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Meeting	CORPORATE SCRUTINY COMMITTEE
Time/Day/Date	6.30 pm on Tuesday, 11 July 2023
Location 3FJ	Room 101, Old Council Offices, Whitwick Road, Coalville, LE67
Officer to contact	Democratic Services

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring interests you should make clear the nature of that interest and whether it is a disclosable pecuniary interest, registerable interest or other interest.	
3. PUBLIC QUESTION AND ANSWER SESSION	
To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Support Services.	
4. MINUTES	
To approve and sign the minutes of the meeting held on 8 March 2023	3 - 8
5. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME	
To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.	9 - 14
6. PROVISIONAL OUTTURN 2022/23	
Report of the Head of Finance	15 - 40
7. SCRUTINY ANNUAL REPORT	
Report of the Strategic Director	41 - 54

8.	PROPOSALS FOR THE ESTABLISHMENT OF A SCRUTINY COMMISSION	
	Report of the Strategic Director	55 - 64
9.	ZERO CARBON ANNUAL UPDATE	
	Report of the Head of Community Services	65 - 92
10.	DEVELOPING A NEW COUNCIL DELIVERY PLAN	
	Report of the Head of Human Resources and Organisational Development	93 - 128

Circulation:

Councillor S Lambeth (Chair)
Councillor M Ball (Deputy Chair)
Councillor D Bigby
Councillor M Blair-Park
Councillor M Burke
Councillor K Horn
Councillor A Morley
Councillor R L Morris
Councillor S Sheahan
Councillor J Windram

MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Board Room ,
Council Offices, Coalville on WEDNESDAY, 8 MARCH 2023

Present: Councillor N Smith (Chairman)

Councillors V Richichi, J G Simmons, E G C Allman, D Bigby, G Hout, M B Wyatt

Portfolio Holders: Councillor R Bayliss

Officers: Mr A Barton, Mr G Hammons, Miss E Warhurst, Ms K Connell, Mr C Elston,
Ms R Haynes, Mr P Sanders, Ms L Stavely, Mr B Walford and Mr P Wheatley

76. APOLOGIES FOR ABSENCE

Apologies were received from Councillor A C Saffell and Councillor S Sheahan for whom
Councillor D Everitt acted as substitute.

77. DECLARATION OF INTERESTS

There were no interests declared.

78. PUBLIC QUESTION AND ANSWER SESSION

The were no questions received.

79. MINUTES

Consideration was given to the minutes of the meeting held on 4 January 2023.

A member noted that it had been incorrectly stated at the previous meeting that the cost of
using the public conveniences in Ashby de la Zouch had been raised in line with inflation.
After further investigation it was found to be much higher than the cost of inflation and it
was agreed to note the discrepancy in the minutes of this meeting.

It was moved by Councillor D Bigby, seconded by Councillor M Wyatt and

RESOLVED THAT:

The minutes of the meeting held on the 4 January 2023 be an accurate record of
proceedings.

80. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

Consideration was given to the inclusion of any items on the work programme. The plan
of forthcoming Cabinet decisions and the current work programme were set out in the
agenda for information.

A member stated that they would like to see the authority's policy on "Succession" for
tenants of council housing considered at a meeting of Scrutiny, in particular the policy
itself, how it is implemented and how to avoid mistakes. It was agreed that the succession
policy could be included for consideration in a future workplan subject to a scoping form.
The Head of Housing would contact the member to assist. .

81. 2022/23 QUARTER 3 PERFORMANCE REPORT

The Organisation Development Team Leader presented the report.

A member noted that it was good to see footfall in the Newmarket had increased, despite the current economic climate.

A member commented that he had been disappointed to see that tarot reading had been included in the programme of events at the Newmarket and that he felt the food on offer there had been generally unhealthy food, and that this did not sit well with the council's Health and Wellbeing initiative. Officers responded that the tarot readings had been part of a wider programme of events, designed to satisfy a broad spectrum of customers. The views of members on this type of issue would be reported to the team organising events. It was noted that traders are supporting the economy of the town. A member commented that on a recent visit to the market, both stall holders and staff had been friendly and helpful and that overall the feedback he had received on the day had been positive.

Officers agreed that it would be a good idea to promote healthy eating more readily and also agreed that this would be something they would look to do in future, but highlighted that in terms of the Health and Wellbeing agenda, by acting as a social hub for events such as "Knit and Natter" and the activities put on for children that this would promote wellbeing in terms of mental health. It was also noted that a more traditional market would be instated in the town soon when the outdoor market space was ready.

