North West Leicestershire District Council

Meeting	**CABINET**
Time/Day/Date	5.00 pm on Tuesday, 11 January 2022
Location	Council Chamber, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

AGENDA

Item		Pages
1.	**APOLOGIES FOR ABSENCE**	
2.	**DECLARATION OF INTERESTS**	
	Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary.	
3.	**PUBLIC QUESTION AND ANSWER SESSION**	
4.	**MINUTES**	
	To confirm the minutes of the meeting held on 7 December 2021.	**3 - 6**
5.	**DRAFT BUDGET AND COUNCIL TAX 2022/23**	
	Report of the Strategic Director. Presented by the Corporate Portfolio Holder.	**7 - 50**
6.	**COUNCIL TAX BASE 2022/23**	
	Report of the Strategic Director. Presented by the Corporate Portfolio Holder.	**51 - 60**
7.	**CUSTOMER SERVICE STRATEGY**	
	Report of the Strategic Director Presented by the Housing, Property and Customer Services Portfolio Holder.	**61 - 132**

Circulation:

Councillor R Blunt (Chairman)
Councillor R Ashman (Deputy Chairman)
Councillor R D Bayliss
Councillor T Gillard
Councillor K Merrie MBE
Councillor N J Rushton
Councillor A C Woodman

MINUTES of a meeting of the CABINET held in the Council Chamber, Council Offices, Coalville on TUESDAY, 7 DECEMBER 2021

Present: Councillor R Blunt (Chairman)

Councillors R Ashman, R D Bayliss, T Gillard, K Merrie MBE and A C Woodman

In Attendance: Councillor C A Sewell

Officers: Mrs B Smith, Mr A Barton, Mr D Bates, Miss E Warhurst, Mrs C Hammond, Mr M Murphy and Ms R Haynes

57. APOLOGIES FOR ABSENCE

Apologies were received for Councillor Rushton.

58. DECLARATION OF INTERESTS

There were no interests declared.

59. PUBLIC QUESTION AND ANSWER SESSION

No questions were received.

60. MINUTES

The minutes of the meeting held on the 9 November 2021 were considered. It was moved by Councillor T Gillard seconded by Councillor K Merrie and

RESOLVED THAT:

The minutes of the meeting held on the 9 November 2021 be confirmed as accurate record of proceedings.

Reason for decision: To comply with the Constitution.

61. HOUSING STRATEGY

Councillor Bayliss presented the report, identifying four priority areas for action and placing emphasis on the need to make best use of existing housing stock, allowing Cabinet to consider the Council's Draft Housing Strategy.

It was moved by Councillor Bayliss seconded by Councillor K Merrie and

RESOLVED THAT:

The housing strategy for adoption be approved.

Reason for decision: To identify the Council's strategic priorities in relation to housing.

62. AFFORDABLE HOUSING SUPPLEMENTARY PLANNING DOCUMENT (SPD) - ADOPTION

Councillor Merrie presented the report, outlining the main matters covered by the SPD and provided additional guidance about the application of the Council's planning policies for affordable housing and wider operational support for affordable housing.

It was moved by Councillor K Merrie seconded by Councillor R Ashman and

RESOLVED THAT:

the Local Plan Committee be requested to adopt the affordable housing supplementary planning document as attached as Appendix 2 of the report.

Reason for decision: To ensure up to date planning guidance on the subject of affordable housing is in place to help local users of the Planning service.

63. LOCAL PLAN SUBSTANTIVE REVIEW - DEVELOPMENT STRATEGY

Councillor Merrie presented the report, outlining the outcome of the Local Plan Committee of 27 October 2021, in respect of the proposed Development Strategy options to be taken forward for consultation.

It was moved by Councillor K Merrie seconded by Councillor R Ashman and

RESOLVED THAT:

Cabinet support of the recommendations from the Local Plan Committee of 27 October 2021 in respect of the proposed development strategy as part of the Local Plan review be confirmed

Reason for decision: That preparation of the Local Plan is a Cabinet function.

64. PUBLIC SPACES PROTECTION ORDER (PSPO) IN RELATION TO THE RESTRICTION OF MOTOR VEHICLES IN THE AREAS OF SAWLEY, LOCKINGTON AND CAVENDISH BRIDGE

Councillor Woodman presented the report, which found that there had been a dramatic decline in fly tipping and illegal encampments since the order had been put in place. Residents and landowners were found to be in favour of the extension.

It was moved by Councillor A Woodman seconded by Councillor R Blunt and

RESOLVED THAT:

1. The extension of the public spaces protection order in relation to the restriction of motor vehicles in the areas of Sawley, Lockington and Cavendish Bridge as detailed in Appendix B with the revised wording in Schedule 2 (D) and (L) be approved and
2. Future decisions on renewal or amendment of the PSPO be delegated to the Director.

Reason for decision: To extend the current PSPO for a further 3 years to prohibit unauthorised motor vehicles and reduce incidents of fly tipping and illegal encampments.

65. 2021/22 QUARTER 2 PERFORMANCE REPORT

The Leader presented the report and then invited Portfolio Holders to make comments on their areas.

It was noted that the new Leisure Centre had made good progress with the development set to be completed ahead of schedule. Councillors also noted the early success of the Newmarket and the progress made in making the High Street a more attractive place to shop.

It was moved by Councillor R Blunt seconded by Councillor T Gillard and

RESOLVED THAT:

The progress against the corporate objectives and performance indicators for Quarter 2 2021/22 be noted.

Reason for decision: To report Q2 2021/22 Council Delivery Plan performance.

66.   **MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY**

Councillor Woodman shared the minutes of the Coalville Special Expenses Working Party, highlighting the preferred design for Coalville Park, a new wall for London Road Cemetery and a new grit bin for Zetland Close/Wentworth Road.

It was moved by Councillor A Woodman seconded by Councillor T Gillard and

RESOLVED THAT:

The minutes of the Coalville Special Expenses Working Party at Appendix 1 be noted and the recommendations detailed at section 3.0 of the report be approved.

Reason for decision: So that the decisions of the Coalville Special Expenses Working Party can be considered.

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.37 pm

Chairman's initials

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 11 JANUARY 2022

Title of Report	DRAFT BUDGET AND COUNCIL TAX 2022/23	
Presented by	Councillor Nicholas Rushton Corporate Portfolio Holder	
Background Papers	Draft Budgets 2022/23 - Corporate Scrutiny Draft Minutes – 8 December 2021 Review of the Medium Term Financial Plan – Cabinet – 21 September 2021.	**Public Report:** Yes
		Key Decision: Yes
Financial Implications	This report sets out the draft General Fund, Housing Revenue Account, Special Expenses and Capital Programme for 2022/23. It also sets out planned changes to the fees and charges that the Council sets for some services.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	The report and its appendices set out plans to create new posts and remove vacant posts from the establishment.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	For Cabinet to approve the 2022/23 draft budgets for consultation.	
Reason for Decision	Required as part of the 2022/23 budget process.	
Recommendations	**CABINET IS RECOMMENDED TO:** 1. **AGREE THE 2022/23 DRAFT BUDGET PROPOSALS FOR STATUTORY CONSULTATION;** 2. **NOTE THE S151 ASSURANCE STATEMENT GIVEN IN SECTION 5; AND** 3. **NOTE THE COUNCIL'S RISK REGISTER.**	

1.0 BACKGROUND

1.1 This report seeks Cabinet approval to commence the statutory consultation on the proposed changes to the budget for 2022/23. This report presents:
- The draft General Fund budget (Section 2)
- The draft Housing Revenue Account budget (Section 3)
- The Council's draft five-year Capital Programme (Section 4)
- The draft Special Expenses budget (Section 5)
- The Section 151 Officer's view on the robustness of these estimates and the adequacy of reserves (Section 6)
- The feedback from early consultation work (Section 7).

2.0 GENERAL FUND BUDGET 2022/23

2.1 Funding

2.1.1 The general fund budget funding position has been updated to reflect the provisional Local Government Finance Settlement, which was published on 16 December 2021, and the latest council tax base calculations, which are subject to a separate report on this agenda. The key funding changes, compared to the previous year, are:

- **Reduction in New Homes Bonus.** Government announced that the new homes bonus will continue for 2022/23, with the Council due to receive £2.218 million. This is £234,000 lower than in previous years, although much greater than previously expected following Government decision to introduce an additional year of reward.

- **Reduction in the Lower Tier Service Grants**. This grant was introduced last year to effectively provide transitional support and ensure no authority received a reduction in spending power. This years' Settlement also aims to maintain spending power, although this has been achieved through the continuation of the New Homes Bonus for a year. As a result, the lower ties service grant has reduced by £349,000 to £201,000.

- **New Support Service grant of £166,000.** This is a new one-off grant announced by Government through the Settlement, with a view to supporting council services.

- **Increase in Business rates**. Growth in the district is expected to result in a significant increase in business rate income, from £5.9 million currently forecast for this year to £8.6 million for 2022/23, an increase of £2.7 million. As a result of this growth, the use of the business rates reserve is reduced to £0, with a forecast £3.0 million remaining set aside within the reserve to offset future business rate volatility.

- **Council Tax income is assumed to increase by £117,000.** This is caused by growth in the district and represents growth of 2.1% since the previous year.

  The value of the district's share of council tax remains frozen. Had the council tax been increased by the maximum amount, which is £5 on a band D property, then the Council would receive an additional £178,000 in council tax.

2.1.2 The net impact is an increase in anticipated funding of £0.8 million compared to the previous year's budget (see table 1 below). This is in line with previous forecasts within

the medium term financial plan. However, the provisional financial settlement is a one year settlement, meaning the uncertainty and potential adversity surrounding the general fund's funding position in the medium term remains.

Table 1: Changes to the General Fund funding position from the previous year

	2021-22 Budget £'000	2022-23 Budget £'000	Change
Council Tax	5,525	5,642	2.1%
Business rates (including use of volatility reserve)	7,611	8,626	13.3%
New Homes Bonus	2,452	2,218	-9.5%
Lower Tier Services Grant	550	201	-63.5%
Services Grant	0	166	New
Transfer from/(to) Collection Fund	(99)	(30)	-69.7%
Total	**16,039**	**16,823**	**4.9%**

2.2 Budget Proposals

2.2.1 Appendix 1a sets out the most significant planned changes to the general fund budgets for 2022/23. The proposals include:

- **Cost pressures totalling £1.1 million.** The most significant cost pressure relates to our current staffing costs, which are due to increase by £861,000, due to a combination of increases in national insurance and pension contributions, assumed 2% pay award in 2022/23, additional anticipated staff cost increases in the 2021/22 year and the need for market supplements on some posts.

- **Changes to income, which see income increase by £397,000.** The most significant changes include higher income from the sale of recycling materials and the introduction of fees for additional garden waste bin collections.

- **Budget savings totalling £330,000.** This is where the council has identified areas where budgets can be decreased.

- **Service Developments totalling £162,000.** Service developments are where there are planned improvements to a service which bring additional costs. Considering the funding position, these developments have been sought to keep to a minimum.

2.3 Fees and charges

2.3.1 The council provides a large number of services to local residents that incur a fee. Appendix 1b sets out key changes to fees and charges for 2022/23 and whether those fees are expected to generate a surplus or are subsidised by the general fund.

2.3.2 As noted above, there is a new fee for 2022/23, which will see properties with more than one garden waste bin charged £45 for each additional bin they have. This is estimated to increase the net income by £210,700 during the year. Income estimates are based on assessment of the number of people who have a garden waste bin who will elect to have a second bin with the extra charge.

2.4 General Fund Budget Summary

2.4.1 Appendix 1c shows the draft summary general fund budget position for 2021/22 and 2022/23. Table 2 below highlights that the net revenue expenditure has increased by £1.1 million whilst the anticipated funding has increased by £0.8 million. This means the funding received is just covering net revenue expenditure currently. However, anticipated savings made through the Journey to Self Sufficiency Programme over the coming year, totalling £895,000 will see a contribution to reserves of £1.1 million by the end of the year if they are achieved.

Table 2: Changes to the General Fund budget from the previous year

	2021/22 £'000	2022/23 £'000	Movement £'000
Total Funding	(16,039)	(16,823)	(784)
Net Revenue Expenditure	15,506	16,585	1,079
Funding (surplus)/deficit	**(533)**	**(238)**	**295**
Targeted J2SS savings	(570)	(895)	(325)
Contributions to/(from) reserves	1,103	1,133	30

2.4.2 The budget position shows a surplus position of about £1.1 million in 2022/23 assuming that J2SS savings are made. This surplus should be viewed in the context of the medium term which although remaining uncertain in terms of detail is likely to see significant reductions in funding income as and when business rates growth retention is reset. It is for this reason that decisions made in this year's budget process will impact upon the authority's ability to achieve medium term financial sustainability.

2.4.3 Further work is ongoing with CLT and budget holders to challenge the base budget and find additional savings and income, in order to meet the ambitious J2SS savings targets.

2.5 General Fund Reserves

2.5.1 The General Fund has both the journey to self-sufficiency reserve and business rates reserve to help manage deficits and funding volatility. The combined value of these reserves is forecast to be £9.4 million on 31 March 2022 and will rise to £10.5 million by 31 March 2023 based on the current budget.

2.5.2 As noted in the previous report on the medium-term financial plan, these reserves are anticipated to be used within the medium term when funding falls, predominantly as a result of an anticipated reset in business rates baseline. The revised figures, shown within appendix 1c, indicate that the general fund reserves will be fully used during 2024/25 based on our current plans.

2.5.3 A review of the medium-term financial plans will be undertaken prior to the budget Council in February, focusing on:

- **The updated budget position**, including any further savings identified as part of the continued budget review set out in paragraph 2.4.3.

- **Enhanced modelling of future business rates.** The current forecasts are based on a 1.5% growth rate per annum. Enhancing modelling will look to better using planning and economic development intelligence to more accurately forecast growth, particularly with respect to new large business developments within the area.

3.0   HOUSING REVENUE ACCOUNT BUDGET 2022/23

3.1   Funding

3.1.1   As a self-financing account, the Housing Revenue Account's main source of income is the rents tenants pay for their home. The proposed increase in rents for 2022/23 is 4.1%, which is the maximum increase allowed under the current social rent policy, set by Government. It will increase rental income by £437,000 next year, to give a total rental income of £17.9 million.

3.1.2   The council will maintain its policy of capping rents at the level of the relevant Local Housing Allowance. This means all our properties will be covered by relevant benefit payments if the tenant is eligible for them. Officers estimate that around 59% of our current tenants receive either housing benefit or universal credits to support their rent payments.

3.1.3   The average weekly rent will increase from £84.45 to £87.91, an increase of £3.46 per week. Currently 34% of our socially rented properties are below the maximum charge for that property (known as the formula rent), resulting in £175,000 in lost income for 2022/23. Government's current social rent policy does not allow for supplementary increases to rents to catch-up with formula rent, meaning rents below the formula rent level can only be returned to formula rent when a property is relet.

3.1.4   Rents are now 4.2% higher than they were in 2015/16 in nominal terms, which was the year before the four years of 1% rent reductions. Had rents kept pace with inflation since 2015/16 they would be 7.6% higher than they currently are, and the Housing Revenue Account would benefit from an additional £1.4 million in rental income in 2022/23.

3.2   Budget Proposals

3.2.1   Appendix 2a summarises the proposed changes to the HRA budgets that exceed £15,000. This includes:

- **Changes in income totalling £511,600.** This is largely due to the increased rental income described in paragraph 3.1.1.

- **Cost Pressures of £951,500.** This largely relates to the increase in costs from the in-house repairs team, which is run as an internal trading account. This account is seeing its income fall as a result of a smaller home improvement programme, but it also seeing costs increase due to covid-safe working practices and increasing material prices. There are also increasing staffing costs, mirroring the cost pressure on the general fund (see paragraph 2.2.1).

- **Service developments of £321,000.** The majority of this development is to reintroduce the cyclical painting programme, which looks to ensure external areas of properties are painted where required, as part of a preventative

maintenance programme. There are also three new positions proposed to support service delivery.

- **Budget savings of £317,500**. This is mainly due to the reduced interest charges following the repaying of £13 million of loans, scheduled for March 2022.

3.3   Fees and charges

3.3.1   As with the general fund, the HRA has a number of fees and charges. Some properties have service charges, on top of the rent, to pay for specific services relevant to their properties. These are listed in appendix 2b, and the key changes to note are:

- **Increase in utility costs of 20%.** This is based on well documented rising energy costs.

- **Grounds maintenance costs increase of 3%.** This charge was reduced by 14.7% in 2021/22 as the pandemic reduced the frequency of the services tenants received in 2020. These services have still not recovered to their previous level, so the service charge has not been increased back to its previous levels, with the estimated income from grounds maintenance costs increasing by £2,800 to £97,000. Had this disruption not occurred, the current income would be around £20,000 higher.

3.3.2   In addition to this, there are a number of fees and charges for additional services we provide. These are subject to inflationary uplifts, except for the central heating charges which are increasing by 20% as per the service charges. A full list of the fees and charges are provided in appendix 2c.

3.4   Housing Revenue Account Summary

3.4.1   Appendix 2d sets out the summary HRA budget for 2022/23. As shown in table 3, the increase in income from additional rents is offset by additional expenditure. This is balanced by a planned increase to the journey to self-sufficiency savings targets and lower revenue contributions to capital outlay, which balances the budget with a £65,000 surplus.

Table 3: Changes to the Housing Revenue Account budget from the previous year

	2021/22 £'000	2022/23 £'000	Movement £'000
Income	(18,059)	(18,521)	(462)
Operating Expenditure	14,599	15,231	632
Operating (surplus)/deficit	**(3,460)**	**(3,290)**	**170**
Targeted J2SS savings	(225)	(325)	(100)
Revenue contributions to capital outlay	3,650	3,550	(100)
Net (surplus)/deficit	**(35)**	**(65)**	**(30)**

3.4.2   The table above shows that significant revenue contributions to the capital programme remain in place. This is required to fund the Housing Capital Programme, and more detail is provided in section 4.2 and 4.3.

3.5   Housing Revenue Account Reserves

3.5.1   The Housing Revenue Account is forecast to have working balances of £6.0 million at the end of the 2021/22 financial year. In order to fund the HRA Capital Programme, £5.0 million of that working balance will be transferred to fund capital works, with £3.4 million transferred in 2022/23 and the remaining £1.6 million in 2023/24. This approach delays the anticipated borrowing requirement that is set out in paragraph 4.3.2 and minimises the costs to the HRA. A minimum working balance of £1.0 million will be retained to ensure the HRA has reserves for unexpected events.

4.0   CAPITAL PROGRAMMES 2022/23 TO 2026/27

4.1   General Fund Capital Programme

4.1.1   The proposed General Fund capital programme is outlined in appendix 3a. The five-year programme totals £17.0 million, which is a reduction of £1.9 million from the previous 5-year programme, which is largely a result of the earlier expected completion of the new leisure centre. Key changes include:

- **Introduction of a new £3 million regeneration programme for Coalville.** This multiyear investment will be used for regeneration projects for Coalville. These projects will be subject to the approval of full business cases for the individual projects. This new programme brings the total planned investment in Coalville up to £9.8 million over the next five years.

- **Updates to the investment in our IT and systems.** This updated programme of works brings anticipated capital spend on ICT and systems to £0.7 million over five years.

- **New projects to provide new vehicle weighbridges at our depot, as well as a project to replace CCTV across Ashby and Coalville.** These projects add £99,000 in the capital programme and will introduce latest technology to improve service performance.

4.2   HRA Capital Programme

4.2.1   The proposed HRA capital programme is outlined in appendix 3b. Over the five-year period, the total programme comes to £67.3 million, an increase of £6.0 million over the previous five-year programme.

4.2.2   Key changes include:

- **Allocating £20.5 million over five years to work towards a zero-carbon programme**. Following the completion of a pilot programme of works to reduce carbon emissions on 56 of our properties in the current financial year, this five-year programme is expected to fund works to reduce the carbon emissions from over 2,000 council homes.

- **Reducing the size of the new build and supply programme by £13.6 million**. This helps to release funding for the zero-carbon programme. The remaining £13.0 million programme, when combined with carrying forward any underspends from the current years budget, is estimated to deliver 99 new affordable rented homes over the five-year period.

The new build and supply programme includes provision to begin a regeneration project, which will see 30 existing dwellings demolished and replaced with new dwellings that better serve the needs of tenants with lower carbon emissions. This will be subject to consultation with the affected tenants.

- **Reduction in the estate improvement programme by £932,000 over the five years.** This reduction predominantly comes from the other estates project line, which is used for projects such as largescale fencing replacements, and footpaths and unadopted roads budgets. A programme of £2.2 million remains to complete estate improvement works over five years, and the off-street parking element of the programme has increased by £119,000 in 2022/23.

- **Supporting Housing Improvements works have been brought forward to 2022/23.** This has the effect of increasing the budget for 2022/23 by £630,000, although the five-year programme has reduced by £420,000.

- **Additional spend of £43,000 is planned Fire Risk Assessment Remedial Works in 2022/23.**

4.3   Funding the Capital Programmes

4.3.1   Each capital programme is funded from a variety of sources, including revenue, grants and borrowing. Table 3 below summarises the funding sources for each year of the general fund and housing revenue account capital programme.

4.3.2   The housing revenue account capital programme shows a need to borrow £9.1 million over five years from 2023/24. This is due to the introduction of the £20.5 million zero carbon capital programme, which cannot be fully funded through current reserves or revenue contributions currently. The scale of the borrowing has been minimised and will be delayed for as long as possible, to minimise borrowing costs.

4.3.3   Table 4 does not include potential external funding for the Zero Carbon work in the HRA capital programme. If additional funding is received, for instance from the Government's Social Housing Decarbonisation Fund (SHDF), the borrowing need will reduce.

Table 4: Sources of funding for the capital programmes

	2021/22 Forecast Carry Forward £'000	2022/23 Budget £'000	2023/24 Indicative £'000	2024/25 Indicative £'000	2025/26 Indicative £'000	2026/27 Indicative £'000
General Fund Capital Programme						
Capital Receipts	30	0	0	0	0	0
Government Grants	0	670	670	670	670	670
Reserves	1,649	36	2	0	0	0
Section 106 contributions	0	0	0	0	0	0
Revenue contributions	5	22	0	0	0	0
Leasing/Unsupported Borrowing	2,766	9,966	2,341	619	592	49
General Fund Total	**4,450**	**10,694**	**3,013**	**1,289**	**1,262**	**719**

	2021/22 Forecast Carry Forward £'000	2022/23 Budget £'000	2023/24 Indicative £'000	2024/25 Indicative £'000	2025/26 Indicative £'000	2026/27 Indicative £'000
Housing Revenue Account Capital Programme						
Capital Receipts	1,303	2,471	2,670	2,257	2,184	2,241
Government Grants	0	208	207	207	180	117
Reserves	1,208	8,581	5,186	3,195	3,258	3,339
Section 106 contributions	268	219	601	12	0	0
Revenue contributions	600	3,550	4,250	4,364	4,390	4,590
External Borrowing	0	0	2,700	2,200	2,200	2,000
Housing Revenue Account Total	**3,379**	**15,029**	**15,614**	**12,235**	**12,212**	**12,287**
Total Capital Programme Funding	**7,829**	**25,723**	**18,627**	**13,524**	**13,474**	**13,006**

5.0   SPECIAL EXPENSES 2022/23

5.1   The Council operates a number of special expense accounts where it provides additional services specific to some areas. Appendix 4 sets out the five-year budgets for these accounts as they currently stand and show an aggregated net cost of service for special expense areas of £787,000, which will be funded from the precepts, reserves and the Localisation of Council Tax Support Grant.

5.2   Table 5 sets out current Special Expenses council tax increases for a band D property, which is based on an assessment of expected costs that need to be funded over the five year period.

Table 5: Changes to Special Expenses Council Tax for a band D property

	21/22	Increase	22/23
Coalville	£67.72	£6.09	£73.81
Whitwick	£8.87	£0.68	£9.55
Hugglescote	£18.45	-£3.18	£15.27
Coleorton	£9.22	£1.41	£10.63
Lockington & Hemington	£11.92	£1.80	£13.72
Measham	£1.73	£0.14	£1.87
Oakthorpe & Donisthorpe	£5.13	£0.97	£6.10
Ravenstone with Snibston	£1.03	£0.26	£1.29
Stretton-en-le-Field	£67.49	£5.62	£73.11
Appleby Magna	£6.05	£1.03	£7.08

6.0   ROBUSTNESS OF ESTIMATES AND ADEQUACY OF RESERVES

6.1   The Local Government Act 2003 requires the section 151 officers to comment on the robustness of the budget estimate and on the adequacy of the proposed reserves.

6.2   The Section 151 officer considers that:

- The budget estimates within this report are robust, although particular attention should be paid to the Journey to Self Sufficiency saving targets built into the General Fund and Housing Revenue Account Budgets. These pose a significant challenge for both officers and members, but will be instrumental to the Council's financial resilience in the medium term.

- The Council has an adequate level of reserves to ensure financial sustainability in the short term. However, as noted in paragraph 2.5.2, the Council's general fund is now in a position where the reserves set aside to mitigate against the risk of adverse funding changes in the future are now expected to be fully used during the 2023/24 financial year. This risk is noted in the Council's risk register, a copy of which is included in appendix 5.

7.0   CONSULTATION

7.1   The corporate scrutiny committee has already considered the proposals within this report at their meeting on 8 December 2021. Members asked a number of questions around the proposals, and more detail can be seen in the minutes for the meeting, which are included as a background paper to this report. The main suggestions coming from the discussion were:

- **Whether the £10 million of reserves, noted in paragraph 2.5.1, could be better used to invest in the district.** These reserves are the Journey to Self Sufficiency Reserve and business rates volatility reserve. Both are considered necessary to manage the risk from the fair funding review, which is expected to significantly reduce the council's funding in the medium term as outlined in section 2.1. The reserves will help to protect existing services within the district over the medium term.

- **To defer the garden waste charge for additional bins and explore other options, such as keeping the second bin free of charge, are explored.** There was some concern from members about how many residents would pay the new charge and whether it would increase fly tipping. The proposal remains in the budget, as it builds on work and learning since March 2021, when Cabinet approved introducing garden waste charges when residents requested new additional bins.

7.2   The Coalville Special Expenses Working Party discussed the planned special expenses budgets for Coalville in their meeting on 14 December 2021. Members debated the planned council tax increase, along with planned expenditure that falls to the Coalville special expense account. Due to the timing of this report, the minutes are not available to share at the time of writing this report but will be included in the final budget report to Cabinet in February 2021.

7.3   As part of developing the budget, the Performance and Finance Working Group (a small group of involved tenants specialising in reviewing the performance and finances of our housing service) reviewed the Housing Revenue Account budget proposals. Key points of discussion amongst the group were:

- The grounds maintenance service charge, as tenants had not received the full service this year. The service charge remains lower as a result of the lower service, as noted in paragraph 3.3.1.

- Tenants were positive about the £20.5 million zero carbon programme, with particular interest in having solar panels installed on properties.

- The proposed rent increase of 4.1% was discussed, although there were no strong views expressed at the time.

7.4 This report seeks Cabinet approval to commence the statutory consultation, which will involve further consultation with trade unions, town and parish councils, businesses and the public. The principal method for consultation will be an online survey, which is planned to be launched shortly after Cabinet approves the budget for consultation and will run until 30 January. There will be a small social media campaign to highlight the consultation, with the results fed back to Cabinet in its meeting on 2 February when it considered the final budgets.

7.5 Due to the short timescales between the January and February Cabinet, the Chairman of the Council has agreed to an exemption from the Council's Scrutiny Procedure rules in relation to the call-in of the decision on this item. This allows officers to launch the consultation earlier and run a longer consultation as a result.

