link into the countywide Unified Prevention Board which, in turn reports through the Integration Executive to the Leicestershire Health and Wellbeing Board and to District Council decision making and governance.



12. Engagement and customer insight

The Lightbulb programme has undertaken initial customer insight work to support the development of a new service model for Lightbulb. This included information gathering about:

- Current and potential service users and their needs and preferences
- Experience of existing housing support services
- The barriers and motivations that Lightbulb will need to address in order to extend the reach of housing support services
- The most important outcomes for residents, carers and communities

Key findings from this insight work, together with actions to address them are outlined below:

Customer insight project report key findings and recommendations	What will we do now?
Each locality is different therefore a locally tailored service to meet local needs is key for Lightbulb rather than a one size fits all approach	<ul style="list-style-type: none"> a) Use existing demographic and needs information to inform the development of Lightbulb b) Carry out additional locality based customer engagement to identify particular needs, strengths and gaps
<p>In order to overcome barriers with accessing existing services, Lightbulb should:</p> <ul style="list-style-type: none"> • Consider varied and non traditional routes into Lightbulb services eg through GPs, pharmacists, community groups, and carers support groups • Have staff with key skills including empathy and a positive, reassuring approach in order to engage customers effectively • Focus on developing and/or strengthening links between healthcare, personal care, housing support and the voluntary sector as people do not see these issues in isolation 	<ul style="list-style-type: none"> a) Look for opportunities to engage further with community groups, carers support groups etc as Lightbulb develops b) Some testing of non traditional routes is being undertaken as part of the Lightbulb pilots (eg working with GP practices) and these will be evaluated to inform the future shape of Lightbulb c) Develop a key skill set for staff to inform recruitment, induction and training for Lightbulb staff
Lightbulb should develop strong links with existing service providers to ensure it doesn't duplicate what is already being done well	<ul style="list-style-type: none"> a) Continue to work with key partners, including service providers in localities through the Lightbulb pilot projects and as Lightbulb develops
Early housing options advice is important to help people understand the choices available and the cost implications to help financial planning for the future	<ul style="list-style-type: none"> a) Explore this further with customers to help determine the type of information and advice that would be useful and how best to incorporate this into the Lightbulb service
People want to be actively involved in services in their local area so opportunities for things like volunteering, time banks or buddying should be considered	<ul style="list-style-type: none"> a) Explore this further with customers and look for opportunities to build this into the Lightbulb service
Services that seem to be hard to find at the moment such as someone to carry out small household tasks and helping to identify risks around the home should be included in the Lightbulb offer	<ul style="list-style-type: none"> a) These services are being explored as part of the Lightbulb pilot projects in order to test out demand in more detail b) Carry out more engagement with customers to gather more information about what these services should look like and any other, similar gaps
Build on the engagement undertaken as part of the customer insight project, including specific work to gather the views of under represented groups to continue to inform the development of Lightbulb	<ul style="list-style-type: none"> a) Identify existing groups or forums Lightbulb could engage with to gather additional views and insight, particularly faith, culturally specific and disability groups b) Set up a Customer Reference Group to act as an ongoing engagement mechanism for Lightbulb, including the specific issues arising from this action plan
Charging is not always a barrier to people taking up services but, if services (eg handy person service) are chargeable there needs to be a simple, fair and transparent approach	<ul style="list-style-type: none"> a) Ensure the views of customers are included when developing any charging arrangements

Work will continue to ensure that customer engagement forms an ongoing part of the development of Lightbulb.

13. Recommendations

It is recommended that partners:

1. Re-affirm their commitment to the Lightbulb vision and participation in the Programme, including recognition of the scale and scope of change required
2. Undertake to work within their own organisation to prepare the way for the implementation of Lightbulb as outlined in Section 9 above, through the development of a Lightbulb Service Level Agreement
3. Support and engage in the activities outlined in the Programme Plan for 2016/17 as appropriate in order to progress the Programme

Appendix 1 – Lightbulb Transformation Challenge Award Bid

This is a large document that can be made available separately

Appendix 2 -Demographic profiling information

This is a large document that can be made available separately

Appendix 3 – Lightbulb Pilots

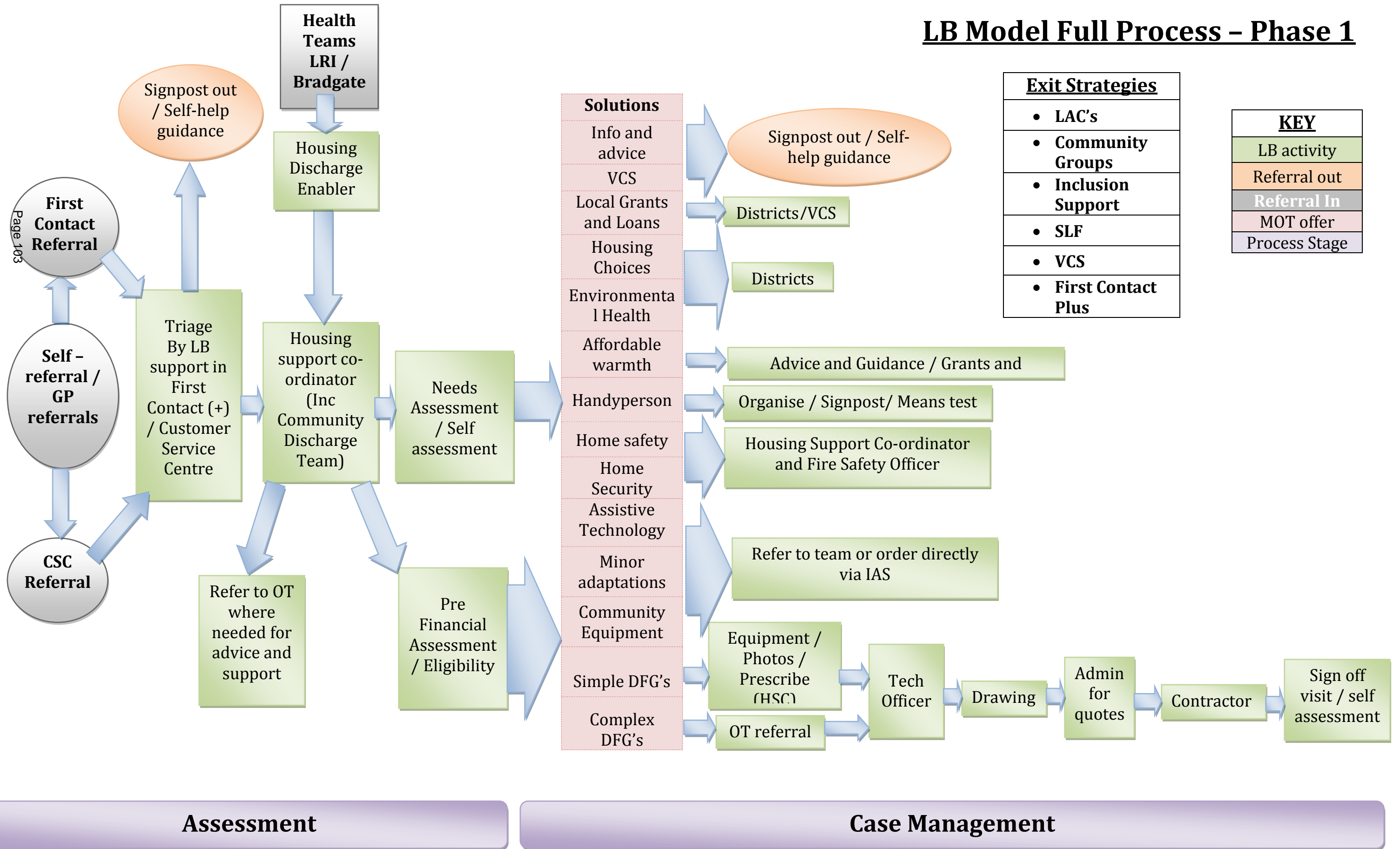
Overview	Objectives	Outcomes
Pilot 1 (Blaby and North West Leicestershire)		
<p>This pilot is focusing on adaptations processes, exploring:</p> <ul style="list-style-type: none"> Joining up processes currently delivered at County/district level Consolidating processes across districts Removing blockages, duplication and delay points Identifying opportunities to triage and target calls and enquiries by extending the offer Improving self help options through advice and information <p>Page 100 Linking with/utilising other solutions (handyperson, assistive technology, affordable warmth etc)</p> <ul style="list-style-type: none"> Exploring opportunities for smarter procurement 	<ul style="list-style-type: none"> Improve outcomes for customers (speedy, simple and personable services which can offer the right solution for the individual) Contribute to the prevention of hospital admissions/readmission and support timely hospital discharge Contribute to the reduction or avoidance of admissions to residential or nursing care Achieve better value for money 	<ul style="list-style-type: none"> Anecdotal information from co-located team is positive Process improvements identified and are being tested out Handyperson scheme and Housing Support Co-ordinators (HSC) in place Support Co-ordinators now able to assess for minor adaptations and order Community Equipment to support the provision of a more holistic Lightbulb service Pilot arrangements to take referrals from CSC now agreed to commence with 2 cases per week to increase to 4 Support co-ordinators now working with individuals to identify housing needs holistically and source co-ordinated solutions Oadby & Wigston have agreed for three cases to be picked up by Lightbulb as a pilot Number of referrals at March 16 is 29, of which 3 from health HSC's to commence collection of qualitative performance data to show the difference the service has made Agreement signed for Blaby to continue to undertake DFG's on behalf of NWL for a further year to 31st March 2017
Pilot 2 (Hinckley and Bosworth)		
<p>This pilot aims to focus around a GP practice in the Hinckley area and will explore:</p> <ul style="list-style-type: none"> The development of a broader housing support officer informed by clinical input and customer insight Shaping a housing support offer that can respond to specific health related issues eg respiratory disease, risk of falls 	<ul style="list-style-type: none"> Contribute to the prevention of hospital admissions/readmission and support timely hospital discharge Contribute to a reduction in GP visits Improved outcomes for customers Better targeting of resources by linking the Lightbulb offer to specific health conditions 	<ul style="list-style-type: none"> Joint work with First Contact to agree the interface with Lightbulb completed and process in place to identify and make appropriate referrals from First Contact to Lightbulb Lightbulb Offer to Health drafted Links made with LAC to explore 'who does what' HSC running the drop in clinic at Barwell Surgery Need to look at a system for providing feedback to the GP's on referrals they have made

