

Agenda

Cabinet

Date: **Tuesday 24 January 2023**

Time: **1.00 pm**

Place: **Council Chamber**

For any further information please contact:

Democratic Services

committees@gedling.gov.uk

0115 901 3906

Cabinet

Membership

Chair Councillor John Clarke

Vice-Chair Councillor Michael Payne

Councillor David Ellis
Councillor Kathryn Fox
Councillor Jenny Hollingsworth
Councillor Ron McCrossen
Councillor Viv McCrossen
Councillor Henry Wheeler

WEBCASTING NOTICE

Please note that this meeting will be live streamed on the Council's YouTube channel and via the website (www.gedling.gov.uk). At the start of the meeting the Chair will confirm if all or part of the meeting is being broadcast.

You should be aware that the Council is a Data Controller under the Data Protection Act. Data collected during this webcast will be retained in accordance with the Council's published policy.

For more information about how your personal data is collected and used please view our privacy notice <https://www.gedling.gov.uk/elections-privacy/>

AGENDA

Page

- 1 Apologies for absence**
- 2 To approve, as a correct record, the minutes of the meeting held on 8 December 2022** 5 - 9
- 3 Declaration of interests**
- 4 Forward Plan** 11 - 17
Report of the Democratic Services Manager
- 5 Customer Promise** 19 - 27
Report of the Head of Governance and Customer Services
- 6 Prudential Code Indicator Monitoring 2022/23 and Quarter 3 Treasury Activity Report** To Follow
Report of the Head of Finance and IT
- 7 Budget monitoring Q3 and virement report** To Follow
Report of the Head of Finance and IT
- 8 Gedling plan Q3 performance report** To Follow
Report of the Senior Leadership Team
- 9 Any other items the Chair considers urgent**

This page is intentionally left blank

MINUTES CABINET

Thursday 8 December 2022

Councillor John Clarke (Chair)

Councillor Michael Payne
Councillor David Ellis
Councillor Kathryn Fox

Councillor Jenny Hollingsworth
Councillor Ron McCrossen
Councillor Henry Wheeler

Absent: Councillor Viv McCrossen

Officers in Attendance: M Hill, A Ball, F Whyley and C McCleary

33 APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor V McCrossen.

34 TO APPROVE, AS A CORRECT RECORD, THE MINUTES OF THE MEETING HELD ON 3 NOVEMBER 2022

RESOLVED:

That the minutes of the above meeting, having been circulated, be approved as a correct record.

35 DECLARATION OF INTERESTS

None.

36 FORWARD PLAN

Consideration was given to a report of the Democratic Services Manager, which had been circulated prior to the meeting, detailing the Executive's draft Forward Plan for the next six month period.

RESOLVED:

To note the report.

37 ANNUAL RIPA AUDIT

The Senior Legal Officer introduced a report, which had been circulated in advance of the meeting, to update Members as to the Council's use of powers under RIPA from 1 April 2021 to 31 March 2022 in line with the Council's RIPA policy.

RESOLVED:

To note the report.

38 REVIEW OF COMPLAINTS, COMPLIMENTS AND COMMENTS POLICY AND UNACCEPTABLE CUSTOMER BEHAVIOUR POLICY

The Head of Corporate Governance and Customer Services introduced a report, which had been circulated in advance of the meeting, seeking Member approval of updates to the Council's Complaints, Compliments and Comments Policy and approval of the Unacceptable Customer Behaviour Policy.

RESOLVED to:

- 1) Approve the amendments to the Council's Complaints, Compliments and Comments Policy at Appendix 1 to the report; and
- 2) Approve the Unacceptable Customer Behaviour Policy at Appendix 2 to the report.

39 CORPORATE PEER CHALLENGE - FINAL REPORT AND ACTION PLAN

The Chief Executive introduced a report, which had been circulated in advance of the meeting, informing Members of the Corporate Peer Challenge Feedback report and seeking approval of the Corporate Peer Challenge Action Plan.

RESOLVED to:

- 1) Note the Corporate Peer Challenge Feedback Report; and
- 2) Approve the Corporate Peer Challenge Action Plan.

40 UPDATE ON HOUSES IN MULTIPLE OCCUPATION (HMOS) IN NETHERFIELD

The Head of Development and Place introduced a report, which had been circulated in advance of the meeting, informing Members of the suitability of implementing an Article 4 direction to introduce a requirement for planning permission to change from a C3 Dwellinghouse (family dwelling) to a C4 HMO (3-6 unrelated people who share facilities) in the Netherfield Ward.