Policies and other considerations, as appropriate	
Council Priorities:	The budget provides funding for the Council to deliver against all its priorities.
Policy Considerations:	None
Safeguarding:	None
Equalities/Diversity:	We have considered the impact of these budget proposals on protected characteristics defined within the Equalities Act. No material impacts have been identified.
Customer Impact:	Customers are likely to be impacted by the changes to fees and charges and special expenses precepts set out in this report.
Economic and Social Impact:	The General Fund capital programme allocates £9.8 million to investing in Coalville Regeneration Projects over five years.
Environment and Climate Change:	The budget sees substantial new investment in reducing our carbon emissions from our council homes, totalling £20.5 million over five years.
Consultation/Community Engagement:	Public consultation will begin in January 2022.
Risks:	The budgets will be monitored throughout the year to ensure the Council remains within its funding envelope and planned budget savings are delivered.
Officer Contact	Dan Bates Head of Finance and Section 151 Officer Dan.bates@nwleicestershire.gov.uk

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General Fund Budget Proposals Over £15,000

Service Developments

	Proposal	Additional costs	One-off/ ongoing
1	Feasibility study to support regenerating Coalville, including the future of the current waste and parks depots and hermitage leisure centre.	65,000	One-Off
2	Net increase in property service staff totalling 0.9 FTE	25,560	Reoccurring
3	Additional staffing within waste services in response to increasing demand	71,810	Reoccurring
	Total Service Developments	**162,370**	
	Of which are:		
	Reoccurring	*97,370*	
	One-off	*65,000*	

Cost Pressures

	Proposal	Additional costs	One-off/ ongoing
1	Increased staff costs from pay award and changes to NI and pension costs	746,522	Reoccurring
2	Increase in the Council's insurance costs	19,350	Reoccurring
3	Expected additional licencing costs when new finance system is adopted	15,000	One-off
4	Increase in staff costs due to the need for market supplements within the planning team	114,920	Reoccurring
5	New budgets for Customer Service Centre in Coalville	84,250	Reoccurring
6	Additional fuel costs resulting from price increases and the adoption of Hydrogenated Vegetable Oil as a low carbon alternative to diesel.	81,090	Reoccurring
7	Hiring of heavy good vehicles where required	121,850	One-off
8	Costs associated with decommissioning Hermitage Leisure Centre	130,000	One-off
9	Support and maintenance for the new IT networks resulting from the accommodation project	70,000	Reoccurring
	Total Cost Pressures	**1,116,132**	
	Of which are:		
	Reoccurring	1,116,132	
	One-off	266,850	

Change in income

	Proposal	Reduction in income	Increases in income	One-off/ ongoing
1	Net additional income from purchase Marlborough Centre		-74,132	Reoccurring
2	Net reduction in income from Whitwick Business Centre, following accommodation approval	119,370		Reoccurring
3	Reduced income from various licensing streams, due to lower demand.	35,460		Reoccurring
4	Temporary reduction in Newmarket rental income, due to lower occupancy and introductory discounts for traders and delay to the outdoor market provision	33,600		One-off
5	To introduce a charge of £45 for the collection of garden waste bins for properties with more than one bin.		- 210,700	Reoccurring
6	Reduction in car parking incoming, due to reduced capacity and demand. This reduction has been partially mitigated by increased fees, averaging 5.3% (generating £9,200), and proposing to stop free parking at Christmas from 2022 (generating £4,260).	32,450		Reoccurring
7	Estimated additional income from sale of recycling materials		- 332,720	Reoccurring
	Total changes in income	**220,880**	**-617,552**	
	Of which are:			
	Reoccurring	187,280	-61,552	
	One-off	33,600	0	

Budget Savings

	Proposal	Budget savings	One-off/ ongoing
1	Removal of a vacant post from the democratic services team, following efficiency gains.	-27,270	Reoccurring
2	Reduction in environmental protection budgets that are no longer needed following review.	-30,860	Reoccurring
3	Removal of vacant team manager post, with their duties redistributed and an additional 0.4 FTE post to carry out anti-social behaviour reduction initiatives	-47,520	Reoccurring
4	Removal of two vacant cleaner posts, representing 0.83 FTE	-20,000	Reoccurring
5	Anticipated savings from the council offices as a result of the accommodation project	-51,000	Reoccurring
6	Removal of a vacant administration officer	-16,530	Reoccurring
7	Contractual cost reduction from the Leisure outsourcing contract	-50,290	Reoccurring
8	Reduction in forecast bad debt	-15,000	Reoccurring
9	Removal of the Head of Customer Services post and introduction of a customer services team manager position	-21,433	Reoccurring
10	Reduced budget for consultancy support for High Speed 2 related matters	-50,000	Reoccurring
	Total Budget Savings *Of which are:*	**-329,903**	
	Reoccurring	-329,903	
	One-off	0	

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General Fund Fees and Charges

Service	Charging Policy	2021/22 Fees	2021/22 Income Budget	2022/23 Proposed Fees	2022/23 Proposed Income Budget	Percentage change in fees	Basis for change
Appleby Magna Caravan Site Rent	Service Development	£35.20 per week	£8,630	£36.19 per week	£7,299	3.1%	Inflationary increase based on the Consumer Price Index.
Lifelines for private customers	Service Development	Basic: £4.21 per week Enhanced: £6.34 per week	£129,830	Basic: £4.34 per week Enhanced: £6.54 per week	£133,855	3.1%	Inflationary increase based on the Consumer Price Index.
Environmental Health - Licensing	Subsidised/ Full Cost Recovery	Fees vary between £3 and £64,000	£268,870	Fees vary between £3 and £64,000	£254,790	Between 1% - 3%. With statutory fees not increasing	To cover increase in costs
Environmental Health – Health and Safety	Full Cost Recovery	Fees vary between £4 and £150	£27,860	Fees vary between £4 and £155	£30,210	Between 2% - 3%.	To cover increase in costs
Environmental Health – Border Post Inspection	Full Cost Recovery	Fees vary between £25 and £192	£17,480	Fees vary between £25.50 and £193	£39,890	Between 2% - 3%.	To cover increase in costs
Environmental Health – Pest Control	Subsidised / Full Cost Recovery	Fees vary between £15.50 and £200	£29,400	Fees vary between £16 and £200	£35,580	Between 1% - 3%.	To cover increase in costs
Leisure – Football Pitches	Subsidised	Match prices: £29/£50 Team prices: £278/£502	£9,610	Match prices: £30/£51 Team prices: £284/£512	£9,810	Average of 2%	Annual increase

Waste – Bulky Collections	Full Cost Recovery	£26	£43,510	£27	£48,000	3.8%	To enable a breakeven position
Waste - Trade Refuse	Full Cost Recovery	240l - £8.00 360l - £9.50 770l - £15.75 1100l - £17.00 per bin per collection	£438,140	240l - £8.50 360l - £10.00 770l - £16.50 1100l - £17.85 per bin per collection	£458,090	Between 4.76% - 6.25%	To cover inflationary increases
Waste – Trade Sacks	Full Cost Recovery	£2.80 per sack (min 50 sacks)	£6,020	£2.90 per sack (min 50 sacks)	£2,030	3.57%	To cover inflationary increases
Waste – Trade Recycling	Full Cost Recovery	240l - £3.50 360l - £3.50 1100l - £5.80 per bin per collection	£74,950	240l - £3.70 360l - £3.70 1100l - £6.20 per bin per collection	£66,340	Between 5.71% - 6.90%	To cover inflationary increases
Electrical Vehicle Charging	Profit Generating	£2 per hr Mon-Sat £3 per hr Sunday	£1,600	£2 per hr Mon-Sat £3 per hr Sunday	£2,500	0%	
Environmental Protection – Burial Fees	Full Cost Recovery	Fees range from £75 to £1,512	£76,970	Fees range from £79 to £1,587	£89,350	5%	To cover increase in costs
Environmental Protection – Car Parking Tariffs	Full Cost Recovery	Fees vary between £0.60 and £36.00	£231,600	Fees vary between £0.65 and £38.00	£188,270	Average of 5.3%	Inflationary increase based on the Consumer Price Index.
Garden waste collection	Cost Recovery	First bin: £0 All subsequent bins: £45 when requested during the year	£0	First bin: £0 Subsequent bins: £45 each per year	£243,000	0%	There is no increase in this fee, but the charge will be rolled out across all existing bins

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL GENERAL FUND SUMMARY BUDGET 2022/23

2021/22 Budget £	2021/22 Forecast Outturn @P6 £	Service	2022/23 Budget £	2023/24 Indicative £	2024/25 Indicative £	2025/26 Indicative £	2026/27 Indicative £
273,570	265,550	Chief Executive	282,310	290,150	297,670	305,370	313,590
235,290	656,720	Human Resources	724,900	727,560	742,590	758,000	773,810
1,497,290	1,414,090	Legal & Support Services	1,471,590	1,639,380	1,526,950	1,563,540	1,605,550
2,006,150	**2,336,360**	**Total Chief Executive's Department**	**2,478,800**	**2,657,090**	**2,567,210**	**2,626,910**	**2,692,950**
341,090	334,913	Strategic Director of Place	347,920	357,820	367,340	377,090	387,090
6,830,640	7,455,923	Community Services	6,775,420	7,343,390	7,324,160	7,427,020	7,601,990
713,890	929,190	Planning & Infrastructure	1,031,610	1,218,070	1,016,170	1,061,610	1,189,050
842,550	881,600	Economic Regeneration	893,070	893,920	888,890	906,310	924,170
11,790	11,790	Joint Strategic Planning	12,420	12,680	12,940	13,210	13,480
8,739,960	**9,613,416**	**Total Director of Services**	**9,060,440**	**9,825,880**	**9,609,500**	**9,785,240**	**10,115,780**
534,920	513,890	Strategic Housing	560,010	582,180	594,760	607,420	620,320
1,037,510	1,079,880	ICT	1,199,820	1,235,410	1,261,000	1,286,850	1,314,630
747,480	881,110	Revenues & Benefits	898,850	933,680	963,690	992,010	1,023,300
474,870	581,270	Property Services	213,930	224,760	245,450	263,120	284,740
844,290	772,630	Customer Services	898,150	938,790	964,350	979,100	1,012,630
1,073,690	1,138,560	Finance	1,094,790	1,039,980	1,061,480	1,084,750	1,109,020
4,712,760	**4,967,340**	**Total Director of Housing & Customer Services**	**4,865,550**	**4,954,800**	**5,090,730**	**5,213,250**	**5,364,640**
16,040	16,040	Non Distributed - Revenue Expenditure on Surplus Assets	16,040	4,720	4,840	4,960	5,090
75,490	69,360	Non Distributed - Retirement Benefits	70,690	72,050	73,430	74,850	76,290
38,080	38,080	Corporate & Democratic Core	40,750	37,730	42,230	39,130	43,770
15,588,480	**17,040,596**	**NET COST OF SERVICES**	**16,532,270**	**17,552,270**	**17,387,940**	**17,744,340**	**18,298,520**
(1,582,150)	(1,559,850)	Net Recharges from General Fund	(1,681,130)	(1,715,430)	(1,750,780)	(1,786,850)	(1,823,610)
14,006,330	**15,480,746**	**NET COST OF SERVICES AFTER RECHARGES**	**14,851,140**	**15,836,840**	**15,637,160**	**15,957,490**	**16,474,910**
		CORPORATE ITEMS AND FINANCING					
		Corporate Income and Expenditure					
1,458,432	1,425,813	Net Financing Costs	1,707,143	2,391,081	2,622,728	2,616,727	2,606,554
(5,875)	(9,875)	Investment Income	(4,895)	(3,445)	(2,047)	(2,047)	(2,047)
47,613	47,613	Localisation of Council Tax Support Grant - Parish & Special Expenses	31,741	15,871	0	0	0
0	0	Revenue Contribution to Capital	0	0	0	0	0
15,506,500	**16,944,297**	**NET REVENUE EXPENDITURE**	**16,585,129**	**18,240,347**	**18,257,841**	**18,572,170**	**19,079,417**
(570,000)	(570,000)	Targeted savings in relation to J2SS	(895,000)	(1,120,000)	(1,245,000)	(1,270,000)	(1,270,000)
1,102,407	142,219	Contribution to/(from) Balances/Reserves	1,132,909	(2,926,436)	(4,513,560)	0	0
16,038,907	**16,516,516**	**MET FROM GOVT GRANT & COUNCIL TAX (Budget Requirement)**	**16,823,037**	**14,193,911**	**12,499,281**	**17,302,170**	**17,809,417**
		ANTICIPATED BASELINE FUNDING GAP	-	-	1,150,187	6,501,961	6,454,291

2021/22 Budget £	2021/22 Forecast Outturn @P6 £	Service	2022/23 Budget £	2023/24 Indicative £	2024/25 Indicative £	2025/26 Indicative £	2026/27 Indicative £
		Financed By					
2,452,094	2,452,094	New Homes Bonus	2,218,274	-	-	-	-
(99,418)	(99,418)	Transfer from/(to) Collection Fund	(30,341)	(74,676)	-	-	-
5,525,086	5,525,086	Council Tax	5,642,435	5,713,530	5,785,520	5,858,418	5,932,234
3,337,032	5,874,684	National Non-Domestic Rates Baseline	2,403,617	2,630,111	2,681,302	2,734,928	2,754,072
		Business Rates Retained Growth and Renewables Disregard	6,222,377	1,165,597	1,528,956	1,913,521	2,375,478
4,273,836	1,736,184	Business Rates Reserve	-	3,064,829	-	-	-
550,277	550,277	Lower Tier Services Grant	200,977	-	-	-	-
0	0	2022/23 Services Grant	165,699	-	-	-	-
0	477,609	Other Grants from Government	0	-	-	-	-
0	0	Transitional Relief	-	1,694,520	1,353,316	293,342	293,342
16,038,907	**16,516,516**	**TOTAL FUNDING AVAILABLE**	**16,823,037**	**14,193,911**	**11,349,094**	**10,800,209**	**11,355,126**

2021/22 Budget £	2021/22 Forecast Outturn @P6 £	**Reserves Position**	2022/23 Budget £	2023/24 Indicative £	2024/25 Indicative £	2025/26 Indicative £	2026/27 Indicative £
6,164,869	6,164,869	J2SS Starting Balance	6,307,087	7,439,996	4,513,560	-	-
4,801,013	4,801,013	Business Rates Reserves Starting Balance	3,064,829	3,064,829	-	-	-
10,965,881	**10,965,881**	**Total reserves at start of year**	**9,371,916**	**10,504,825**	**4,513,560**	**-**	**-**
1,102,407	142,219	Movement in J2SS Reserve	1,132,909	(2,926,436)	(4,513,560)	-	-
(4,273,836)	(1,736,184)	Movement in Business Rates Reserve	-	(3,064,829)	-	-	-
(3,171,429)	**(1,593,965)**	**Total in year movement**	**1,132,909**	**(5,991,265)**	**(4,513,560)**	**-**	**-**
7,267,276	6,307,087	J2SS End Balance	7,439,996	4,513,560	-	-	-
527,177	3,064,829	Business Rates End Position	3,064,829	-	-	-	-
7,794,452	**9,371,916**	**Total reserves at end of year**	**10,504,825**	**4,513,560**	**-**	**-**	**-**

Housing Revenue Account Budget Proposals Over £15,000

Service Developments

	Proposal	Amount	One-off/ ongoing
1	Additional officer to provide specialist support to tenants with mental health or drug and alcohol related issues. Zero net cost in year one from NHG Grant funding, (see Change in Income 1. below).	43,000	Ongoing
2	Additional officer to respond to heightened demand for anti-social behaviour, an area of low tenant satisfaction	43,000	Ongoing
3	Additional 0.5FTE to deliver the New Supply Programme	25,000	Ongoing
4	Reintroduction of the cyclical painting programme	210,000	Ongoing
	Total Service Developments	**£321,000**	
	Of which are:		
	Reoccurring	*£321,000*	
	One-off	*£0*	

Cost Pressures

	Proposal	Amount	One-off/ ongoing
1	Increases in staff costs	239,000	Ongoing
2	Anticipated inflationary costs on repair budgets	82,500	Ongoing
3	Reduction in the inhouse repairs team surplus.	612,000	One-off
4	Additional third part fuel servicing audit costs following re-procurement	18,000	Ongoing
	Total Cost Pressures	**£951,500**	
	Of which are:		
	Reoccurring	*£339,500*	
	One-off	*£612,000*	

Change in income

	Proposal	Amount	One-off/ ongoing
1	Anticipated NHS funding for the specialist support post	-43,000	Ongoing
2	Increased rental income based on a 4.1% rent increase	-437,000	Ongoing
3	Additional income from service charges	-31,600	Ongoing
	Total Change in Income	**-£511,600**	
	Of which are:		
	Reoccurring	*-£511,600*	
	One-off	*£0*	

Budget Savings

	Proposal	Amount	One-off/ ongoing
1	Budget savings following the procurement of support for the Greenhill youth facility.	-5,500	Ongoing
2	Reduction in interest charges following debt repayment	-312,000	Ongoing
	Total Budget Savings *Of which are:*	**-£317,500**	
	Reoccurring	*-£317,500*	
	One-off	*£0*	

Housing Revenue Account Service Charges

Service	Charging Policy	2021/22 Income Budget	Percentage change in fees	2022/23 Proposed Income Budget	Basis for change
Cleaning of shared/common parts	Full Cost Recovery	£66,088	3.10%	£68,137	Contractual inflationary increase
New Cleaning Contract Blocks	Full Cost Recovery	£30,431	3.10%	£31,374	Contractual inflationary increase
Repairs to shared/common parts	Full Cost Recovery	£4,755	0.00%	£4,755	Continuation of freeze of these costs since 2018/19.
Grounds maintenance of shared/common parts	Full Cost Recovery	£93,817	3.00%	£96,632	Inflationary increase, with adjustment for reduced service.
Utility costs of shared/common parts (Electricity)	Full Cost Recovery	£66,194	20.00%	£79,433	Increase based on increasing utility costs.
Door entry systems	Full Cost Recovery	£1,560	-36.00%	£1,000	Based on analysis of actual costs, with lower than anticipated costs in 2021/22 being passed onto tenants.
Repairs and replacement of items in laundry room	Full Cost Recovery	£22,904	3.10%	£23,614	Contractual inflationary increase
Repair and replacement of items in common room/kitchen	Full Cost Recovery	£608	0.00%	£608	Based on analysis of actual costs.
Support Officer checks in Schemes including fire Alarms	Full Cost Recovery	£6,559	2.75%	£6,739	Increase based on planned changes to staff costs.
Servicing of fire extinguishers	Full Cost Recovery	£914	5.00%	£960	Based on analysis of actual costs.
Maintenance of Control Centre link equipment	Full Cost Recovery	£34,883	3.10%	£35,964	Contractual inflationary increase
Older Persons Service Charge	Full Cost Recovery	£163,321	4.80%	£171,160	Inflationary increase based on Retail Price Index
Administration fee	Full Cost Recovery	£49,307	6.24%	£52,382	15% of chargeable services

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Housing Revenue Account Fees and Charges

Service	Charging Policy	2021/22 Fees	2021/22 Income Budget	2022/23 Proposed Fees	2022/23 Proposed Income Budget	Percentage change in fees	Basis for change
Central Heating	Full Cost Recovery	0 Bed: £5.96pw 1 Bed: £7.19pw 2 Bed: £8.25pw 3 Bed: £9.50pw	£83,313	£99,976	£99,976	20.00%	Market assessment of utility costs
Garage & Garage Site Rent	Profit generating	Garage: £7.13 per week Garage Site: £4.56 per week	£49,350	£50,880	£50,880	3.10%	Inflationary increase
Tenants Contents Insurance	Profit generating	Premiums from £0.28 to £6.23 per week	£7,080	£44,590	£44,590	0.00%	No change pending transfer of administration of the insurance to the insurance broker
Lifelines (East Midlands Housing Association)	Service development	Various depending on scheme but average increase from £1.92 to £3.20 per week	£44,590	£16,785	£16,785	3.10%	Inflationary increase

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HOUSING REVENUE ACCOUNT SUMMARY	2021/2022		2022/2023
	Budget £	Forecast (p6) £	Budget £
1. TOTAL REPAIRS & MAINTENANCE	5,524,747	5,524,747	5,702,450
SUPERVISION & MANAGEMENT			
2. General	2,212,285	2,216,857	2,345,123
3. Special / Supporting People	619,821	590,632	634,005
4.	2,832,106	2,807,489	2,979,128
5. PROVISION -DOUBTFUL DEBTS	100,000	100,000	100,000
6. CAPITAL FINANCING:-			
7. Depreciation - MRA & other	3,178,525	3,178,525	3,185,399
8. Debt Management Expenses	2,930	2,930	3,140
9. TOTAL CAPITAL FINANCE COSTS	3,181,455	3,181,455	3,188,539
10. IN-HOUSE REPAIRS TEAM NET (SURPLUS)/DEFICIT	(400,720)	(400,720)	211,300
11. DEPARTMENTAL ADMINISTRATION	0	41,637	0
12. TOTAL EXPENDITURE	**11,237,588**	**11,254,608**	**12,181,417**
13. RENT INCOME			
14. Dwellings	(17,445,770)	(17,395,080)	(17,882,910)
15. Service Charges	(541,140)	(495,640)	(572,760)
16. Garages & Sites	(49,350)	(43,310)	(45,220)
17. Other	(23,118)	(23,118)	(20,147)
18. TOTAL INCOME	**(18,059,378)**	**(17,957,148)**	**(18,521,037)**
19. NET COST/(SURPLUS) OF SERVICES	**(6,821,790)**	**(6,702,540)**	**(6,339,620)**
20. J2SS Cost Savings/Income increases	(225,000)	(225,000)	(325,000)
21. CAPITAL FINANCING - HISTORICAL DEBT	108,000	108,000	108,000
22. CAPITAL FINANCING - SELF FINANCING DEBT	3,257,170	3,257,170	2,945,170
23. INVESTMENT INCOME	(3,380)	(3,380)	(3,380)
25. TOTAL DEBT FINANCING COSTS	**3,136,790**	**3,136,790**	**2,724,790**
26. NET OPERATING EXPENDITURE/(SURPLUS)	**(3,685,000)**	**(3,565,750)**	**(3,614,830)**
27. REVENUE CONTRIBUTION TO CAPITAL	3,650,000	3,650,000	3,550,000
28. REPAYMENT OF HRA DEBT	13,000,000	13,000,000	0
29. TRANSFER FROM LOAN REPAYMENT RESERVE	(13,000,000)	(13,000,000)	0
29. NET (SURPLUS) / DEFICIT	**(35,000)**	**84,250**	**(64,830)**
HRA BALANCES			
30. Balance Brought Forward	(6,113,250)	(6,113,250)	(6,029,000)
31. (Surplus)/Deficit for Year	(35,000)	84,250	(64,830)
32. Transfer from/(to) Loan Repayment Reserve	13,000,000	13,000,000	0
33. Transfer to capital programme	0	0	3,400,000
34. HRA General Balance as at year end	(6,148,250)	(6,029,000)	(2,693,830)
35. Loan Repayment Reserve balance	0	0	0

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GENERAL FUND CAPITAL PROGRAMME 2021/22 TO 2026/27

PROJECT	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	Funding Source
	Indicative carry forward	For Approval	Indicative	Indicative	Indicative	Indicative	
	£	£	£	£	£	£	
Coalville Regeneration Projects							
Marlborough Square	1,648,905	-	-	-	-	-	Unsupported Borrowing
Marlborough Centre Purchase and Renovation	-	3,667,172	-	-	-	-	
Accommodation Project	164,083	3,142,662	25,000	-	-	-	
New: Coalville Regeneration Framework		1,500,000	500,000	500,000	500,000	-	
Total Coalville Regneration Projects	**1,812,988**	**8,309,834**	**525,000**	**500,000**	**500,000**	**-**	
Systems / ICT Schemes							
Finance System review	-	40,000	-	-	-	-	Unsupported Borrowing and Reserves
Updated: Laptop Replacements	-	78,000	69,000	49,000	92,000	49,000	
Updated: Server and storage additional capacity	-	-	70,000	-	-	-	
Updated: WI-FI Replacement	-	48,000	-	-	-	-	
Updated: LAN Switches replacement	-	40,000	-	-	-	-	
Updated: Firewall Security Replacement	-	-	-	70,000	-	-	
Updated: Windows Server Professional services migration	-	50,000	-	-	-	-	
Total Systems / ICT Schemes	**-**	**256,000**	**139,000**	**119,000**	**92,000**	**49,000**	
Fleet Replacement and Infrastructure Programme							
Refuse Vehicles & Refuse Kerbsider	1,840,000	-	840,000	-	-	-	Unsupported Borrowing and Capital Receipts
Large Commercial 4x4	-	41,225	41,225	-	-	-	
Small Vans	24,115	48,230	48,230	-	-	-	
Medium Vans	232,715	964,105	132,980	-	-	-	
Large Vans	-	269,475	269,475	-	-	-	
Cars	94,689	-	-	-	-	-	
Specialist Vehicles	98,001	-	285,000	-	-	-	
Electrical vehicle charging point installations	5,000	36,100	2,000	-	-	-	Grants and Revenue
Total Fleet Replacement and Infrastructure Programme	**2,294,520**	**1,359,135**	**1,618,910**	**-**	**-**	**-**	

Other Capital Schemes

Disabled Facility Grants	-	670,310	670,310	670,310	670,310	670,310	Grants
Coalville - Cemetery (Provision of an inclusive toilet)	25,000	-	-	-	-	-	Special Expenses
Moira Furnace	279,723	-	-	-	-	-	Unsupported Borrowing and Reserves
Council Offices - Roadway adj Stenson House	5,000	-	-	-	-	-	
Car Park - High Street, Ibstock	35,000	-	-	-	-	-	
Council Offices - UPS/Generator	-	-	60,000	-	-	-	
Whitwick Business Centre - CCTV	10,000	-	-	-	-	-	
Market Street Car Park - Resurfacing	12,000	-	-	-	-	-	
New: CCTV Replacement	-	77,000	-	-	-	-	
New: Vehicle Weighbridges	-	22,020	-	-	-	-	
Total Other Capital Schemes	**366,723**	**769,330**	**730,310**	**670,310**	**670,310**	**670,310**	
TOTAL GENERAL FUND CAPITAL PROGRAMME	**4,474,231**	**10,694,299**	**3,013,220**	**1,289,310**	**1,262,310**	**719,310**	

2021/22 - 2026/27 HOUSING REVENUE ACCOUNT CAPITAL PROGRAMME

	Current Year Expenditure			Five Year Capital Programme Expenditure						Funding Source
	2021/22 budget	2021/22 Forecast	Forecast carry forward to 2022/23	2022/23	2023/24 Indicative	2024/25 Indicative	2025/26 Indicative	2026/27 Indicative	5 Year Total	
2019 - 2024 Home Improvement Programme:										Revenue and Reserves
Home Improvement Programme	5,315,000	5,315,000	-	4,500,000	4,500,000	4,500,000	4,500,000	4,500,000	22,500,000	
2019 - 2024 Home Improvement Programme Total	**5,315,000**	**5,315,000**	**-**	**4,500,000**	**4,500,000**	**4,500,000**	**4,500,000**	**4,500,000**	**22,500,000**	
New Build and Supply:										Capital Receipts S106 contributions Revenue Borrowing
Phase 3 - Cropston Drive	16,336	16,336	-	-	-	-	-	-	-	
Phase 4 - Queensway [updated]	902,917	10,000	892,917	67,308	14,775	-	-	-	82,083	
Phase 4 - Howe Road [updated]	1,629,067	137,556	1,491,511	668,058	30,375	-	-	-		
Phase 4 - Cedar Grove [updated]	308,333	77,083	231,250	16,717	4,950	-				
Phase 4 - The Oaks, Whitwick [New]	-	376,500	-	645,082	645,082	17,836	-	-	1,308,000	
Phase 5 - Woulds Court [updated]	1,464,750	10,000	162,685	663,334	1,990,001	40,980	-	-	2,694,315	
Phase 6 - Western Avenue [New]	-	-	-	604,012	2,057,321	36,793	-	-	2,698,126	
Phase 7 - TBC	-	-	-	-	-	1,648,589	22,792	-	1,671,381	
Phase 8 - TBC	-	-	-	-	-	-	1,698,047	23,475	1,721,522	
Phase 9 - TBC								1,773,168		
Acquisition of sites [updated]	1,186,250	92,700	-	300,000	-	-	-	-	300,000	
S106 purchase - Osgathrope [updated]		395,500	-							
S106 purchase - Ravenstone [updated]		1,072,800	-							
S106 purchase - Newbold Colorton [updated]		540,815	-							
New Supply Total	**5,507,653**	**2,729,290**	**2,778,363**	**2,964,511**	**4,742,504**	**1,744,198**	**1,720,838**	**1,796,643**	**12,968,695**	
Estate Improvements:										Revenue and reserves
Mobility Scooter Stores	109,000	109,000	-	-	-	-	-	-	-	
Off Street Parking [updated]	313,000	313,000	-	400,000	281,333	-	-	-	681,333	
Footpaths & Unadopted Roads [updated]	50,000	50,000	-	50,000	50,000	50,000	50,000	50,000	250,000	
Garage Demolition & Replacement [updated]	60,000	100,000	-	60,000	60,000	60,000	60,000	60,000	300,000	
Place-shaping pilot	250,000	250,000	-	-	-	-	-	-	-	
Estates Projects - Other [updated]	200,000	200,000	-	200,000	200,000	200,000	200,000	200,000	1,000,000	
Estate Improvements Total	**982,000**	**1,022,000**	**-**	**710,000**	**591,333**	**310,000**	**310,000**	**310,000**	**2,231,333**	
Compliance:										Revenue and reserves
Fire Risk Assessment Remedial Works [updated]	570,000	200,000	370,000	130,000	87,000	87,000	87,000	87,000	478,000	
Compliance Total	**570,000**	**200,000**	**370,000**	**130,000**	**87,000**	**87,000**	**87,000**	**87,000**	**478,000**	
Major Aids & Adaptations	**323,000**	**370,000**	**-**	**300,000**	**300,000**	**300,000**	**300,000**	**300,000**	**1,500,000**	Revenue and reserves

	Current Year Expenditure			Five Year Capital Programme Expenditure							Funding Source
	2021/22 budget	2021/22 Forecast	Forecast carry forward to 2022/23	2022/23	2023/24 Indicative	2024/25 Indicative	2025/26 Indicative	2026/27 Indicative	5 Year Total		
Zero Carbon Programme [updated]	**250,000**	**701,000**	**-**	**4,100,000**	**4,100,000**	**4,100,000**	**4,100,000**	**4,100,000**	**20,500,000**		Revenue Reserves Grants Borrowing
Supported Housing Improvements:											
Speech Module [updated]	230,000	-	230,000	30,000	-	-	-	-	30,000		Revenue and reserves
Electrical upgrades [new]				200,000					200,000		
Large Roof Replacement [new]				300,000					300,000		
Sheltered Housing Improvements [updated]	50,000	50,000	-	600,000				-	600,000		
Supported Housing Improvements Total	**280,000**	**50,000**	**230,000**	**1,130,000**	**-**	**-**	**-**	**-**	**1,130,000**		
Active Asset Management:											
Capital Works - Voids	350,000	350,000	-	350,000	350,000	350,000	350,000	350,000	1,750,000		Revenue and reserves
Active Asset Management Total	**350,000**	**350,000**	**-**	**350,000**	**350,000**	**350,000**	**350,000**	**350,000**	**1,750,000**		
Other Capital Spend:											
New Housing Systems	180,000	300,000	-	-	-	-	-	-	-		
Other Capital Spend Total	**180,000**	**300,000**	**-**	**-**	**-**	**-**	**-**	**-**	**-**		
Capital Salaries	**678,000**	**705,000**	**-**	**844,830**	**844,830**	**844,830**	**844,830**	**844,830**	**4,224,150**		Revenue and reserves
Total Programme Costs	**14,435,653**	**11,742,290**	**3,378,363**	**15,029,341**	**15,515,667**	**12,236,028**	**12,212,668**	**12,288,473**	**67,282,178**		

SPECIAL EXPENSES BUDGET SUMMARY

SPECIAL EXPENSES	2021/22 Budget	2021/22 Forecast Outturn @ P6	2022/23 Budget	2023/24 Indicative	2024/25 Indicative	2025/26 Indicative	2026/27 Indicative
	£	£	£	£	£	£	£
COALVILLE							
Parks, Recreation Grounds & Open Spaces	332,780	334,214	396,380	386,710	370,850	418,100	521,660
Broomley's Cemetery & Closed Churchyard	26,610	18,687	74,660	24,050	26,680	24,880	25,330
One Off Grants	2,000	2,000	2,000	2,000	2,000	2,000	2,000
Coalville in Bloom (Other Expenses)	8,690	5,325	5,000	5,000	5,000	5,000	5,000
Coalville Events	79,780	65,700	78,050	94,740	95,410	96,100	96,800
Earmarked Reserves no longer required	0	(5,154)	0	0	0	0	0
Revenue Contribution to Capital Outlay (RCCO)	0	25,000	0	0	0	0	0
Coalville Special Expenses - savings target	0	0	0	(94,220)	(94,220)	(94,220)	(94,220)
	449,860	**445,772**	**556,090**	**418,280**	**405,720**	**451,860**	**556,570**
WHITWICK							
Cemetery & Closed Churchyard	23,390	25,970	10,690	10,600	10,500	10,670	10,910
Cademan Wood car park & Open Spaces	4,040	4,032	4,160	3,710	4,350	4,450	3,950
	27,430	**30,002**	**14,850**	**14,310**	**14,850**	**15,120**	**14,860**
HUGGLESCOTE							
Cemetery & Closed Churchyard	25,140	2,647	17,920	17,590	14,430	12,260	16,550
	25,140	**2,647**	**17,920**	**17,590**	**14,430**	**12,260**	**16,550**
PLAY AREAS/CLOSED CHURCHYARDS							
GROUNDS MAITENANCE & PPM:							
COLEORTON	6,300	3,987	8,770	5,400	5,100	5,000	5,100
RAVENSTONE	3,080	913	5,050	2,390	1,590	2,150	1,610
MEASHAM	4,480	945	6,490	3,110	3,180	3,260	3,340
LOCKINGTON-CUM-HEMINGTON	2,760	1,559	2,590	11,390	2,700	2,750	2,820
OAKTHORPE & DONISTHORPE	13,940	13,938	13,410	4,680	4,770	4,860	4,950
STRETTON	1,510	1,510	1,560	1,590	1,620	1,650	1,680
APPLEBY MAGNA	13,810	13,743	2,950	2,910	2,980	2,940	3,010
OTHER SPECIAL EXPENSES	**45,880**	**36,594**	**40,820**	**31,470**	**21,940**	**22,610**	**22,510**
SPECIAL EXPENSES (NET COST OF SERVICE)	**548,310**	**515,015**	**629,680**	**481,650**	**456,940**	**501,850**	**610,490**
Service Management recharges/Admin Buildings	136,420	136,420	156,980	160,130	163,320	166,580	169,920
NET COST OF SERVICES AFTER RECHARGES	**684,730**	**651,435**	**786,660**	**641,780**	**620,260**	**668,430**	**780,410**
Contribution to/(from) Balances/Reserves	(112,528)	(79,233)	(179,283)	1,972	65,985	82,910	43,452
MET FROM GOVT GRANT & COUNCIL TAX (Budget Requirement)	**572,202**	**572,202**	**607,377**	**643,752**	**686,245**	**751,340**	**823,862**
FUNDED BY:							
Precept	524,589	524,589	575,635	627,881	686,245	751,340	823,862
Localisation of Council Tax Support Grant	47,613	47,613	31,742	15,871	0	0	0
	572,202	**572,202**	**607,377**	**643,752**	**686,245**	**751,340**	**823,862**