<ul style="list-style-type: none"> • Better targeting of housing support services (eg links to CCG risk stratification work) • Links with other prevention initiatives such as First Contact and Local Area Co-ordination • Links with wider CCG plans to reshape community health services in Hinckley 	<ul style="list-style-type: none"> • Contribute to an increased use of assistive technology as a preventative measure • Development of a comprehensive housing needs assessment to support the delivery of Lightbulb services • Improved links/integration with local VCS services 	<ul style="list-style-type: none"> • GP practice in South Wigston has agreed to become part of the pilot. • Process in place for capturing the NHS number to assist with performance collection and data sharing • Work to be undertaken to identify the links with Adult Social Care • Met with staff at Hinckley Community Hospital to look at identifying patients who could benefit from Lightbulb
Pilot 3 (Melton)		
<p>This pilot aims to demonstrate the cost benefits of remedying poor housing (as identified through the HHSRS) and will:</p> <ul style="list-style-type: none"> • identify 'poor' housing linked to NEA funding bid and Housing Health and Safety Rating System (HHSRS) • Identify caseload of homes for targeted actions • Utilise NEA/other resources to undertake remedial measures and eliminate hazards • Measure and project potential benefits to health and wider society using established methodology (BRE Housing Health Cost Calculator) 	<ul style="list-style-type: none"> • Reduction in overall cost to the NHS over time is modelled • 'payback' period of different remedial works is modelled • Reduction in costs to wider society over time is modelled 	<ul style="list-style-type: none"> • NEA/Lightbulb capital funding aligned to pilot proposal • Process being finalised (through Delivery Group) to support implementation of pilot • Possibility of evaluating benefits through LLR PI tool rather than BRE tool being explored • Two cases completed
Pilot 4 (Charnwood)		
<p>This pilot will take a similar shape as Pilot 2 but be linked to the Older Person's Unit in Loughborough. It aims to:</p> <ul style="list-style-type: none"> • Develop a housing support offer that can respond to specific health related issues, linked to key presenting issues as identified by OPU clinicians • Develop a referral mechanism from the OPU into Lightbulb and a holistic housing needs 	<ul style="list-style-type: none"> • Contribute to the prevention of hospital admissions/readmission and support timely hospital discharge • Contribute to a reduction in GP visits in the longer term • Improved outcomes for customers • Better targeting of resources by linking the Lightbulb offer to specific health 	<ul style="list-style-type: none"> • Local offer agreed, including input from VCS – proposal is to signpost to First Contact as part of discharge arrangements • Support Co-ordinator now based in Charnwood two days a week and taking referrals • OPU visit undertaken with positive response to pilot proposal • The joint presentation with First Contact to the Older Persons Unit took place on the 24th February, agreed to amend the posters to suit the audience.

<p>assessment</p> <ul style="list-style-type: none"> Use the Housing Support Co-ordinators to co-ordinate a range of solutions based on the housing needs assessment 	<p>conditions</p> <ul style="list-style-type: none"> Contribute to an increased use of assistive technology as a preventative measure Contribute to the reduction or avoidance of admissions to residential or nursing care 	<ul style="list-style-type: none"> HSC to link in with the Therapy team at the OPU Number of referrals to date 6, of which 4 are from Charnwood Borough Council, 1 from a social worker and 1 from the The Bridge. To consider widening the pilot to GP Practices as we may not receive enough referrals from the Older Persons Unit
<p>Pilot 5 (hospital discharge)</p>		
<p>This pilot follows similar processes to Pilots 2 and 4 but is linked to hospital discharge. It aims to:</p> <ul style="list-style-type: none"> Develop a pathway into the Lightbulb offer to support hospital discharges Use the Housing Support Co-ordinators to co-ordinate a range of solutions based on the housing needs assessment <p>Page 102</p>	<ul style="list-style-type: none"> Contribute to the prevention of hospital readmission and support timely hospital discharge Contribute to a reduction in GP visits in the longer term Improved outcomes for customers Better targeting of resources by linking the Lightbulb offer to specific health conditions Contribute to an increased use of assistive technology as a preventative measure Contribute to the reduction or avoidance of admissions to residential or nursing care 	<ul style="list-style-type: none"> Will initially link to Discharge Pathway 2 via the health commissioned handyperson scheme Meeting held with Papworth Trust (who operate the discharge handyperson scheme) to agree referral arrangements into Lightbulb Support Co-ordinators in place to take referrals Further opportunities to extend this pilot outside of the immediate link with handyperson scheme to be explored To align the housing enablers to housing support coordinators to ensure robust pathways are in place Recruitment completed for the six posts available across LRI, Glenfield and the Bradgate Unit. (1 Team Leader, 3 x housing enablers and 2 Housing related Support)

Appendix 4 – Operational Process Map

LB Model Full Process – Phase 1



Appendix 5 – Programme Plan 2016-17

Operational programme plan				Version:	
Updated					
	BRAG status	milestones/workstream	Milestones & Working Dates		accountable
			Start (week)	End (week)	Owner
LB1		Demand mapping completed to inform Business Case	Start (week)	End (week)	Owner
		Overall milestone	6	15	LC
		Demand mapping - ASC	6	14	LC
		Demand mapping - First Contact Plus	6	10	LC
		Demand mapping - targeted demand	9	13	LC
		Demand mapping - customer insight	9	10	TN
		Align Lightbulb model with demand mapping	10	15	LC
LB2		Performance data/evaluation in place to inform Business Case	Start (week)	End (week)	Owner
		Overall milestone	1	18	LC
		collate benchmark data based on current services (First Contact Plus, CSC, minor adaptations, OT referrals, Red Cross)	6	13	LC
		Establish reporting pathway for CareTrak	6	9	LC
		Collate and analyse dashboard information over 6 month period	1	13	LC
		consider options for external evaluation	14	18	LC
LB3		Countywide major adaptations process established as part of Lightbulb model	Start (week)	End (week)	Owner
		Overall milestone	9	16	LC
		review best practice	9	10	LC
		consider and evaluate design options	10	12	LC
		agree single process based on evaluation of options	12	13	LC
		establish implementation plan aligned to roll out of wider Lightbulb offer	14	16	LC
LB4		Implementation of assessment and triage redesign	Start (week)	End (week)	Owner
		Overall milestone	1	40	TN
		Agree principles of service redesign through T&F Group	1	8	LC
		agree operational implementation with ASC/First Contact Plus	9	12	TN
		appoint HSC (assessment/triage focus)	12	20	TN
		establish operational processes with CSC and First Contact Plus	12	18	TN
		establish processes for handling health referrals including targeted patients	12	18	TN
		establish overarching financial assessment tool	12	18	TN
		embed HSC role within CSC/First Contact Plus	21	30	TN
		develop monitoring framework to support the Business Case	12	18	LC
		align assessment and triage with wider Lightbulb model	22	40	TN
LB5		Customer insight work completed to inform Lightbulb model	Start (week)	End (week)	Owner
		Overall milestone	1	1	TN
		develop action plan from Customer Insight Project	1	1	TN
		<i>to be completed...</i>			
LB6		Locality model established	Start (week)	End (week)	Owner
		Overall milestone	1	52	TN
		agree principles of locality element of Lightbulb model through T&F Group	1	9	TN
		explore application of these principles within each locality	9	14	TN
		develop options and timetable for roll out in each locality with partners	9	18	TN
		develop implementation plan within each locality	18	28	TN
		develop workforce plan within each locality to support aligned to implementation	18	28	TN
		Implement workforce plan	29	52	TN
		Roll out of Lightbulb locality model in line with implementation plan	40	52	TN
LB7		Pilot projects - ongoing workstream	Start (week)	End (week)	Owner
		Overall milestone	1	52	TN
		establish data collection processes to ensure information from pilots is able to contribute to the Business Case (qualitative and quantitative)	1	9	LC
		action plan to support each pilot project, including development opportunities (HSC)	1	9	TN
		establish opportunities to incorporate pilots as part of locality modelling workstream	9	28	TN
		transition pilots into full implementation of Lightbulb	29	52	TN
			1	52	