RESOLVED to:

- 1) Agree that there is currently insufficient evidence to demonstrate that an Article 4 direction or any other measure is necessary to protect local amenity or the well-being of the Netherfield Ward; and
- 2) Monitor the overall number of HMOs in the Netherfield Ward.

41 AUTHORITY MONITORING REPORT 2021 - 2022

The Planning Policy Manager introduced a report, which had been circulated in advance of the meeting, informing Members of the Council's Authority Monitoring Report for April 2021 – March 2022.

RESOLVED:

To note the report.

42 INFRASTRUCTURE FUNDING STATEMENT 2021/22

The Community Infrastructure Levy and Section 106 Monitoring Officer introduced a report, which had been circulated in advance of the meeting, presenting the Infrastructure Funding Statement 2021/22.

RESOLVED to:

- 1) Note the report; and
- 2) Agree to the publication of the Infrastructure Funding Statement for 2021/22 as detailed at Appendix A of the report.

43 COMMUNITY INFRASTRUCTURE LEVY (CIL) NON-PARISH FUNDING – LOCAL INFRASTRUCTURE SCHEDULE PROJECT ASSESSMENTS AND PROPOSED FUNDING 22/23

The Community Infrastructure Levy Officer introduced a report, which had been circulated in advance of the meeting, seeking approval for the commencement of a four week public consultation on projects shortlisted to receive CIL Neighbourhood Funding in the CIL Non-Parish Funding – Local Infrastructure Schedule, Project Assessments and Proposed Funding Allocations document.

RESOLVED:

To approve the commencement of consultation on Monday 16 January 2023 for a period of 4 weeks, on the shortlisted projects identified as suitable for Community Infrastructure Levy Non-Parish Funding.

GREATER NOTTINGHAM STRATEGIC PLAN

The Planning Policy Manager introduced a report, which had been circulated in advance of the meeting, seeking approval to issue the Greater Nottingham Strategic Plan Preferred Approach document for a period of consultation.

It was noted that the list of background documents in paragraph 1.8 of the report had been correct at the time of publication but two additional documents had since been added to the Greater Nottingham Partnership website, including a landscape study and a document which sets out Gedling Borough Council's housing supply. The list would increase further as plan preparation progresses.

Councillor Payne proposed an amendment to the original recommendations in the report. This was seconded by Councillor Hollingsworth and the proposition was put to a named vote as follows:

For the amendment:

Councillors Clarke, Ellis, Fox, Hollingsworth, R McCrossen, Payne, Wheeler.

Against the amendment:

None.

Abstentions:

None.

The Chair declared the amendment carried and it was

RESOLVED to:

- 1) Approve the Greater Nottingham Strategic Plan Preferred Approach document and Sustainability Appraisal in so far as it relates to Gedling Borough with the exception of proposals to release Green Belt land at Teal Close, in light of the Ministerial Statement made on 6th December 2022 and to be made clear in an updated National Planning Policy Framework, to allow a period of public representations; and
- 2) Delegate authority to the Planning Policy Manager to exclude the Teal Close site and make any minor editing changes and any other typographical, formatting or changes to imagery necessary to the Preferred Approach document and any supporting evidence documents prior to consultation.

45 SOUTH NOTTINGHAMSHIRE HOMELESSNESS AND ROUGH SLEEPING STRATEGY

The Housing and Welfare Manager introduced a report, which had been circulated in advance of the meeting, seeking Member approval to adopt the new South Nottinghamshire Homelessness and Rough Sleeping Strategy.

RESOLVED:

To approve the adoption of the South Nottinghamshire Homelessness and Rough Sleeping Strategy 2022-2027 as detailed in Appendix 1 to the report.

46 ANY OTHER ITEMS THE CHAIR CONSIDERS URGENT

None.

The meeting finished at 3.40 pm

Signed by Chair:
Date:

This page is intentionally left blank



Report to Cabinet

Subject: Forward Plan

Date: 24 January 2023

Author: Democratic Services Manager

Wards Affected

All

Purpose

To present the Executive's draft Forward Plan for the next six month period.

Key Decision

This is not a Key Decision.

Recommendation(s)

THAT:

Cabinet notes the contents of the draft Forward Plan making comments where appropriate.