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Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	Movement of Risk
1	SOCIAL/ POLITICAL/ LEGAL Death / serious harm to a vulnerable person receiving a council service and safeguarding compliance	A serious case review arising from death/serious harm to a vulnerable person. Reputational damage to council. Loss of confidence in ability of council to deliver services. Ensuring compliace with Safeguarding legislation and practise.	Lack of response to a safeguarding report. Service failure. Modern slavery. poor safeguarding assurnace	4	3	12	Community Safety Team Manager	Head of Community Services	The organisation has the following structures in place; A recent audit with action plan of reasonable assurance An identified Corporate Lead (Head of Service) with a Portfolio Holder lead An identified Team responsible for Safeguarding (Safer & Stronger) with responsibility embedded into Team Leader role and an officer (Child & Adults at risk Officer) An agreed Safeguarding Policy refreshed as required with delegation Head of Community Services for updates An identified group of Designated Safeguarding Officers (DSO's) in most service areas A programme of regular DSO meetings which consider training, best practice and case issues An annual training programme to ensure new DSO's are well informed and trained A quarterly senior management review of all cases to check progress/close cases A quarterly briefing with the Chief Executive, a 6 monthly report to CLT and an annual report to Cabinet Annual report reviews previous year and endorses an action plan for the year ahead. A computerised system of reporting and managing reports introduced in 2019, will ensure constant reminders of new cases, sending alerts at all points in the procedure.	3	1	3	Reduced
2	FINANCIAL/ COMMERCIAL/ REPUTATIONAL Mismanagement of council	Central Government intervention/special measures. Adverse publicity. Possible litigation. Withdrawal of services.	Mis-interpreting of or not responding appropriately to a change in fiscal policy.	4	4	16	Head of Finance	Strategic Director	Commitment to raise awareness of the scale and extent of modern slavery in the UK and ensure our contracts and supplies don't contribute to modern day slavery	4	1	4	Stable

41

				Corporate Risk Register										
Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			Movement of Risk
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	
	finances		Poor budget planning / management.						Monthly management reviews monitor actual spend against budgets and forecast to the end of the year.				
			Internal financial systems and regulations not being properly applied.						Monthly reporting and challenging at CLT, and reported to Cabinet quarterly Sound policies and procedures are in place. Financial planning processes have been documented and are reviewed regularly. Internal and External audit of systems and accounts. Procurement of new finance system with increased controls and monitoring underway				
42	3 REPUTAITONAL/ LEGAL COMMERCIAL Insufficient resources due to unplanned / unforeseen absences / vacancies / changes to financial picture	Council unable to perform its statutory duties. Council's Partners unable to perform duties. Use of external resources at significantly higher cost. Short / Medium Term Exposure	Failure to horizon scan and interpret future needs in crucial roles. Changes to income or financial climate Inability to recruit to vacancies / retain staff. unexpected or unplanned event (eg pandemic)	4	3	12	Head of HR and OD	Chief Executive	Membership of CIPFA and engagement of Arling Close gives access to specialist advice, analysis and expertise. Current and forecasted balance MTFS, although uncertainty regarding future gov funding streams and impacts of changes such as DevCo/Freeport etc Advance planning will help to mitigate this risk; recent COVID expereince demonstrates NWL able to react and adjust Ability to divert resources from other services, bringing in additional resources from other sources (e.g. Agencies, Consultants, Voluntary/ Community sector etc.) would be activated. Market conditions are tested through recruitment processes, and boyant at present. The Council can offer a package of additional benefits to enhance the recruitment offer. The Council has developed innovative partnering relationships with other sectors including the private sector to make posts uniquely attractive.	3	2	6	Stable

Corporate Risk Register													
Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	Movement of Risk
									Best Employee Experience is a programme to attract and develop the right skills, and promoting existing staff talent through secondments and tailored development programmes. Apprenticeships allow the Council to 'grow our own'.				
4	**LEGAL / FINANCIAL** **Contracts are not properly procured and managed**	Council liable to incur additional costs, contract overrun, litigation and potential health & safety issues as well as service disruptions.	Failure to monitor contractors appropriately. Legal and procurement teams not consulted when contractors are engaged. Loss of key staff or supplier. Procurement procedures are not followed. The council contributes to modern slavery via it's contracts and supplies.	3	3	9	Finance Team Manager. All Team Managers.	All Heads of Service	Oversight Board structure in place to oversee major project work & compliance group now in place to oversee these elements of contracted work. Corporate procurement support and legal team to support where necessary on contract management. Corporate procurement team re-established and charged with reviewing Procurement Strategy as part of MTFS. Analysis of sepnd undertaken and procurement toolkit to be produced to cover majority of lower value procurments with high value and complex procurements to be supported by specialised function.	2	3	6	Stable
5	**LEGAL / TECHNOLOGICAL** **Loss or unlawful use of personal data constituting breach of data protection legislation**	Monetary penalties from ICO, adverse publicity, private litigation and personal criminal liability of officers.	Systems not in place to protect sensitive data. Staff are not properly trained in managing information, and do not follow internal procedures. Changes in working practises casuing unintended risk/exposure	3	3	9	Legal Services Team Manager	Head of Legal & Support Services	Policies and procedures are in place and rolled out. Regularly reviewed and compliance is monitored. Corporate Governance training is undertaken annually and includes information governance as appropriate to reflect changes in legislation. E-learning module updated in 2019 and rolled out as mandatory annual training for all staff. The Council has a dedicated SIRO and DPO. Corporate Governance Groups are in place to scrutinise impacts/issues arising. Internal audit was carried out in December 2019. The outcome of the audit was a Grade 1. One medium risk recommendation	2	2	4	Stable

43

Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			Movement of Risk
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	
									Information Governance Team to cooperate with the supervisory authority and monitor compliance with Data Protection laws.				
6	LEGAL / REPUTATIONAL / COMMERCIAL Failure to respond to an emergency in an appropriate manner	General public at risk of harm or unable to access relevant services (e.g. emergency accommodation or rest centre). Adverse publicity. "Business as usual" not possible without appropriate business continuity plan in place. Breakdown in relationship with other responders.	Lack of planning, training and exercising of Emergency plans Inadequate Corporate Business Continuity Management. Lack of procedural understanding	4	3	12	Head of Human Resources and Organisation Development	Chief Executive	Business continuity plans have been documented, policies and procedures are in place. The LRF partnership arrangement with all Leicestershire and Rutland authorities provide resilience during civil emergency situations. Business Continuity exercises show the readiness of the Council to deal with emergencies. System of ICO / FLM duty rotas is in place & continued reassessment for ongoing incidents. COVID experience shows capability and works.	4	1	4	Stable
7	LEGAL/ TECHNOLOGICAL/ COMMERCIAL Infiltration of ICT systems	"Business as usual" would not be possible. Cost of repelling cyber threat and enhancing security features.	Systems not in place or kept current to deflect any foreseeable cyber attack. Limited staff awareness of possible threats. Lapse in security awareness and basic processes from a technical and human perspective.	4	4	16	ICT Manager	Head of Customer Services	Fully resilient environment in place with no single points of failure for core systems, other critical systems use cold standby equipment. Yearly IT security health check and PEN (penetration) testing carried out, by a CREST security accredited supplier, with remediation action plan in place to mitigate any risks found. Phishing campaigns ran twice a year to test staff security awareness and feed back results to CLT, with improvement plans in place for those who have not passed the test. Quarterly Cyber Security awareness training held for staff and new starters, to protect staff at work and in the office. New business services are run in remote fully resilient data centres and existing systems are being progressively migrated to these cloud computing centres.	3	2	6	Stable

Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			Movement of Risk
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	
									Phishing campaigns ran twice a year to test staff security awareness and feed back results to CLT, with improvement plans in place for those who have not passed the test.

Latest Audit / assessments all confirm secure environment

Improved business recovery arrangements have been implemented to minimise recovery time.   Accreditation to Cyber Essentials Plus and the Public Services Network. | | | | |
| 8

45 | COMMERCIAL / POLITICAL / FINANCIAL Projects are poorly managed | Failure of proposed projects could result in failure to achieve overall objectives. Inefficient use / waste of resources. | Failure to implement project management techniques. Poor corporate oversight of projects. Inadequate controls on expenditure and poor budget monitoring. Inadequate monitoring of external contracts. Failure to engage project management expertise when required. | 3 | 4 | 12 | Head of Human Resources and Organisation Development | Chief Executive | Greater use of professional project managers for key projects. Work ongoing to address project methodologies deployed across the council. Greater use of external / out of subject board members. Board structure covering all major porjects in place

An annual external audit of IT assessed the organisation's IT arrangements in a range of areas against best practice. (The outcome of the audit in 2020 was, GRADE 1, with one recommendation, which has already been addressed and provides assurance that the organisation's IT arrangements are | 3 | 2 | 6 | Stable |

The title "Corporate Risk Register" spans the top of the table.

					**Corporate Risk Register**									
Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			Movement of Risk
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	
9	**LEGAL / POLITICAL / REPUTATIONAL Council makes ultra vires (beyond the council's powers and functions) decisions**	Potential litigation against the Council, resulting in increased costs / compensation. Reputational damage.	Staff / Members proceeding without established governance arrangements. Failure to consult with Legal / Monitoring Officer. Lack of understanding of the implications of dealing with a particular matter.	4	3	12	Legal Services Team Manager	Head of Legal & Support Services	Properly convened project teams with PID and project plan in place, including project risk registers. Progress on corporate projects scrutinised by CLT. Implementation of contract management framework for outsourced services. Scrutiny of quarterly monitoring reports on capital expenditure.	4	1	4	Stable
10	**FINANCIAL / LEGAL / REPUTATIONAL Council is subject to serious fraud, corruption or theft**	Financial, reputational and political damage to Council.	Lack of checks and balances within financial regulations. Poor budget / contract management. Poor monitoring of / adherence to financial systems	4	3	12	Head of Finance. All Team Managers & Heads of Service.	Directors	Utilising Internal Audit to conduct audits of individual projects or Project management more widely. Use of external resources to be used to support the Coalville and Leisure projects. Scrutiny of risk registers or project management framework of individual projects by Risk Scrutiny Group. Policies & procedures in place, governance processes are documented and in operation, ongoing assessments and reviews are performed. Completion of the Annual Governance statement. A policy framework that includes Anti-Fraud and Corruption Policy, Confidential Reporting (Whistleblowing) Policy and Anti-Money Laundering Policy. Policy Refreshed late 2020 - refresh of training underway.	3	2	6	Stable

Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			Movement of Risk
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	
47			Changes in working practises casuing unintended risk/exposure						The Internal Audit annual planning process takes into account high risk areas, which considers fraud risks. Fraud risks are considered as part of specific audits with testing designed to detect fraud where possible. The Council is also subject to External Audit. New Covid related Grants all subject to external audit and compliance checks. Internal control and governance arrangements such as segregation of duties, schemes of delegation, bank reconciliations of fund movements, and verification processes. Participation and strengthening of involvement in National Fraud Initiative (mandatory) Leicestershire Revenues and Benefits Partnership have two trained officers working solely on Council Tax Reduction Scheme Fraud and act as Single Point of Contact for DWP referrals. Information on how to report fraud is on the website including relevant links.				

Corporate Risk Register

Corporate Risk Register														
Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	Movement of Risk
11	**FINANCIAL / COMMERCIAL / ECONOMIC** **The Council is subject to a reduction in income**	Services are unable to be delivered. Potential staff redundancies. Funding of external groups is withdrawn. Potential breach of statutory duties.	Reduction in government grant. Changes to the local authority financial settlement. Economic downturn / recession. Commercial opportunities not progressed. Changing rent policies.	3	4	12	Head of Finance. All Heads of Service.	Directors. Chief Executive.	Medium Term Financial Strategy in place, and will be reviewed in light of October 21 Comprehensive Spending Review. Change in budgeting focus from incremental to outcomes focussed expected to identify quick wins and pland for longer term self-sufficiency. Head of Finance monitoring of Local Government funding reviews. Funding advisor engaged. Economic Development Team promotes business offer. Participation in Business Rates Pilots. Accessing external funding where appropriate. Income collection procedures in Revs & Bens Service and Housing.	2	3	6	**Stable**
12	**POLITICAL / ORGANISATIONAL** **The Council is affected by Local Government Reorganisation**	a) Change to Local Government structure in Leicestershire/East Midlands, including potential merger of district councils/county council or development of a Combined Authority for the East Midlands, or elected Major either of which could lead to: - Change in location for service delivery/staff - Reduction of control over local matters - Change in financial situation - Staff redundancies - Alternative political structure and governance arrangements - Changes in services to be provided and organisation culture - Deterioration in staff morale and negative effect on staff recruitment and retention - Ineffective engagement with staff, Members and residents in considering, and responding to, proposals. - Diversion of senior staff resources to respond to proposals.	Political direction to consolidate local government tiers to potentially seek greater efficiency and co-ordination	4	3	12	Chief Executive and Head of Legal and Support Services.	Chief Executive	Active engagement with political leaders and Chief Executives across the County and East Midlands so NWL's needs are taken into account in any proposals. Open and transparent communication of NWL position to all stakeholders. Senior management and politicians stay close to project and monitor progress. Internal and external communication plans in place, including for key decision points. Gov stance changed to no longer pursue wholesale LGR - County Deals not linked to LGR.	1	3	3	**Stable**

				Corporate Risk Register									
Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	Movement of Risk
13	**POLITICAL / ORGANISATIONAL The Council is affected by the UK's departure from the EU, including a potential 'no deal' Brexit**	The UK's departure from the EU, including an inability to agree the terms of the exit by 31 October 2019 could lead to: - increase in checks on goods by Environmental Officers at East Midlands Airport meaning increase in resources / costs. - uncertainty and subsequent regime around tariffs, access to markets, migrant labour and transport of goods in / out of EU could impact on businesses in district / region leading to decline in business rates and employment levels. - potential need for increased storage facilities at entry / exit points and associated increases in freight traffic, putting pressure on local infrastructure - potential withdrawal of access to EU wide IT systems (e.g. relating to imported foodstuffs) -diversion of staff resources into contingency planning.	UK departure from EU, including inability of the EU and UK govt to agree terms by 31 January 2020 of the UK's exit. Deal then to be negotiated by End 2020.	4	4	16	Chief Executive and Head of Economic Regeneration	Strategic Director & Chief Executive	Engage with National Local Authority steering groups for border control at strategic & operational levels. Implement communication strategy for local businesses so technical notices are shared, with appropriate signposting. Work with LLEP and Chamber of Commerce to provide business advice and support to address changes to legislation & certification. Establish contingency plans after scenario based assessment of resources required for increase in checks and controls, & access to alternative IT systems. Watching brief localised assessment of potential impact around East Midlands Airport. Participate in Multi-agency Leicestershire Resilience Forum framework , with risk assessment and mitigation plan to be prepared. Applied for and gainted additional support funding for Port activity	2	2	4	**Reduced**
14	**ORGANISATIONAL/FINANCIAL Council is subject to large scale and medium term reduction in staffing/supplies/increase in restrictions etc leading to risks and ongoing medium/long term impacts on either the financial or reputational standing of the Council**	Financial, reputational and political damage to Council.	Pandemic, national/global infrastructure interruption, supply chain mass failure over medium / long time period	4	4	16	Chief Executive, Directors, Heads of Service	Chief Executive	Balanced budget achieved with additonal government grant support. Continued active engagment and lobbying to ensure that all options for support are considered and actioned where possible. Are some serice areas that contiune to struggle to maintain services due to restrictions / staffing shortages.	3	2	6	**Stable**

49

					Corporate Risk Register								
Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	Movement of Risk

Assessing the likelihood of a risk:

1 Low	Likely to occur once in every ten years or more
2 Medium	Likely to occur once in every two to three years
3 High	Likely to occur once a year
4 Very high	Likely to occur at least twice in a year

1 Low	Loss of a service for up to one day, Objectives of individuals are not met No injuries Financial loss below £10,000 No media attention No breaches in council working practices No complaints / litigation
2 Medium	Loss of a service for up to one week with limited impact on the general public Service objectives of a service unit are not met Injury to an employee or member of the public requiring medical treatment Financial loss over £10,000 Adverse regional or local media attention – televised or newspaper report Potential for a complaint litigation possible Breaches of regulations / standards
3 High	Loss of a critical service for one week or more with significant impact on the public and partner organisations Service objectives of the directorate of a critical nature are not met Non- statutory duties are not achieved Permanent injury to an employee or member of the public Financial loss over £100,000 Adverse national or regional media attention – national newspaper report Litigation to be expected Breaches of law punishable by fine
4 Very high	An incident so severe in its effects that a critical service or project will be unavailable permanently Strategic priorities of a critical nature are not met Statutory duties are not achieved Death of an employee or member of the public Financial loss over £1m. Adverse national media attention – national televised news report Litigation almost certain and difficult to defend Breaches of law punishable by imprisonment

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 11 JANUARY 2022

Title of Report	COUNCIL TAX BASE 2022/23	
Presented by	Councillor Nick Rushton Corporate Portfolio Holder	
Background Papers	Council Tax Base 2021/22 – Cabinet 12 January 2021	**Public Report:** Yes
		Key Decision: Yes
Financial Implications	These are set out in section 2 of the report	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	There are no direct legal implications arising from this report	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	None identified	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To determine the Council Tax Base and advise members of the process for calculating the NNDR amounts due to the Council for the 2022/23 financial year.	
Reason for Decision	Statutory requirement to facilitate the setting of Council Tax for the forthcoming financial year.	
Recommendations	1. THAT THE CALCULATION OF THE COUNCIL TAX BASE FOR EACH PARISH AND SPECIAL EXPENSE AREA FOR THE FINANCIAL YEAR 2022/23, AS DETAILED IN APPENDIX 2, BE APPROVED AND RECOMMENDED TO COUNCIL FOR ADOPTION. 2. THAT CABINET NOTE THAT, IN ACCORDANCE WITH THE LOCAL AUTHORITIES (CALCULATION OF COUNCIL TAX BASE) (ENGLAND) REGULATIONS 2012 SI 2012/2914, THE AMOUNT CALCULATED BY NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL AS ITS COUNCIL TAX BASE FOR THE FINANCIAL YEAR 2022/23 SHALL BE 35,581 3. THAT CABINET NOTE THAT THE SECTION 151 OFFICER HAS DELEGATED AUTHORITY TO SUBMIT THE CALCULATIONS OF NON-DOMESTIC RATING INCOME AND OTHER AMOUNTS REQUIRED BY THE GOVERNMENT BY 31 JANUARY EACH YEAR.	

1.   BACKGROUND

1.1   The Local Government Finance Act 1992 requires that the calculation of the Council Tax Base and NNDR for the financial year 2022/23 be determined by no later than 31 January 2022. This is a necessary component of the setting of the 2022/23 Council Tax and Business Rates.

1.2   The work to estimate the Council Tax Base have been undertaken and are presented within this report for approval.

1.3   The calculations that feed into the NNDR base are typically carried out by Revenues and Benefits Partnership shortly before the 31 January deadline to ensure figures are as up to date as possible. In view of timing, Cabinet have previously delegated authority to the Section 151 Officer to approve and submit the NNDR 1 form for 2022/23.

2.   FINANCIAL IMPLICATIONS

2.1   The Council Tax Base is a measure of the relative taxable capacity of the District, as shown in Appendix 1, and of each part of the District as shown in Appendix 2. It is expressed as the equivalent number of Band D properties in each area. The Council Tax Base multiplied by the Band D Council Tax gives the Council Tax receivable for the forthcoming financial year.

2.2   As set out above, the taxbase is expressed as band D equivalents. The actual levy in properties in other bands in calculated on a pro-rata basis using the following ratios:
  - Band A = 6/9 of Band D
  - Band B = 7/9 of Band D
  - Band C = 8/9 of Band D
  - Band D = 9/9 of Band D
  - Band E = 11/9 of Band D
  - Band F = 13/9 of Band D
  - Band G = 15/9 of Band D
  - Band H = 18/9 of Band D

2.3   Where the precept relates to only part of the District (i.e Parish Precepts and Special Expenses) the appropriate Council Tax Base of the part (as shown Appendix 2) is used. Accordingly, all Precepting Authorities have been informed of their appropriate provisional Council Tax Base for 2022/23.

3.   CALCULATION OF COUNCIL TAX BASE

3.1   The Council Tax Base calculations for the financial year 2022/23 have been carried out in accordance with the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012. Appendix 1 shows the actual number of Band D equivalent properties of the Council Base as at 30 November 2021 by Council Tax band.

Growth Estimates

3.2   Growth estimates in respect of the number of new properties liable for council tax have also been included in the calculation. These properties have been identified and monitored by the Revenues and Benefits Partnership and the Planning Policy Team, and included in the Council Tax Base calculation at parish level at assumed bandings,

before conversion to Band D equivalents. The estimated growth is 666 band D properties or 1.9%. This is slightly higher than the growth forecast for 2021/22 of 644 (1.8%) as we are still forecasting that the COVID-19 pandemic will have an impact on the housing market in 2022/23. The estimated growth by band can be found in Appendix 1.

Bad Debt Provision

3.3   A bad debt provision of 2.5% of the base and growth has been applied to allow for non-collection and banding appeals. The provision has remained at the 2021/22 level. This forecast level is higher than the collection rate achieved in 2020/21 of 96.9% and of the forecast collection rate to be achieved in 2021/22 of 96.75% as we are expecting collection rates to recover to 2019/20 levels (97.6%) during 2022/23.

3.4   The adjusted figures for each Parish and Special Expense area are set out in Appendix 2. The respective Council Tax Base for each Parish and Special Expense area is used as a basis for charging Special Expense and Parish Precepts to the Council Tax payers of the appropriate parts of the district.

Local Council Tax Support Scheme (LCTS)

3.5   An estimate for the number of households likely to be claiming LCTS is included in the council tax base calculation each year. Due to the impact of COVID-19, the number of people claiming LCTS increased in 2020/21 but has reduced over the last year. A reduction in LCTS has the effect of increasing the tax base.

Local Council Tax Support Grant to Parish/Town Councils and Special Expenses

3.6   In 2013/14, the Government replaced Council Tax Benefit Subsidy grant with Council Tax Support grant but reduced the level of funding by around 10% for 2013/14. The grant was intended to pay for the Council Tax Support Discounts in the 2013/14 year only. Town and Parish did not receive the government grant in their own right and the District Council passed onto them an element of its own funding to compensate them for the Council Tax discounts in the form of the Local Council Tax Reduction/Support Scheme grant. The Council has received no funding from central government for this since 2013/14.

3.7   Cabinet agreed as part of the Medium-Term Financial Strategy report in October 2016 to reduce this grant to Town and Parish Councils by 25% per annum over a four-year period between 2017/18-2020/21. 2022/23 will be the second year of no grant funding being provided to Town and Parish Councils.

3.8   The Special Expense accounts also received a grant in relation to the Localisation of Council Tax Support in its entirety until 2020/21. It was agreed as part of the 2020/21 budget setting process to reduce the grant by 25% per annum over a four-year period between 2021/22 and 2024/25.

Town and Parish Precepts

3.9   Appendix 3 shows total actual funding available for 2021/22 and estimated funding available for 2022/23. Although the estimates of the precepts for 2022/23 reflect changes in the tax base, no changes in the council tax level has been assumed. Town and Parish Councils as independent bodies can increase their own levels of council tax in order to increase/decrease their precept. This table is therefore indicative only,

as we are yet to receive full and final details of precept changes from Town and Parish Councils, the deadline for responses is the 31 January 2022.

4.   NATIONAL NON DOMESTIC RATES (BUSINESS RATES)

4.1   The funding system for Local Government from April 2012 includes the 'localisation' of business rates. As part of the Government's business rate distribution formula, North West Leicestershire is guaranteed a base level of funding which rises each year with inflation. On top of this, the Council retains a share of any growth above a baseline set when localisation commenced, and it is this accumulated growth that has significantly contributed to the Council's revenue budget in recent years.

4.2   There will at some point, as yet undecided by Government, be a reset of the system. At the point of the reset, accumulated growth will be removed from the system and this will have a significant negative impact on the Council's funding. It is possible, though by no means certain, that an announcement on the business rates reset will be made as part of the Local Government Finance Settlement (expected on 15 or 16 December).

4.3   Local Authorities are required to provide details of expected Business Rates income for the following year to the Government by 31 January and this is done on a form called NNDR1, which required formal approval. The expectation is that the approval process is to be line with the approval of the Council Tax Base.

4.4   The calculations that feed into the NNDR1 form are carried out by Revenues and Benefits Partnership shortly before the 31 January deadline to ensure figures are as up to date as possible. The Section 151 Officer has the appropriate delegation in place to approve and submit the form confirming the amount of business rates to be collected in 2022/23 and will do so on or before the 31 January 2022 deadline.

Policies and other considerations, as appropriate	
Council Priorities:	The Council Tax Base assists the Council to achieve all its priorities.
Policy Considerations:	Not applicable
Safeguarding:	Not applicable
Equalities/Diversity:	Not applicable
Customer Impact:	Not applicable
Economic and Social Impact:	Not applicable
Environment and Climate Change:	Not applicable
Consultation/Community Engagement:	Not applicable
Risks:	Controls are in place to ensure the correct calculation of the Council Tax Base.
Officer Contact	Dan Bates Head of Finance and S151 Officer dan.bates@nwleicestershire.gov.uk

COUNCIL TAX BASE

BAND	RATIO TO BAND D	NUMBER OF BAND D EQUIVALENTS AS AT 10 December 2021	Plus ESTIMATED GROWTH FOR 2022/23	Less NON COLLECTION RATE 0.025	COUNCIL TAX BASE 2022/23
A	6/9	4,829	-9	121	4,699
B	7/9	8,954	125	227	8,852
C	8/9	6,148	119	157	6,110
D	9/9	6,195	125	158	6,162
E	11/9	5,507	179	142	5,544
F	13/9	2,588	112	68	2,632
G	15/9	1,496	32	38	1,490
H	18/9	92	2	2	92
TOTALS		35,809	685	913	35,581

COUNCIL TAX BASE
PARISH AND SPECIAL EXPENSE AREAS

Parish / Special Expense Area	Council Tax Base	
	2021/2022	2022/23
APPLEBY MAGNA	526	530
ASHBY DE LA ZOUCH	5,998	6,169
ASHBY WOULDS	1,412	1,401
BARDON	10	10
BELTON	307	301
BREEDON-ON-THE-HILL	449	454
CASTLE DONINGTON	2,621	2,700
CHARLEY	77	76
CHILCOTE	55	56
COALVILLE	6,584	6,678
COLEORTON	573	580
ELLISTOWN AND BATTLEFLAT	840	799
HEATHER	365	367
HUGGLESCOTE AND DONINGTON LE HEATH	1,826	2,099
IBSTOCK	2,328	2,345
ISLEY WALTON-CUM-LANGLEY	31	29
KEGWORTH	1,292	1,281
LOCKINGTON-CUM-HEMINGTON	241	241
LONG WHATTON AND DISEWORTH	783	810
MEASHAM	1,681	1,696
NORMANTON-LE-HEATH	66	67
OAKTHORPE, DONISTHORPE AND ACRESFORD	881	904
OSGATHORPE	208	209
PACKINGTON	409	417
RAVENSTONE WITH SNIBSTON	1,030	1,059
SNARESTONE	139	144
STAUNTON HAROLD	63	60
STRETTON-EN-LE-FIELD	19	19
SWANNINGTON	470	468
SWEPSTONE	262	272
WHITWICK	2,697	2,724
WORTHINGTON	598	616
	34,841	35,581

ESTIMATED PARISH PRECEPTS (BASED ON 2022/23 COUNCIL TAX BASE)

PARISH	Estimated Parish Precept available for 2021/22	2021/22 Grant	2021/22 Estimated Total Budget	Estimated Parish Precept available for 2022/23	2022/23 Grant	2022/23 Estimated Total Budget
APPLEBY MAGNA	25,000.00	0.00	25,000.00	25,190.00	0.00	25,190.00
ASHBY DE LA ZOUCH	514,808.34	0.00	514,808.34	529,485.00	0.00	529,485.00
ASHBY WOULDS	118,617.00	0.00	118,617.00	117,693.00	0.00	117,693.00
BARDON		0.00	0.00	0.00	0.00	0.00
BELTON	30,000.00	0.00	30,000.00	29,414.00	0.00	29,414.00
BREEDON-ON-THE-HILL	26,472.00	0.00	26,472.00	26,767.00	0.00	26,767.00
CASTLE DONINGTON	378,198.00	0.00	378,198.00	389,597.00	0.00	389,597.00
CHARLEY	8,013.00	0.00	8,013.00	7,909.00	0.00	7,909.00
CHILCOTE	0.00	0.00	0.00	0.00	0.00	0.00
COALVILLE		0.00	0.00	0.00	0.00	0.00
COLEORTON	14,348.00	0.00	14,348.00	14,523.00	0.00	14,523.00
ELLISTOWN & BATTLEFLAT	67,439.20	0.00	67,439.20	64,148.00	0.00	64,148.00
HEATHER	13,500.00	0.00	13,500.00	13,574.00	0.00	13,574.00
HUGGLESCOTE & DONINGTON LE HEATH	124,405.00	0.00	124,405.00	143,004.00	0.00	143,004.00
IBSTOCK	250,000.00	0.00	250,000.00	251,826.00	0.00	251,826.00
ISLEY WALTON -CUM-LANGLEY	422.00	0.00	422.00	395.00	0.00	395.00
KEGWORTH	116,180.30	0.00	116,180.30	115,191.00	0.00	115,191.00
LOCKINGTON CUM HEMINGTON	18,000.00	0.00	18,000.00	18,000.00	0.00	18,000.00
LONG WHATTON & DISEWORTH	42,282.00	0.00	42,282.00	43,740.00	0.00	43,740.00
MEASHAM	117,116.00	0.00	117,116.00	118,161.00	0.00	118,161.00

PARISH	Estimated Parish Precept available for 2021/22	2021/22 Grant	2021/22 Estimated Total Budget	Estimated Parish Precept available for 2022/23	2022/23 Grant	2022/23 Estimated Total Budget
NORMANTON-LE-HEATH	0.00	0.00	0.00	0.00	0.00	0.00
OAKTHORPE, DONISTHORPE & ACRESFORD	81,000.00	0.00	81,000.00	83,115.00	0.00	83,115.00
OSGATHORPE	4,657.86	0.00	4,657.86	4,680.00	0.00	4,680.00
PACKINGTON	22,508.00	0.00	22,508.00	22,948.00	0.00	22,948.00
RAVENSTONE WITH SNIBSTON	75,000.00	0.00	75,000.00	77,112.00	0.00	77,112.00
SNARESTONE	10,000.00	0.00	10,000.00	10,360.00	0.00	10,360.00
STAUNTON HAROLD	203.00	0.00	203.00	193.00	0.00	193.00
STRETTON-EN-LE-FIELD	0.00	0.00	0.00	0.00	0.00	0.00
SWANNINGTON	31,837.00	0.00	31,837.00	31,702.00	0.00	31,702.00
SWEPSTONE	17,500.00	0.00	17,500.00	18,168.00	0.00	18,168.00
WHITWICK	271,941.00	0.00	271,941.00	274,663.00	0.00	274,663.00
WORTHINGTON	23,000.00	0.00	23,000.00	23,692.00	0.00	23,692.00

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 11 JANUARY 2022

Title of Report	CUSTOMER SERVICE STRATEGY	
Presented by	Cllr Roger Bayliss Cabinet Member for Housing, Property and Customer Services	
Background Papers	**Corporate Scrutiny Report – Dec 2021**	**Public Report:** Yes
		Key Decision: Yes
Financial Implications	No direct financial implications.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None not addressed in the report	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	No direct staffing implications – the approach accords with the new working model and the CDP	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	**To seek Cabinet approval of the new Customer Experience Strategy 2022-2025**	
Reason for Decision	The previous Customer Experience Strategy has expired and to ensure the Council retains its focus of putting the customer at the heart of everything we do, a new Strategy is needed to set a clear commitment and plan for the organisation and our customers	

Recommendations	**THAT CABINET:**
	    1. **APPROVE THE CUSTOMER EXPERIENCE STRATEGY 2022-2025**
	    2. **APPROVE THE DRAFT ACTION PLAN CONTAINED IN ANNEX 4 AND DELEGATE TO THE DIRECTOR WITH RESPONSBILITY FOR CUSTOMER SERVICES ITS FINALISATION POST THE ACCOMODATION MOVE OF THE CUSTOMER SERVICES CENTRE.**	

1. **INTRODUCTION**

1.1 North West Leicestershire District Council has made a commitment to prioritising the needs of it is customers. This strategy seeks to build the on the previous Customer

Experience Strategy (2018-2021) and reinforces the importance of keeping our customers at the heart of everything we do.