Strategic programme plan			Version:		
Last updated					
BRAG status	Milestones/workstreams	Milestones & Working Dates			accountable
LB#	Pre Business Case signed off by Programme Board	Start (week)	End (week)	Owner	
	Overall milestone	2	8	TM	
	First draft for circulation to Project Sponsors	2	2	TM	
	Reviewed by project team	3	3	TM	
	final draft completed	4	5	TM	
	circulation to Programme Board	6	6	TM	
	Sign off by Programme Board at 25th May meeting	8	8	PB	
LB9	Business Case signed off by Programme Board	Start (week)	End (week)	Owner	
	Overall milestone	8	39	TM	
	collate Programme Board comments from Pre Business Case to inform development of	8	10	TM	
	review outcome of demand mapping workstream (LB1)	16	17	TM	
	review outcome of performance data and evaluation workstream (LB2)	18	19	TM	
	update service model using information from workstreams LB3,4,5,6	18	19	TM	
	review information from commissioning activity workshop (LB9)	17	18	TM	
	review outcome of workstream LB6	18	19	TM	
	First draft for circulation to Project Sponsors	19	19	TM	
	Reviewed by project team	19	20	TM	
	final draft completed	22	22	TM	
	circulation to Programme Board	22	22	TM	
	Feedback from Programme Board members	22	23	PB	
	Sign off by Programme Board at meeting w/c 12th Sept (including any agreed final amendments)	24	24	PB	
	Signed off/final version available	25	25	TM	
	Business Case agreed through partner governance structures	26	39	PB	
LB10	Commissioning activity is aligned with Lightbulb model	Start (week)	End (week)	Owner	
	Overall milestone	2	17	TM	
	identify aligned services and dependencies	2	5	TM	
	establish commissioning intentions with commissioning partners	6	10	TM	
	develop options for future service delivery aligned to Lightbulb model	10	13	TM	
	establish implementation plan to support preferred option(s)	14	17	TM	
LB11	Lightbulb SLA in place with partners	Start (week)	End (week)	Owner	
	Overall milestone	1	39	TM	
	establish SLA working group	1	1	TM	
	SLA working group agree key areas for SLA to focus on for 2016/17	6	6	TM	
	draft SLA developed by working group	7	10	TM	
	2016/17 draft SLA circulated to partners	11	12	TM	
	2016/17 SLA agreed by Programme Board at 28th July meeting	17	17	PB	
	SLA working group develop 'steady state' SLA for 2017/18 and beyond	10	22	TM	
	Steady State draft SLA circulated to partners	22	22	TM	
	Steady State SLA agreed by Programme Board (with Business Case)	24	24	TM	
	Steady State SLA signed off through partner governance structures (with Business Case)	26	39	TM	
LB12	ICT systems in place to support implementation of Lightbulb	Start (week)	End (week)	Owner	
	Overall milestone	1	39	TM	
	explore feasibility of IAS with LCC	1	25	TM	
	establish ICT solutions to support pilot projects	1	4	TN	
	evaluate pilot ICT solutions	14	17	TN	
	explore ICT solutions as part of locality modelling (LB6)	9	28	TN	
	establish ICT options to support implementation based on above work	25	39	TM	
LB13	Communications - ongoing workstream	Start (week)	End (week)	Owner	
	Overall milestone	10	52	TM	
	review communications plan for the programme	10	15	TM	
	updated communications plan agreed by Programme Board at 28th July meeting	17	17	PB	
	implement communications plan	18	52	TM	

B BRAG Status: Indicates Work is Complete

G BRAG Status: Indicates Work is Progressing to Plan

A BRAG Status: Indicates Work is Delayed/at Risk of Delay; effective mitigation in place

R BRAG Status: Indicates Work is Delayed / at Risk of Delay with no mitigation

Appendix 6 – Performance Dashboard March 2016

LightBulb Data: July 2015 to March 2016

Chart 1: Average DFG Completion Times YTD (All DFGs) by No of Weeks

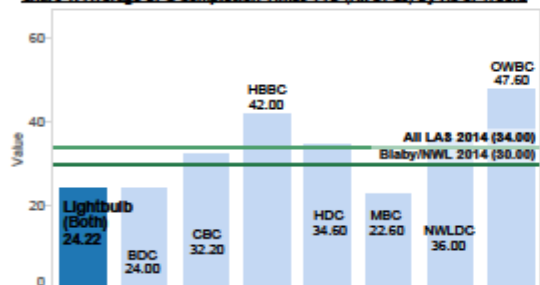
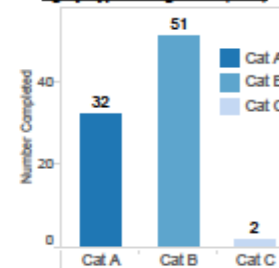


Chart 2: Number of Category Types Completed by District



Chart 3: No of DFGs Completed by Category Type for Lightbulb (Both)



Cat A: Equipment, e.g. Stairlifts, Throughfloor lifts, Wash dry toilets
Cat B: Building works up to £10k, e.g. Level access showers, Ramps, Hard Standings
Cat C: Complex building works £10k+, e.g. Extensions

Chart 4: End to End Times - Average Number of Days YOY

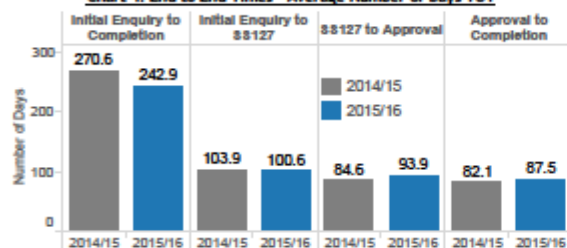


Chart 5: Types of Interventions Completed

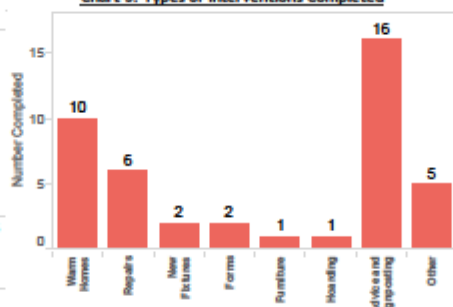


Chart 6: Handyperson Completions by Type (YTD)

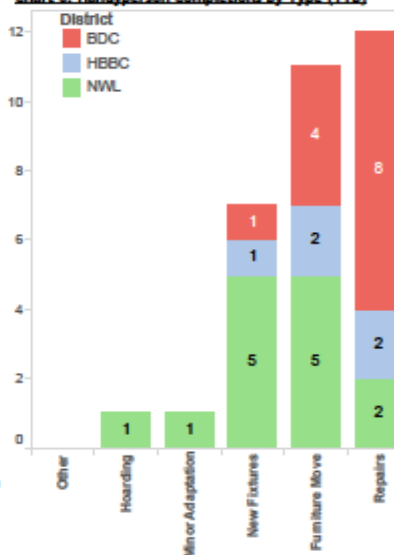


Chart 7: Handyperson Completion Time (Days)

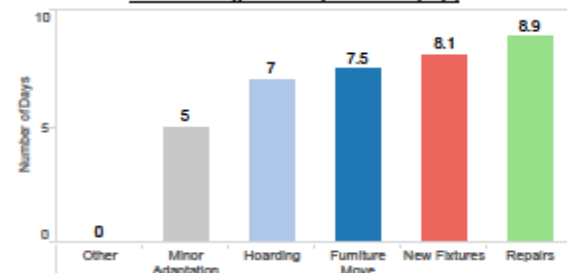
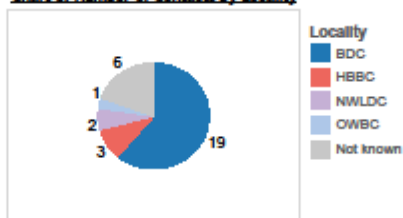


Chart 8: Number of Contacts by Locality



Appendix 7 – Case Studies

Case study 1

The Lightbulb Housing Support Coordinator (HSC) met Mr C on 29/1/16 while she was based at the Barwell surgery promoting the Lightbulb Service. Mr C had seen the posters displayed and approached the HSC requesting some help as he felt his wife would benefit from having some grab rails to help her at home. Mr C had not been in touch with any services previously and both Mr and Mrs C have long term health conditions.

The Housing Support Co-ordinator visited the home on 02/02/2016 to complete the Housing MOT checklist. From the initial visit, multiple interventions were identified and co-ordinated such as;

- A home safety check and advice
- Minor adaptations (grab rails) to the home to reduce the risk of falls and enable Mrs C to move around the home more independently and safely
- Handyperson services to complete small jobs around the home, including repairs to the shower
- Maximising income
- Advice & signposting to local community groups to enable Mr and Mrs C to be part of the community
- Smoke alarm check

On final visit to check works completed, further referrals were made;

- Energy loan for replacement windows
- Blue Badge application

In total Lightbulb was able to co-ordinate all the assistance Mr and Mrs C required within 4 weeks of initial contact.

Case study 2

Mrs V (80 years old) made contact with the Housing Support Co-ordinator at the Barwell Surgery. She lives with her husband in their own home but was struggling to get around due to limited mobility. She has had several falls and suffers from other long term medical conditions.

Mr and Mrs V have been 'managing' around their home but have not sought help or advice previously other than for medical conditions. The Housing Support Co-ordinator visited Mr and Mrs V and completed the Housing MOT. From this visit, which included a home safety check, a number of interventions were identified and co-ordinated:

- Assistive technology pager system to enable her husband to be alerted in the event of a fall (Mrs V did not want a Lifeline pendant as she felt this would make her feel less independent so the pager option was a more customer focussed solution)
- Motivational Support to loose weight (Mrs V has diabetes and was interested in receiving help to improve her lifestyle and loose weight in order to better manage this condition)
- A referral into Deaf and Hard of Hearing Services (Mrs V is hard of hearing but doesn't always wear her hearing aids and would welcome advice about how to better manage her hearing loss)
- Support with income maximisation; Attendance Allowance and Carers Allowance
- Smoke alarms
- Window locks to enable Mr and Mrs V to feel safer in their home (they have been victims of burglary twice in the past)
- Warm homes advice and support to help with Mrs Vs respiratory problems
- Minor adaptations; grab rails and half steps to ensure Mrs V is able to move safely around her home and minimise the risk of further falls

These low level preventative measures will support Mrs Vs general health and wellbeing, help her manage her medical conditions and assist her in living safely and independently in her home.



Service Delivery Committee	Tuesday, 05 July 2016	Matter for Information and Decision
-----------------------------------	------------------------------	--

Title: **Private-Sector Empty Homes Strategy**

Author: **Stephen Glazebrook - Interim Community Services Manager**

1. Introduction

This report is to update members on the action taken to address the issue of empty homes in the Borough since the Service Delivery Committee on 22 March 2016.