1 Background

- 1.1 The Council is required by law to give notice of key decisions that are scheduled to be taken by the Executive.
- 1.2 A key decision is one which is financially significant, in terms of spending or savings, for the service or function concerned (more than £500,000), or which will have a significant impact on communities, in two or more wards in the Borough.
- 1.3 In the interests of effective coordination and public transparency, the plan includes any item that is likely to require an Executive decision of the Council, Cabinet or Cabinet Member (whether a key decision or not). The Forward Plan covers the following six months and must be

updated on a rolling monthly basis. All items have been discussed and approved by the Senior Leadership Team.

2 Proposal

- 2.1 The Forward Plan is ultimately the responsibility of the Leader and Cabinet as it contains Executive business due for decision. The Plan is therefore presented at this meeting to give Cabinet the opportunity to discuss, amend or delete any item that is listed.

3 Alternative Options

- 3.1 Cabinet could decide not agree with any of the items are suggested for inclusion in the plan. This would then be referred back to the Senior Leadership Team.
- 3.2 Cabinet could decide to move the date for consideration of any item.

4 Financial Implications

- 4.1 There are no financial implications directly arising from this report.

5 Legal Implications

- 5.1 There are no legal implications directly arising from this report.

6 Equalities Implications

- 6.1 There are no equalities implications arising from this report.

7 Carbon Reduction/Environmental Sustainability Implications

- 7.1 There are no carbon reduction/sustainability implications arising from this report.

8 Appendices

- 8.1 Appendix 1 – Forward Plan

9 Background Papers

- 9.1 None identified

10 Reasons for Recommendations

- 10.1 To promote the items that are due for decision by Gedling Borough Council's Executive over the following six month period.

Statutory Officer approval

Approved by:

Chief Financial Officer

Date:

31/8/2020 (report content)

Approved by:

Monitoring Officer

31/8/2020 (report content)

This page is intentionally left blank

Gedling 
Borough Council **FORWARD PLAN**
FOR THE PERIOD 3 JANUARY 2023 TO 30 JUNE 2023

This forward plan sets out the details of the key and non-key decisions which the executive cabinet, individual executive Members or officers expect to take during the next six months.

The current members of the Executive Cabinet are:

Councillor John Clarke – Leader of the Council

Councillor Michael Payne – Deputy Leader and Portfolio Holder for Corporate Resources and Performance

Councillor David Ellis – Portfolio Holder for Local Pride and Community Engagement

Councillor Kathryn Fox - Portfolio Holder for Diverse Communities and Life Chances

Councillor Jenny Hollingsworth – Portfolio Holder for Sustainable Growth and Economy

Councillor Ron McCrossen – Portfolio Holder for Environment

Councillor Viv McCrossen – Portfolio Holder for Young People and Equalities

Councillor Henry Wheeler – Portfolio Holder for Lifestyles, Health and Wellbeing

Anyone wishing to make representations about any of the matters listed below may do so by contacting the relevant officer listed against each key decision, within the time period indicated.

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Open / Exempt (and reason if the decision is to be taken in private) Is this a Key Decision?
Customer Promise Seeking approval for a refreshed Council Customer Promise	24 Jan 2023 Cabinet	Francesca Whyley, Head of Governance and Customer Services	Officer Report	Portfolio Holder for Corporate Resources and Performance	Open No
Gedling plan Q3 performance report To inform Cabinet in summary of the position against Improvement Actions and Performance Indicators in the 2022/23 Gedling Plan for the most recent quarter	24 Jan 2023 Cabinet	David Archer, Head of Human Resources Performance and Service Planning	Officer Report	Leader of the Council	Open No
Prudential Code Indicator Monitoring 2022/23 and Quarter 3 Treasury Activity Report To inform Members of the performance monitoring of the 2022/23 Prudential Code Indicators, and to advise Members of the quarterly Treasury activity as required by the Treasury Management Strategy.	24 Jan 2023 Cabinet	Paul Adcock, Head Of Finance and IT	Officer Report	Portfolio Holder for Corporate Resources and Performance	Open No
Budget monitoring (Q3) and virement report To update members on financial performance information for the 3rd quarter of the 2022/23 year	24 Jan 2023 Cabinet	Paul Adcock, Head Of Finance and IT	Officer Report	Portfolio Holder for Corporate Resources and Performance	Open Yes
Burton Road and Station Road To present a business case for developing the Council owned sites at Burton Road and Station Road	16 Feb 2023 Cabinet	Paul Whitworth, Benefits Manager	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open No
Local scheme of validation for planning applications To inform Cabinet of the local scheme of validation for planning applications	16 Feb 2023 Cabinet	Nigel Bryan, Principal Planning Officer	Officer Report	Portfolio Holder for Sustainable Growth and Economy	Open Yes