2. BACKGROUND

2.1 Over the last 3 years the Council, through the Customer Experience Strategy has made significant steps towards improving the outcomes experienced by our customers. Our commitment to keeping our customers at the heart of what we do has meant we have introduced new technology offering greater functionality and resilience, changed and updated processes to make things easier and quicker and invested in our employees to ensure they have the necessary skills and knowledge to maintain our standards of service.

2.2 However, much has changed over the last three years and it is appropriate for us to review the strategy to make sure that it reflects the both the current and future needs of our customers and the organisation.

2.3 The most significant changes have resulted from the impacts of Covid, effecting our businesses, communities, customers, visitors and our way of life. We have seen people changing the way they do things at a pace never experienced before and we have a responsibility to respond to these changes and meet the ongoing needs of our customers.

2.4 Never before have technology and digital channels been more important, we have more people than ever utilising digital channels in their everyday life from social media and online shopping to banking, accessing health and medical care and Council services. At the same time, we recognise that there are people who either choose or do not have the skills required in order to interact in the digital world and so we must remain committed to ensuring we provide easy access to our services for everyone.

2.5 In addition, the difficult financial position caused by ongoing reductions in central government grants and impacts of the pandemic creates its own challenges for the Council, as an organisation we must strive to look for new and efficient ways to do things so we can maintain the services our customers deserve.

2.6 Cabinet and Council have also agreed funding for a new accommodation strategy that moves our front door much closer to our communities in the heart of Coalville. Whilst separate to this strategy work, nevertheless it has a strong bearing on it. Likewise, the new way of working model also impacts on the way we will delivery service in the future.

3.0 STRATEGY OVERVIEW

3.1 Keeping customers at the heart of what we do is integral to the way that the Council delivers its services – the Council is after all a primarily service-based provider. The updated strategy (Annex 1 to this report) sets out how the Council intends to develop its customer service offering over the next three years to meet the changing needs of our customers. Delivering a positive customer experience is the responsibility of every officer and stakeholder across the Council, with each interaction providing the opportunity to develop productive relationships with our customers. The Strategy outlines how we will adapt to the changing needs of our customers and reinforces our commitment to providing fair and open access to our services

3.2   The Strategy recognises the challenges the organisation faces particular around our finances, advances in technology, changing customers behaviours and needs and our plans for new ways of working. In considering these challenges and the part they will play in shaping our organisation for the future the strategy reinforces our commitment to our customers and refreshes the six principles that will guide the delivery of the strategy.

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

3.3   As part of the development of the strategy we sought the views of our customers. Over 2600 customers responded to our survey which was conducted in person, over the phone, via email and through our website. The results have provided a great deal of insight into how our customers want to interact with us and what's important to them when they do and has been weighted to be reflected of the entire district. In headlines - 35% of our customers advised they prefer to contact us on the phone, 32% via our website, 29% by email and only 2% preferring to see to us face to face. Furthermore, people felt that getting through quickly, speaking to someone that could help them and finding what they needed online were the most important things when contacting us. The full results of the survey can be found in Appendix 2 of this report.

3.4   This is the first time where we have undertaken a survey of such size and representative nature of our customers. It has helped us understand the wants and needs of our customers and has changed the shape of some of our developing provision. Of particular importance in this regard is the very low percentage of face-to-face preference. Whilst it is highly likely that some of our more complex and time-consuming contacts will be in this number and therefore it is right that we are able to provide for them, it is also clear that the vast majority of our customers do not desire face to face contact as their prime means of contact.

3.5   The strategy objectives provide a focus on putting our customers at the heart of what we do, reducing digital exclusion, harnessing the opportunities of digital technology whilst involving the whole organisation. It also sets out actions that will drive the delivery of this strategy. The Strategy also considers how we will work with our partners, in ensuring that they are also able to signpost potential customers to the best and available means of contact for them. In line with the extremely low desire for face to face contact the strategy does not pursue other models of provision such as distributed contact centres or access points as they are not where the demand from our customers sit.

4.0   **CONSULTATION**

4.1   Consultation has been completed both internally and externally through the Senior Leadership Team, Corporate Leadership Team, Extended Leadership Team and wider organisational engagement, as well as through an external survey with our customers. Consultation has provided consistently positive feedback which has been carefully reviewed and where appropriate reflected in the final version of the strategy.

4.2   The Strategy was considered at Corporate Scrutiny in December last year. Annex 3 contains the extracted minutes. In summary comments were made around the length and detail of the report, the clarity of the action plan, commentary regarding the linkages the Council Delivery Plan, location and how to deliver face to face services in other areas and references to how to best help the more digitally isolated. In addressing the comments from scrutiny, the strategy attached has been updated by:

- Moving the principles of the strategy further to the front of the document
- Extracting the draft action plan into a more tabular form (Annex 4)

4.3   As members are aware the accommodation programme will see the Customer Services Centre move location in Spring/Summer 2022. The Head of Service for this function and Team Manager is also currently subject to recruitment. The draft action plan will remain in draft form until the move and recruitments have concluded. Following this the draft action plan will be assessed for deliverability and actioned through the Team Plan process that guides the work of all of our teams. The recommendations delegate this last step to the Director covering this area of activity.

Policies and other considerations, as appropriate	
Council Priorities:	The strategy impacts on all of the council priorities in some way: - Supporting Coalville to be a more vibrant, family-friendly town - Support for businesses and helping people into local jobs - Developing a clean and green district - Local people live in high quality, affordable homes - Our communities are safe, healthy and connected
Policy Considerations:	Corporate Delivery Plan The People Plan ICT Roadmap and Technology Strategy
Safeguarding:	N/A
Equalities/Diversity:	Equalities impact considerations will be made as and when detailed proposals come forward so that implications are addressed at that point.
Customer Impact:	The Strategy ensures equal and fair access to all customers
Economic and Social Impact:	The strategy addresses the developing social impacts of changing nature of service provision across the service sector.
Environment and Climate Change:	In increase in the use of digital channels will reduce the amount of paper and postage and therefore

	could have a positive impact on reducing our carbon emissions
Consultation/Community Engagement:	A customer survey was undertaken as part of the development of the strategy, over 2600 people responded
Risks:	As part of its Corporate Governance arrangements, the Council must ensure that Risk management is considered and satisfactorily covered in any report put before elected Members for a decision or action.
Officer Contact	Karey Barnshaw Customer Service Lead karey.barnshaw@nwleicestershire.gov.uk

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Customer Experience Strategy

North West Leicestershire District Council

2022-2025

Contents

Executive Summary

North West Leicestershire District Council has been transforming the way that it interacts with its customers. This strategy provides the vision and principles to continue this transformation and in doing so, outlines our ambition and appetite to meet our customers' needs.

This strategy sets out how we will achieve the best possible experience for our customers, whoever they are (residents, businesses, visitors, partners, or suppliers) and whenever they deal with us.

Effective management of a customer relationship is not only about how responsive, efficient, and technologically advanced services are, but is also equally about the emotion, feeling and impression that an individual experiences when interacting with an organisation.

This strategy enables the authority to move away from a view that customer service is the responsibility of a team or department, but instead recognises that it is a cross cutting theme that spans the whole organisation and links intrinsically with our wider plans. It enables customer experience to become part of our core vision and values that every officer subscribes to. This strategy raises the profile of the customer ensuring that our plans, decisions, and business actions, are customer centric.

We are aware that both the technology landscape and our customers' preferences are changing at an ever-accelerating pace. This is at a time when the resources available to Local Government are decreasing. We now need to harness digital technology to find new, innovative, and efficient ways of enabling our customers to interact with the Council, whilst at the same time releasing our capacity to support those customers that really need us.

The strategy outlines how we will deliver this change and reinforces our commitment to providing fair and open access to our services. It is published at a significant time of change as we develop our new accommodation plans. This strategy provides the mandate to mobilise an ambitious change programme that will transform the authority's approach to customers being at the very heart of what we do.

Introduction

The way most people do business and communicate is changing rapidly. We use cash less and pay by card more, we go to the shops less and order things online more, we write letters less and use email more. Many of us contact organisations through social media now, rather than give them a call, email or visit in person. And, increasingly, we're doing all these things from just one device, be it a smartphone, laptop, or tablet.

North West Leicestershire District Council (NWLDC), like other councils, central government, and most other service providers has made more and more of its services available over the internet, and this move to online will continue. Most people find it more convenient to get information or to access services in this way. For those who find this difficult, we will provide help to support the online transition. Where this isn't possible, we will continue to provide support to customers to make all our services inclusive.

NWLDC has been very successful in maintaining front-line services while Government funding has been falling. We need to keep striving to make the most of every pound we get. Every time customers access Council services online they are helping us save the money we need to maintain the public services on which thousands of people rely and enjoy every day.

This Customer Experience Strategy places our customers at the heart of the organisation. It seeks to modernise and improve the authority's approach to customer service, through investing in material, human and technological resources, in response to a rapidly changing customer expectation.

To date the authority has made targeted attempts at improving customer experience through various programmes and initiatives; significant investment has been made in developing digitalisation and the online customer experience. The strategy builds upon this previous work, to deliver the systemic change required to transform customer experience and realise the benefit of previous investment.

This strategy outlines the underlying principles, foundation, design, and recommended approach to transforming the way in which we interact with our customers. Its adoption will enable the systemic change required to transform the organisation's customer service offering over the period 2022 – 2025.

Our aims and principles

Aims

The aim of our strategy is quite simple, we will place our customers at the heart of everything we do, to make every interaction a positive experience: accessible, consistent, efficient, and simple.
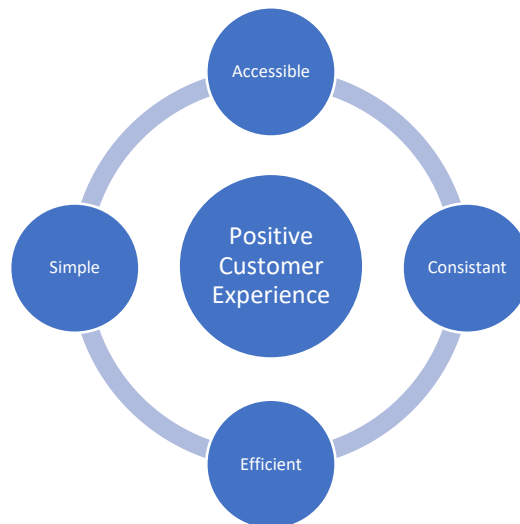
Principles

The strategy draws upon the following principles and themes in its design:

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

Customer Access: A modern, fresh approach to customer experience and spaces, whether physical or digital. Light, clean and welcoming environments.

Digital by Default: Digital experiences so good that they are the channel of choice.

Inclusion: Recognising our customers' unique circumstances and in doing so ensuring that those that need our services are not excluded.

Customer Insight: Consistently measuring our customer experiences. Knowing our customers and their needs. Understanding why things go wrong and learning from this to improve our services.

Value for Money, Efficiency and Return on Investment: Recognising the financial climate, benefit focused outcomes, business minded decision making.

Customer Service – Our journey so far

Over the past three years we have strived to improve the way we work to meet the needs of our customers. We have implemented some key improvements to the way customers interact with us and we communicate with them, this includes:

Achieved WCAG accessibility status for our website

Implementation of new telephony system offering greater functionality and reliability

Accreditation under the Customer Service Excellence scheme

Introduction of CRM lite solution bringing all online and telephone transactions into a single place

Our telephone service

In the last year we have introduced a new telephony system ensuring our systems are modern, resilient, and reliable. We have introduced new services and updated and improved others to ensure customers receive an efficient, effective, and friendly service when contacting us.

In 2020/21 the contact centre handled over 91,000 telephone calls

Our face-to-face service

Our Customer Service team deal with a wide range of face-to-face enquiries, they provide digital support to customers when required as well as answering enquires of topics ranging from waste services to elections and housing benefits.

In 2020/21 due to the restrictions implemented as a result of Covid-19, 82 customers visited our Customer Service Centre

Our online and digital services

Our website is modern and fully mobile responsive meaning people can access it easily from any digital device and receive the same great

experience. Our website is available 24 hours a day, 365 days per year and provides easy access to a wealth of information and nearly 100 different online forms.

In 2020/21 we had over 1.8 million unique pages views on our website and 40,000 online forms were completed

In addition, we also share information through a range of social media platforms including Facebook and Twitter, and more recently Instagram to widen our accessibility. We have nearly 30,000 followers across all platforms and our posts reach on average 60,000 people per week

Our customer care commitments

In 2020, the Customer Service Team achieved the Customer Service Excellence (CSE) accreditation. Customer Service Excellence is designed to:

- drive continuous improvement for customer facing services.
- enable individuals and teams to explore and acquire new skills in the area of customer focus and customer engagement.
- offer an independent validation of achievement.

Achievement of this accreditation highlights the commitment of NWLDC to delivering high quality, customer focussed services.

Our customer satisfaction

As a Council, we have consistently maintained high levels of customers satisfaction. In 2020/21 85% of our customers rated us as very good or excellent both on the phones and face to face. However, there is always more we can do to improve and so we will consider how we can make this easier and simper for our customer to give us feedback.

Customer service in numbers

The diagram below shows the number of interactions our customers have had with us in 2020/21:

91,000 Calls to the contact centre	**1,800,000** Website page visits
***82** Visits to Customer Services	**40,000** Completed online forms
85% Rated excellent or good	**30,000** Followers on social media
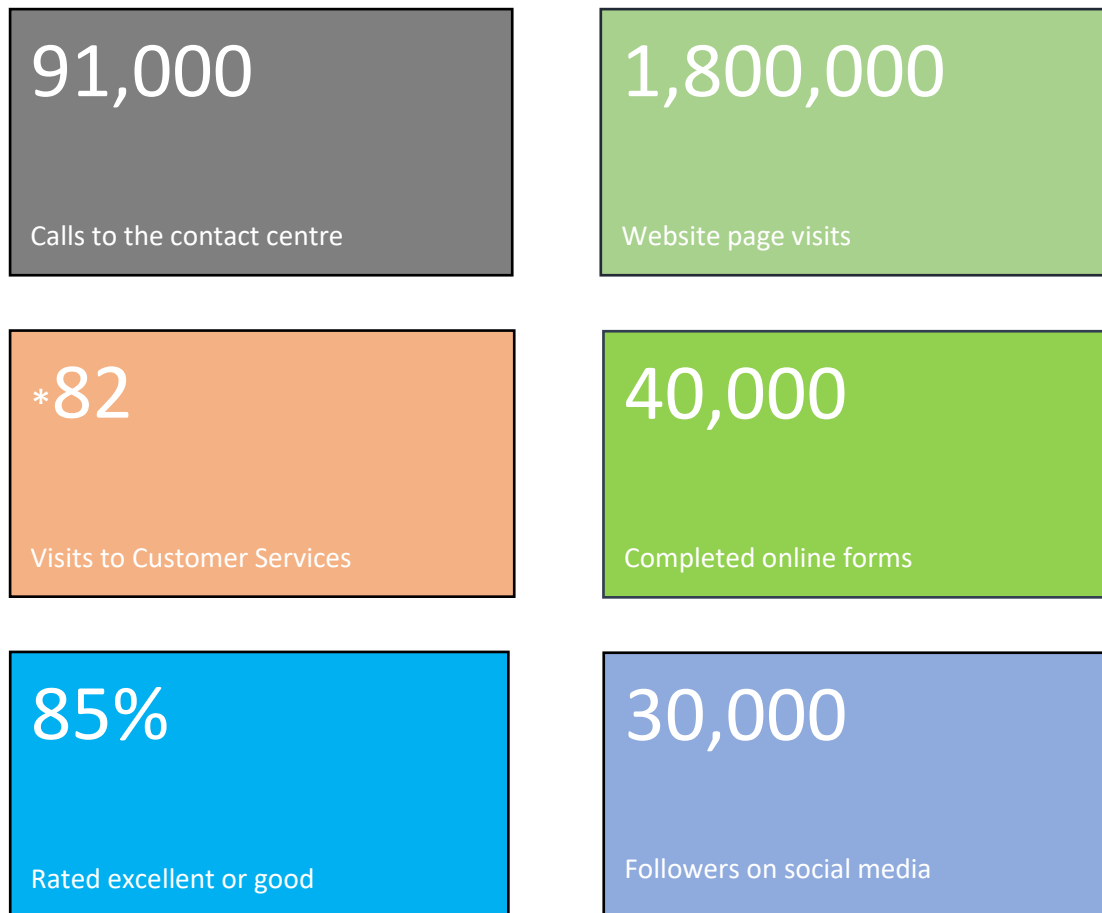
*Customer services were closed from March to July 2020 due to the pandemic restrictions during the year when reopened this was on an appointment only basis, with a triage service

Current challenges and opportunities for change

The Council faces a number of challenges enhanced by the Covid-19 pandemic, whilst they may be a challenge, they also present us with an opportunity to change the way we do things.

Financial

The Council has maintained strong financial health in recent years due in part to healthy growth in business rates, council tax base and New Homes Bonus. However, it is widely expected that future funding will reduce significantly as the Government focusses on redistributing income to authorities with social care pressures. Consequently, North West Leicestershire, like most district councils, will have to plan carefully to address reduced funding over the next few years. The Council will maintain a focus on Value for Money to ensure that it remains financially resilient over the longer term. The Journey to Self Sufficiency Programme will identify and progress opportunities for delivering long term savings through better ways of working.

Technology

As an organisation we must harness the opportunity that digital technology provides us. Technology is advancing at a significant pace, providing exciting opportunities to streamline the ways we work and enabling customers to self-service at a time and place that meets their needs.

The adoption of new technology such as Zoom and online shopping over the course of the pandemic has shown how customers behaviours and attitudes can change significantly in a short space of time. Customers have become used to the benefits and flexibility that 24/7/365 online services provide them, meaning they can access the things they want at a time and place that suits their individual needs.

A report by McKinsey [1] shows that customers appetite and capability for transacting online has jumped 5 years over the period of less than 12

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[1] https://www.mckinsey.com/~/media/McKinsey/Business Functions/McKinsey Digital/Our Insights/The COVID 19 recovery will be digital A plan for the first 90 days/The-COVID-19-recovery-will-be-digital-A-plan-for-the-first-90-days-vF.pdf

months, creating a unique environment to maximise the opportunities created by this speed of change.

Artificial intelligence (AI) is increasingly entering people's homes and now provides a new channel to access services. With Voice Recognition technology becoming part of people everyday lives. Robotic Process Automation (RPA) provides additional opportunities to free up our employees from repetitive tasks to focus on customer value adding activities by routing and manage customer requests and transactional services, improving accuracy and reducing costs.

Data and processes

As a Local Authority, we sit in the middle of a web of information. The range and diversity of our services generates a huge quantity of data held about our customers and across a variety of back-office systems. Understanding our data is hugely beneficial in helping us to; make services more targeted and effective, allocate resources to where we can have the biggest impact; save officer time in front and back-office processes, as well as providing insight into the cause of and solutions to costly social problems. We must consider ways to utilise this untapped information source when redesigning and developing our processes to attain the outlined benefits.

Customer needs

Over the past 18 months we have seen a significant change in both customer needs and behaviours. We have been able to identify with greater clarity those customer groups who have more specific support needs compared to other customer groups that are more able and confident to self-serve in a digital way. As a result, we now need to review our current customer service delivery models to reflect change in both customer needs and behaviours and changes to our working methods to maximise these opportunities whilst ensuring that all customers can access our services in a way that meets their needs.

New Ways of Working

In reaction to some of the above changes the council has also changed the way it works. Hybrid working is now the norm, and we have also adopted a new model of accommodation provision. This means more of our staff will be working from other locations, and we will also be moving our Customer Service Centre into the town centre of Coalville.

Corporate Strategies – the golden thread

North West Leicestershire District Council Delivery Plan has been refreshed and updated to respond to the impact of the COVID pandemic which has had a major impact on our Districts economy and communities and will focus activity over the next two years up until May 2023 contributing to our economic and community recovery

Our delivery plan outlines our five priorities that are central to achieving our vision:

1. Supporting Coalville to be a more vibrant family-friendly town
2. Our communities are safe, healthy, and connected
3. Local people live in high quality, affordable homes
4. Support for businesses and helping people into local jobs
5. Developing a clean green district

With a theme of Value for Money thread through the Council Delivery Plan.

In delivering against these priorities the Council recognises the following changes and will consider these in any future service developments:

- A shift in consumer behaviour to maximise digital technology and access our services in a different way, alongside a demand for new services such as those previously provided by thecommunity hub support presents both an opportunity and challenge
- a rapid increase in pace for consumer online retail matched with a recognition of local supply chains have reinforced the importance of our retail centres which will need reimagining and support to grow and regenerate.
- growth of new sectors and markets and need for support to those sectors impacted adversely
- ensuring our District wide workforce has the skills required to support future growth
- increased national and public focus on climate change is providing an opportunity to rethink economic growth and how we can continue to champion a green recovery
- health recovery requires collaborative leadership across multiple partners to ensure health inequalities are tackled

The key performance indicators to accompany the refreshed Council Delivery plan actions have also been refocussed.

Underpinning these priorities are our five values:

Trust – We are honest, fair and transparent and we value trust

Respect – We respect each other and our customers in a diverse, professional and supportive environment

Excellence – We will always work to be the best that we can be

Pride – We are proud of the role we play in making North West Leicestershire a happy, healthy and vibrant place to live and work

Growth – We will work together to grow and continue to improve

The development of Customer Experience Strategy will support the Council to achieve its aims under each of these priorities

We recognise there are financial challenges ahead for local government and we will use them as an opportunity to transform into a more efficient, effective, and innovative organisation.

We will use a variety of technology to support current and future collaborations with partners, in both the public and private sector, to bring improvements to our services and the North West Leicestershire.

ICT Roadmap and Technology Strategy (2021 – 2024)

The Information & Communication Technology (ICT) strategy sets out a medium to long term vision of how ICT will develop to support the Council's business requirements, its future vision for its customers and its members.

Setting out the principles and objectives, required to create a modern workplace digital environment, which pulls together integrated data, allowing for automated transactions and a Council which is "open" 2/4/7/365, for self-service. The ICT Roadmap and Strategy is the glue and the enabler between the People Strategy, the Customer Experience Strategy, the future operating model, and the Councils Delivery Plan as well as supporting the upcoming accommodation changes.

NWLDC make full use of technology and data to meet the organisation's needs, creating a more commercial approach and leveraging commercial opportunities where possible. The ICT strategy is purposely designed to be 'built for change' and will be refined, updated and changed as the council's needs develop in the coming years.

COVID has provided the impetus for continuous improvement and to enable an organisation that is agile and flexible in its approach to both its employees and its customers.

The People Plan

The People Plan sets out the Councils ambition to ensure we have a sustainable, ambitious, effective and efficient workforce that reflects the local communities we serve. Building a culture of empowerment that encourages innovation and rewards excellent service will enable the Council to deliver its ambitions as set out within the Delivery Plan.

The plan focusses on five key thematic areas:

• Being and employer of choice

• Developing and supporting staff

• Leadership

• Happy and Healthy workforce

• Communicate and Listen

The People plan is part of a wider Organisation Development approach seeking to effect cultural change and performance improvement across the Council and will impact on other strategies and policy work for example, performance improvement, Customer First and the Equality and Diversity Policy.

Our Customers

North West Leicestershire District Council has over 100,000 residents and over 4000 businesses. Our customers have a wide and varying range of needs with 20% of our residents aged 65+, 58% are of working age (16-64) and 17% being 15 and under.

Due to the Covid-19 pandemic we have seen a significant shift in the way customers are now accessing our services. Although we had seen a steady reduction of customers using the more traditional channels such as face to face and telephone, the restrictions implemented as a result of the pandemic have meant customers have had to use alternative methods to access the services they need.

In 2019/20 Customer Services answered 90,000 calls, served 31,000 visitors to our offices and customers completed 25,000 forms online.

By comparison, in 2020/21, the year of the pandemic, Customer Services answered 91,500 calls (+2%), served only 82 (-99%) visitors to the offices and customers completed 40,000 forms online (+60%). In addition, the number of online accounts increased from 16,000 accounts in 2019/20 to 25,000 in 2020/21

The diagrams below show a visual representation of:

1. The change in numbers of customers using our phone channel, with a significant reduction in customers using our face-to-face service centre (as a result of the pandemic) and a significant increase in the use of our online forms.
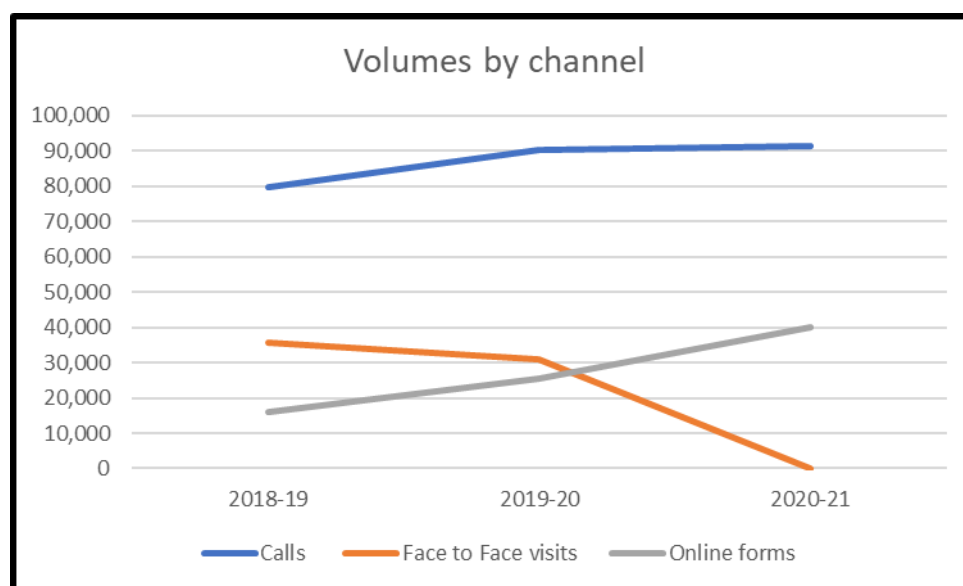
2. A year-on-year increase in the numbers of customers visiting our website
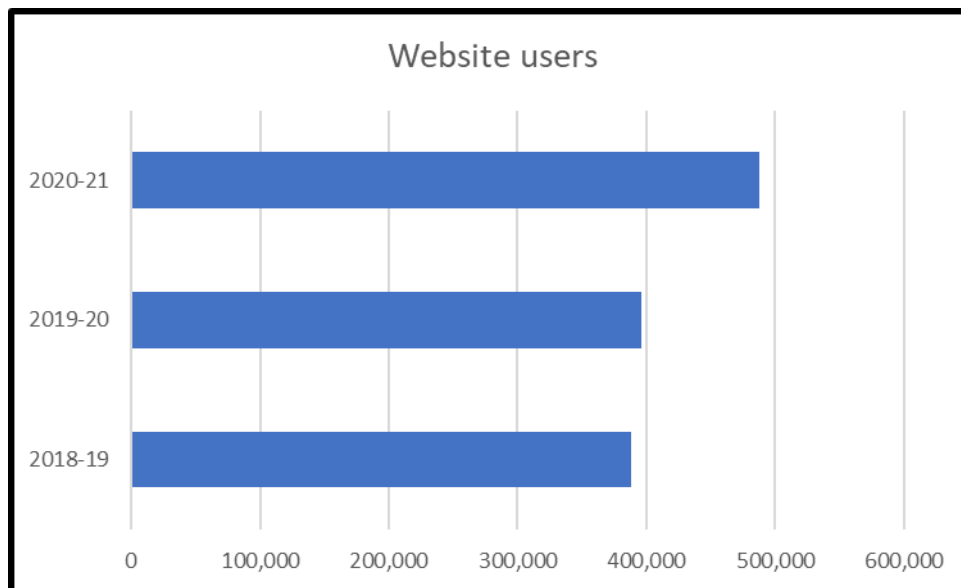
In addition, in 2020/21 52% of visitors to our website were new visitors, with 48% being returning users

3. A dramatic increase in the number of accounts our posts are reaching. Engagement is the number of likes, shares, clicks and comments. Post clicks is the number of clicks anywhere on a post. Impressions is the number of accounts the post has reached

	2019	2020	2021
Engagements	2255	51703	11095
Post clicks	2333	55938	15350
Impressions	77470	789483	248393
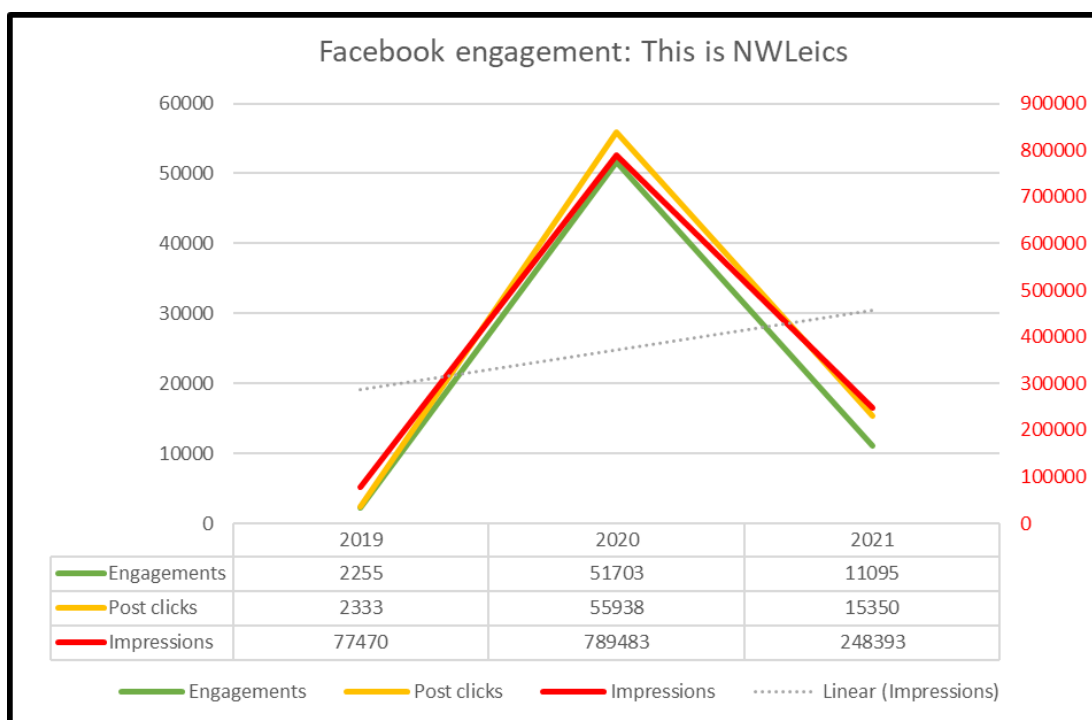
The National Position

With the average cost of customer interactions as follows:

- Face to face interactions - £8.62
- Telephone interactions - £2.83
- Digital (online) interactions - £0.15

The migration to more digital and self-service channels present a sizeable opportunity to increase the accessibility of our services whilst creating efficiencies.