A member raised concerns about the £1m underspend in housing repairs and wished to know how the underspend had happened given that so many repairs were required and also noted that less than half of the planned capital projects had been delivered. Officers replied that there hadn't been the opportunity to undertake housing repairs during the Covid 19 pandemic and that this had contributed to the underspend. With regard to the capital projects not being delivered, officers noted that some projects had slipped and been reprofiled to future years. Members were also referred to the Housing repairs item elsewhere on the agenda.

A member asked if the £3.5 million underspend from the HRA Net Zero Budget would be carried forward and officers confirmed that the HRA capital programme, including Net Zero Budget, had been fully reviewed and reset as part of the Budget process for 2023/24. Any carry forward requests from 2022/23 would be considered by Cabinet at the end of the financial year.

A member requested an update on the Marlborough Square project and officers confirmed that the Section 278 approval had been received and that a revised price for materials was expected by the end of March 2023, at which point a decision could be made on whether to wait or order them earlier.

A member asked whether the Freeport had been approved yet and officers advised that it still needed to be considered by Government and had therefore not yet been approved.

A member questioned why only 600 jobs had been achieved against a target of 1,000 and suggested that this could be due to an increase of robotics replacing manual labour. However an officer highlighted that the authority could not influence technological changes in industry and that robotics led to higher paid, more skilled jobs in terms of programmers and repairs.

A member raised concerns that there had been no increase on council owned housing in terms of achieving net zero carbon but officers advised that this had been because it was

not a rolling target and that the target had been achieved as set out in the Corporate Delivery Plan.

A member asked whether there would be solar panels installed on the leisure centres and officers replied that the new leisure centre already had solar panels and that a feasibility study was being carried out as to the suitability of solar panels for Ashby leisure centre, in the hope of rolling this out next year.

A member asked about the plans for Wolds Court in Moira and was advised that it was under consideration whether to enlarge the footprint however this was currently out to spec with a design consultant. It was anticipated that this would arise for consideration by Planning at the end of next year.

A member asked what could be done about the litter on the A42 and officers advised that the council already arranges a litter pick in the laybys. A debate was had regarding the merits of schemes whereby plastic returns are rewarded with a cash incentive or money off vouchers for shopping.

A member felt that following bin collections, there was an unacceptable amount of waste left in the street which had blown around and not been picked up. Officers advised that if used properly, recycling receptacles should not shed waste but noted that the service collection was being reviewed and that feedback from customers who had used the drawer system had been positive.

A member stated that they would like to see more recycling bins in town however officers informed the meeting that people don't use them in the way that they are intended and they invariably end up filled with mixed waste.

RESOLVED THAT:

The report be noted and comments be provided for consideration by Cabinet at its meeting on 28 March 2023.

82. UK SHARED PROSPERITY FUND

The Economic Development and Regeneration Team Manager presented the report and outlined some of the projects which North West Leicestershire District Council had been allocated by the Department for Levelling Up, Housing and Communities.

It was moved by Councillor G Hoult, seconded by Councillor V Richichi and

RESOLVED THAT:

1. The acceptance of the £2,414,817 grant and £20,000 of development Grant from UK Shared Prosperity Fund be recommended to Cabinet.
2. Authority be delegated to the Strategic Director (Place) in consultation with the Business and Regeneration Portfolio Holder to review and amend the NWL investment plan project proposals set out in this report where required to respond and adapt to the changing economic environment and/or local needs.
3. Authority be delegated to the Section 151 Officer in consultation with the Business and Regeneration Portfolio Holder to submit the required formal reporting to the Department for Levelling Up, Housing and Communities.

83. REPAIRS PERFORMANCE

The Interim Head of Housing presented the report and highlighted that the repairs team is currently running at a 23% vacancy rate which had applied pressure on the council's ability to deliver.

It was noted that mould and damp have been a particular issue and that around 500 cases had been identified which the department were now targeting. A particular area which needed to be addressed was the way in which repairs are categorised and targeted. It was highlighted that the new Head of Housing will be joining the authority in April and that she has a strong background in repairs and maintenance.

A member stated that he felt the quality of service had declined in recent years and officers responded that issues had been identified in the journey of repairs which were now being looked at. Solutions could involve upskilling front line staff to ensure the correct operatives are allocated to repairs jobs and to ensure that information is recorded accurately within the system.