Description of the decision	Date decision is expected to be taken and who will take the decision?	Responsible Officer	Documents to be considered by the decision maker	Cabinet Portfolio	Public / Exempt (and reason if the decision is to be taken in private) Is this a key decision?
Annual update on policy advisors	16 Feb 2023 Cabinet	Mike Hill, Chief Executive	Officer Report	Leader of the Council	Open Yes
General Fund Budget 2023/24 For Cabinet to recommend to Council the revenue budget for the next financial year.	16 Feb 2023 2 Mar 2023 Cabinet Council	Paul Adcock, Head Of Finance and IT	Officer Report	Portfolio Holder for Corporate Resources and Performance	Open Yes
Capital Programme and Capital Investment Strategy To approve the capital spending programme and the capital investment strategy for the next financial year.	16 Feb 2023 2 Mar 2023 Cabinet Council	Paul Adcock, Head Of Finance and IT	Officer Report	Portfolio Holder for Corporate Resources and Performance	Open Yes
Prudential and Treasury Indicators and Treasury Management Strategy Statement 2023/24 To present for Members approval the Council's Prudential Code Indicators and Treasury Strategy for 2023/24, for referral to Council	16 Feb 2023 2 Mar 2023 Cabinet Council	Paul Adcock, Head Of Finance and IT	Officer Report	Portfolio Holder for Corporate Resources and Performance	Open Yes
Gedling Plan 2023-2027 To update Cabinet on the review of the Gedling Plan 2023-2027 and seek support for referral to Council.	16 Feb 2023 2 Mar 2023 Cabinet Council		Officer Report	Portfolio Holder for Corporate Resources and Performance	Open Yes
Community Asset transfer of Wollaton Avenue Community Centre	16 Mar 2023 Cabinet	Lance Juby, Head of Communities and Leisure	Officer Report		Open No

This page is intentionally left blank



Report to Cabinet

Subject: Customer Promise

Date: 24 January 2023

Author: Head of Governance and Customer Services

Wards Affected

All Wards

Purpose

To inform Members of the work Customer Services have undertaken to improve customer engagement and seek approval of an updated Customer Promise.

Key Decision

This is not a key decision.

Recommendation

THAT Cabinet:

- 1) Notes the work undertaken by Customer Services to improve customer engagement.
- 2) Approves the Customer Promise at Appendix 1 for publication on the Council's website.

1 Background

1.1 Members may recall that as part of the Council's Annual Statistical Complaints report on 6 October 2022, reference was made to a review of the Council's Customer Promise. This review was part of the Customer Services, service plan and an integral part of the teams' ambitions to improve customer engagement and experience with the Council.

- 1.2 Customer engagement continues to be a priority of the Council moving into the new Gedling Plan, and effective customer service is key to this. Actions in the current Gedling Plan relating to customer engagement include the following:
- reducing poverty and inequality and providing support to the most vulnerable,
 - improving the customer experience of engaging with the Council; and
 - reducing loneliness and isolation.
- 1.3 Covid-19 saw a shift in the way customers interacted with the Council as customers looked to engage with the Council through alternative channels predominantly via digital channels or on the telephone. Covid-19 also provided customer services with an opportunity to engage with some of our most vulnerable residents through humanitarian response, and this provided useful insight into the needs of some of our most vulnerable and hard to reach customers.
- 1.4 Following on from the Covid response, Customer Services reviewed service delivery and in particular the provision of the Carlton Hub at Carlton Police Station which had to cease during the pandemic but which prior to the pandemic received limited engagement. It was recognised that whilst customer interaction had largely shifted from face to face during the pandemic, there were still residents who needed face to face service provision and in particular those requiring face to face support were those unable to access online services and those in most need of support to access services.
- 1.5 Working with neighbourhood co-ordinators, voluntary groups and communities, and looking at postcode data from face to face visits, including accessibility to Council offices from different geographical locations, Customer Services established the need for continued “hub” provision or outreach support in various locations in the borough, and in December 2021 rolled out a programme of outreach support sessions around the borough.
- 1.6 Customer Services sought to co-locate these sessions with other organisations who already had established links with the community for example through job fairs, food hubs or community centres. Customer Services has now established a weekly outreach support session in Carlton at the former Carlton Methodist Church working with the Hope Charity and Carlton foodbank. In addition, monthly sessions were provided at the Core Centre in Calverton (this has recently increased to weekly) and one off sessions have been provided at Newstead Village Hall, Killisick Community centre and more regularly at the Ark in Gedling.