With a significant uptake in digital and online services it would be easy to assume that all our residents can access our services in this way.

However, findings from the Lloyds Bank Essential Digital Skills Report 2021 highlight that across the UK:

- 21% of our population, circa 11 million people, are digitally disadvantaged, lacking Essential Digital Skills for Life
- 10 million people are not able to access the Internet themselves and lack the most basic digital tasks
- 6.5 million people cannot connect to Wi-Fi by themselves
- 4.9 million people cannot turn on a device and log into any accounts or profiles they have by themselves

There are however 1.9 million fewer people completely offline than before the pandemic showing the massive impact the pandemic has had on driving people to use digital services. Predictive modelling in 2020 indicated that it would take to 2025 for 58% of the UK to have high digital capability. In 2021, 60% of the UK now have this level of digital capability; we have made five years' worth of progress in one.

There have been remarkable efforts from digital champions, community partners and personal networks. Many rapid response initiatives were able to deploy devices, data and support to people remotely against all the odds during the pandemic, so it is very encouraging to see the digitally excluded groups shrinking in size.

The East Midlands has seen a step change in digital ability significantly improving the number of adults with basic digital ability from 74% in 2020 to 81% in 2021.

The North West Leicestershire Position

To help us understand more about how our customers at a local level are interacting with us and their preferences around accessing our services and other services they use, we undertook a customer survey in October 2021.

A total of 2,663 responses were received, some of the key findings in relation to the use of the internet indicate the following:

- The large majority of respondents said that they use a 'mobile/ smartphone' (85%), while two-thirds (67%) use a 'home computer', over half (56%) use a 'tablet (e.g., iPad)', and 23% use a 'voice activated device, e.g., Alexa'. Overall, only 2%, (rising to 12% of those aged 75 years and over), said that they 'do not have access to the internet or do not use it'.

- Those respondents who indicated not having access to or not using the internet were asked for their reasons why not: 59% of these respondents said that they 'prefer not to use the internet and would rather call the Council or speak to someone face-to-face', and 38% said 'I do not have the skills or confidence to use the internet'.

- Three-quarters of respondents that use the internet said that they are confident when going on-line: 'Yes, I am confident and feel I have all the skills I need' (78%), this figure varied widely with age group, from 93% of those aged 18-34 years and 91% of those aged 35-44 years, down to less than half of those aged 75 years and over (46%).

- A fifth of respondents overall said that they feel 'quite confident when going on-line, but know there is more I could do if I had better skills' (20%; rising to 48% for those aged 75 years and over); while 2% of respondents said 'no – I do not feel confident to do things on-line', with this increasing to 6% for those aged 75 years and over

Whilst there has been a significant increase in the use of digital services, boosted by the pandemic restrictions, the survey supports the national findings indicating that in particular groups there are people who either don't want to, don't have access to or don't have the skills to use digital services.

Motivating digitally excluded customers to engage with the digital world can be difficult. To do this successfully requires compelling 'hooks' for each person, and each organisation. Simply 'selling' or presenting a new digital service or technology does not create digital journeys.

People and organisations need to understand what is beneficial for them and what an improved life or service might feel like in a digital world. Understanding people's motivations will be key to encourage more people to utilise digital services.

Furthermore, the survey also gathered general information relating to contacting the Council. The survey found:

- The most preferred means of contacting the Council, each referred to by around a third of respondents, were 'telephone' (35%), 'website' (32%), and 'email' (29%); only small numbers of respondents stated that they most prefer a 'face-to-face visit' (2%) or contacting by 'letter' (1%).
- Overall, respondents chose to use their favoured contact method because it is the 'most convenient' (55%) and 'easiest' (50%) method for them
- When asked to name two things that are the most important aspects to them when contacting the Council, over a third of respondents (36% each) said that 'easy and quick', and 'being able to do it at a time that's suitable for me' were among their top-three most important aspects.

Thinking specifically about the pandemic customers advised:

- 67% of respondents said that the pandemic had changed the way they do things, with 50% advising they do more on-line now and plan to continue
- 54% said that they would be 'very satisfied' if 'in the future, when current restrictions have been lifted' Council services were 'largely telephone and internet-based', while a third (35%) said that they would be 'partially satisfied'

Our Objectives

Putting our customers, the heart of what we do

By putting customers at the heart of what we do we will create a consistent positive customer experience delivering services that meet their needs. We will include our customer when redesigning our services, looking through the lens of our customer to ensure the design meets their needs.

To achieve this, we will:

❖ Redesign our processes from end to end, reducing the number of times we transfer customers between teams and focussing on resolving issues at first point of contact

❖ Identify appropriate channels for service delivery – whilst most customers will be encouraged to access services online, we will provide alternative channels for those who need additional channels and work with partners to increase our access channels where appropriate e.g., face to face appointments

❖ Increase self-service and automate first (where appropriate)

❖ Ensure customers are involved in the development of our services and the redesign process

❖ Use the data we hold about our customers to inform the way we improve processes and deliver our services

❖ Improve the efficiency of our services which will ultimately reduce costs and increase quality

❖ Ensure services are inclusive and respond to equality needs

❖ Enable customers to give feedback on processes and services

❖ Eliminate paper where possible responding to our responsibilities under the Green Agenda

Digital Inclusion

As more and more services are made available online, we must ensure that those customers who have limited digital skills and access to technology are supported and encouraged to develop their skills to take advantage of the numerous benefits associated with being online.

We recognise that addressing the digital skills gap is not the responsibility of one organisation, we will look to work will local and national organisations to play our part in improving the lives of our customers.

To do this we will:

❖ Work with partners to create a Digital Inclusion Network, to identify organisations that offer support, skills training, and equipment

❖ Introduce Digital Champions concept across the council, providing more opportunities for people to access digital support

❖ Create and embed a 'Triage and Signposting System' to help identifying customer needs and signpost them to the most appropriate support

❖ Centralise all information about digital skills in the District in one place, such as NWLDC Website, making it easier for people to find what they need

❖ Our employees will support our customers to self-service in the first instance to help develop their knowledge, skills and confidence in accessing services in digital ways

❖ We will offer free access to our Wi-Fi network when on Council premises or in Coalville and Ashby De la Zouch Town centres. We will continue to offer free access to our public access computers in our Customer Service Centre

❖ We recognise that not all customers will be able to use our digital services and for those customers we will continue to offer telephone and face to face services

Harnessing digital technology

Harnessing the power of digital technology will enable the Council to increase accessibility and flexibility for our customers, delivering efficient and effective low costs services whilst freeing up our resources to support those customers with more specific needs

To do this we will:

* ❖ Make online channels convenient and easy to use so that customers choose this as their preferred method of contact with us
* ❖ Design all online forms to enable system integration and automation
* ❖ Utilise new technology such as artificial intelligence and Robotic Process Automation to deliver services in a more efficient way where appropriate
* ❖ Develop and increase the use of social media channels
* ❖ Use telephone for supported and complex transactions only, reducing the use for low need and simple transactions
* ❖ Investigate the use of voice recognition to help customers find services more quickly
* ❖ Investigate the use and possible benefits of a developing a web app to compliment the service provided on our website in an alternative format
* ❖ Provide face to face service only where needed to meet complex and specific customer needs & offer appointments as our default approach
* ❖ Review the current relationship management system to ensure maximisation of system functionality which supports customers to self-serve and manage their transactions online

Involving the whole organisation

Customer Service goes far beyond the Customer Services Team, as an organisation we recognise that every employee and stakeholder have a part to play in delivering a positive customer experience. Every phone call, email, and face to face interaction provides the ability to shape the perception of the Council and what it is trying to achieve.

To do this we will:

❖ Use our customer satisfaction results and complaints feedback to develop and improve our services, sharing learning and development with all employees

❖ Introduce an organisation wide approach to collecting customer satisfaction using a single satisfaction question

❖ Develop and embed a Customer Promise across the organisation to provide a consistent experience for all customers

❖ Ensure employees have access to appropriate support and training to provide them with the tools and skills to deliver positive customer experiences

Measuring Success

Adopting this strategy will lead to better outcomes for our customers. We will look to change the way we currently measure our performance; these changes will be considered as part of the development of the next Corporate Delivery Plan. Success measures will consider what our customers have said is important to them and the aims of this Strategy. The measures will focus on:

- Customer satisfaction
- Getting it right first time
- Making things quick and easy
- Increasing and improving our digital services
- Improving digital capability

Our journey

This strategy will be delivered over the next 3 years. The diagrams below sets out an indicative but ambitious approach to delivering the Customer Experience Strategy. Each element of the journey needs to be assessed individually to ensure it is responsive to the fast-changing environment of the digital world and our customer expectations.

Year 1

- ▶ Develop a programme of Digital Transformation across the organisation reviewing customer facing processes/transactions end to end
- ▶ Move Customer Services into brand new face to face location to deliver specialised support services to customers with additional support needs
- ▶ Investigate options around the introduction of a web app to establish if there is a business case to provide this option to our customers
- ▶ Continue development of online forms
- ▶ Create a Customer focus/feedback group to inform and update our Customer Standards and inform service process redesign
- ▶ Initiate work with partners to create a digital inclusion network
- ▶ Introduce the concept of Digital Champions across the district
- ▶ Review website content to ensure easy to find and use

North West Leicestershire District Council

Year 2

- ▶ Phase 1 - Digital Transformation programme
- ▶ Investigate use of robotic process automation and voice recognition with a view to streamlining process and improving efficiency
- ▶ Customer experience and digital skills training for all staff
- ▶ Centralise all information about digital skills in the District in one place
- ▶ Grow the number of digital champions across the district
- ▶ Embed our Customer Standards across the organisation
- ▶ Implement a one question approach to customer satisfaction
- ▶ Design and implement an ongoing communication campaign promoting the use of digital
- ▶ Review the current complaint policy

North West Leicestershire District Council

Year 3

- ▶ Phase 2 Digital Transformation programme
- ▶ Review options for current CRM system
- ▶ Investigate use of Artificial Intelligence
- ▶ Robotic Automation process proof of concept
- ▶ Create and Embed a NWLDC 'Triage and Signposting system'

North West Leicestershire District Council

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Customer Service Survey

Report

September/October 2021

Analysis and report by

NWA Social Research

Contents

1   SUMMARY OF MAIN FINDINGS

<u>Use of the Internet</u>

1.1   When asked what means they use to access the internet, the large majority of respondents said that they use a 'mobile/ smartphone' (85%), while two-thirds (67%) use a 'home computer', over half (56%) use a 'tablet (e.g. iPad)', and 23% use a 'voice activated device, e.g. Alexa'. Overall, 2%, (rising to 12% of those aged 75 years and over), said that they 'do not have access to the internet or do not use it'.

1.2   Those few respondents who indicated not having access to or not using the internet were asked for their reasons why not: 59% of these respondents said that they 'prefer not to use the internet, and would rather call the Council or speak to someone face-to-face', and 38% said 'I do not have the skills or confidence to use the internet'. [Percentages based on 54 respondents.]

1.3   Those respondents that do use the internet were asked what things they mainly use it for, and the large majority reported using it for 'email' (83%), 'shopping' (82%), and 'banking' (78%), while around two-thirds use it for 'social media' (69%; rising to 90% of 18-34 year olds, but reducing to 33% for those aged 75 years and over) and 'news' (66%); 60% use it for 'research', and 59% for 'utility bills'. A smaller minority, 25%, said that they mainly use the internet for 'gaming' (rising from 6% of those aged 75 years and over, to 39% for those aged 18-34 years).

1.4   When internet-users were asked what time of day they mainly go on-line the majority response was that they 'access it throughout the day' (61%), while a quarter (24%) said that they mainly go on-line in the 'evening'; and small minorities said they mainly access the internet in the 'morning' (6%), at 'midday' (1%), in the 'afternoon' (5%) and 'late at night' (2%).

1.5   While overall more than three-quarters of respondents that use the internet said that they are confident when going on-line: 'Yes, I am confident and feel I have all the skills I need' (78%), this figure varied widely with age group, from 93% of those aged 18-34 years and 91% of those aged 35-44 years, down to less than half of those aged 75 years and over (46%).

1.6   A fifth of respondents overall said that they feel 'quite confident when going on-line, but know there is more I could do if I had better skills' (20%; rising to 48% for those aged 75 years and over); while 2% of respondents said 'no – I do not feel confident to do things on-line', with this increasing to 6% for those aged 75 years and over.

Contacting the Council

1.7 The most preferred means of contacting the Council, each referred to by around a third of respondents, were 'telephone' (35%), 'website' (32%), and 'email' (29%); only small numbers of respondents stated that they most prefer a 'face-to-face visit' (2%), or contacting by 'letter' (1%).

1.8 Respondents were then asked why they prefer to use this contact method. Overall, respondents chose to use their favoured contact method because it is the 'most convenient' (55%) and 'easiest' (50%) method for them; and these two reasons were also the principal reasons given for each method when responses were broken down by contact method. Only small minorities overall said it is because they 'have always done it this way' (10%), and because they 'don't have access via other methods' (1%), and 10% gave 'other' reasons.

1.9 When asked to name up to three things that are the most important aspects to them when contacting the Council, respondents were most likely to cite 'getting through quickly' (52%), 'speaking directly to someone who can answer my query' (47%), 'being able to find what I need online' (41%), and 'dealing with someone who is professional, knowledgeable and wanting to help' (40%). Over a third of respondents (36% each) said that 'easy and quick', and 'being able to do it at a time that's suitable for me' were among their top-three most important aspects.

The Pandemic

1.10 Respondents were asked '*Has the pandemic changed the way you do things such as shopping, social media, and contacting businesses/ organisations?*' and two-thirds (67%) of respondents said that it had: half (50%) said 'yes, I do more on-line now and plan to continue', 6% said ' yes, I do more over the phone now and plan to continue', and 15% said 'yes, but only while restrictions were in place - I plan to revert back to my previous preferences'. The remaining third of all respondents (33%) said 'no – nothing has changed for me'.

1.11 Over half of respondents (54%) said that they would be 'very satisfied' if 'in the future, when current restrictions have been lifted' Council services were 'largely telephone and internet-based', while a third (35%) said that they would be 'partially satisfied', 7% would be 'not very satisfied', and 4% would be 'dissatisfied' if this were to be the case.

2. BACKGROUND AND INTRODUCTION

2.1 North West Leicestershire District Council, (NWLDC), required market research to obtain feedback from residents to help to shape their Customer Experience Strategy. The key research questions were:

- Current access of residents to the internet and reasons for any non-use

- Purpose of use and confidence in using the internet

- Preferences for contact with NWLDC and most important aspects of contact

- Effects of the Pandemic on contact and acceptability of continued use of remote means of contact.

2.2 The research was to be undertaken, as requested by the client, across multiple channels. Emails with links to an online questionnaire were sent to customers for whom NWLDC had permission for contact; links were also displayed on the Council's website; and telephone surveys and on-street surveys were undertaken with residents. The list of emails and telephone numbers was provided by the client. The Council developed a questionnaire a copy of which is attached at *Appendix 1*.

2.3 A total of 2,663 responses were received: 2,146 online surveys and 517 from face to face and telephone surveys. The data was not fully representative of the population of NWLDC despite quotas having been set for person to person interviewing, (e.g. 67.2% of responses were from respondents aged 45 years and over), and therefore weighting was applied by ward and by age group; details of the weights used are shown at the end of this section below.

2.4 Weighted data has been used to analyse to the following sub-groups: source of the data, age group, household size and ethnicity; see table overleaf. Where full postcodes were available for respondents (2,466) data can also be analysed by individual wards. Weighted Tables of Results (in Excel format) are attached as *Appendix 3* to this report, while *Appendix 2* 'Unweighted Frequencies' (again in Excel) are provided to show full details of any 'missing' data.

2.5 Responses to open questions have been coded for emerging themes and are also listed verbatim at *Appendix 4.*

Sub group analysis

Details of the Sample Sub-Groups (Unweighted Counts and Percentages)

Group	Sub Group	Count	Sample %
Source	Online	2,146	80.6
	Face to face/telephone	517	19.4
Age group	18 to 24	92	3.5
	25 to 34	231	8.7
	35 to 44	314	11.8
	45 to 54	526	19.8
	55 to 64	650	24.4
	65 to 74	612	23.0
	75 and over	231	8.7
	(missing data)	7	0.3
Household size	Single person	471	17.7
	2 people	1,221	45.9
	3 people	413	15.5
	4 or more people	501	18.8
	(missing data)	57	2.1
Ethnicity	White British	2,413	90.6
	Other than White British	183	6.9
	Prefer not to say	42	1.6
	(missing data)	25	0.9
TOTAl		2,663	100.0

NOTE: 'Missing data' refers to where a question has been missed or where information has not been supplied

Weights applied

2.6   The survey data was weighted to be representative of the Council area by ward (as shown in the table overleaf) and then by age group as follows; as can be seen in the table, the age profile of the weighted sample exactly matches that of the population of the Council area:

	18-34 years	35-44 years	45-54 years	55-64 years	65-74 years	75+ years	Total 18+ years
Age Group Population (%) *	23.7	15.2	19.0	16.8	14.3	11.0	100.0
Achieved Age Group (% weighted by ward)	11.8	11.6	20.1	24.9	23.1	8.5	100.0
Age Weight	2.012612	1.301949	0.947561	0.675476	0.617938	1.299128	
Weighted Sample (%)	23.7	15.2	19.0	16.8	14.3	11.0	100.0

(* Source: ONS mid-2020 population statistics for North West Leicestershire)

		Achieved Count	Achieved Percent	Population Percent	Ward Weight
WARD	Appleby	55	2.2	2.4	1.092075
	Ashby Castle	87	3.5	2.4	0.675095
	Ashby Holywell	89	3.6	2.9	0.808790
	Ashby Ivanhoe	86	3.5	3.1	0.883083
	Ashby Money Hill	76	3.1	3.7	1.189173
	Ashby Willesley	56	2.3	2.0	0.886154
	Ashby Wolds	56	2.3	2.9	1.279061
	Bardon	60	2.4	2.7	1.100140
	Blackfordby	64	2.6	2.6	0.985173
	Broom Leys	68	2.8	2.2	0.796749
	Castle Donington Castle	118	4.8	2.6	0.552627
	Castle Donington Central	95	3.9	3.0	0.770160
	Castle Donington Park	47	1.9	1.4	0.751297
	Castle Rock	55	2.2	2.3	1.052285
	Coalville East	60	2.4	2.7	1.101126
	Coalville West	79	3.2	3.0	0.934378
	Daleacre Hill	55	2.2	2.5	1.132402
	Ellistown & Battleflat	51	2.1	2.6	1.261810
	Greenhill	39	1.6	3.2	1.992810
	Hermitage	68	2.8	2.7	0.978105
	Holly Hayes	44	1.8	2.6	1.463896
	Hugglescote St John's	58	2.4	1.8	0.780643
	Hugglescote St Mary's	61	2.5	3.4	1.388023
	Ibstock East	66	2.7	3.0	1.120663
	Ibstock West	57	2.3	2.4	1.051162
	Kegworth	66	2.7	2.5	0.924849
	Long Whatton & Diseworth	67	2.7	2.6	0.938853
	Measham North	71	2.9	2.8	0.988010
	Measham South	67	2.7	2.5	0.901776
	Oakthorpe & Donisthorpe	55	2.2	2.7	1.211983
	Ravenstone & Packington	93	3.8	3.0	0.791175
	Sence Valley	65	2.6	2.7	1.028254
	Snibston North	54	2.2	2.5	1.119418
	Snibston South	60	2.4	2.3	0.938964
	Thornborough	53	2.1	2.1	0.977047
	Thringstone	46	1.9	2.7	1.442680
	Valley	61	2.5	2.9	1.153373
	Worthington & Breedon	58	2.4	2.7	1.154903
	Total*	2,466	100.0	100.0	

(* Insufficient postcode data was supplied in 197 cases, 7.4% of the total unweighted sample)

3 USE OF THE INTERNET

3.1 When asked what means they use to access the internet the large majority of all respondents said that they use a 'mobile/ smartphone' (85%), while two-thirds (67%) use a 'home computer', over half (56%) use a 'tablet (e.g. iPad)', and just under a quarter (23%) use a 'voice activated device, e.g. Alexa'. Small numbers of respondents said that they use 'someone else's computer, phone or tablet' (2%), and 'a computer in a public building, such as a library' (2%) to access the internet; and 2% (rising to 12% of those aged 75 years and over, and 9% of those respondents in the 'face-to-face/telephone tranche') said that they 'do not have access to the internet or do not use it'.

How do you access the internet?
(Q5: % response – all respondents)
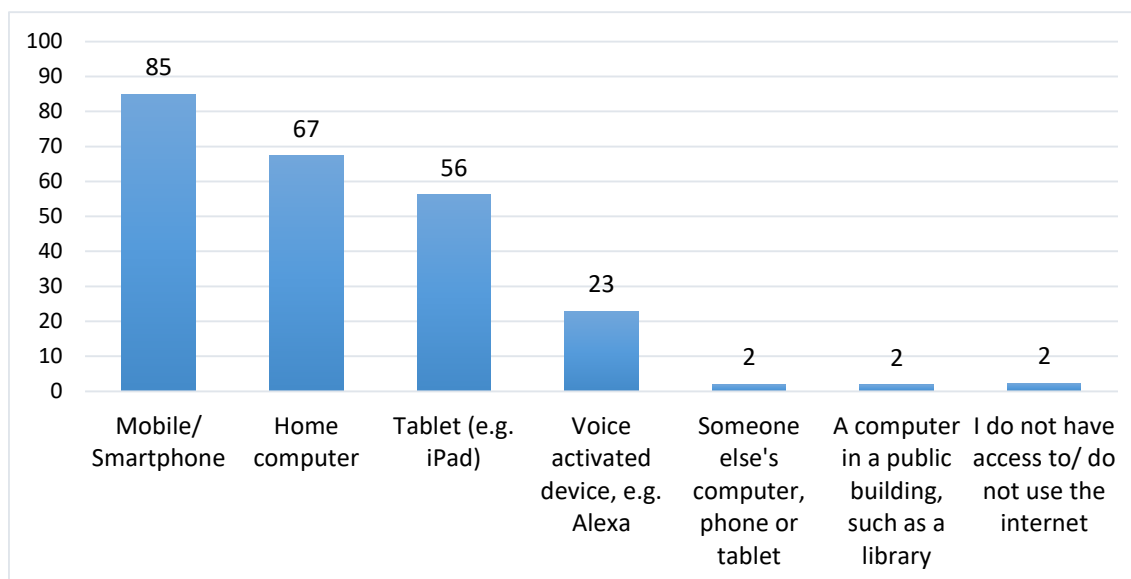
3.2 As might be expected, means of accessing the internet varied significantly by age group:

Use of 'mobile/ smartphone' to access the internet was almost universal at 99% for those aged 18-34 years, reducing to 70% for those aged 65-74 years and to 46% for those aged 75 years and over.

Access using a 'home computer' was lower among those aged 18-34 years (55% compared to 67% overall), but rose to around three-quarters of those aged 45-54 years (73%) and 65-74 years (75%).

Access via a 'tablet' computer was most prevalent among those aged 45-54 years (63%), reducing to 43% for those aged 75 years and over.

Use of a 'voice activated device' to access the internet increased to 32% of those aged 35-44 years and 45-54 years, but was lower at 13% for those aged 65-74 years and 6% for those aged 75 years and over.

3.3   Differences by ethnic group were that those from ethnic backgrounds 'other than White British' were more likely to access the internet on a 'mobile/ smartphone' (95% compared to 84% for 'White – British' respondents); while they were less likely than 'White – British' respondents to access via a 'home computer' (59% compared to 68%), a 'tablet' (40% compared to 58%), and a 'voice activated device' (17% compared to 24%).

3.4   Those few respondents who indicated not having access to the internet or not using the internet were asked for their reasons why not: over half of these respondents (59%) said that they 'prefer not to use the internet, and would rather call the Council or speak to someone face-to-face', while 38% said 'I do not have the skills or confidence to use the internet', and small numbers said that they have 'no access to a device' (9%; 4 respondents), that it was due to 'the cost of broadband or a smartphone with internet access' (4%; 2), or gave 'other' reasons (12%; 7).

If 'no access'/ 'do not use' – Why not?
(Q6: % response – those that do not use the internet – 54 respondents)
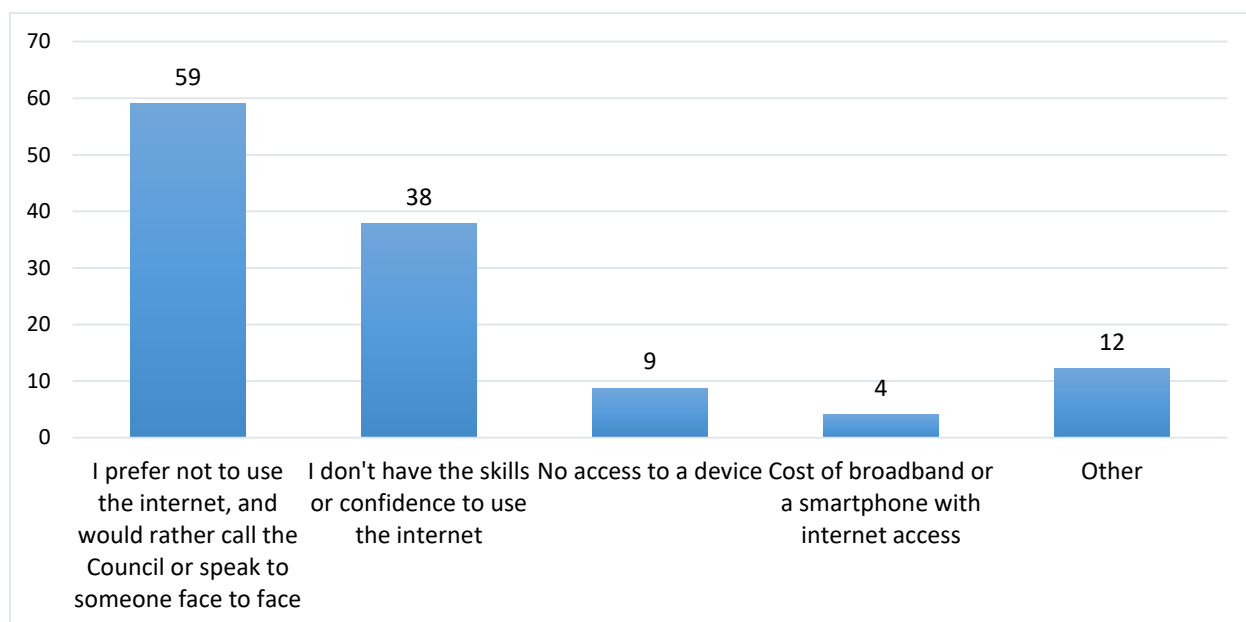
3.5　　Those respondents that do use the internet were asked what things they mainly use it for, and the large majority reported using it for 'email' (83%; rising to 90% for 65-74 year olds, but lower at 69% for those aged 18-34 years), 'shopping' (82%; rising to 90% for 35-44 year olds), and 'banking' (78%; rising to 86% for 35-44 year olds, but lower at 65% for those aged 75 years and over), while around two-thirds use it for 'social media' (69%; rising to 90% of 18-34 year olds, but reducing to 33% for those aged 75 years and over) and 'news' (66%); 60% use it for 'research', and 59% for 'utility bills' (varying from 68% for 35-44 year olds down to 50% for those aged 75 years and over). A smaller minority, 25%, said that they mainly use the internet for 'gaming' (rising from 6% of those aged 75 years and over, to around a third of more of those respondents aged under 55 years – 39% for those aged 18-34 years); and 10% gave 'other' responses, of which 5% referred to using it for 'work', (see Appendix 4 for verbatim comments). [See table overleaf for a full breakdown of results by 'source', age group and ethnicity.]

What do you mainly use the internet for?
(Q7: % response – internet users – 2,586 respondents)
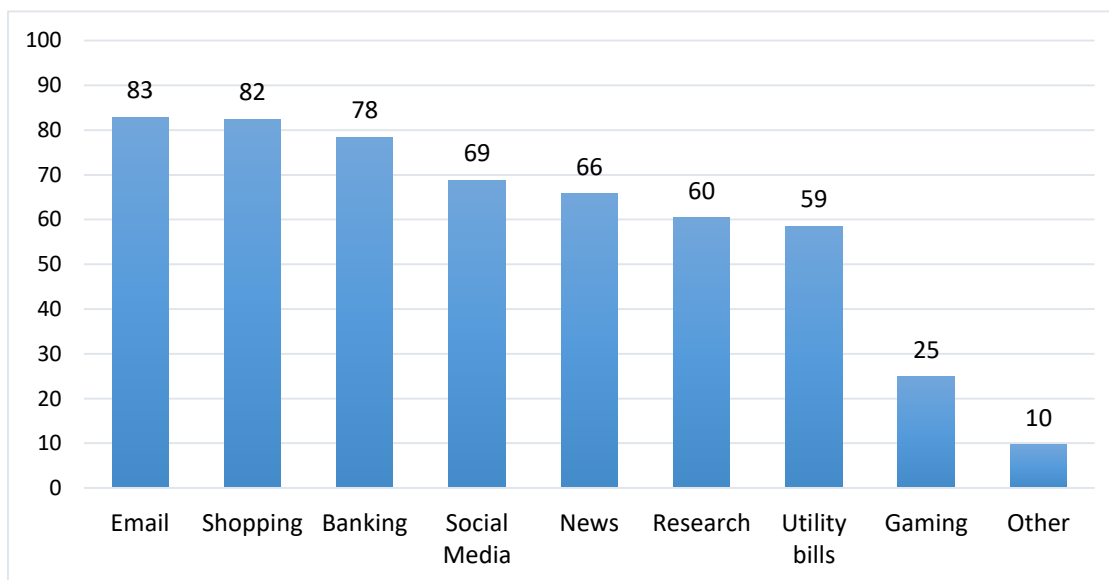
3.6　　The largest differences by ethnic group were that 'White – British' respondents were more likely than those from other ethnic backgrounds to use the internet for 'email' (84% compared to 70%), but less likely to use it for 'social media' (68% compared to 79%).