2. Recommendations

Members are asked to note the information provided within the report and to endorse the action going forward.

3. Information

- 3.1. As part of the empty homes project 149 empty properties were identified by council tax and subsequently written to on 15th April 2016. During this time grant assistance and advice has been offered in an effort to try and return empty properties back into use and over 50 visits have been made. 31 responses have been received from owners and managing agents and 30 properties have been identified as now being occupied. This brings the total down to 126, which is the smallest in Leicestershire by some distance in both number and as a percentage of total housing stock. This is also some way below the national average for the East Midlands region and nationally.
- 3.2. The 30 properties identified as occupied will result in additional income generation through the New Homes Bonus which sees the government match the council tax on any new properties for the first six years including a premium for affordable units. Oadby and Wigston Borough Council, to date have been awarded £880,733 including the £313,174 2015/16 allocation. Council tax has been informed of all properties found to be occupied.
- 3.3. One owner wishes to pursue the offer of a grant and contact will be made to assess viability. This level of interest is lower than anticipated however currently only one initial letter has been sent to owners and this is likely to increase once owners become aware through future correspondence that enforcement may be taken if no action is taken. It should also be noted that the Council has no set budget for these grants and so it is not clear how many grants could be offered in the event of increased uptake.
- 3.4. Whilst there has been interest in the grant offer the main stumbling block has been the requirement for the property to be used for Council housing nominees due to the perception that the tenants may possibly be on benefits. This is likely to be a reflection of the relatively affluent areas that Oadby and Wigston consists of with some of the empty properties being £500,000 plus in value. If grant uptake does not increase it will be worth either amending the Grant Terms and Conditions (such as marketing the offer as an interest free loan so applicants can live in the property themselves or sell the property on rather than rent, offering a grant to cover marketing fees etc) or using the finance set aside for the grants to progress the formal enforcement options.

- 3.5. Further letters were sent out in mid June to those that have not responded to the initial contact and a record kept of all responses and applications for grant assistance. Contact will be made with those seeking grant assistance, a visit to assess viability will be made and any grants considered as meeting the criteria will be submitted to the Head of Community for approval.
- 3.6. Of the 32 long-term empty homes (those empty for over two years) a small number have been identified as requiring probable enforcement action. An options appraisal will be completed for each and a report submitted to committee for approval. The remaining long term empties are due to return to use through refurbishment, settlement of estates etc and some will remain empty for the foreseeable (such as MOD land, Canal and River Trust properties etc).
- 3.7. The majority of empty homes within the Borough assessed via external inspection and from conversations with neighbours etc do not appear to be detrimental to the area or causing any other problems within the locality. This is primarily because they are being maintained generally in keeping with the neighbouring properties and from the outside do not appear empty.
- 3.8. It is proposed that long term properties attracting complaints are targeted on a case by case basis alongside continuing the grant offer and advice for those posing no problem to the community. Presently the long term empty properties which have historically attracted complaints and warrant further action are:
 - 114 Uplands Road, Oadby
 - 30 The Morwoods, Oadby
 - 7 Moat Street, Wigston
 - 37 Newton Lane, Wigston
 - 34 Aylestone Lane, Wigston

It is anticipated that these properties may only be returned to use by enforcement action and therefore in order to ensure this action is successful, informal attempts must be made first to demonstrate the efforts made.

- 3.9. It is estimated that by end of July the Council will be in a position to start serving enforcement notices on those properties having a detrimental impact on the community and then by mid to end of August commencing with the formal enforcement options described in the Empty Homes Strategy such as enforced sale, compulsory purchase orders and Empty Dwelling Management Orders. In order to save time the above long term properties should be subject to an options appraisal before mid July in anticipation that no response is received from the owners which is highly likely. This should include the cost of each option to the Council, likelihood of success, whether the circumstances meet the criteria for each action and what the impact on the community is.

4. Future Actions

- 4.1. It is recommended that regular information from council tax be obtained so that any new empty properties can be targeted at an early stage to prevent them becoming long term vacant. New properties vacant for over six months will then be sent the same letters and join the process.
- 4.2. Any vacant commercial offices have not been targeted as yet and information should be gathered to target those which can be converted to residential dwellings. These do

not require full planning permission to be obtained and only require notification submitting to the planning department. Grant assistance should be offered as with empty domestic dwellings.

Email: stephen.glazebrook@oadby-wigston.gov.uk

Tel: (0116) 257 2674

Implications	
Financial [CR]	CR1 Decreasing Financial Resources - By taking action to address the issue of empty homes has generated additional income for the Authority.
Legal [AC]	CR5 Effective Utilisation of Assets/Buildings - Enforcement action may be necessary on certain properties.
Risk [SG]	CR4 Reputation Damage - Failure to address empty homes could have a detrimental effect on the community and damage the Council's reputation.
Equalities [SG]	No significant implications.
	Equality Assessment
	<input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable

Agenda Item 11



Service Delivery Committee	Tuesday, 05 July 2016	Matter for Decision
-----------------------------------	------------------------------	----------------------------

Title: **Choice Based Lettings Options**

Author: **Steve Nash - Housing Services Manager**

1. Introduction

The Council operates a Housing Register and Choice Based Lettings system in partnership with 6 other Leicestershire boroughs which is used to advertise vacant Council and Housing Association properties.

The initial 5 year partnership has ended and Members are being asked to make a decision on the following:

- Whether Oadby & Wigston Borough Council wishes to remain part of the Leicestershire Choice Based Lettings Partnership
- If remaining in the partnership, the authority needs to decide whether it wishes to operate a different lettings policy.
- If remaining in the partnership, the partners need to decide whether they will purchase an upgrade of the existing Abrisas system or procure an alternative system

2. Recommendations

It is recommended:

- 2.1. To remain in the partnership and to continue to amend the common lettings policy to fit the needs of the Borough effectively creating a specific Oadby & Wigston policy
- 2.2. To agree a timetable and to work with partners to achieve progress.
- 2.3. In the event the partnership cannot be maintained or if the timetable cannot be achieved Members are asked to grant the Senior Management Team authority to form a smaller partnership or to pursue independent action.

3. Background

3.1. The Partnership

The partnership was formed in 2010 and has subsequently produced a Common Housing Allocations Policy, an internet based Housing Register and Choice Based Lettings platform based on software provided from Abrisas and has undertaken a number of revisions to the system.

Though the formal partnership agreement is ended the partnership is continuing whilst decisions are made by each Council around the future of the scheme.

3.2. The Common Lettings Policy

We have already varied the initial policy to better address the emerging needs in the Borough. These changes will likely continue and any new or upgraded system must cope with Oadby & Wigston's variance from the Common Lettings Policy.

3.3. The Software

The current software was purchased via a framework agreement in 2010 and we have never upgraded from version 6. The current system is difficult to interact with using tablet and other mobile devices and is inherently inflexible.

In 2015/16 we paid £7600 for ongoing service, support and licensing, this increases annually.

Contract exemptions were sought and obtained in 2014, 2015 and 2016 and under procurement rules only one further exemption is permitted in 2017 before a procurement exercise must be carried out.

The upgraded or new software package must be implemented by June 2018.

4. The Options for Change

The partnership has soft market tested 5 current market leading solutions including an upgrade to the existing system. Several fulfil anticipated need.

Costs are difficult to scope until it is known how many partners will proceed to procurement. At present Oadby & Wigston Borough Council effectively pays one seventh of the total cost, there may be opportunities to reduce this proportion due to our small size.

An upgrade of the existing system will cost at least £25000 plus additional costs associated with improvements and training. Oadby & Wigston Borough Council's share would depend on the number of partners. Our individual ongoing costs would likely remain around £8000pa.

A whole new system for the partnership would cost between £40000 - £50000 split between partners, though ongoing costs for new systems are around £4000-£5000pa per partner.

In the event the Council decided to take an independent route the costs would be an estimated £15000 for the system and £4500 annually.

5. The Timetable

With 7 potential partners with different processes and no one Council identified as a lead authority the need to maintain a firm timetable is essential.

The following milestones are suggested:

July 2016	The Council notifies partner Councils of an intention to remain in the partnership subject to this timetable.
October 2016	Deadline for Councils to decide the membership of the new

	partnership
December 2016	Policy review begins
March 2017	Consultation on policy changes end
June 2017	Output specification sent to IT providers for quotation
July 2017	Deadline for quotations
September 2017	Award of contract
February 2018	Product development commences
March 2018	Notice issued to Abris bringing current contract to an end
May 2018	System testing
June 2018	Go live

This timetable provides the flexibility to pursue an independent solution from May 2017 which will be achievable by April 2018.

Email: steve.nash@oadby-wigston.gov.uk

Tel: (0116) 257 2662

Implications	
Financial [CR]	Failure to act will breach financial regulations within 2 years.
Legal [AC]	CR2 - Key Supplier/Partnership Failure. CR4 - Reputation Damage.
Risk [SN]	Not applicable as this is a change in supplier, the policy remains unchanged.
Equalities [SN]	None anticipated given the ending of the partnership.
	Equality Assessment
	<input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable



Service Delivery Committee	Tuesday, 05 July 2016	Matter for Information
-----------------------------------	------------------------------	-------------------------------

Title: **Corporate Enforcement Update**

Author: **David Lingard - Community Safety and Tenancy Manager**

1. Introduction

This report is intended to provide an update to Members on the corporate enforcement activity of the Council.

2. Recommendations

To note the contents of the report which is presented for information only.

3. Information

3.1. Psychoactive Substances

The Psychoactive Substances Act 2016 became law on the 26th May 2016. The main thrust of the Act is intended to act against shops and websites supplying 'legal highs'. Possession of a psychoactive substance will not be an offence, except in a 'custodial institution' (prison, young offender centre, removal centre etc.). Possession with intent to supply, importing or exporting a psychoactive substance will all become offences.