- 1.7 Feedback from the outreach sessions has been positive and demand for the service has grown with two advisers now required at Carlton and Calverton hubs. Over the last year Customer services have seen and advised 480 residents at outreach sessions. The support provided has ranged from benefit and debt advice, advice on grant entitlement, housing advice, help with council tax payments, sign-posting to other services such as Age Concern and the Carer's Hub as well as providing residents with access to the Household Support Fund, a County Council grant fund administered by the districts.
- 1.8 The Household Support Fund was created to help with the cost of living crisis and the scheme provides immediate financial aid to residents in the form of food and fuel vouchers. Approximately 300 referrals for the fund were made in the last year through outreach sessions and working closely with organisations linked to the outreach sessions.
- 1.9 The outreach sessions have also enabled referrals to the Warm homes and Disabled Facilities Grants. New relationships with Age UK, The Green Doctor, Shareware and the Ark have been formed which has given Customer Services the ability to improve support to residents. It has enabled Customer Services to provide a more robust wrap around support service where residents benefit from multiple services but only have to visit the Council once.
- 1.10 The roll out of agile working and associated IT equipment has enabled the outreach hubs to be delivered without any "down time" so if a particular session is quieter, advisers have the facility to revert to the phones or respond to online queries. In addition, as Customer Services now operates an appointments system, residents who live close to an outreach hub can have their face to face appointment booked at the outreach hub rather than having to travel to the Council offices.
- 1.11 Customer Services have now started to capture footfall data from the outreach sessions and data about the services requested at the sessions. This will enable Customer Services to understand the needs of residents at outreach sessions and will also provide more measurable outputs from the sessions.
- 1.12 In addition to the outreach hubs, Customer Services have created a self-serve area in the Council offices and are working with customers to improve digital skills. There are plans to improve this further in 2023 with the introduction of webchat which provides a range of additional functions for customer access, including translation services and video chat, and with the recent appointment of a Digital and Training officer in Customer Services who is tasked with improving digital access to services.
- 1.13 Running throughout the ongoing Customer engagement work is the need to deliver on the Council's Equality Framework and Action Plan. It is

recognised that accessibility is key and to support this Customer feedback is sought from all customers including the request for the provision of equality data to help us shape our services. In addition, all Customer Services staff have undertaken equality training and specific training on Mental health awareness in the context of customer service provision.

- 1.14 In order to provide clarity to our customers about our service provision the Customer Promise was reviewed in October 2022 and was launched for consultation with staff through national Customer Services week. The new promise incorporated some of the existing promise but is more concise, written in plain English and sends a clear message to customers as to how they will be treated. It supports our commitment to accessibility and improved engagement.
- 1.15 This piece of work comes following the approval by Cabinet in December 2022 of the new Unacceptable Customer Behaviour Policy. That policy provides support for staff dealing with difficult customers and sets out what behaviour will not be accepted. The Customer Promise is for the customer to understand how they can expect to be treated by the Council and sets the standards by which interactions can be measured.
- 1.16 The Institute of Customer Services has produced a document outlining trends and predictions for Customer Services in 2023. This document, along with other information gathered by Customer services in 2022 will support the creation of a Customer Services Strategy document for 2023/24 to support service planning and the Gedling plan. The Institute of Customer Services references the following in its predictions for 2023:
- “Organisations will need to maintain a clarity of purpose and be realistic about their core proposition, how they will service different types of customer and the levels of service they can sustain. They will also need to demonstrate empathy, understanding, flexibility and transparency in their communication - especially when dealing with customers who are vulnerable, or whose personal circumstances have been impacted by growing financial pressures. Organisations will be expected to be proactive in helping customers manage the rising cost of living.”*
- 1.17 What is clearly identified in the predictions for 2023 is that there is a balance to be struck between digitalisation and an ongoing need to support all our residents effectively. Whilst face to face services are often seen as outdated, and artificial intelligence and digitalisation the route perhaps to true efficiency, what Customer Services have learned from Covid-19, and from talking to residents, is that effective customer service has to be accessible by all, only then can the Council effectively deliver services and fulfil the Council’s motto of Serving People, Improving Lives.

- 1.18 Whilst to many residents engagement with the Council is preferably minimal and transactional, there are so many other residents who need more than this. The outreach programme attempts to overcome barriers to accessing services such as geography, mobility, health restrictions (physical and mental), literacy, IT skills, and cost, to ensure that as many of our residents as possible are getting the services they need and are entitled to. The Customer Promise is the overarching promise of how as a Council we will engage with our customers in a way that they understand and to which the Council can be held to account.