		Email	Shopping	Banking	Social Media	News	Research	Utility bills	Gaming	Other	Unweighted Count
		**Q7) What do you mainly use the internet for? (% response – internet users)**									
Source	On-line (Email tranche)	89	84	82	67	67	60	61	22	8	2132
	Face to face/ telephone	61	76	65	77	60	62	50	34	16	454
Age group	18-34 years	69	81	76	90	62	60	60	39	12	321
	35-44 years	87	90	86	83	71	60	68	32	9	313
	45-54 years	86	86	81	70	68	61	56	30	13	522
	55-64 years	88	80	79	61	67	57	57	15	7	635
	65-74 years	90	82	79	48	70	63	58	9	6	588
	75 years and over	84	71	65	33	55	61	50	6	7	203
Ethnicity	White - British	84	83	79	68	65	60	59	24	9	2344
	Other than White British	70	82	74	79	71	64	60	31	11	180
Total	**Overall**	**83**	**82**	**78**	**69**	**66**	**60**	**59**	**25**	**10**	2586

3.7 When internet-users were asked what time of day they mainly go on-line the majority response was that they 'access it throughout the day' (61%; rising to 73% for 'face-to-face/telephone' respondents), while a quarter (24%; rising to 30% for those aged 35-44 years, and 31% for those aged 55-64 years) said that they mainly go on-line in the 'evening'; and small minorities said they mainly access the internet in the 'morning' (6%; rising to 14% of 65-74 year olds, and 20% of those aged 75 years and over), at 'midday' (1%), in the 'afternoon' (5%; rising to 11% of those aged 75 years and over) and 'late at night' (2%).

What time of day do you mainly go on-line?
(Q8: % response – internet users – 2,576 respondents)

Morning — 6%
Midday — 1%
Afternoon — 5%
Evening — 24%
Late night — 2%
Access throughout the day — 61%
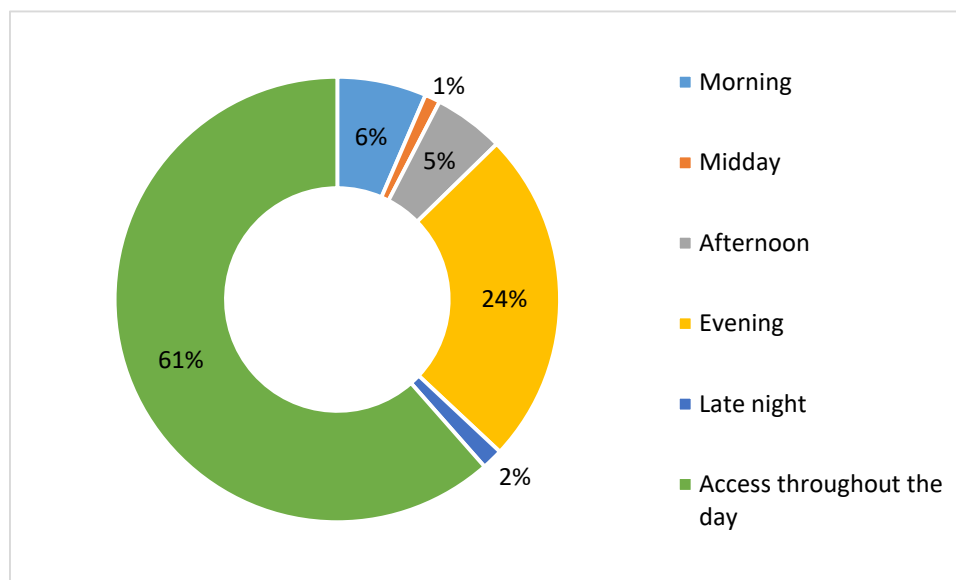
Are you confident when going on-line?
### (Q9: % response – internet users; by age group and overall, 2,584 respondents)

	Yes, I am confident and feel I have all the skills I need	I am quite confident, but know there is more I could do if I had better skills	No - I do not feel confident to do things on-line
18-34 years	93	6	1
35-44 years	91	9	1
45-54 years	84	15	1
55-64 years	68	28	3
65-74 years	61	36	2
75 years and over	46	48	6
Overall	78	20	2
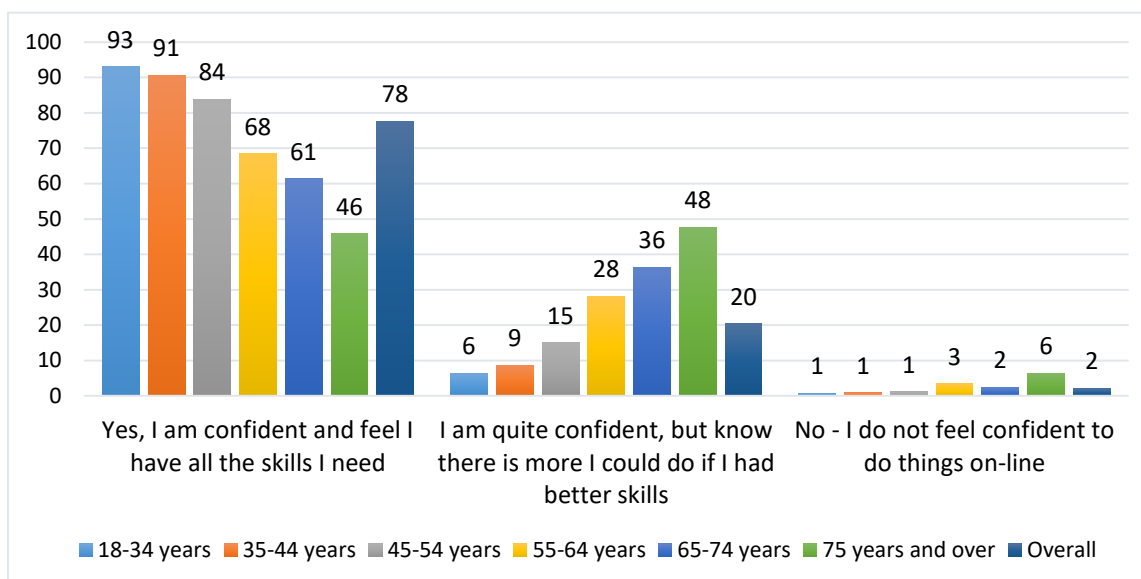
3.8   While overall more than three-quarters of respondents that use the internet said that they are confident when going on-line: 'Yes, I am confident and feel I have all the skills I need' (78%), this figure varied widely with age group, from 93% of those aged 18-34 years and 91% of those aged 35-44 years, down to less than half of those aged 75 years and over (46%). A fifth of respondents overall said that they feel 'quite confident when

going on-line, but know there is more I could do if I had better skills' (20%; rising to 36% for those aged 65-74 years, and 48% for those aged 75 years and over); while 2% of respondents said 'no – I do not feel confident to do things on-line', with this increasing to 6% for those aged 75 years and over, and also being slightly higher at 4% among 'face-to-face/ telephone' respondents, and those whose ethnic group is 'other than White – British'. However, note that those from ethnic groups 'other than White – British' were also more likely to say that 'I am confident when going on-line and feel I have all the skills I need': 86% compared to 78% overall for internet-users.

4.   CONTACTING NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

4.1   The most preferred means of contacting the Council, each referred to by around a third of all respondents, were 'telephone' (35%), 'website' (32%), and 'email' (29%); only small numbers of respondents stated that they most prefer a 'face-to-face visit' (2%), contacting by 'letter' (1%; 23 respondents), and 0% (12 respondents) gave some 'other' response.

How do you most prefer to contact the Council?
(Q10: % response – all respondents, 2,655 respondents)
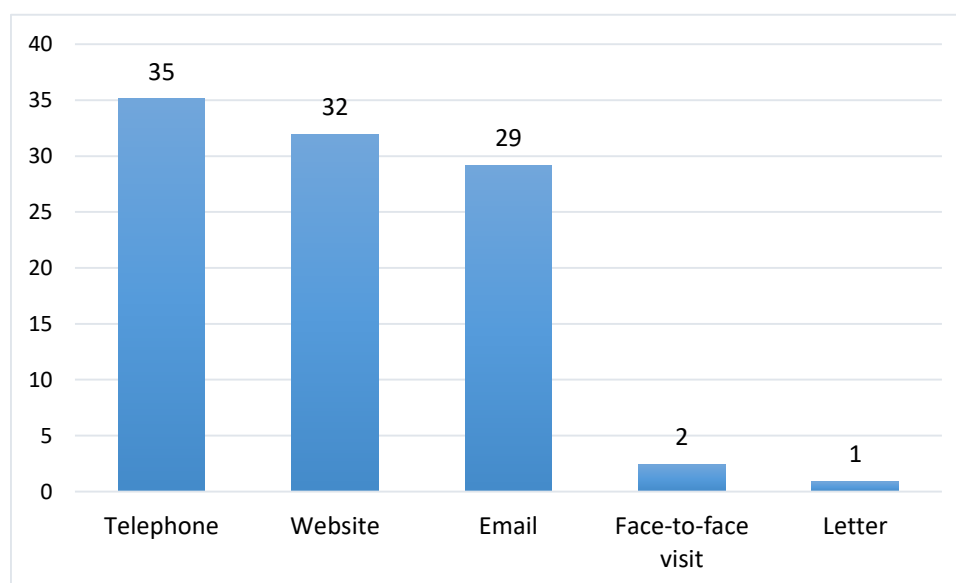
4.2   Preference for 'telephone' contact was significantly higher among those respondents aged 75 years and over (49% compared to 35% overall), and those in the 'face-to-face/ telephone' tranche (again 49%); while preference for making contact via the 'website' rose to 38% for those aged 35-44 years, and 37% for those aged 45-54 years, and also 37% among those in the 'on-line' tranche, but reduced to 24% for those in ethnic groups

'other than White – British', (compared to 32% for the overall sample). Making contact via 'email' was most popular for those respondents aged 18-34 years (37% compared to 29% overall), and those from ethnic groups 'other than White – British' (38%).

4.3 Respondents were then asked why they prefer to use this contact method (as indicated at Question 10). Results are detailed in the table below, broken down by the most favoured contact method (Question 10). Overall, respondents chose to use their favoured contact method because it is the 'most convenient' (55%) and 'easiest' (50%) method for them, while small minorities said it is because they 'have always done it this way' (10%), and because they 'don't have access via other methods' (1%), and 10% gave some 'other' reason.

Q10 by Q11: Weighted % and Unweighted Counts			Q11) Why do you prefer to use this contact method?					
			Easiest	Most convenient	Don't have access via other methods	Have always done it this way	Other	Count
Q10) How do you most prefer to contact the Council?	Website	Row %	56	69		5	2	872
	Email	Row %	51	62	1	5	7	736
	Telephone	Row %	45	40	1	16	18	935
	Letter	Row %	28	53		25	19	23
	Face-to-face visit	Row %	42	27	1	22	24	67
Total	Overall	Row %	50	55	1	10	10	100
		Count	1,263	1,501	14	263	270	2,646

4.4 Considering the main means of contact: of those respondents that most prefer to contact the Council by 'telephone', 45% do so because it is the 'easiest' method, 40% because it is the 'most convenient', and 16% 'have always done it this way'; of those that most prefer to make contact via the 'website', 69% do so because it is the 'most convenient', and 56% because it is the 'easiest' method; and of those that most prefer to contact by 'email', 62% do so because it is the 'most convenient', and 51% because it is the 'easiest' method.

4.5 Overall, when asked to name up to three things that are the most important aspects to them when contacting the Council, respondents were most likely to cite 'getting through quickly' (52%), 'speaking directly to someone who can answer my query' (47%), 'being able to find what I need online' (41%), and 'dealing with someone who is professional, knowledgeable and wanting to help' (40%). Over a third of all respondents (36% each) said that 'easy and quick', and 'being able to do it at a time that's suitable for me' were among their top-three most important aspects, while smaller minorities of respondents referred to 'choice of contact methods' (10%), 'accessibility' (7%), and 'not having to speak to someone' (6%), and 1% mentioned some 'other' aspect.

<u>What three things are most important to you when contacting the Council?</u>
(Q12: % response – all respondents 2,651; up to three responses permitted)
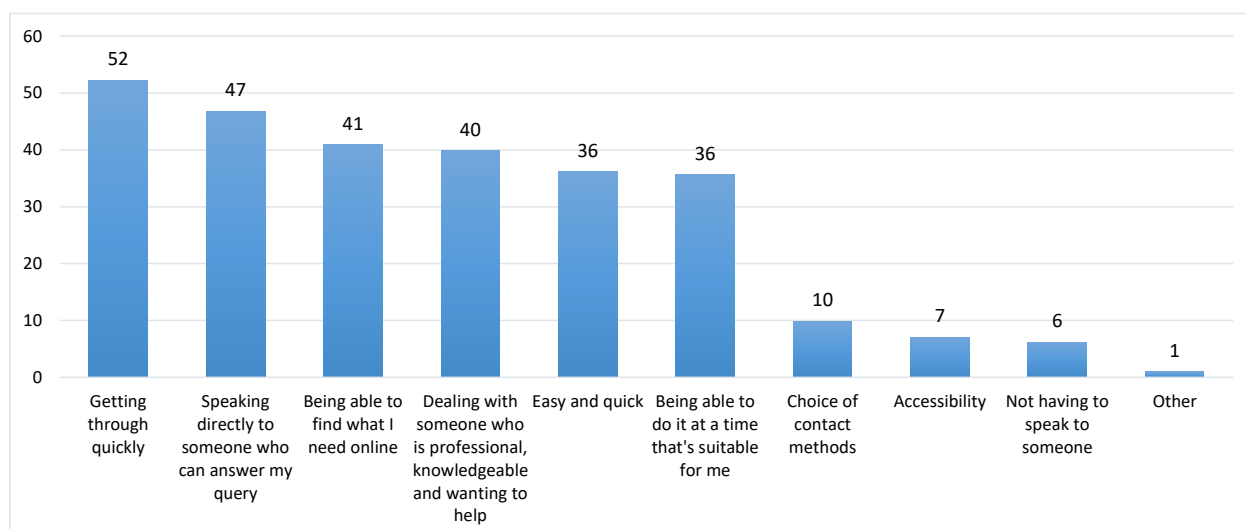
4.6 The top-three aspects chosen by respondents varied by age group, with younger respondents tending to favour ease and speed and being able to find what they need on-line (e.g. 18-34 year olds, 58% 'getting through quickly' and 49% 'easy and quick'; and 35-44 year olds, 49% 'getting through quickly' and 46% 'being able to find what I need on-line'); while respondents in older age groups tended to favour speaking directly to someone professional and knowledgeable, (e.g. 75+ year olds, 65% 'speaking directly to someone who can answer my query' and 52% 'dealing with someone who is professional, knowledgeable and wanting to help'). (See table overleaf.)

		Q12) What three things are most important to you when contacting the Council? (% response – by age group and overall) Top-three responses by age group highlighted in blue					
		Getting through quickly	Speaking directly to someone who can answer my query	Being able to find what I need online	Dealing with someone who is professional, knowledgeable and wanting to help	Easy and quick	Being able to do it at a time that's suitable for me
Age group	18-34 years	58	44	36	31	49	34
	35-44 years	49	37	46	35	43	40
	45-54 years	50	42	47	40	35	40
	55-64 years	55	49	43	41	33	37
	65-74 years	52	53	41	49	27	33
	75 years and over	45	65	28	52	19	27
Total	Overall	52	47	41	40	36	36

5.   THE PANDEMIC

5.1   Respondents were asked '*Has the pandemic changed the way you do things such as shopping, social media, and contacting businesses/ organisations?*' and two-thirds (67%) of all respondents said that it had: half (50%) said 'yes, I do more on-line now and plan to continue', 6% said ' yes, I do more over the phone now and plan to continue', and 15% said 'yes, but only while restrictions were in place - I plan to revert back to my previous preferences'. The remaining third of all respondents (33%) said 'no – nothing has changed for me', with this figure being higher at 40% for 'face-to-face/ telephone' respondents', and lower at 27% for 65-74 year old respondents and at 26% for those belonging to ethnic groups 'other than White – British'.

Has the pandemic changed the way you do things such as shopping, social media, and contacting businesses/ organisations?
(Q13: % response – by age group and overall, 2,646 respondents)

- ■ Yes, I do more on-line now and plan to continue
- ■ Yes, I do more over the phone now and plan to continue
- ■ Yes, but only while restrictions were in place; I plan to revert to my previous preferences
- ■ No - nothing has changed for me
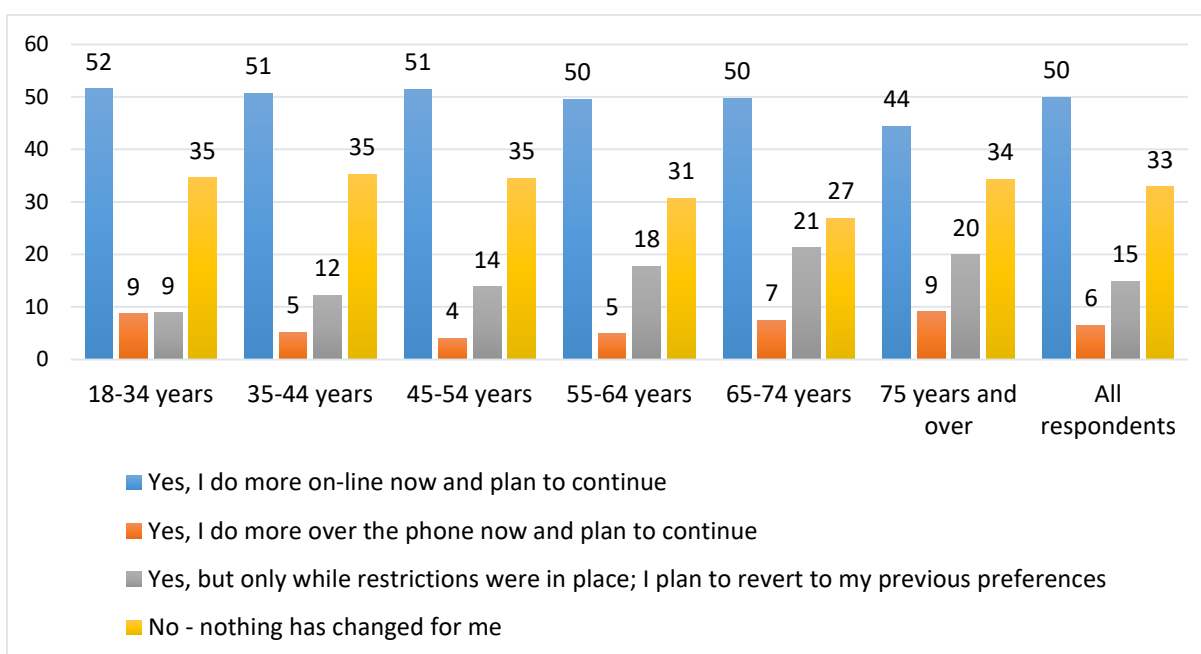
5.2   Respondents in older age groups were more likely to say that they plan to revert to their previous preferences – the percentage giving this response increasing from 9% for those aged 18-34 years, to 18% for 55-64 year olds, 21% for 65-74 year olds, and 20% for those aged 75 years and over. The numbers who stated that they 'do more over the phone now and plan to continue' were higher at 15% for those respondents whose ethnic group is 'other than White – British', and at 12% for 'face-to-face/ telephone' respondents, when compared to the overall sample response of 6%.

5.3   Over half of all respondents (54%) said that they would be 'very satisfied' if 'in the future, when current restrictions have been lifted' Council services were 'largely telephone and internet-based', while a third (35%) said that they would be 'partially satisfied', 7% would be 'not very satisfied', and 4% would be 'dissatisfied' if this were to be the case.

Over the course of the pandemic the Council have had to move their services to be much more telephone-based and on-line. In the future, when current restrictions have been lifted, how satisfied or dissatisfied would you be if services were largely telephone and internet-based?

(Q14: % response – by age group and overall, 2,651 respondents)
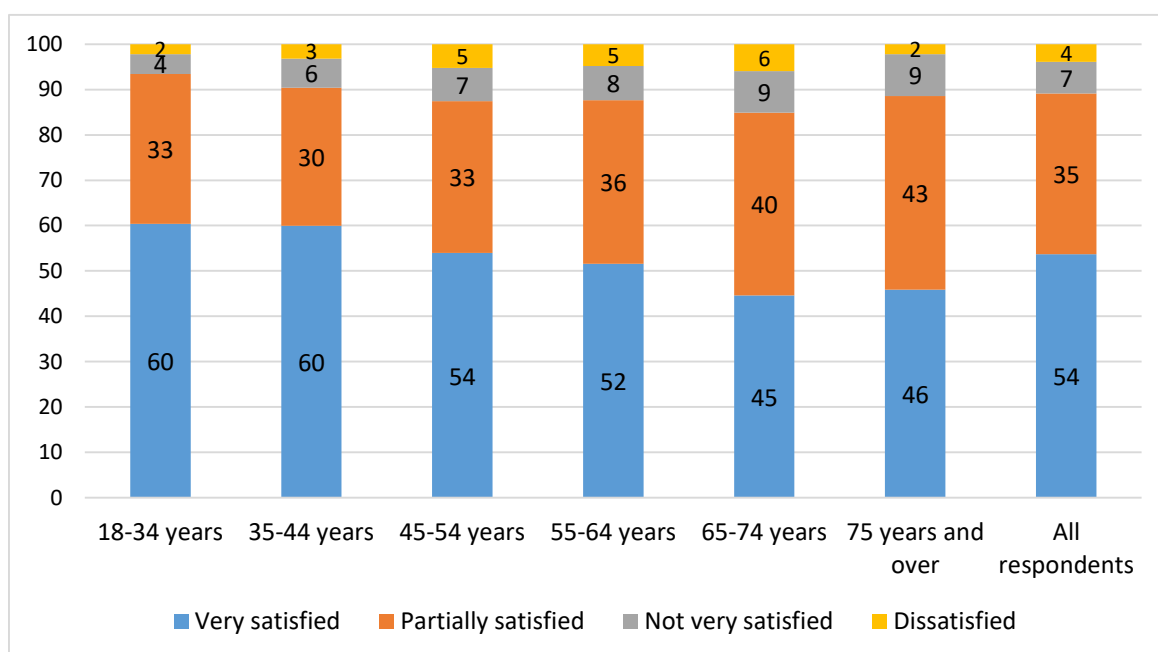
5.4   Satisfaction levels varied significantly by age group here, with 60% of those aged under 45 years saying that they would be 'very satisfied' if services in the future were to be largely telephone and internet-based, reducing to 45% for those aged 65-74 years, and 46% for those aged 75 years and over. Dissatisfaction rose slightly to 6% for respondents aged 65-74 years, (compared to 4% overall), and a further 9% of respondents in this age group said that they would be 'not very satisfied'.

Customer Service Survey 2021

Good morning/afternoon. My name is … (show ID card)
This survey is being undertaken on behalf of North West Leicestershire District Council to seek the opinion of residents on a range of customer service issues. Everything you say in this interview is confidential and will be treated in the strictest confidence. By choosing to be interviewed you agree that we can use the responses that you provide to produce an analysis of residents views
.
During the survey we will ask for your postcode and some information about you – so we can be sure that we have interviewed a representative sample of residents. If you would prefer not to give this information please let us know when we get to that part of the survey.

The data controller for this survey is North West Leicestershire District Council and is being carried out by NWA Research on their behalf. You can read their privacy notice on their website.
(If you would like to know more about this research, or you require assistance, please
contact NWA Research on free-phone 0800 316 3630).
CONTACT details of NWLDC

Is it OK to continue?
Yes (continue)
No (if no thank and close)

Can I just check – do you live in North West Leicestershire?
Yes (continue)
No (if no thank and close)
IF THERE IS ANYTHING YOU PREFER NOT TO ANSWER PLEASE SAY AND WE CAN MOVE ON TO THE NEXT QUESTION

1.   **Please can I ask what is your home postcode: (1st five digits of)**

_____

		In general			

2.   **And which of the following age groups do you fall in to:** *(Please select one option)*

1	❑	18-24 years	5	❑	55-64 years
2	❑	25-34 years	6	❑	65-74 years
3	❑	35-44 years	7	❑	75 years and over
4	❑	45-54 years			

3. **How many people are in your household, (including yourself)? Please enter the total number of adults (18+ years) and children (under 18 years):** *(Please write in)*

   _____

4. **To which of these groups do you consider you belong to?** *(Please select one option)*

		White - British/ English/ Welsh/ Scottish/ Northern Irish			Black/ Black - British
1	❏	White - British/ English/ Welsh/ Scottish/ Northern Irish	5	❏	Black/ Black - British
2	❏	White - Irish	6	❏	Asian/ Asian - British
3	❏	White - Other	7	❏	Other (Please write in below)
4	❏	Mixed ethnic background	8	❏	Prefer not to say

Use of the Internet

5. **May I ask how do you access the internet? Read out and tick those that apply**

1	❏	Home computer	5	❏	A computer in a public building, such as a library
2	❏	Mobile/ Smartphone	6	❏	Someone else's computer, phone, or tablet
3	❏	Tablet (e.g. iPad)	7	❏	I do not have access to/ do not use the internet
4	❏	Voice activated device, e.g. Alexa			

6. **If you do not have access to/ do not use the internet, why is that?** *(Read out - select all that apply)*

1	❏	Cost of broadband or a smartphone with internet access	4	❏	I prefer not to use the internet, and would rather call the Council or speak to someone face-to-face
2	❏	No access to a device	5	❏	Other (Please write in below)
3	❏	I don't have the skills or confidence to use the internet			

NON USERS OF THE INTERNET SKIP TO Q10

7. What do you mainly use the internet for? *(Please select all that apply)*

1	❑	Shopping	6	❑	Banking
2	❑	Social Media	7	❑	Utility bills
3	❑	Gaming	8	❑	Email
4	❑	News	9	❑	Other (Please write in below)
5	❑	Research			

8. What time of day do you go on-line most often? *(Please select one option)*

1	❑	Morning	4	❑	Evening
2	❑	Midday	5	❑	Late night
3	❑	Afternoon	6	❑	Access throughout the day

9. Are you confident when going on-line? *(Please select one option)*

1	❑	Yes, I am confident and feel I have all the skills I need	3	❑	No - I do not feel confident to do things on-line
2	❑	I am quite confident, but know there is more I could do if I had better skills			

Contacting North West Leicestershire District Council

10. How do you <u>most</u> prefer to contact the Council? *(Please select one option)*

1	❑	Website	4	❑	Letter
2	❑	Email	5	❑	Face-to-face visit
3	❑	Telephone	6	❑	Other (Please write in below)

11. Why do you prefer to use this contact method? *(Please select all that apply)*

1	❑	Easiest	4	❑	Have always done it this way
2	❑	Most convenient	5	❑	Other (Please write in below)
3	❑	Don't have access via other methods			

12. **What three things are most important to you when contacting the Council?** *(Please select up to three options only)*

1	❑	Getting through quickly	6	❑	Easy and quick
2	❑	Being able to find what I need online	7	❑	Dealing with someone who is professional, knowledgeable and wanting to help
3	❑	Speaking directly to someone who can answer my query	8	❑	Choice of contact methods
4	❑	Not having to speak to someone	9	❑	Accessibility
5	❑	Being able to do it at a time that's suitable for me	10	❑	Other (Please write in below)

The Pandemic

13. **Has the pandemic changed the way you do things such as shopping, social media, contacting businesses/ organisations?** *(Please select all that apply)*

1	❑	Yes, I do more on-line now and plan to continue	3	❑	Yes, but only while restrictions were in place - I plan to revert back to my previous preferences
2	❑	Yes, I do more over the phone now and plan to continue	4	❑	No - nothing has changed for me

14. **Over the course of the pandemic the Council have had to move their services to be much more telephone-based and on-line. In the future, when current restrictions have been lifted, how satisfied or dissatisfied would you be if services were largely telephone and internet-based?** *(Please select one option)*

Very satisfied	Partially satisfied	Not very satisfied	Dissatisfied
1	2	3	4
❑	❑	❑	❑

Thank you for helping us to improve your services by taking the time to complete this survey. My supervisor will be calling back one in 10 of the people we have interviewed. Please could you give me a mobile telephone number or email address to enable this to happen? This information will only be used for this purpose. This research is carried out in accordance with the Market Research Society Code of Conduct.