The Act does not include possession as an offence as the government did not want it to lead to the mass criminalisation of young people. It has however been pointed out by some commentators that the importing of a psychoactive substance would include buying a psychoactive substance from a non-UK based website, which may lead to individuals being prosecuted.

The Environmental Health, Licensing, Housing, Community Safety Teams and Health and Well Being Board are working proactively with our policing and county partners in enforcing the Act to ensure our Borough remains safe and we continue to improve the well being of our residents. It should be noted that the supply and use of these substances, formally referred to as 'legal highs' are not a major problem within our Borough however, recently we have seen incidents of Nitrous Oxide (also known as laughing gas, and 'hippy crack') being used around our rail stations, Brocks Hill and some of our estates. We are also working with youth services helping to educate our young people against using these substances.

3.2. Fly Tipping

During May 2016, two fixed penalty notices were served in respect of fly tipping. We are also in the process of prosecuting one individual for an alleged offence of 'fly-tipping'.

We do not believe the recent decision by the County Council to impose charges for domestic waste disposal has had impact on increasing incidents however we are

monitoring this moving forward. We have had three incidents of building rubble around the Countersthorpe Road Car Park, alas, our best efforts have failed to identify the perpetrators but efforts are continuing.

3.3. Littering

Officers are each proactively working to reduce the presence of litter in our Borough by working with our colleagues in Environmental Development and Operational Services (EDOS) Team and we are applying a mixture of education and enforcement.

We have spoken with 18 residents about littering since our last report and we have issued Four fixed penalty notices for offences relating to the discarding of cigarettes, all of which have been from moving motor vehicles within our Borough.

On a routine return journey from Oadby our Community Safety & Environment Manager witnessed a white van littering. This resulted in the service of a fixed penalty charge for littering.

3.4. Dog Fouling Update

Since the last meeting in March the Environmental Health team have continued to target hot spot areas or areas which, by monitoring of reports are seen as emerging issues that need early intervention. The aim of this approach is to balance behavioural interventions such as social marketing, education and enforcement.

The Council has received feedback from six residents with calls for service relating to dog fouling since we reported to Committee in March up to and including the 1st June 2016.

Since we last reported we have conducted in excess of ten random visible patrols with regular daily patrols by our dog control officer. We have also conducted a series of patrols where enforcement has been the primary objective.

We have served one fixed penalty charge of £50.00 to a dog owner in Blaby Park, South Wigston who was in breach of dog fouling legislation.

Verbal advice and or warnings have been issued to six persons who did not quite meet the threshold for the issuing of a fixed penalty ticket. Residents across our Borough are getting used to our 'dog fouling patrols' with feedback being positive from the majority including dog owners. We have also targeted our cemeteries for special attention since our Members reported problems with dog fouling but have found no significant problems however, patrols will continue and increase in the event we actually see a summer that could lead to more dog walking activity. We are also considering signage in our cemeteries.

3.5. Graffiti

We have not noticed any increase in incidents since we last reported to Members. We have had around 6 new incidents being reported by one diligent elected Member which, were cleared within a few days of being reported.

Our Environmental Development and Operational Services (EDOS) Team continue to be extra vigilant and have cleared graffiti to 26 locations which included the incidents reported by a Member. In one case a resident refused to co-operate in having the graffiti removed by the Council which, has been passed to Environmental Health for

possible enforcement. We continue to work with our policing partners in identifying culprits and common ‘taggers’ as they are referred to I hope Members will appreciate the difficulty we have identifying those responsible. There will inevitably be locations where residents will find graffiti. Generally we apply a common sense approach removing graffiti where we have the co-operation of residents or choosing to leave the graffiti if removal by strong chemicals may damage surfaces or where we feel removal may create a blank canvass, so to speak, for repeat offending.

Graffiti is an environmental crime and is treated as such by our respective teams in Environmental Health who investigates with our policing partners. Our Environmental Development and Operational Services (EDOS) Team who are extremely proactive responding promptly where graffiti requires removal. We have not had any incidents of hate related or offensive graffiti recently however, in such cases we always act quickly and within 24 hours to ensure prompt removal. The Community Safety Manager has reported three incidents of Graffiti to Railtrack assets including the concrete railway bridge at Saffron Lane, South Wigston which, has been targeted recently.

3.6. Licensing Update

We continue to monitor licensing activity and are continuing to co-operate with the Community Safety Partnership, police and trading standards on test purchasing of alcohol.

It is hoped to conduct a series of licensing activity events around test purchasing and monitoring of taxi-cabs with the help of The Driver and Vehicle Standards Agency and the Police. The activity will consist of a series of stop checks on taxi cabs travelling in our Borough on a particular given day. We are unable to announce the series of events however, an update on the activity will be presented in the next report

3.7. Regulation of Investigator Powers Act 2000 (RIPA)

We are pleased to report we have not made or received any requests under The Regulation of Investigatory Powers Act 2000 (RIPA).

I am pleased to report that our RIPA arrangements were recently inspected by the Assistant Commissioner of The Office of The Surveillance Commissioner, His Honour Brian Barker CBE, QC His Honour commended our RIPA arrangement and the best efforts of our Director Anne Court along with her enthusiasm and understanding of the RIPA arrangements which, have the potential to be intrusive should we consider the necessity for using the tool.

Email: david.lingard@oadby-wigston.gov.uk

Tel: (0116) 257 2692

Implications	
Financial [CR]	CR1 - Decrease in financial resources.
Legal [AC]	No significant implications.
Risk [AC]	CR6 - Regulatory governance.
Equalities [AC]	No significant implications.
	Equality Assessment <input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable

Agenda Item 13



Service Delivery Committee	Tuesday, 05 July 2016	Matter for Information
-----------------------------------	------------------------------	-------------------------------

Title: Leisure Services Update

Author: Avril Lennox MBE - Interim Health and Leisure Manager

1. Introduction

The Leisure Services report provides Members with an update on the Council's Leisure Contract; the Health & Wellbeing Board; Brocks Hill Country Park and Centre; School Sports facilities; and Sport and Physical Activity Commissioning.

2. Recommendations

- 2.1. That Members note the progress in relation to leisure services.
- 2.2. That Members note the need to increase car parking spaces at Brocks Hill / Parklands Leisure Centre and to provide their comments.

3. Information

3.1. Leisure Contract

Following on from the previous report to the Service Delivery Committee in March 2016, it can now be confirmed that the stretch target of 510,000 Leisure Centre attendances for 2015/16 was surpassed. Participation/attendance detail shown below:

Leisure Centre participation/attendances:

2013/14 - Leisure Connection: = **271,000**
2014/15 - SLM/Everyone Active: = **426,000**
2015/16 - SLM/Everyone Active:

- Target participation for 2015-16 (based on 3.5% annual increase) = **440,910**
- Stretched participation target for 2015-16 = **510,000**
- Actual participation figure achieved in 2015-16 = **566,966**

This is an excellent achievement and testament to both the superb new facilities provided by the Council and to the commitment and expertise of SLM's service delivery teams in offering the best customer service possible to the community. Extract from Annual Services Report for 2015/16 can be found in Appendix 1.

3.2. Oadby and Wigston Health and Wellbeing Board (HWBB)

The Oadby and Wigston Health & Wellbeing Board met on 5 April 2016. A decision was made by the group to change the format of the meetings, in order to ensure the identified HWBB priorities could be properly discussed and driven forwards. The core group of HWBB members will attend each meeting, with specialist health and community representatives invited to attend relevant meetings. The Terms of Reference were also updated to reflect the new priorities and the change in format.

Each meeting will focus on one of three identified priority areas, with the final meeting acting as a Summit to review achievements and outcomes. Dates as follows:

- 12 July 2016 – Dementia / Diabetes
- 11 October 2016 – Diabetes/Healthy Weight
- 10 January 2017 – Substance/ Alcohol Misuse
- 4 April 2017 – Annual summit

3.3. Brocks Hill Update

Country Park Facilities

- Giant throne installed within Jubilee Amphitheatre, this was sponsored by the Oadby & Wigston Lions Group along with a new picnic bench, which has been installed near the play area.
- Jubilee Amphitheatre/outdoor performance space utilised for live music performances at the Brocks Hill Garden Party.
- Volunteers have maintained fencing, wood chip and brash supplies around the den building and play areas and fencing around the memorial mound.
- With the wet early spring weather, drainage and maintenance work was undertaken by the Ranger around the footpaths to ensure health and safety standards are maintained.

Community Engagement

The centre door counters recorded the following visitor numbers:

March	10,918
April	10,148
May	11,080
Year Total Apr-15 to Apr-16	146,444
Total since 01 January	44,362

- The Friends of Brocks Hill have continued to fundraise for the Volunteer Development Project.
- Holiday events had strong bookings. Events included up to three sessions a day. Many events were sold out in advance. Feedback forms data has been analysed. Both qualitative and quantitative evidence of where people come from; outcomes from activities etc.
- Leicester De Montfort Rotary Club has continued to photograph Brocks Hill as one of their 2015-16 environmental projects.
- Borough wide Archaeology Field Work Group continues to meet at BH.
- Currently working with groups using the site such as local “Doggie Day”, Oadby Stakeholders First World War event and Oadby & Wigston Lions.

Centre and Building Work

- Interim arrangement: SLM for café delivery and catering for events continue; work about to commence with the Community Asset Group as part of the wider analysis of Brocks Hill.
- Volunteer gardeners continue working on site. Regular plant donations including one visitor who travels from Market Harborough most weeks with

plants.