2 Proposal

- 2.1 It is proposed that Cabinet note the contents of the report in respect of the work undertaken and planned, to improve Customer engagement, and that the Customer Promise is supported for publication. If supported, all staff will be briefed on the new Customer Promise.

3 Alternative Options

- 3.1 An alternative Customer Promise could be considered, however this document has been circulated to all staff and Senior Leadership Team for comment and is considered to be fit for purpose.

4 Financial Implications

- 4.1 There are no direct financial implications arising out of this report. The locations of the outreach hubs have been identified on the basis there is no charge to the Council for using the facilities but the benefits to the groups using those locations is significant. As indicated in the report, there is no “downtime” at the outreach sessions as staff have the equipment to be able to revert to online and phone queries remotely. All work undertaken is met from within existing budgets.

5 Legal Implications

- 5.1 There is no legal requirement to provide a Customer Promise, however, it does support the provisions of standards to which the Council can be measured when dealing with complaints or queries.

6 Equalities Implications

- 6.1 The Customer Promise and other work undertaken by Customer Services supports the Council's Equality Policy, Framework and Action Plan and has an overall positive impact on those who may have difficulty accessing Council Services for a variety of reasons. The work aims to improve customer engagement for all.

7 Carbon Reduction/Sustainability Implications

- 7.1 Travel to outreach centres, does have a slight impact in respect of carbon emissions, as staff are required to use their own vehicles which may not be electric. This could be offset by the reduction in travel time the customer needs to make as they can access services locally as opposed to travelling to the Civic Centre.

8 Appendices

- 8.1 Appendix 1 – Customer Promise
Appendix 2 – Customer Services Statistics 2022

9 Background Papers

- 9.1 Institute of Customer Services Trends and Predictions 2023

10 Reasons for Recommendations

- 10.1 To update the Executive on the work undertaken by Customer Services to improve customer engagement and to seek support for a new Customer Promise.

Statutory Officer approval

Approved by:
Date:
On behalf of the Chief Financial Officer

Approved by:
Date:
On behalf of the Monitoring Officer

Customer Promise

Our motto is “**Serving People, Improving Lives**” and we are proud to serve the Gedling community. In order for us to do this successfully, we make this promise to you, and ask that in return, you treat our staff with the same respect and courtesy they show you and that you give us feedback to enable us to continually improve our services.

We take our commitment seriously and will always be;

Respectful and Kind



We will act professionally, and treat you with courtesy, kindness, respect and compassion. We will listen to you and treat you fairly.

Accessible



We are aware you have preferred methods of contact which make enquiries easier for you. Where possible our services are online and easy to find and we will always be on hand to help you use these if you struggle. You can also message us via social media. We also provide face to face support at various locations around the Borough and we are available to speak to you over the telephone.

Informative and Responsive



We will explain our processes and decisions clearly, using plain language when we write or speak to you. Where possible, we will keep you informed of any actions or changes we are making. We aim to respond to all queries within 10 working days and will explain any delays.

Honest and Reliable



We will give you accurate information but if mistakes are made we will put them right and be accountable for them. We will respect your privacy and protect your personal information.

This page is intentionally left blank

CUSTOMER SERVICES 2022

Serving People, Improving Lives.

166,644 CALLS ANSWERED

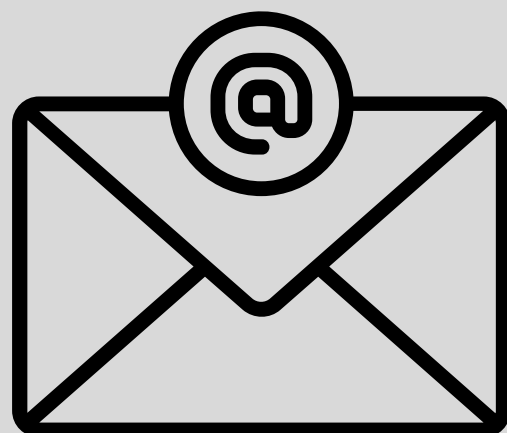
95% WITHIN TARGET TIMES



8,098 CUSTOMERS SEEN FACE TO FACE

84 OUTREACH SUPPORT SESSIONS DELIVERED IN THE BOROUGH

21,970 ONLINE AND EMAIL QUERIES HANDLED



99% OF CUSTOMERS SATISFIED WITH HOW THEIR ENQUIRIES WERE HANDLED

This page is intentionally left blank