As I said my name is……. And NWA can be contacted on freephone 0800 3163630 OR email norma.wilburn@nwaresearch.co.uk

Write in:

Thank and close
www.mrs.org.uk
www.nwaresearch.co.uk
INTERVIEWER DECLARATION I have completed the above questionnaire in accordance with the instructions given and the MRS Code of Conduct for interviewers.
Signature…………………………………………………………………

Name……………………………………………………………………

Date……………………………………………………………………

Location…………………………………………………………………

APPENDIX 2 – UNWEIGHTED FREQUENCIES

Ward

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Appleby	55	2.1	2.2	2.2
	Ashby Castle	87	3.3	3.5	5.8
	Ashby Holywell	89	3.3	3.6	9.4
	Ashby Ivanhoe	86	3.2	3.5	12.9
	Ashby Money Hill	76	2.9	3.1	15.9
	Ashby Willesley	56	2.1	2.3	18.2
	Ashby Woulds	56	2.1	2.3	20.5
	Bardon	60	2.3	2.4	22.9
	Blackfordby	64	2.4	2.6	25.5
	Broom Leys	68	2.6	2.8	28.3
	Castle Donington Castle	118	4.4	4.8	33.0
	Castle Donington Central	95	3.6	3.9	36.9
	Castle Donington Park	47	1.8	1.9	38.8
	Castle Rock	55	2.1	2.2	41.0
	Coalville East	60	2.3	2.4	43.5
	Coalville West	79	3.0	3.2	46.7
	Daleacre Hill	55	2.1	2.2	48.9
	Ellistown & Battleflat	51	1.9	2.1	51.0
	Greenhill	39	1.5	1.6	52.6
	Hermitage	68	2.6	2.8	55.3
	Holly Hayes	44	1.7	1.8	57.1
	Hugglescote St John's	58	2.2	2.4	59.4
	Hugglescote St Mary's	61	2.3	2.5	61.9
	Ibstock East	66	2.5	2.7	64.6
	Ibstock West	57	2.1	2.3	66.9
	Kegworth	66	2.5	2.7	69.6
	Long Whatton & Diseworth	67	2.5	2.7	72.3
	Measham North	71	2.7	2.9	75.2
	Measham South	67	2.5	2.7	77.9
	Oakthorpe & Donisthorpe	55	2.1	2.2	80.1
	Ravenstone & Packington	93	3.5	3.8	83.9
	Sence Valley	65	2.4	2.6	86.5
	Snibston North	54	2.0	2.2	88.7
	Snibston South	60	2.3	2.4	91.2
	Thornborough	53	2.0	2.1	93.3
	Thringstone	46	1.7	1.9	95.2
	Valley	61	2.3	2.5	97.6
	Worthington & Breedon	58	2.2	2.4	100.0

		Frequency	Percent	Valid Percent	Cumulative Percent
	Total	2466	92.6	100.0	
Missing	System	197	7.4		
Total		2663	100.0		

Q2) Please provide your age group:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24 years	92	3.5	3.5	3.5
	25-34 years	231	8.7	8.7	12.2
	35-44 years	314	11.8	11.8	24.0
	45-54 years	526	19.8	19.8	43.8
	55-64 years	650	24.4	24.5	68.3
	65-74 years	612	23.0	23.0	91.3
	75 years and over	231	8.7	8.7	100.0
	Total	2656	99.7	100.0	
Missing	(missing)	7	.3		
Total		2663	100.0		

Q3ALL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	471	17.7	18.1	18.1
	2	1221	45.9	46.9	64.9
	3	413	15.5	15.8	80.8
	4	369	13.9	14.2	94.9
	5	97	3.6	3.7	98.7
	6	26	1.0	1.0	99.7
	7	9	.3	.3	100.0
	Total	2606	97.9	100.0	
Missing	System	57	2.1		
Total		2663	100.0		

Q4) To which of these groups do you consider you belong to?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White - British/ English/ Welsh/ Scottish/ Northern Irish	2413	90.6	93.0	93.0
	White - Irish	11	.4	.4	93.4
	White - Other	80	3.0	3.1	96.5
	Mixed ethnic background	18	.7	.7	97.1
	Black/ Black - British	23	.9	.9	98.0
	Asian/ Asian - British	48	1.8	1.8	99.9
	Other	3	.1	.1	100.0
	Total	2596	97.5	100.0	
Missing	Prefer not to say	42	1.6		
	(missing)	25	.9		
	Total	67	2.5		
Total		2663	100.0		

		Count	Col %
Q5) How do you access the internet?	Home computer	1855	69.7%
	Mobile/ Smartphone	2195	82.4%
	Tablet (e.g. iPad)	1527	57.3%
	Voice activated device, e.g. Alexa	581	21.8%
	A computer in a public building, such as a library	42	1.6%
	Someone else's computer, phone or tablet	47	1.8%
	I do not have access to/ do not use the internet	67	2.5%
	(missing)	8	.3%
	Total	2663	100.0%
Q6) No access/ do not use - why not?	Cost of broadband or a smartphone with internet access	2	3.0%
	No access to a device	4	6.0%
	I don't have the skills or confidence to use the internet	20	29.9%
	I prefer not to use the internet, and would rather call the Council or speak to someone face to face	33	49.3%
	Other	7	10.4%
	(missing)	13	19.4%
	Total	67	100.0%

		Count	Col %
Q7) What do you mainly use the internet for?	Shopping	2124	82.1%
	Social Media	1648	63.7%
	Gaming	548	21.2%
	News	1727	66.7%
	Research	1564	60.4%
	Banking	2039	78.8%
	Utility bills	1502	58.0%
	Email	2202	85.1%
	Other	238	9.2%
	(missing)	2	.1%
	Total	2588	100.0%

Q8) What time of day do you mainly go online?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Morning	194	7.3	7.5	7.5
	Midday	31	1.2	1.2	8.7
	Afternoon	128	4.8	5.0	13.7
	Evening	616	23.1	23.9	37.6
	Late night	34	1.3	1.3	38.9
	Access throughout the day	1573	59.1	61.1	100.0
	Total	2576	96.7	100.0	
Missing	(missing)	12	.5		
	System	75	2.8		
	Total	87	3.3		
Total		2663	100.0		

Q9) Are you confident when going on-line?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, I am confident and feel I have all the skills I need	1913	71.8	74.0	74.0
	I am quite confident, but know there is more I could do if I had better skills	612	23.0	23.7	97.7
	No - I do not feel confident to do things on-line	59	2.2	2.3	100.0
	Total	2584	97.0	100.0	
Missing	(missing)	4	.2		
	System	75	2.8		
	Total	79	3.0		
Total		2663	100.0		

Q10) How do you most prefer to contact the Council?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Website	872	32.7	32.8	32.8
	Email	741	27.8	27.9	60.8
	Telephone	938	35.2	35.3	96.1
	Letter	23	.9	.9	96.9
	Face-to-face visit	69	2.6	2.6	99.5
	Other	12	.5	.5	100.0
	Total	2655	99.7	100.0	
Missing	(missing)	8	.3		
Total		2663	100.0		

		Count	Col %
Q11) Why do you prefer to use this contact method?	Easiest	1263	47.4%
	Most convenient	1501	56.4%
	Don't have access via other methods	14	.5%
	Have always done it this way	263	9.9%
	Other	270	10.1%
	(missing)	17	.6%
	Total	2663	100.0%
Q12) What three things are most important to you when contacting the Council?	Getting through quickly	1370	51.4%
	Being able to find what I need online	1124	42.2%
	Speaking directly to someone who can answer my query	1257	47.2%
	Not having to speak to someone	138	5.2%
	Being able to do it at a time that's suitable for me	958	36.0%
	Easy and quick	909	34.1%
	Dealing with someone who is professional, knowledgeable and wanting to help	1101	41.3%
	Choice of contact methods	277	10.4%
	Accessibility	188	7.1%
	Other	28	1.1%
	(missing)	12	.5%
	Total	2663	100.0%
Q13) Has the pandemic changed the way you do things ....?	Yes, I do more on-line now and plan to continue	1326	49.8%
	Yes, I do more over the phone now and plan to continue	169	6.3%
	Yes, but only while restrictions were in place; I plan to revert to my previous preferences	424	15.9%
	No - nothing has changed for me	836	31.4%
	(missing)	17	.6%
	Total	2663	100.0%

Q14) During the pandemic the Council moved their services to be more telephone-based and online. In the future, when current restrictions have been lifted, how satisfied or dissatisfied would you be if services were largely telephone and internet based?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	1393	52.3	52.5	52.5
	Partially satisfied	959	36.0	36.2	88.7
	Not very satisfied	190	7.1	7.2	95.9
	Dissatisfied	109	4.1	4.1	100.0
	Total	2651	99.5	100.0	
Missing	(missing)	12	.5		
Total		2663	100.0		

Ward

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Appleby	55	2.1	2.2	2.2
	Ashby Castle	87	3.3	3.5	5.8
	Ashby Holywell	89	3.3	3.6	9.4
	Ashby Ivanhoe	86	3.2	3.5	12.9
	Ashby Money Hill	76	2.9	3.1	15.9
	Ashby Willesley	56	2.1	2.3	18.2
	Ashby Woulds	56	2.1	2.3	20.5
	Bardon	60	2.3	2.4	22.9
	Blackfordby	64	2.4	2.6	25.5
	Broom Leys	68	2.6	2.8	28.3
	Castle Donington Castle	118	4.4	4.8	33.0
	Castle Donington Central	95	3.6	3.9	36.9
	Castle Donington Park	47	1.8	1.9	38.8
	Castle Rock	55	2.1	2.2	41.0
	Coalville East	60	2.3	2.4	43.5
	Coalville West	79	3.0	3.2	46.7
	Daleacre Hill	55	2.1	2.2	48.9
	Ellistown & Battleflat	51	1.9	2.1	51.0
	Greenhill	39	1.5	1.6	52.6
	Hermitage	68	2.6	2.8	55.3
	Holly Hayes	44	1.7	1.8	57.1
	Hugglescote St John's	58	2.2	2.4	59.4
	Hugglescote St Mary's	61	2.3	2.5	61.9
	Ibstock East	66	2.5	2.7	64.6
	Ibstock West	57	2.1	2.3	66.9
	Kegworth	66	2.5	2.7	69.6

	Long Whatton & Diseworth	67	2.5	2.7	72.3
	Measham North	71	2.7	2.9	75.2
	Measham South	67	2.5	2.7	77.9
	Oakthorpe & Donisthorpe	55	2.1	2.2	80.1
	Ravenstone & Packington	93	3.5	3.8	83.9
	Sence Valley	65	2.4	2.6	86.5
	Snibston North	54	2.0	2.2	88.7
	Snibston South	60	2.3	2.4	91.2
	Thornborough	53	2.0	2.1	93.3
	Thringstone	46	1.7	1.9	95.2
	Valley	61	2.3	2.5	97.6
	Worthington & Breedon	58	2.2	2.4	100.0
	Total	2466	92.6	100.0	
Missing	System	197	7.4		
Total		2663	100.0		

Q2) Please provide your age group:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-24 years	92	3.5	3.5	3.5
	25-34 years	231	8.7	8.7	12.2
	35-44 years	314	11.8	11.8	24.0
	45-54 years	526	19.8	19.8	43.8
	55-64 years	650	24.4	24.5	68.3
	65-74 years	612	23.0	23.0	91.3
	75 years and over	231	8.7	8.7	100.0
	Total	2656	99.7	100.0	
Missing	(missing)	7	.3		
Total		2663	100.0		

Q3ALL

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	471	17.7	18.1	18.1
	2	1221	45.9	46.9	64.9
	3	413	15.5	15.8	80.8
	4	369	13.9	14.2	94.9
	5	97	3.6	3.7	98.7
	6	26	1.0	1.0	99.7
	7	9	.3	.3	100.0
	Total	2606	97.9	100.0	
Missing	System	57	2.1		
Total		2663	100.0		

Q4) To which of these groups do you consider you belong to?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	White - British/ English/ Welsh/ Scottish/ Northern Irish	2413	90.6	93.0	93.0
	White - Irish	11	.4	.4	93.4
	White - Other	80	3.0	3.1	96.5
	Mixed ethnic background	18	.7	.7	97.1
	Black/ Black - British	23	.9	.9	98.0
	Asian/ Asian - British	48	1.8	1.8	99.9
	Other	3	.1	.1	100.0
	Total	2596	97.5	100.0	
Missing	Prefer not to say	42	1.6		
	(missing)	25	.9		
	Total	67	2.5		
Total		2663	100.0		

		Count	Col %
Q5) How do you access the internet?	Home computer	1855	69.7%
	Mobile/ Smartphone	2195	82.4%
	Tablet (e.g. iPad)	1527	57.3%
	Voice activated device, e.g. Alexa	581	21.8%
	A computer in a public building, such as a library	42	1.6%
	Someone else's computer, phone or tablet	47	1.8%
	I do not have access to/ do not use the internet	67	2.5%
	(missing)	8	.3%
	Total	2663	100.0%

Q6) No access/ do not use - why not?	Cost of broadband or a smartphone with internet access	2	3.0%
	No access to a device	4	6.0%
	I don't have the skills or confidence to use the internet	20	29.9%
	I prefer not to use the internet, and would rather call the Council or speak to someone face to face	33	49.3%
	Other	7	10.4%
	(missing)	13	19.4%
	Total	67	100.0%

		Count	Col %
Q7) What do you mainly use the internet for?	Shopping	2124	82.1%
	Social Media	1648	63.7%
	Gaming	548	21.2%
	News	1727	66.7%
	Research	1564	60.4%
	Banking	2039	78.8%
	Utility bills	1502	58.0%
	Email	2202	85.1%
	Other	238	9.2%
	(missing)	2	.1%
	Total	2588	100.0%

Q8) What time of day do you mainly go online?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Morning	194	7.3	7.5	7.5
	Midday	31	1.2	1.2	8.7
	Afternoon	128	4.8	5.0	13.7
	Evening	616	23.1	23.9	37.6
	Late night	34	1.3	1.3	38.9
	Access throughout the day	1573	59.1	61.1	100.0
	Total	2576	96.7	100.0	
Missing	(missing)	12	.5		
	System	75	2.8		
	Total	87	3.3		
Total		2663	100.0		

Q9) Are you confident when going on-line?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes, I am confident and feel I have all the skills I need	1913	71.8	74.0	74.0
	I am quite confident, but know there is more I could do if I had better skills	612	23.0	23.7	97.7
	No - I do not feel confident to do things on-line	59	2.2	2.3	100.0
	Total	2584	97.0	100.0	
Missing	(missing)	4	.2		
	System	75	2.8		
	Total	79	3.0		
Total		2663	100.0		

Q10) How do you most prefer to contact the Council?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Website	872	32.7	32.8	32.8
	Email	741	27.8	27.9	60.8
	Telephone	938	35.2	35.3	96.1
	Letter	23	.9	.9	96.9
	Face-to-face visit	69	2.6	2.6	99.5
	Other	12	.5	.5	100.0
	Total	2655	99.7	100.0	
Missing	(missing)	8	.3		
Total		2663	100.0		

		Count	Col %
Q11) Why do you prefer to use this contact method?	Easiest	1263	47.4%
	Most convenient	1501	56.4%
	Don't have access via other methods	14	.5%
	Have always done it this way	263	9.9%
	Other	270	10.1%
	(missing)	17	.6%
	Total	2663	100.0%
Q12) What three things are most important to you when contacting the Council?	Getting through quickly	1370	51.4%
	Being able to find what I need online	1124	42.2%
	Speaking directly to someone who can answer my query	1257	47.2%

	Not having to speak to someone	138	5.2%
	Being able to do it at a time that's suitable for me	958	36.0%
	Easy and quick	909	34.1%
	Dealing with someone who is professional, knowledgeable and wanting to help	1101	41.3%
	Choice of contact methods	277	10.4%
	Accessibility	188	7.1%
	Other	28	1.1%
	(missing)	12	.5%
	Total	2663	100.0%
Q13) Has the pandemic changed the way you do things ....?	Yes, I do more on-line now and plan to continue	1326	49.8%
	Yes, I do more over the phone now and plan to continue	169	6.3%
	Yes, but only while restrictions were in place; I plan to revert to my previous preferences	424	15.9%
	No - nothing has changed for me	836	31.4%
	(missing)	17	.6%
	Total	2663	100.0%

Q14) During the pandemic the Council moved their services to be more telephone-based and online. In the future, when current restrictions have been lifted, how satisfied or dissatisfied would you be if services were largely telephone and internet based?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very satisfied	1393	52.3	52.5	52.5
	Partially satisfied	959	36.0	36.2	88.7
	Not very satisfied	190	7.1	7.2	95.9
	Dissatisfied	109	4.1	4.1	100.0
	Total	2651	99.5	100.0	
Missing	(missing)	12	.5		
Total		2663	100.0		

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36.   CUSTOMER SERVICES STRATEGY

The Customer Services Lead presented the report to Members providing an overview of the proposed strategy.

A concern was raised about the proposed new way of working, particularly in relation to the relocation of the customer service centre into the town centre of Coalville. It was claimed that some local residents did not support the use of a business unit in the town centre for this purpose. An observation was also made on the use of the five priorities within the Council's Delivery Plan that were referred to within the document as it was felt by a Member that there was little evidence to support that these were being achieved.

Officers noted the comments and reminded members that Cabinet had already made the decision about the form and location of services, the report was related to the overall Customer Services Strategy and its delivery.

A comment was made that the strategy needed to be carefully considered to ensure it delivered what promised. It was agreed that putting the customers at the heart of the service was important, but it should be in conjunction with other priorities as it would not be achieved in isolation.

A suggestion was made to include further detail about how much more efficient the service would be with digitalisation as it was a huge move forward and therefore would be helpful to see the impact.

A discussion was had on the how the digitalisation of the service would affect the people in the district that are unable to access services, some concerns were expressed that these people would be left behind. Members were reassured that the strategy did recognise that there would always be customers who would require face to face or telephone support and this service would continue to be available. Members were reminded that there was a three-year digitalisation plan in progress which included an element of support for residents to enable them to learn how to self-serve which would benefit them as well as the Council. The Portfolio Holder acknowledged the concerns and also reassured Members that support would be available for residents in whichever form they required.

A suggestion was made to supply these services in other areas of the district to allow residents outside of Coalville easier access to the face-to-face support. Members were reminded of the survey work informing the strategy which highlighted that the need identified for face to face in other locations was very low.

A Member urged officers to ensure that the system used for self-serve was accessible on all user platforms as it was important to not put obstacles in people's way that could deter them from using the service.

During a discussion on the format of the strategy, a comment was made that it was a lengthy document that contained technical language. It was also felt that more detail on the three-year plan could have been included.

The cost of educating residents in the use of self-serve was questioned, along with the resources required to deliver it. It was confirmed to Members that this would be covered within the resources for the new Customer Services Centre.

The Chair thanked Members for their contributions and confirmed that all comments would be presented to Cabinet when considering the strategy.

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129

Objective	Action	Outcome	Owner	Timeframe
Putting our customers, the heart of what we do	Move Customer Service into a new face to face location to deliver specialised support service to customers with additional support needs	Delivery of a local face to face service for customer with specific needs and requirements offering one to one appointment and public access to digital services	Programme Sponsor	Year 1
	Increase online form availability	Increased online forms capability to enable services to be accessed at a time and place that is suitable for our customers	Team Manager	Year 1
	Create customer focus/feedback group to inform our service process redesign	Positive engagement leading to valuable feedback and insight on how we are designing and developing our services to ensure they are fit for purpose and easy to use	Team Manager	Year 1
	Review website content on most popular pages to ensure ease of use for our customers	Easy to find, up to date information creating a positive experience when using our website and increasing usage	Team Manager with Comms Manager	Year 1
	Develop a Digital Transformation Programme across the organisation reviewing customer facing processes/transactions end to end	A program of work to review, update and improve all customer facing transactions, maximising the use of available technology and reducing costs ensuring the best online experience for customers and an equally efficient process for face to face and telephone.	Team Manager	Year 1/2/3

	Embed our customers standards across the organisations	Customers and employees are clear on the expected standard of service and behaviours when interacting with the Council.	CLT	Year 2
	Implement a 'one question' approach to customer satisfaction	Increase in customers providing feedback which provides platform for continuous improvement and development	Team Managers	Year 2
	Design and implement communication campaign raising awareness of digital support and online services	Increase in the use of our online services and digital support offering	Team Manager & Comms Manager	Year 2
	Review Complaint Policy	A comprehensive complaint process that enables the customer to have their concerns fully investigated and provides sufficient opportunity for the Council to learn and improve	Head of Service	Year 2
Harnessing Technology	Investigate options around introducing a web app to establish if there is a business case to provide this to our customers	Understand the benefits, opportunities, needs and risks of introducing a web app to support access to Council Services	Head of Service	Year 1
	Review options for replacement Customer Relationship Management System	Understand the most appropriate technology solution to support efficient and effective management of customer enquiries	Head of Service	Year 3
	Investigate the opportunities presented by Artificial Intelligence	Understand the opportunities and costs presented for the Council in the use of AI	Head of Service	Year 3
	Undertake a proof of concept for Robotic Process Automation (RPA)	Understand how RPA will support our organisation and how Customers would use the solution to determine if this would be a long-term benefit to the Council	Team Manager	Year 3
Digital Inclusion	Initiate work with partners to create a digital inclusion network	The creation of a Digital Inclusion Network to support our customers to develop their digital skills and capability	Head of Service	Year 1

130

Annex 4 – DRAFT Action Plan

	Introduce the concept of Digital Champions across the district	Digital Champions provide a community of support through 121 meetings with people across the district to educate and teach digital skills to help get and support customer to stay online.	Head of Service	Year 1
	Investigate the use of Robotic Process Automation (RPA) and Voice Recognition (VR)	Understand the opportunities and costs presented for the Council in the use of RPA and VR	Head of Service	Year 2
	Centralise all information regarding digital Inclusion in a single place	Create a single location for customers to find all local information relating to digital skills support and help	Team Manager	Year 2
	Grow the number of Digital Champions across the district	Increased support available across the borough in conjunction with partners	Head of Service	Year 2
	Create and embed a NWLDC Triage and Signposting system for digital skills	All employees know how and where to direct customers that are identified as needing digital support or training	Team Manager	Year 3
Involving the whole organisation	Develop and deliver Customer Experience and Digital Skills training for all employees	All employees are empowered to deliver exceptional customer experience all of the time and have confidence in their own digital skills to be able to offer help and support to our customers when interacting with them	CLT and HR	Year 2

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 11 JANUARY 2022

Title of Report	APPOINTMENT OF CONTRACTOR TO COMPLETE GREEN HOMES GRANT PHASE 1B EXTENSION WORKS TO 30 PROPERTIES.	
Presented by	Councillor Roger Bayliss Housing, Property and Customer Services Portfolio Holder	
Background Papers	Report to Cabinet 2 March 2021 – **AUTHORITY TO AWARD GREEN HOMES GRANT PHASE 1B IMPROVEMENT CONTRACT 2021.**	**Public Report:** Yes
		Key Decision: Yes
Financial Implications	This procurement will result in expenditure in Quarter 4 with part-funding from the current 2021-22 Capital budget and the remainder from Green Homes Grant.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	Advice on procurement has been sought from the Corporate procurement Officer and Legal Services.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	There are no direct staffing implications. This proposal supports Council Priorities	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To seek cabinet approval to award the Green Homes Grant Phase 1B Extension Works Contract.	
Reason for Decision	The level of expenditure on the proposed contract exceeds the authority level in the Scheme of delegation.	
Recommendations	**THAT CABINET APPROVES THE AWARD OF THE GREEN HOMES GRANT PHASE 1B EXTENTION WORKS CONTRACT TO AARON SERVICES LIMITED.**	

1.0 BACKGROUND

1.1   In July 2020, the Chancellor announced £2 billion of support through the Green Homes Grant Scheme (GHG) to save households money; cut carbon; and create green jobs. £500m of this support was allocated to English Local Authority (LA) delivery partners, through the Local Authority Delivery (LAD) scheme. To access grant funding, LAs had to submit competing bids with each bid having to satisfy strict criteria.

1.2   In August 2020, The Department for Business, Energy and Industrial Strategy (BEIS) launched an initial competition (Phase 1A) for funding bids over £500,000 for projects with delivery deadlines of March 2021. This was followed in October 2020 by the announcement of a second round (Phase 1B) with LAs required to submit bids by 04 December 2020. Each bid had to be for a minimum of £250,000 of grant funding with its aim to raise the energy efficiency of low-income and low Energy Performance Certificate (EPC) rated homes, including those living in the worst quality off-gas grid homes, delivering progress towards: reducing fuel poverty, the phasing out of high carbon fossil fuel heating and the UK's commitment to net zero by 2050.

1.3   Housing submitted its £263,000 GHG Phase 1B bid on 04 December 2020 and on 27 January 2021 received notification that it had been successful. The bid focussed on delivering a variety of energy efficiency measures to 56 council homes by 30 September 2021. The measures, valued at £701,000, included the installation of air source heat pumps, external wall or cavity wall insulation, loft insulation, solar photovoltaic panels and low energy light bulbs. To be eligible for the GHG funding, each property in receipt of works had to have an existing EPC-rating of Band D to G and its occupants a combined income under £30,000 per annum. This work was successfully completed by the deadline of 30 September 2021.

1.4   In April 2021, the contract for the delivery of all required GHG improvement works was awarded to Aaron Services. The Supplier commenced the works in June and subsequently completed the project on time, to budget and to the required quality standard. With the works completed, the contract with the Supplier has expired.

1.5   In September 2021, Housing received confirmation of a second successful Green Homes Grant bid – this time for £150,000 of funding towards project works to 30 homes estimated at £450,000. The energy measures to be delivered are the same as previously delivered to the original 56 homes, but with the original contract having now expired and no current in-house resource with either the necessary capacity or full skills profile to deliver the works by the required deadline, an external Supplier needs to be urgently procured

2.0   PROPOSED PROCUREMENT

2.1   Aaron Services contract award was a call-off under Consortium Procurement Construction's (CPC) N8 Energy Efficiency Measures and Associated Works Framework. The appointment was on the basis that the Framework is a UK-compliant procurement route and the Supplier is ranked no. 1 under the Framework for 4 of the 5 required energy measures, ensuring value for money.

        Experience from the completed GHG Works contract showed the decision to appoint Aaron Services as sole-Supplier aided coordination of the works and contract management.

2.2   The Framework allows call-offs until November 2024 and it is proposed to award Aaron Services a second contract (on the same basis as the original) to deliver Green Homes Grant Extension Works to 30 Homes by 31 March 2022.

3.0   FINANCIAL IMPLICATIONS

3.1   The estimated value of the project is £495,000. The figure includes a contingency of £45,000 as the actual cost will be dependent on surveys to individual homes. The survey will identify the energy efficiency measure(s) deemed necessary to lift each home to a C-rating or above.

3.2 £150,000 of the project budget will be funded by the Green Homes Grant, requiring a contribution from the 2021/22 Home Improvement Programme of up to £345,000.

4.0 WAIVER OF CALL IN

4.1 The approval of the Chairman of the Council has been given to the exemption of the Councils Scrutiny Procedure rules in relation to the call-in of the decision on this item, since any call-in would prejudice the ability of the Council to appoint contractors to undertake the works required by the deadline set by BEIS in their grant offer.

Policies and other considerations, as appropriate	
Council Priorities:	Support for businesses and helping people into local jobs Developing a clean and green district Local people live in high quality affordable homes
Policy Considerations:	Contract Procurement Rules within Constitution
Safeguarding:	Suppliers will be required to follow the Council's Safeguarding Policy and procedures.
Equalities/Diversity:	No direct implications identified
Customer Impact:	Delivery of the works will improve the energy efficiency of tenants' homes, improving the comfort of their living space whilst also reducing their fuel bills.
Economic and Social Impact:	Reduced fuel bills for tenants provides an opportunity to spend more money on other essentials such as an improved diet and the prospect of better health.
Environment and Climate Change:	The identified works will contribute to local and National initiatives towards a carbon net zero economy.
Consultation/Community Engagement:	None identified.
Risks:	All identified risks have been mitigated by officers and ongoing delivery project management will manage any arising risks.
Officer Contact	Chris Lambert Head of Housing Chris.lambert@nwleicestershire.gov.uk

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 11 JANUARY 2022

Title of Report	ZERO LITTER CAMPAIGN STRATEGY	
Presented by	Cllr Andrew Woodman Community Services Portfolio Holder	
Background Papers	Agenda for Community Scrutiny Committee on Wednesday, 24th November, 2021, 6.30 pm - North West Leicestershire District Council (nwleics.gov.uk)	**Public Report:** Yes
		Key Decision: Yes
Financial Implications	None apparent from the report	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None apparent from the report	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	Any implications are identified in the report	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To seek approval of the Zero Litter Campaign and Action Plan	
Reason for Decision	To ensure the reduction of littering, fly tipping and dog fouling across the district.	
Recommendations	**THAT CABINET APPROVES THE ZERO LITTER CAMPAIGN AND ACTION PLAN**	

1.0 BACKGROUND

1.1 The Covid-19 pandemic has put many teams within the council under different pressures. The Government's stay at home message meant that many people had more time and could undertake tasks such as clearing their homes and gardens or volunteering.

1.2 Since the start of the pandemic officers have seen a huge increase in volunteer litter picking equipment requests rising from 55 in 2019/20 to 210 in 2020/21. The number of volunteers has risen from 170 in 2020 to over 370 in 2021.

1.3 This took an unprecedented amount of officer time to register the volunteers, ensure they are signed up to the health and safety procedures and deliver the volunteer litter picking kits.

1.4 During the height of the pandemic, the street cleansing team were receiving

around 100 requests for bagged litter collections every day from the additional volunteer litter pickers, meaning that extra staff had to be employed to take on the work.

1.5 An improved reporting system was established to manage the requests by using a booking system allowing the team to plan the collections, which have now returned to pre-Covid levels of around 30 a week. The additional staff are still working within the team as they are supporting street cleansing as a result of some long term sickness absence.

2. DOG FOULING

2.1 Reported cases

Year	Cases
2019/2020	195
2020/2021	251
2021/present	70

There have been 3 Fixed Penalty Notices (FPNs) issued during 2019-2020 for breach of Public Spaces Protection Order (PSPO) by dog fouling and 1 FPNs issued during 2020-2021 to date.

2.2 Issues that have been encountered when dealing with these cases are:
- Not enough evidence available to warrant the investigation to progress.
- Some reports are of dog fouling in a location only with no details of an offender.
- Some request signage to be installed.
- During 2020-2021 the council's safe systems of work protocols restricted face to face contact in line with Covid restrictions which resulted in dog fouling cases being put on hold; and
- Cameras have been used but they only show an offence and do not provide details of the offender.
- Since evidence is difficult to gather in dog fouling cases the council also uses campaigns and signage to try and inform and educate the public of the health risks associated with dog fouling and the offences. However, if we do have sufficient evidence of an offence, we can issue a FPN to the offender.

2.3 In March 2021, the district wide PSPO in relation to dog control was extended for a further two years with no amendments. This allows officers to deal with:
- **Failing to remove Dog Faeces**
  It is an offence if you don't remove the faeces of any dog in your charge immediately from any land open to the air which the public are entitled or permitted to have access to within the North West Leicestershire District Council (NWLDC) area.

- **Dogs on lead by order**
  Anyone who is in charge of a dog that is deemed out of control by an authorised NWLDC officer will be guilty of an offence if they do not comply with the direction from that officer to put and keep the dog on a lead.

- **Exclusion of Dogs**
  Anyone who is in charge of a dog will be guilty of an offence if they allow the dog to enter or remain in a fence/enclosed children's play area or designated

marked sports pitch or athletic area.

- **Means to pick up**

Anyone who is in charge of a dog will be guilty of an offence if they fail to produce an appropriate means to pick up the dog faeces following a request from an authorised NWLDC officer.

2.4 The Environmental Protection team has introduced a Dog Fouling Assessment form to assist during a site visit. This enables the amount of dog fouling seen within 100 metres either way of the reported location to be recorded. These are spray marked, with up to three repeat site visits made to record the level of the problem. This work has been included within the "Zero Litter Campaign" and the team is working on new signage to incorporate the fact that dog owners are picking up but then discarding full bags.

3. LITTERING

3.1 Reported cases and FPN's

Year	Cases	FPN's
2019/2020	287	36
2020/2021	350	4
2021/present	118	25

3.2 One off funding in the council's 2021/22 budget has been utilised to purchase new cameras which will have the potential of recording vehicle registration numbers in low light conditions.

3.3 From April 2021 12 campaigns have been held which has resulted in 40 littering cases being investigated and 22 FPNS being issued for littering. The campaigns take place on a monthly basis by officers in the Environmental Protection Team.

3.4 A new automated system of online forms is now available which allows volunteer litter pickers to order kit and book a waste collection. Officers have also introduced different coloured bags for our volunteer litter pickers changing from clear to blue. This was a countywide decision along with the other 7 district councils within Leicestershire which should reduce the number of reports received where volunteer waste is confused with a fly tip.

4.0 FLY TIPPING

4.1 Reported cases and FPN's

Year	Cases	FPN's
2019/2020	696	39
2020/2021	1482	4
2021/present	386	1

4.2 One off funding in the council's 2021/22 budget has been used to purchase new cameras which will have the potential of recording vehicle registration numbers in low light conditions.

4.3 Officers have been through the renewal process for the PSPO which restricts

vehicular access on Netherfield Lane, Sawley and surrounding areas. The original PSPO was introduced in 2019 to reduce fly tipping. The renewal was approved at Cabinet in December 2021 and will be in place for a further 3 years.

4.4 In 2018 Netherfield Lane was reported on national television as being the worst fly tipped road in England. Since the introduction of the PSPO there has only been a handful of incidents largely due to the retractable barrier which was installed under the order.

5.0 NEXT STEPS/ZERO LITTER CAMPAIGN

5.1 Littering in the district cuts across a number of departments within the council. In order to tackle littering in the best way possible a task force has been set up with representatives from a number of departments. The taskforce has already implemented several changes to how littering is dealt with. These include:

- Introduced a new litter picking procedure for communities to litter pick safety and have their hard work collected by the Council in blue bags.
- Distributed over £6,000 of litter picking kit to 23 town/parish councils and individual litter pickers.
- 40 littering cases have been investigated and 22 FPNs have been issued for littering.
- 3 FPNs have been issued for fly tipping; and
- Held educational talks with workers at a large employer in Coalville to advise them not to drop cigarette ends during breaks.

5.2 The Zero Litter Campaign will run for two years and will include partnership working, education, litter bins, enforcement, communication and much more.