3.4. School Sport: South Wigston High School - Access to Sports Facilities

Leicestershire & Rutland Sport (LRS) met with the Head Teacher of South Wigston High School (SWHS), Chair of Governors and the Business Manager in May 2016. A plan of action has been agreed to increase and manage community use of the sports hall, playing fields and other appropriate areas of the school.

SWHS is keen to develop a dual-use model, in which initially they manage in-house with some support from LRS for evening and weekend access to the site. LSR will support in setting up the standard operation management processes and marketing the facility to clubs and the local community. The aim is for a September start with some pre marketing, programming prep and operational preparation being undertaken this side of the summer holidays. The main programme will be a combination of fitness /health and wellbeing classes (Yoga to Zumba) in the dance studio and standard club sports and various pay and play activities in the sports hall.

3.5. Car Parking – Brocks Hill / Parklands Leisure Centre

A sub group, comprising of key Council Offices; the leisure contractor; ground maintenance and the Land & Property Data Manager met recently to discuss ways of increasing car parking spaces on the Brocks Hill/ Parklands Leisure Centre site.

The dual site is busy everyday of the week, from early morning to the end of the day. Visitors to the Country Park and Centre include dog walkers; bird watchers; runners; those hiring the Meeting Room/Exhibition Hall for events, parties and meetings. School use and community groups such as the Knitters and walking groups. This is in addition to the large number of volunteers that help on site and paying guests who take part in the many courses and activities on offer at Brocks Hill. The Leisure Centre provides a wide-range of fitness classes, gym sessions, children's activity camps and swimming for the community, in addition to sports events, galas, and use of the Function Suite for weddings, events and conferences.

Council Members confirmed their desire to support the NHS Breast Screening Vehicle, to be located in Parklands car park, which has now been actioned. This has subsequently resulted in 10 parking spaces being utilised to accommodate the vehicle and for staff / patients parking.

The sub group looked at a number of possible areas for additional parking; these include the area of land at the side of Parklands Leisure Centre (situated between PLC and Wigston Road); a small area of un-used and overgrown land opposite PLC; the green grass sections in-between the car parking spaces on Brocks Hill's site and another small area of grass to the side of Brocks Hill.

Whilst the option of using small areas of land to increase some car parking spaces, it will not 'future proof' the site. Particularly as both Brocks Hill and Parklands aim to expand their business plans to further engage with more people/communities, which in turn meets one of the Councils key priorities of 'Improving the Health of Residents'. Another option for parking is Brocks Hill's Ridge and Furrow field.

Member's views to explore these options further would be appreciated.

(Continued overleaf)

Map of Brocks Hill and Parklands Leisure Site



3.6. 2016/17 Sport & Physical Activity Commissioning

Oadby and Wigston Borough Council, on behalf of the locality has been successful in drawing down a total of £106,000 external funding and partnership contributions to deliver targeted sport and physical activity interventions across the borough. Key funders include Public Health, Leicestershire & Rutland Sport, Leicestershire County Council, and Leicestershire Nutrition & Dietetic Service (LNDS). In addition to local partner contributions from SLM/Everyone Active, the School Sports Partnership and other local sports providers. Further funding will be available from Sport England, to deliver specific projects to targeted groups, criteria and funding amount to be confirmed.

Working in partnership is key to the success of the Commissioning plan, to enable the delivery of activities; provide exit routes; sustainability and to pool resources. A key partner is our leisure contractor SLM/Everyone Active, not only working in partnership to improve facilities and opportunities, but also to expand and improve schemes such as Exercise Referral and Heart Smart.

Performance management arrangements and systems are in place locally to ensure the Action Plan stays on track; formal reporting will take place twice a year which includes the collation of both qualitative and quantitative evidence, in addition to 12 case studies. Two visits will take place during the year by the Commissioning Board to view the local programmes in action. Progress updates will also be provided to the Oadby and Wigston Local Sport Alliance, and the O&W Health and Wellbeing Board,

which reflects their new priorities.

Background Documents:-
Annual Services Report

Email: avril.lennox@oadby-wigston.gov.uk

Tel: (0116) 257 2673

Implications	
Financial [CR]	The above schemes/projects can be met within budgetary provision, and the relevant external funding/support identified.
Legal [AC]	No significant implications
Risk [AL]	CR1 - Decreasing financial resources. CR8 - Organisational change.
Equalities [AL]	Current EIA Commissioning Action plan completed in July 2015. Next assessment due in 2018. Brocks Hill Equality Assessment completed June 2016.
	Equality Assessment
	<input checked="" type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input type="checkbox"/> Not Applicable

EXTRACT FROM LEISURE CONTRACT ANNUAL SERVICES REPORT 2015/16

PROGRAMMES AND EVENTS

There has been a wealth of new activities over the last 12 months. The following activities are a good sample of the type of activities we have introduced to the community:

New activities:

- Sand Art Parties
- Bouncy Castle Parties
- Children's Activities Holiday Day Camps
- Striker 9 football courses
- Soccer Tots football courses
- Walking Football
- Sportivate Gymnastics
- Battle Badminton
- No Strings Badminton
- Free fitness sessions for 11-18 year old girls

Additional courses and bookings:

- Increase in GP Referral sessions
- Increase in Baby Sensory classes
- Additional sports hall block bookings with local clubs

Events:

- Free Family Fun Days
- Badminton tournament
- Tommy's Splashathon
- Lion's charity swim
- Annual Swimathon
- Pride Of Borough event
- Young at Heart
- Oadby & Wigston Sports Awards
- Mayor Barn Dance
- Mayor Making
- Elections
- Weddings
- Conferences
- Drowning prevention classes
- Charity cake sales

Free Activities and Community Contributions

The Services Specification requirement is to provide a minimum value of £500 per month in vouchers, free use, prizes etc for the community. In 2015-16 we provided a value in excess of £31,000 as we made huge strides in reaching out and engaging with the community. This included ongoing arrangements with local partners as well as donations to local organisations and members of the community. This was in the form of 873 free sessions and 109 memberships to targeted groups, talented athletes and Council employees. In addition to this we offered free swimming in the school holidays for local children.

Table: Type of community contributions and free activities

Organisation	Description	Quantity
Pride of Borough	10% card holder discount	1,800
Brocks Hill staff	20% café discount	720
Children in the community	Free Swimming for under 16's	862
Children in the community	Free Holiday Activities for community whilst Wigston Pool was being built	223
Disability Free Swim	Free swimming in a specified session, for those with a disability	652
Local community	Day Passes	650
	1 week membership	12
	1 month membership	1
	3 month membership	11
	12 month membership	3
OWBC staff	12 month membership	32
Supporting Leicestershire Families	12 month membership	41
Go Gold talented athletes	12 month membership	9

CUSTOMER ENGAGEMENT

Marketing

The marketing calendar outlines the campaigns we use throughout the year. These campaigns have a strong corporate message, but with local variations to suit the market in each area. This year the campaign schedule comprised of:

- 6 fitness related campaigns
- 4 swimming lesson campaigns
- 4 sports campaigns
- 4 retail campaigns

In addition to this there are numerous event related promotions throughout the year, for example:

- International and national sporting events like the Rugby World Cup,
- Event Days such as World Cancer Day and Drowning Prevention Week,
- National Days such as Valentine's Day and Father's Day,
- Local initiatives going on in the community such as Sport Relief events and Queens 90th Birthday celebrations.

All of these campaigns were held this year and were submitted to the Council as part of the Corporate Marketing Strategy and Marketing Calendar.

Community Engagement

If we are to effectively monitor participation habits then the number of Everyone Active Members is crucial to achieve this. The EA card is free to anyone and provides benefits to the card holder. Not only this but it enables us to communicate different messages with them dependant on how often they participate and in what activity. The table below shows the number of cardholders in the community.

Table: Everyone Active members in the community

EA card holders	Transfer	14-15	15-16	Total
Oadby Pool	36	3,355	2,738	6,129
Parklands	5,757	5,463	7,805	19,025
Wigston	2,422	57	3,974	6,453
Total	8,215	8,875	14,517	31,607
Local Authority population	55,928	55,928	55,928	55,928
% population with EA card	15%	16%	26%	57%

SERVICE

Customer Feedback

Customer feedback is sought through a variety of methods:

- Via the website
- Direct email to the General Manager
- Direct e-mail questionnaires
- Social media
- Written comment forms in centre
- Verbal comments in centre
- Customer complaints procedure
- Customer viewpoint machine in centre
- TRP (the intelligent customer interaction system)

The following mediums will be used as part of the Sports Development plan in 2016-17:

- User surveys / Customer forums
- Non-user surveys
- Club forums

Our customer charter is displayed in centre with a summary of customer feedback in a “You Say We Did” style. This details customer satisfaction ratings and the number of complaints and compliments.

Customer Satisfaction

As you can see from the table below customer satisfaction ratings have increased steadily as the year progressed indicating a successful continuous improvement strategy.

Table: Customer Satisfaction Ratings % - rated as Good, Very Good, Excellent

Customer Satisfaction Ratings													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Average
Oadby	25%	30%	64%	67%	70%	84%	56%	100%	76%				64%
Parklands	65%	73%	70%	63%	65%	70%	71%	69%	75%	78%	72%	73%	70%
Wigston										64%	75%	75%	71%

The variations between sites are explained by the age of the facilities. There was only a finite amount we could affect at the old Oadby Pool. Despite it being clean and well maintained the building was clearly passed its 'sell by date' in design and construction.

Parklands has seen significant improvement alongside the building developments. The average rating before the building refurbishment was complete was 66%, increasing to 74% post refurb.

The Wigston rating shows that there were some specific teething problems in the first month of opening – namely the lack of easy access steps to the pool. After this issue was resolved ratings have increased to more expected levels.

Complaints

Customer complaints are recorded and analysed against participation levels. The actual number of complaints received for the whole year was 146 from over half a million visits. This is an average of 12 complaints per month across the whole service, with an average of 0.026% complaints received as a % of visits.

Table: Customer Complaints as a % of participation

Customer Complaints													
	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Average
Oadby	0.05%	0.09%	0.03%	0.03%	0.02%	0.01%	0.04%	0.01%	0.02%				0.03%
Parklands	0.02%	0.02%	0.02%	0.03%	0.02%	0.03%	0.05%	0.04%	0.03%	0.02%	0.01%	0.01%	0.03%
Wigston										0.02%	0.01%	0.02%	0.02%

We analyse complaints for common themes and use these as areas for improvement as soon as possible. For example the most common complaint at Parklands was due to the heat in the function suite being uncomfortable for those taking part in group exercise classes, which led us to install new air con in the room. Other common complaints were related to issues experienced during the building works. For example sections of the car park were out of use for long periods of time. Despite this we managed the customer interface very well during the building developments and as a result received very few complaints during the whole 15 months. Indeed we were very proactive in moving activity sessions to temporary locations so there were very few we were unable to accommodate.

There were no common themes of complaint at Oadby Pool. The only issue experienced at Wigston was the easy access pool steps previously mentioned, which was resolved by us commissioning a bespoke solution.

There were a number of complaints in the first month of opening the new pool at Parklands as some people did not like the pool glazing design feature. However this was more than countered

by the number of compliments received regarding how much natural light the design allowed and how great it was to see activity going on.

HEALTH & SAFETY

There were no major incidents including no RIDDOR reportable events in the period.

Table: Number of accidents per site

	OAD	PKL	WIG	TOTAL
Site attendance	117,869	392,608	56,489	566,966
Total accidents	31	134	42	207
# of RIDDOR	0	0	0	0
Accidents per 10,000	2.63	3.41	7.44	3.65

The average accidents per 10,000 across the 50 sites in the SLM East Region is 4.95 per 10,000, so it is pleasing to see both Oadby and Parklands well under this benchmark.



Equality Assessment

Part 1 - Initial screening

Name of Policy/Function: Brocks Hill Country Park and Centre	X	This is new
		This is a change to an existing policy
		This is an existing policy, Function, not previously assessed
		This is an existing policy/function for review

Date of screening	9 June 2016
--------------------------	-------------

1. Briefly describe its aims & objectives

Brocks Hill Country Park and Centre aims to engage with all sectors of the community in order to improve the health and wellbeing of visitors and to educate and inform, which link to the Council's key Priorities CP3, CP4, CP5, CP7, CP8, CP9.

2. Are there external considerations? (Legislation/government directive etc)

The Centre and Country Park adheres to all Council policies including Safeguarding and protecting children/vulnerable adults. It also adheres to all legislative and government directives in relation to carrying out its business.

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

Stakeholders include local residents, volunteers, visitors to the area, hirers, event organisers, schools, those who work in the borough, OWBC staff and companies/organisations that have a connection with the Centre or Country Park. In addition to dog walkers, bird watchers, runners and large groups such as the Knitters and Church groups.

Stakeholders have a range of interests e.g. Volunteers - giving their time to assist Brocks Hill in a variety of ways; Visitors - who use the park to exercise their dogs; Families - who come to enjoy the park/centre and children's play equipment.

Other stakeholders include Schools – educational visits, and paying visitors who take part in the many activities/courses (both for adults and children), as well as those who hire the facilities for parties, conferences and events.

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

In line with the Council's Corporate Priorities CP3, CP4, CP5, CP7, CP8, CP9; the OWBC Health & Wellbeing Board and Public Health priorities – the outcomes are to provide residents and visitors with an opportunity to improve their Health and Wellbeing; and to educate and inform through hosting many organised learning experiences for children, adults and families.

Brocks Hill aims to meet the diverse needs of the local community.

5. Has any consultation/research been carried out?

Yes/No

If **yes** please provide details and outcomes, if **no** please outline any planned activities

Yes. Brocks Hill regularly carry out evaluation and consultation with a range of individuals and groups. E.g. surveys with visitors to the Park and Centre, feedback on Amphitheatre events, children's activities and parties. School feedback forms are collated and analysed, as are comments following adult courses in order to influence future engagement. Social media is also used, including ensuring a timely response to matters raised.

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. Equality data is collected regularly and analysed.

Many positive comments are received - however there are some complaints too. Particularly about lack of car parking spaces (*maximising and increasing the number of spaces is currently being investigated*), in addition to the service provided by the Cafe, which is run by SLM, which does not always meet expectations (*new cafe manager recruited*).

Visitor feedback forms provide equality data and comments about visitor's experience, including satisfaction levels.

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?**)

	Type of impact, reason & any evidence
Disability	Positive: The Country Park has a network of 3km hard surface paths which allows low mobility and wheelchair access. Picnic benches with wheelchair access; Pond dipping platform with wheelchair access. The Centre is also fully accessible by wheelchair.
Race (including Gypsy & Traveller)	Positive: The Centre and Country Park are open to all. Whilst there are no specific programmes for this group, the wide promotion of relevant activities, via the Centre, our borough notice boards, newsletters and social media provides communication / information for hard to reach groups.
Age	Positive: The Centre and Country park are open to all age groups.
Gender Reassignment	Positive: The Centre and Country Park are open to all.
Sex	Positive: The Centre and Country Park are open to all.
Sexual Orientation	Positive: The Centre and Country Park are open to all.
Religion/Belief	Positive: The Centre and Country Park are open to all. Children's activities are provided to celebrate other cultures e.g. Chinese New Year; and Diwali. A number of faith groups have utilised the facilities to celebrate their key faith events.
Marriage and Civil Partnership	Positive: The Centre and Country Park are open to all.
Pregnancy and Maternity	Positive: The Centre and Country Park are open to all. The Country Park has a network of 3km hard surface paths which allow for buggy access/buggy walks.

8. Could other socio-economic groups be affected e.g. carers, ex-offenders, low incomes, homeless?

No. The Centre and Country Park are open to all. Access to the Centre is free of charge. There is also no charge to individuals visiting the Country Park.

The Country Park provides a range of informal recreational activities free of charge seven days a week. These include: a Human Sun Dial; Environmental Art in the form of Sculptures; children and young peoples' play areas/equipment; a

dedicated den building area, and dog watering points which are adjacent to the Centre.

In addition there is a permanent orienteering course. Course packs provide three routes of increasing difficulty and are available from Brocks Hill Centre at a small charge.

9. Are there any human rights implications?

Yes/No (if yes please explain)

No

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

Yes/No (if yes how will this be done?)

Yes. This is achieved via the regular Brocks Hill newsletters; Letterbox; posters and leaflets.

Engagement with a range of community groups and volunteers regularly takes place.

11. If you have indicated a negative impact for any group is that impact legal (not discriminatory under anti-discrimination legislation)?

Yes/No (please explain)

N/A

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

Yes/No

No

13. Is a Part 2 full Equality Assessment required?

Yes/No

No

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

N/A

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 / is not required*** (please delete as appropriate).

Completed by *Alexis Lennay* Date *9/6/2016*
(Policy/Function/Report written)

Countersigned by *Anne E Coft* Date *15/6/16*
(Head of Service)

Screened by:.....Date:.....

Please forward an electronic copy to: 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.



Service Delivery Committee	Tuesday, 05 July 2016	Matter for Information
-----------------------------------	------------------------------	-------------------------------

Title: **Customer Service Transformation Update**

Author: **Jacky Griffith - Welfare and Taxation Manager**

1. Introduction

This report provides an update for Members on how the Customer Service Centre is operating since it opened on 12 October 2015 and how Phase 2 of the Customer Service Transformation programme is progressing.

2. Recommendations

That Members note the information provided within the report.

3. Information

3.1. The Customer Service Centre opened in Bell Street on 12 October 2015.

The Customer Service Team deal with face to face customer interactions across a wide range of Council services and the telephony team take all incoming calls to the Council's main telephone line.

The service has also implemented a totally electronic method of referring enquiries to other services in the Council.

3.2. Progress to Date

Footfall and Customer Satisfaction

The popularity of the new location and service provided is evidenced by the increase in footfall in comparison to footfall when the customer service centre was located at the main Council offices in Bushloe House and 100% customer satisfaction from a survey conducted in March 2016.

In May 2016 staff in the centre dealt with 2,684 face to face customer enquiries compared to 1,301 customer enquiries dealt with at Bushloe House in May 2015 representing a 106.3% increase in footfall.

The centre is also open to customers on Saturday mornings from 9am to 12 midday; extending the service to residents for whom regular office hours are not convenient.

Telephony and Call Answering Times

The telephone system has been completely reconfigured to ensure calls are routed more efficiently to appropriately skilled officers reducing waiting times for customers. Average call waiting times are 22 seconds and the team is working to meet a target of 20 seconds.

Customer Services started to handle electoral service enquiries both face to face and via the telephone at the start of April 2016. Since this time the team has taken in excess of 1200 enquires, out of which 1100 have been telephone calls.

By routing the calls to the Customer Service line, calls have been answered quickly and efficiently. The majority of enquiries have been resolved at first point of contact, supporting the back office during two busy election periods, allowing them to dedicate their resources to their core duties.

This has also resulted in an improved customer experience; on average customers have waited no more than 29 seconds to have their calls answered, which would not be possible in a back office setting during such a busy period.

The Customer Service Team has also been able to respond quickly to support resource issues in the Building Control team by migrating Building Control calls to the Customer Service Centre to minimise impacts on service delivery.

3.3. Phase 2 of Customer Service Transformation

Online Forms and My Account

Phase 2 of Customer Service Transformation is to introduce on line forms to support channel shift and a My Account function which will allow customers to view their Council Tax and Benefit accounts, and integrations with a number of back office systems to remove 'double keying' operations. This better use of ICT will improve the customer experience and also reduce wasteful use of Council resources.