5.3 The Action Plan is separated by themes, the headings are Changing Behaviour, Litter Infrastructure, Enforcement and Joint Working. Some of the actions include participation in local and national campaigns, litter bin usage and technology options, use of CCTV cameras in hotspot areas and partnership working with colleagues across the County,

5.4 The Zero Litter Campaign document and Action Plan at Appendix 1, was presented to Community Scrutiny Committee on the 24 November 2021. Community Scrutiny supported the great work that was being conducted and planned for a further two years to tackle litter in the District. The minutes can be viewed at Agenda for Community Scrutiny Committee on Wednesday, 24th November, 2021, 6.30 pm - North West Leicestershire District Council (nwleics.gov.uk)

5.5 Some key comments from scrutiny included:

- the level of fines issued and if this was a big enough deterrent
- the level of fly tipping incidents and the number of prosecutions. This led to a discussion on the need for strong evidence
- the need to review litter picking and deposit scheme incentives

Policies and other considerations, as appropriate	
Council Priorities:	- Developing a clean and green district - Our communities are safe, healthy and connected
Policy Considerations:	Climate Change & Zero Carbon Roadmap - North West Leicestershire District Council (nwleics.gov.uk) https://www.nwleics.gov.uk/pages/recyclemore
Safeguarding:	N/A
Equalities/Diversity:	N/A
Customer Impact:	Legislation allows the local authority to fine people who are caught littering, fly tipping and not picking up after their dog. Working with volunteer groups to keep the district clean encourages others to keep the areas they live in clean and litter free.
Economic and Social Impact:	Heavily littered areas have a detrimental effect on the people who live and visit there, often crime and anti-social behaviour is higher in these areas.
Environment and Climate Change:	The fines help towards a cleaner district. Removing litter prevents damage to wildlife and water courses.
Consultation/Community Engagement:	N/A
Risks:	The legislation allows officers to fine people who do not comply. The fine levels are set by Government.
Officer Contact	Paul Sanders Head of community Services paul.sanders@nwleicestershire.gov.uk

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Zero Litter Campaign 2022 - 2024

North West Leicestershire
District Council

Contents

This document and action plan is managed and implemented by the following teams:

• Waste Services

• Environmental Protection

• Communications

• Community Focus

Executive Summary

We want to capture the momentum established in 2021 by community groups across the district to tackle litter. Taking a one council approach, a collection of departments are working together to introduce a project to reduce litter, change behaviour and educate individuals about its impact.

The campaign will work alongside other council initiatives, national and regional activity to encourage individuals and businesses to keep North West Leicestershire clean and green.

In line with the council's delivery plan of developing a clean and green district, we have developed a two year "Zero Litter" campaign that involves work from across the authority.

The National picture

The Government published its **Litter Strategy for England** in April 2017, setting out its aim to deliver a substantial reduction in litter and littering within a generation. Key data from the strategy identified that:

• 81 percent of people are angry and frustrated by the amount of litter lying all over the country

• Street cleaning cost local government £778m in 2015/16.

The strategy promotes regular reporting, including a **'litter dashboard',** that uses a variety of measures to report on the level of littering across the nation. Although the latest Litter Strategy annual report and litter dashboard have been delayed due to the COVID-19 pandemic, the Government has published its **latest study of litter composition in the UK**, carried out by Keep Britain Tidy.

Visitors flocked to the countryside when lockdown restrictions were first introduced in 2020, and numbers have remained high. This brought great benefits to help improve and strengthen people's health, wellbeing and resilience by spending time in the natural environment. However, an increase in visitor numbers resulted in an increase in littering opportunities. The Department for Environment, Food and Rural Affairs (Defra) responded by developing a **Respect the Outdoors** campaign to encourage people to follow a new, updated **Countryside Code** and, in particular, to highlight the impacts of littering. This worked alongside Keep Britain Tidy's **Love Parks** campaign, which encouraged people to treat parks with respect.

During the last century activities, products and people have moved more and more towards a throwaway society. While the introduction of single-use plastics brought great convenience, it has been at the expense of the environment.

Over the last decade there has been increased understanding of the health and environmental issues caused and there has been more discussion about why **'our throwaway culture has to end'** (National Geographic, 2018). Global businesses have come to understand the magnitude of the problem and companies such as Levi Strauss and Co have already changed direction in their marketing campaigns such as **'Buy Better, Wear Longer'**; this campaign promotes a shared responsibility on the environmental impacts of clothing production and use and encourages individuals to buy higher quality items and to wear them for longer.

This change in companies' behaviour across the world has been spurred on by local shopper demand. An excellent example of this is the **Thunberg effect**, where one young person's lone demonstration outside the Swedish Parliament in August 2018 resulted in a global movement. Greta Thunberg attracted international attention for her school strike for the climate and her simple action repeated week on week resulted in more than 10 million people taking to the streets to demand action on climate change.

Local Context

Within North West Leicestershire, residents have worked together to take responsibility to remove the litter they have seen increasing in their local areas. The North Leicestershire Litter Wombles started with a few individuals litter picking and sharing their results on social media; this quickly snowballed with more people pledging their support and the informal group now has a dedicated Facebook page that boasts **1,700 members** and counting. The Wombles collect on average more than **1,000 bags of grot** from across the district each month. As a council we have also seen a significant increase in requests to register as volunteer litter pickers. The number of individual volunteers has risen sharply from 170 in 2020 to 370 in 2021.

Over the last three years we have received 938 complaints in relation to litter.

To tackle this issue we have:

- Two senior enforcement officers
- Two enforcement officers
- 370 volunteer litter pickers
- 15 street cleansing staff
- 10 vehicles including sweepers and vans
- One CCTV van
- Seven trail cameras

Over the last three years, street cleansing staff have collected **1,109 tonnes of litter and 3,268 tonnes of sweepings** from across the district. In addition, from April 21 to September 21 the team collected around **85 tonnes of bagged litter** collected by volunteer litter pickers

The level of littering led to an internal taskforce being created, to bring council departments together to share ideas, experiences and resources. The taskforce instantly recognised a number of quick wins, and some longer-term goals.

Introduction

So far the team has:

• Improved our online report it tool for customers

• Made it easier to volunteer as a litter picker

• Made it easier to arrange for volunteer litter to be collected

• Received £15,000 to give litter picking equipment to parish councils and individuals

The team has distributed 466 litter picking kits to local parish and town councils.

Litter Picking Equipment Budget for Parish Councils

Total budget   £15,000.00

Name of Parish Council (select from list)	Kit Qty
Castle Donington Parish Council	20
Coleorton Parish Council	20
Swannington Parish Council	20
Snarestone Parish Council	20
Lockington cum Hemington Parish Council	20
Appleby Magna Parish Council	20
Heather Parish Council	20
Ravenstone with Snibston Parish Council	20
Ashby de la Zouch Town Council	20
Ellistown and Battleflat Parish Council	20
Osgathorpe Parish Council	20
Whitwick Parish Council	20
Measham Parish Council	20
Kegworth Parish Council	20
Swepstone Parish Council	20
Ibstock Parish Council	20
Worthington Parish Council	20
Ashby Woulds Town Council	20
Chilcote Parish Meeting	20
Belton Parish Council	20
Hugglescote and Donington le Heath Parish Council	20
Breedon on the Hill Parish Council	20
Long Whatton and Diseworth Parish Council	20
Normanton le Heath Parish Meeting	6

Introduction

Our Recycling Focus

In April 2019 we launched our **Recycle More...** campaign, with the aim of increasing district recycling rates to 50 percent by 2023.

One of the key actions within campaign is to encourage on-the-go recycling to help reduce litter. Single-use items including sandwich packaging, coffee cups, drinks cans and bottles, tend to be found in high footfall areas such as town centres, high streets and parks.

On-the-go recycling and litter is a real challenge, we have already seen that where on-street recycling points are available, they are not respected and the levels of contamination with non-recyclable items has been very high. This has meant some of these facilities have been withdrawn. New solutions are needed to encourage people to recycle when they are out and about.

As a council and district we are not alone in struggling with on-the-go recycling. A 2017 study of 100 UK local authorities revealed similar key barriers to on the go recycling:

• High levels of contamination in bins
• Inadequate budget for consumer communications and education
• Procurement, maintenance and collection costs
• Cost vs benefit does not add up.

Investment is needed to prove the business case for on-the-go collection schemes:

• Good data is required to assess the costs and potential benefits
• Funding is needed to buy and install bins, for scheme maintenance and collection of recycling

Source: Recoup - Local Authority Disposal 'On the Go' Survey December 2017

There are a number of other schemes running in the UK to reduce on-the-go waste. The Refill app helps people to find the nearest place to refill water bottles for free, reducing the need to buy water when out.

The Council supports the refill scheme, and we are encouraging other businesses and buildings in town and village centres to sign up to the scheme.

The **We Recycle app** is being piloted in Leeds and allows people to scan packaging, and find out whether it can be recycled and where the nearest bin in Leeds is. It is hoped that this will spread to other areas soon.

The UK Government has indicated it will introduce a deposit scheme for cans, and plastic and glass bottles in its **Our Waste, Our Resources** strategy published in December 2018. This could see shoppers pay a deposit for the container when buying a canned or bottled drink, this would be refunded when taken to a reverse vending machine. An additional benefit of a deposit scheme is the reduction of litter.

Behaviour change is a key part of tackling littering.

Many people have expectations such as:

"I should be able to dispose of all my waste at the local waste and recycling site."

"Litter bins should be provided so I can dispose of litter when out and about."

"I have paid someone to take my waste away so I have done everything I need to."

We want to encourage people to be responsible for their own litter and encourage people to take it home and dispose of it correctly.

We also want to educate and inform people of their responsibilities in order to ensure waste is disposed of correctly if using an individual/business to collect waste. People who collect waste need to have appropriate licenses and it is for the person disposing of the waste to ensure they do.

Roadside Litter
Our 2013/14 **Keep Your Cab Fab** campaign was aimed at haulage drivers and roadside litter thrown from vehicles, it received national recognition for its success to change behaviour and improve the district's environment.

The aim was to support the Litter Strategy for England, which was

taking responsibility to work with local councils, ports and the haulage industry to understand the particular issues drivers face in disposing of waste along their journeys, and to identify options to improve facilities for, and communications about, proper waste disposal by UK and overseas hauliers.

The campaign included:-

1. Partnership working with haulage firms raising awareness of the problem of litter by using multilingual stickers for the drivers' cabs. Gathering information on their drivers' behaviour and using results to assist in composing a document to present as suggestions for planning policy.

2. Producing a document with results of drivers' behaviour, and suggestions on infrastructure, to support improving the litter problems across the district for consideration by planning policy.

3. Filming and an interview with a female haulage driver to give a different perspective of haulage drivers' lives.

4. Street cleansing teams distributing information and snack wagons to add multilingual stickers to food bags and raise awareness of staff reporting system.

5. Conducting McMarathons (observations of littering offences) at all three McDonalds within the district and using enforcement at litter hotspot areas including traffic lights and junctions.

What they do

As the litter authority it is our duty to keep land in our area clear of litter and refuse (including dog mess), as far as it practicable. We work to the **Code of practice on litter and refuse.**

The street cleaning team regularly empties litter bins, litter picks, removes fly tipping and sweeps roads, footpaths and public areas including car parks.

In order to do this, the team follows routes to ensure that all litter bins in the district are emptied regularly and areas litter picked. The team uses three different sized sweepers, two large HGV's for sweeping roads, a medium sized sweeper for roads and car parks where the large one cannot access and two pavement sweepers. These also follow regular routes and are on a rota covering main, urban and rural roads. Litter picking and harder to reach areas such as heavily parked streets and narrow walkways are cleared using equipment such as litter collection barrows that the team can push along narrow streets.

A large cage vehicle is used to collect fly tipping, before removal the crew will look for evidence of where the waste has come from and take photographs to pass to the enforcement team.

The team litter picks the laybys of the A42 weekly, removing around one tonne of litter each time.

The team also collects bagged waste left by volunteer litter pickers, provides bins and litter picking at events and supports parish

councils and other groups and stakeholders in reducing their litter.

Litter bins

There are currently around **500 council-owned litter bins** in North West Leicestershire, all are emptied regularly. The standard bins are easy to install and can be removed without causing any damage to the highway. Post mounted bins are installed in areas that do not need a large capacity bin or where the footpath is not wide enough for one.

Additional litter bin requests are dealt with on an individual basis, first the area is assessed to ensure teams can safely install and empty it. The area is also monitored to see if there is a need for a bin, if both requirements are met one will be installed.

Litter bins in laybys attract fly tipping and abuse, therefore if there are problems with litter in these areas the approach is to litter pick more frequently and to develop targeted communication and enforcement.

There are new technologies for litter bins including solar panel bins and funnel bins. As part of this action plan, the team consider a number of options including suitability, cost, efficiency and safety. The team will also consider installing trial bins in appropriate areas and monitor before investing in more.

9

Additional cleansing

A42 - As this major A-road is not a motorway, the responsibility to keep it clean falls to the district council. An **annual programme** of works is carried out every September/October to litter pick and sweep this busy road.

For six weeks, crews work early on a Saturday and Sunday morning before the road becomes too busy, clearing four kilometre stretches of the highway of litter and detritus. They are supported by a traffic management company who close a lane off and follow with a buffer wagon to protect the staff. The traffic and weather are monitored throuhgout to ensure the safety of those working: if it becomes too hazardous the crews are removed for their safety.

Across the six-week period the crew can collect up to **16 tonnes of litter** or 0.5 tonnes every kilometre, consisting of items such as fast food packaging, bagged waste and vehicle parts. Following the clean, details are shared with colleagues to focus campaigns and enforcement to reduce future littering.

Night sweeping - is carried out on busy roundabouts and junctions every quarter, these areas are too dangerous to sweep during normal hours so staff work during the night to cleanse them.

Dangerous roads – There are many windy rural roads in the district that do not have pavements for safe litter picking. These types of road are litter picked in the early mornings in the shadow of a sweeper vehicle.

Creating cleaner places

Street cleansing staff, supervisors and enforcement officers continuously monitor litter bin usage, discarded litter and fly tips looking for evidence, patterns of behaviour and emerging hotspots. This intelligence is passed to the environmental protection team to manage through communication, education and enforcement in order to prevent them becoming an issue.

The street cleansing team increases cleaning in the area while the emerging issue is being managed, this action alone often deters littering behaviour. While working their usual routes the team identifies areas that need additional resource in order to keep them to the required standard.

The graded standards shown are as defined in the original Code of Practice on Litter and Refuse issued under section 89(7) of the Environmental Protection Act 1990. These are used as guidance for our teams for consistency.

153

Set A: litter and refuse in both relevant highway and hard surface setting

Grade A
No litter or refuse

Grade C
Widespread distribution of litter and/or refuse with minor accumulations

Grade B
Predominately free of litter and refuse apart from some small items

Grade D
Heavily affected by litter and/or refuse with significant accumulations

Enforcement

The environmental protection team receives a large volume of littering and fly tipping complaints each year and is continually developing new and innovative ways to tackle the issues but still relies on members of the public reporting incidents.

It is important that members of the public are aware that the team requires evidence to be able to investigate reports. This could be car registrations, personal information within a fly tip or video footage. Without this evidence the team is often unable to investigate the incident.

To assist members of the public with reporting incidents of littering and fly tipping, we have an online report it facility which runs through a series of questions to ensure as much information is gathered to support the investigation.

To help gather evidence the team uses trail cameras, a CCTV van and one of three drones. The use of these technologies is always published by the displaying of CCTV monitoring signs. If the cameras catch the offence taking place, it will be followed up by the enforcement team.

If enough evidence is gathered, we can take appropriate action against the offender. This can include:

• Issue a fixed penalty notice

• Prosecution

• Recover the cost of clearing up the waste/fly tip from the offender

• Use Proceeds of Crime legislation to recover profits made by businesses by not disposing of waste correctly/legally.

Campaigns are also a key player in tackling fly tipping and littering and so we take part in both county and local campaigns.
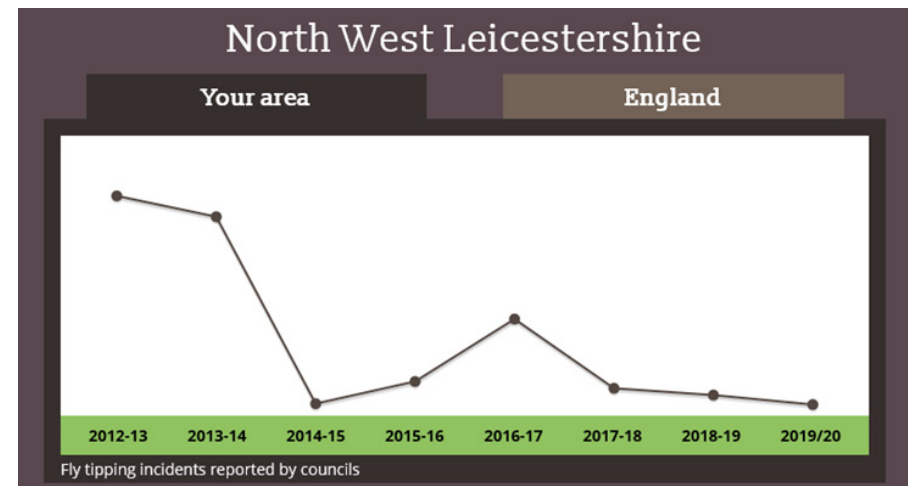
#IfOnly

In 2018/19 the council was involved in a county-wide campaign to reduce fly tipping and raise awareness around householder's duty of care in relation to their waste.

Signs were installed in key areas throughout Leicestershire along with a video which highlighted unregistered waste carriers and explained the checks people should make before organising waste removals from their properties.

The video jingle and message was also aired across local radio stations throughout Leicestershire in a bid to spread the message wider. The key campaign message was that if people don't make the necessary checks, and their waste was dumped or illegally disposed of, they could receive a fine.

The campaign successfully delivered the education around duty of care, which meant we also saw a reduction in fly tipping cases.

The graph opposite shows the decline during the year of the campaign the years that followed.

North West Leicestershire — Your area / England — Fly tipping incidents reported by councils. 2012-13, 2013-14, 2014-15, 2015-16, 2016-17, 2017-18, 2018-19, 2019/20

155

Enforcement

The BIG Bring Site Clean-Up

In 2017 the council launched a local campaign to raise awareness around recycling bring sites in a bid to reduce misuse and fly tipping.

These unmanned sites were hotspots for fly tipping and contamination of the bins resulting in most of the recycled waste being taken to landfill.

In 2017 we investigated **49 cases of fly tipping,** issued 43 Fixed Penalty Notices for littering and six for fly tipping. With this and other information and reports from the public we identified five hotspot sites.

A set of roadshows were held at the sites and new signage installed to engage and educate the public. Where our CCTV van was used it created an eye-catching focal point and highlighted the enforcement action we take.

To support the education an information leaflet highlighted Y**our Waste, your responsibility** giving information regarding the sites and highlighting householder's duty of care when disposing of their waste.

Following the campaign, in the first quarter of 2018, there was a 47 percent reduction from the previous year in Fixed Penalty Notices being issued.

The campaign was shortlisted alongside seven other councils in the **LGC Awards**, recognising the best campaigns across local government.

Dog Watch and Dog Watch Rural

These are our longest running and most successful campaigns to date, aimed at dog walkers to raise awareness of the potential health risks to humans and livestock if they come into close contact with dog faeces. Both campaigns highlight the duty to pick up and dispose of dog waste have been recognised nationally for their innovative approaches to education.

Dog Watch raises awareness around Toxocariasis, which infects humans if they handle soil, sand or grass contaminated with infected animal faeces. Infected people can experience mild symptoms such as: a cough, headache and stomach pain however, in rare cases it can cause seizures, breathing difficulties and even blindness.

Dog Watch won the prestigious **MJ Awards** in 2016. The campaign also reached the finals of the **Keep Britain Tidy Awards** in 2016 and 2019.

Dog Watch Rural raises vital awareness around the diseases Neosporosis and Sarcocyctosis which infects livestock if they come into contact with infected dog waste. Neosporosis is caused by a parasite whose eggs are produced by infected dogs. It is now thought to be responsible for the highest percentage of all cattle abortions reported in the UK.

Sarcocyctosis is also caused by a parasite which can cause neurological disease and death in sheep.

Dog Watch Rural was recognised in 2018 at the **Keep Britain Tidy Awards.**

Dog Watch Rural

Dog fouling can cause cows and sheep to abort their young therefore please keep your dogs on the public footpath

Pick up after your dog or face the fine £100

01530 454545 • www.nwleics.gov.uk/report • @NWLEnviro
CCTV may be in operation in this area

North West Leicestershire District Council

Green footprints

Dog Watch
Pick up after your dog or face the fine **£100**

01530 454545
www.nwleics.gov.uk/report
@nwleics

North West Leicestershire District Council

Green footprints

157

Enforcement

Fixed Penalty Notices Issued

	2019/20	2020/21	2021/present
Littering	36	4	37
Fly tipping	45	3	5

Prosecutions

Littering - 2019

1 - received a fine of £1,642

Fly Tipping - 2019

2 – both received fines of £750

Enforcement Statistics

Table showing the number of cases received each year:

	2018/19	2019/20	2020/21
Littering	273	286	379
Fly tipping	894	1,237	1,623

Table showing the number of fines and total income each year:

	2018/19		2019/20		2020/21	
Littering	28	£3,420	36	£2,940	4	£450
Fly tipping	37	£4,100	45	£4,020	3	£860

Table showing the number of prosecutions each year:

	2018/19	2019/20	2020/21
Littering	0	1	0
Fly tipping	0	0	0

Internal teams

It is important that we work as one council to progress, promote, and inform members of staff on the Zero Litter Campaign. A substantial proportion of staff are North West Leicestershire residents as well as employees and they have connections and an interest in promoting the project.

We want to ensure all staff champion the council and the Zero Litter campaign throughout the district. This is particularly important as teams from across the council can reach residents, businesses and stakeholders. All teams have a part to play in raising awareness, collecting feedback and gathering evidence to support the project.

Parishes and town councils

There are 25 parish and town councils and five parish meetings in North West Leicestershire. It is important our parishes feel engaged and informed as they play an important and invaluable role in the promotion of campaigns.

The Community Focus team's monthly parish newsletter is used to publicise district council campaigns and helps parishes and town councils to promote them in their own communities. This can be through their websites, social media platforms, notice boards and meetings. Further detailed information is also provided at parish liaison meetings, held four times a year, through presentations and workshops.

Dawn Roach – Measham Parish Council
"The scheme has been great for Measham as it has enabled us to replace worn out equipment that our existing community pickers have been using for years and to also loan out kits to families and individuals who want to collect litter in their area on an ad hoc basis. The parish council have also supported organised litter picks by providing the participants with all the kit they need to get the job done."

160

Joint working

Karen Stirk – Swepstone Parish Council

"The litter picking equipment has been fantastic!

It has been borrowed by the local Brownies for a village litter pick, which was part of their challenge. The children all loved the experience wearing the high vis jackets and there were enough pickers for them to have one each. Their leader said it had been a great success!

"Also, recently the Parish Council organised its autumn litter pick which also was a very successful event. Many people borrowed the equipment and we collected 13 bags of rubbish which the district council collected promptly.

"Thank you for the equipment it has helped keep our two beautiful villages litter free!"

Kegworth Plan Group – Karen Dayman, Treasurer

"We always get a great response to our litter picking events but have run out of equipment in the past. So we wanted to make sure we had sufficient kit to make sure that we never have to turn away any willing volunteers again. We also want to encourage children to take part in these events so have bought some children's sized pickers.

"We organise two or three community litter picks per year for Kegworth and regularly have 30–50 volunteers coming forward to take part. We also support other groups with our kit – e.g. ONE Kegworth and Kegworth Wombles – when they organise litter picks of their own. Sadly we have lots of litter to go at!

"Thank you so much for your support in making this possible!"

Businesses

It is important to work with business on reducing litter:

• The quality of public space matters to everyone including businesses

• Clean public spaces attract custom - people like to shop in a clean and safe environment

• Businesses suffer from customers dropping litter

• Litter could have a negative impact on a business's reputation and reduce trade

• Businesses are powerful role models for customers

• Businesses keeping clean, tidy and litter free premises have a positive influence on customer behaviour

• Businesses have the power to reduce their packaging.

Businesses with premises have a responsibility to keep their land clear of litter, to manage their waste and ensure areas 100m either side of their business is kept clean and tidy.

As a council we have the power to force businesses clean up if they create too much litter.

Events

As a vibrant district with thriving towns and villages, there are a number of large community events that we can attend to help promote our campaigns. These include, Picnic in the Park, Jim's Tractor Run and Castle Donington Music Festival.

Smaller pop-up events in town centres and supermarkets, and specifically those in areas identified as having higher levels of littering or fly tipping, should also be attended where possible.

We aim to make event workshops interactive and engaging to attract different audiences.

Joint working

Schools

Those who are taught about the negative impacts of litter at an early age are more likely to have a responsible attitude towards this, and other environmental issues as they reach adulthood. This generation should continue to be educated to consider littering unacceptable.

Children's habits are not fixed at an early age. Targeting children with litter prevention messages will mould attitudes of the future. As children are impressionable, much of the information they learn at school is taken home to family members and discussed with friends.

As with events, we work to ensure sessions in schools are interactive and age appropriate.

Schools should be a part of making inventive ways to fit litter into their lesson plans by integrating litter prevention into the curriculum.

This could include:

• A school litter prevention charter

• A full review of school policies

• Investment in infrastructure

• Lessons focused on litter prevention

• Environmentally focused extra-curricular activities.

Other local Authorities

Partnership working across local government in Leicestershire is important for sharing information and learning. Working together and sharing information between similar teams is important, but senior leadership and policy writers are also key audiences for partnership working.

Volunteers

Volunteers and organised groups have a key role to play in the battle against litter. We recognise that as the district council we are unable to combat the amount of litter across the district alone.

We should include and appreciate the importance of volunteers in litter campaign planning.

How we will involve volunteers in the future:

• Keep local momentum: offer continued support for local community groups to reduce project reliance on a few key volunteers

• Best practice: sharing successful methods of engaging hard to reach groups

• Collaborative working: working with businesses, private organisations, voluntary groups and charities to help increase support for voluntary groups

• Review communication: promoting recent successes and learning from others to help raise awareness.

What happens next?

Teams from across the council have created an action plan, including all of the ideas presented so far, to help us reach our ambitious target of having Zero Litter in the district in just two years.

The two-year plan will be supported by a communications strategy, to ensure we continue to learn from the campaign and the evidence and data we collect.

The Zero Litter campaign team will continue to meet and monitor progress against the actions detailed in the two-year plan.

Action Plan

Year 2021 / 2022

Theme one	Action (SMART)	Outcomes / Measurable	Lead Team	Date of action	Delivered within current resources (Y/N)
1. Changing behaviour	1.1 Participate in the countywide fly tipping campaign	Engagement on social media Reduce number of Duty of Care and Fly Tipping offences	Environmental Protection	April 22 – June 22	Yes
	1.2 Undertake a roadside litter campaign each month	No. of offences witnessed	Environmental Protection	Monthly	Yes
	1.3 Participate in the Keep Britain Tidy annual Big Spring Clean	No. of participants and volume of waste collected	Environmental Protection	March 2022	Yes
	1.4 Use social media to promote home owner responsibilities when disposing of waste	Engagement on social media	Environmental Protection	April 22 - June 22	Yes
	1.5 Distribute litter picking equipment to volunteers	No. of volunteers and kits distributed	Environmental Protection		Yes
	1.6 Refresh dog watch rural	Reduce dog fouling complaints in rural	Environmental Protection		Yes

Action Plan

Year 2021 / 2022

Theme two	Action (SMART)	Outcomes / Measurable	Lead Team	Date of action	Delivered within current resources (Y/N)
2. Litter Infrastructure	2.1 Monitor if additional vehicles and staff are required to help with demand of bin emptying/litter picking	Decision required after monitoring has taken place for additional vehicles/ support	Waste Services	Ongoing	Yes
	2.2 Monitor litter bin technology i.e. solar and funnel, and trial in appropriate areas	Reduction of litter in area and usage of bin	Waste Services	Ongoing	Yes
	2.3 Monitor litter bin usage and remove if not needed	Crew time saved, amount of litter in area, complaints received	Waste Services	Ongoing	Yes

Action Plan

Year 2021 / 2022

Theme three	Action (SMART)	Outcomes / Measurable	Lead Team	Date of action	Delivered within current resources (Y/N)
3. Enforcement	3.1 Undertake a roadside litter campaign each month	No. of offences witnessed	Environmental Protection	Monthly	Yes
	3.2 Use the council's technology e.g. cameras, CCTV to investigate hot spot areas	No. of sites camera installed	Environmental Protection	Ongoing	Yes
	3.3 Look at external campaigning funding to support the work of the Taskforce around cleaner and greener District	Bids submitted for suitable campaign funding	Zero Litter Campaign working group members	April 2022	Yes – bid can be delivered within current resource
	3.4 Investigate reports of littering/fly tipping where sufficient evidence is available	No. of reports	Environmental Protection	Ongoing	Yes

Action Plan

Year 2021 / 2022

Theme four	Action (SMART)	Outcomes / Measurable	Lead Team	Date of action	Delivered within current resources (Y/N)
4. Joint Working	4.1 Waste Services & Environmental Protection will meet on a bi-monthly basis	At least one campaign is jointly developed per year	Waste Services and Environmental Protection	Ongoing	Yes
	4.2 Partnership working with district and parish councils	Improved communication and participation in district wide campaigns	Community Focus	Ongoing	Yes
	4.3 Debrief from annual litter pick of A42 – intelligence from Street Cleansing team	Tonnage collected litter type and campaign	Waste Services and Environmental Protection	Ongoing	Yes

Action Plan

Year 2022 / 2023

Theme one	Action (SMART)	Outcomes / Measurable	Lead Team	Date of action	Delivered within current resources (Y/N)
1. Changing behaviour	1.1 Participate in the countywide fly tipping campaign	Engagement on social media Reduce number of Duty of Care and Fly Tipping offences	Environmental Protection	April 22 – June 22	Yes
	1.2 Undertake a roadside litter campaign each month	No. of offences witnessed	Environmental Protection	Monthly	Yes
	1.3 Participate in the Keep Britain Tidy annual Big Spring Clean	No. of participants and volume of waste collected	Environmental Protection	March 2022	Yes
	1.4 Use social media to promote home owner responsibilities when disposing of waste	Engagement on social media	Environmental Protection	April 22 - June 22	Yes
	1.5 Distribute litter picking equipment to volunteers	No. of volunteers and kits distributed	Environmental Protection		Yes

169

Action Plan

Year 2022 / 2023

Theme two	Action (SMART)	Outcomes / Measurable	Lead Team	Date of action	Delivered within current resources (Y/N)
2. Litter Infrastructure	2.2 Monitor litter bin technology i.e. solar and funnel, and trial in appropriate areas	Reduction of litter in area and usage of bin	Waste Services	Ongoing	Yes
	2.3 Monitor litter bin usage and remove if not needed	Crew time saved, amount of litter in area, complaints received	Waste Services	Ongoing	Yes

Year 2022 / 2023

Theme three	Action (SMART)	Outcomes / Measurable	Lead Team	Date of action	Delivered within current resources (Y/N)
3. Enforcement	3.1 Undertake a roadside litter campaign each month	No. of offences witnessed	Environmental Protection	Monthly	Yes

170

28

Action Plan

Year 2022 / 2023

Theme four	Action (SMART)	Outcomes / Measurable	Lead Team	Date of action	Delivered within current resources (Y/N)
4. Joint Working	4.1 Waste Services & Environmental Protection will meet on a bi-monthly basis	At least one campaign is jointly developed per year	Waste Services and Environmental Protection	Ongoing	Yes
	4.2 Partnership working with district and parish councils	Improved communication and participation in district wide campaigns	Community Focus	Ongoing	Yes

171

Communications

To support the delivery and implementation of the action plan a communications strategy will be developed.

The plan will use audience research, evaluation from previous campaigns and will evolve through the two-year plan. While items may be initially added, we will review how effective they are to ensure we're achieving our aims of reducing litter, raising awareness and changing behaviour.

Our target audiences will vary depending on the theme and messages we are communicating, however they will include:

• Schools

• Volunteers

• Parish and town councils

• Community groups

• Our councillors

• Our staff

• Residents of the district

• Business owners and managers in the district

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