On line forms and My Account are scheduled to be available in Autumn 2016.

The project has been supported by a SOCITM advisory consultant who provided project management and technical expertise and who has put on record his thanks to all those he worked closely with on the project and to state what a pleasure it was for him to work with such a dedicated team committed to provide the best Customer Service possible for Oadby and Wigston Borough Council.

The service will continue to evolve with the migration of more back office tasks to front line services and the expansion of on line forms and services to achieve channel shift. There will however always be support provided for those residents for whom self serve through on line forms and services are not a viable option.

Email: jacky.griffith@oadby-wigston.gov.uk

Tel: (0116) 257 2612

Implications	
Financial [CR]	There is budgetary provision for the customer services transformation.
Legal [AC]	No significant implications.
Risk [AC]	CR1 - Decreasing financial resources. CR4 - Reputation damage.
Equalities [AC]	No significant implications.
	Equality Assessment
	<input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable



Service Delivery Committee	Tuesday, 05 July 2016	Matter for Information
-----------------------------------	------------------------------	-------------------------------

Title: **Facilities Service Update**

Author: **Margaret Smith - Facilities and Administration Manager**

1. Introduction

This report covers progress and developments within the Facilities Service. It sets out achievements and work in progress since the March 2016 when progress was last reported.

2. Recommendations

That Members note the information provided within the report.

3. Capital Projects

3.1 Ervins Lock Footbridge – A consultant has been appointed to advise on taking the project forward. Their progress report to date explains that:

- full planning permission will be required
- the bridge design will need to conform to Design Manual for Roads and Bridges (DRMB) Guidance (i.e., minimum of 2.0m between parapets)
- The result of a utilities search in the vicinity shows there are no underground services that would impede installation.
- A CCTV survey of the canal by-wash and a topographical survey are in the process of being completed.

3.2 Sheila Mitchell Pavilion – repairs have started to the canopy roof. The wooden slats have been removed and are being treated off-site. The metal framework has been re-painted. A new CCTV system is being installed prior to the slats being re-installed. Work is taking place around bowls club use and other users of the pavilion.

4. Forum Projects

4.1. Ellis Park Drinking Fountain - work to begin in July.

4.2 Chicken Alley – re-surfacing of the footpath between Brocks Hill Drive and New Street, Oadby, has been completed.

4.3 Bus shelters – shelters with seats have been installed at Paddock Street, Oadby Road and Horsewell Lane. The following forum requests are in progress:

- Bus shelter at Howden Road, Oadby
- Litter bin near to Manor School, Oadby
- 2 litter bins at Coombe Park, Oadby
- Seat for the bus shelter outside of the Council Offices/Health Centre, Station Road, Wigston.

5. Other Facilities Work

5.1 Blaby Road Park Car Park – Consultation with South Leicestershire College over student use of Blaby Road Car park has now resolved the parking issue. It is therefore

proposed to limit parking in both Blaby Road Park Car Park and Station Street Car Park to 3 hours stay. In order to do this the Parking Order will need to be amended. A report requesting permission to amend the order will be submitted to Policy, Finance and Development Committee on 19th July 2016. This will be followed by statutory consultation with the police and Highways Authority, advertising in the local press and a minimum 21 day period of public consultation for objections and representations to be received. A further report finalising the new order will go to Policy, Finance and Development Committee on 20th September 2016. Assuming approval is given and any objections and representations can be satisfactorily dealt with the intention is that the new Order would come into force on 1st October 2016. The anticipated cost of revising the order is around £2k which is required for press advertising.

- 5.2 Peace Memorial Park – repairs have been carried out to the fountain, the multi-use games area / tennis court has been re-lined and three interpretation boards have been installed which have been funded by Friends of Peace Memorial Park. All work was completed in advance of the Green Flag judges visit on 20th April the outcome of which is awaited.
- 5.3 Hayes Park – a quote has been received for the supply and installation of goal posts in the park. It is hoped that the installation will take place before the end of the school holidays; although there is a 6 week lead-in period quoted by the manufacturer.
- 5.4 Oadby cemetery – a quote has been accepted to replace the fence near to the slip road on Oadby Road near to Marriott House.
- 5.5 Wigston Cemetery – a further row of Garden of Remembrance beds has been created.
- 5.6 Victoria Cross Memorial Stone – A paving stone commemorating the life of William Ewart Boulter who was the Borough’s only recipient of the Victoria Cross is being supplied to the council by Department for Communities and Local Government on 4th July ahead of the unveiling ceremony on 14th July. The stone is due to be installed in Bell Street during the week it is received.
- 5.7 Car Parks – Repairs have been carried out to pot holes at St Peter’s Church Hall car park which is owned by the Council. Directional arrows have been installed at Aylestone Lane Car Park to aid traffic flow. Negotiations with the private land owner of part of East Street Car Park have taken place to facilitate repairs to the post holes which are on private land; the repair work is being managed by the Facilities Manager following agreement for a 50:50 split of the invoice with the landowner.

Background Documents:-

Parking at Blaby Road Park, South Wigston
Report to Service Delivery Committee, 22 March 2016

Email: margaret.smith@oadby-wigston.gov.uk

Tel: (0116) 257 2832

Implications	
Financial [CR]	None at this stage, however, the cost of the Parking Order, if approved, will need to be met from existing budgets.
Legal [AC]	No significant implications.
Risk [MS]	CR5 - Effective utilisation of assets/buildings.
Equalities [MS]	No significant implications.
	Equality Assessment <input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable



Service Delivery Committee	Tuesday, 05 July 2016	Matter for Information
-----------------------------------	------------------------------	-------------------------------

Title: Operations Services Update

Author: Brian Kew - Operations Manager

1. Introduction

This report covers progress and developments within the Operations Services setting out achievements and work in progress since March 2016 when activity was last reported.

2. Recommendations

That Members note the information provided within the report.

3. Waste & Recycling

3.1. As reported to this Committee earlier this year, in March, Leicestershire County Council (LCC) is proposing to stop paying recycling credit income to the districts. A response to the consultation exercise was submitted and it is expected LCC will make a final decision later this summer. LCC are proposing changes to the recycling credit scheme will be effective from April 2018. All Members have been invited to a Waste Seminar on 11 July where officers will give an overview of the position with waste and recycling collections.

3.2. The most up to date figures are set on in the table below:-

	Residual Waste	Recycled Waste	Total Waste Collected	Waste per Household	Recycling %
Oct 14 - Dec 14	2053.50	1563.97	3617.47	90.11	43.23
Jan 15 - Mar 15	1967.50	1592.78	3560.28	86.33	44.74
Apr 15 - Jun 15	1894.71	2179.17	4073.88	82.77	53.49
Jul 15 - Sep 15	1871.57	2357.27	4228.84	81.76	55.74
Oct 15 - Dec 15	2150.60	1733.32	3883.92	93.95	44.63

NB - Over the Christmas period waste tends to rise.

(The official national figures are always reported at least a quarter behind)

4. Current Market Rates for Recyclates

The most up to date figures are set out in the table below:-

	Mar-16	Jun-16	<ul style="list-style-type: none"> The rates seem stable currently Steel took a drop at the end of the financial year due to Tata steel closing The outcome of the EU referendum may
Plastic	£80/ton	£130/ton	
Paper	£72/ton	£83/ton	
Card	£60/ton	£70/ton	

Aluminium	£550/ton	£550/ton	have an effect on the rates depending on the outcome as although our paper and plastic is reprocessed in the UK a lot of it is sent to European countries.
Steel	£25/ton	£55/ton	

5. Garden Waste

Take up of garden waste bins at present stands at 14512 bins (64.5%). Requests are coming in at about 10 a day.

6. Street Cleaning

There are 30 transects across the Borough which are assessed on a monthly basis against the gradings of the Code of Practice on Litter and Refuse, which range from Grade A-D (A being clean and D being unsatisfactory, as heavily littered. In April and May of this year, the assessment across the Borough for both litter and detritus ranged from Grade B- 77% and Grade A – 23%

3 new vehicles have recently been purchased for litter picking and emptying dog bins.

7. Grounds Maintenance

At the last meeting of this Committee , earlier this year, in March, it was agreed that an extra grass verges cut over and above the 6 cuts funded by LCC , could be carried out if necessary and funded through Greening of the Borough reserves. It is considered that the extra cut is necessary in view of the weather conditions that are being experienced.

Other works that have taken place over the past few months in readiness for Britain in Bloom judging on 6 July are summarised below:-

- Planted Summer bedding for Willow park / Council offices/ Blaby Road /Leicester Road /All Saints Church
- Working with Pride Of The Borough’s volunteer litter picking days on target areas
- Working with St Peters church with donation of summer bedding to regenerate Flower beds in Churchyard
- Regeneration of shrub beds at memorial park/ planting of trees and shrubs
- Regeneration of the sensory garden / new shrubs / plants
- Replenishing areas/Flower Beds with Daffodil Bulbs throughout the Borough
- Supporting the new Tree officer in his new role with accessing all our trees in the Borough, particularly with the assessment of Oadby Grange Country Park in readiness for the Council to take on the land under a lease.

Email: brian.kew@oadby-wigston.gov.uk

Tel: (0116) 257 2842

Implications	
Financial [CR]	No significant implications.
Legal [AC]	No significant implications.
Risk [BK]	CR1 Decreasing Financial Resources - In relation to waste collection. CR4 Reputation Damage - Failure to provide or reduce services.
Equalities [BK]	No significant implications.
	Equality Assessment
	<input type="checkbox"/> Initial Screening <input type="checkbox"/> Full Assessment <input checked="" type="checkbox"/> Not Applicable