In respect of member concerns around Park View sheltered housing, officers advised the meeting that emergency repairs had been carried out and that internal roof tiles had been removed to enable monitoring of the leak. It was confirmed that a budget had been approved to replace the roof of the sheltered schemes. The impact of Covid 19 was highlighted and members were assured that the council is working hard to catch up with repairs which had fallen behind as a consequence.

A member outlined some individual cases in council owned homes which had concerned him, and officers advised that the number of Housing Officers had been increased recently with two specialist officers employed to undertake tenancy audits, which would involve making referrals and carrying out inspections. It was noted that some of the problems which had been faced are resultant of cutbacks in social care more than a housing problem, and these more complex issues had been detracting from resources.

A member requested that Councillors be enabled to access the repairs system in order to see whether tenant problems had been logged or dealt with and officers advised that this should be possible and would allow members to be more aware of what cases were in their 'patch'.

A member enquired as to how the understaffing issue had arisen and was advised that there had been problems nationally in recruiting to these industries as set out in the report.

A member asked why component replacement as a metric had risen so steeply and was advised that it is just the way the metric is displayed, and although it had been related to spend it was not a direct correlation.

A member suggested that a specific timescale be provided to give Scrutiny committee an update and it was agreed that 6 months would be a reasonable time to allow for investigative work to be carried out.

By affirmation of the meeting, it was

RESOLVED THAT:

1. The report be noted and commented on by the Corporate Scrutiny Committee.
2. An update report be added to the future workplan in approximately six months.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 8.30 pm

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Corporate Scrutiny Committee – WORK PROGRAMME (as at 3/07/23)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
August 2023				
31 August 2023	2023/24 Quarter 1 General Fund and Housing Revenue Account (HRA) Finance Update	Anna Crouch, Head of Finance	-	30 minutes
31 August 2023	Council Delivery Plan	Mike Murphy, Head of Human Resources and Organisational Development	-	30 Minutes
31 August 2023	2022/23 Quarter 1 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	-	30 minutes
November 2023				
23 November 2023	2023/24 Quarter 2 General Fund and Housing Revenue Account (HRA) Finance Update	Anna Crouch, Head of Finance	-	30 minutes
23 November 2023	Repairs Performance follow up	Jane Rochelle, Head of Housing	-	30 Minutes

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
23 November 2023	2022/23 Quarter 2 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	-	30 minutes
January 2024				
4 January 2024	Draft Housing Revenue Account (HRA) Budget and Rents 2024/25	Anna Crouch, Head of Finance	-	30 minutes
4 January 2024	Draft General Fund Budget 2024/25	Anna Crouch, Head of Finance	-	30 minutes
4 January 2024	Draft Capital Strategy, Treasury Management Strategy and Prudential Indicators	Anna Crouch, Head of Finance	-	30 minutes
4 January 2024	Draft Robustness of Budget Estimates and Adequacy of Reserves	Glenn Hammons, Strategic Director of Resources (Section 151 Officer)	-	30 minutes

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
February 2024				
20 February 2024	2023/24 Quarter 3 General Fund and Housing Revenue Account (HRA) Finance Update	Anna Crouch, Head of Finance	-	30 minutes
20 February 2024	Customer Services Annual Report	Nichola Oliver, Customer Services Team Manager	-	30 minutes
20 February 2024	2022/23 Quarter 3 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	-	30 minutes
May 2024				
23 May 2024	Annual Scrutiny Report	Andy Barton, Strategic Director	-	20 minutes
23 May 2024	2022/23 Quarter 4 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	-	30 minutes

Requests for Items - NONE

Date request Received	Requested by	Summary of request	Consideration by scrutiny Y/N	Reasons

Principles and Criteria used for Assessing Items Put Forward

Identify Issues for consideration by Scrutiny

- Consulting with members of Scrutiny Committees, senior officers, Cabinet members – horizon scanning on policy development
- Looking at the corporate priorities, Council Delivery Plan and Cabinet Forward plan – identify key issues/topics for investigation/inquiry
- Considering events and decisions in the Council’s calendar which could require an input/consultation via scrutiny – eg budget setting, CDP development
- Considering requests from members – eg via another forum or scoping report submitted
- Evaluating the Council’s performance – eg quarterly reports, end of year reports, reviewing success of a particular scheme or initiative
- Reviewing any follow up work required after previous scrutiny work

Prioritise the potential list of scrutiny topics based on factors including

- the resources required to deliver it (from members, offices and financially)
- the value and level of impact which could be achieved
- link to the council’s priorities
- whether it is a regular recurring item which requires consideration before Cabinet/Council approval
- consideration of the guidance for selecting scrutiny topics

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

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – TUESDAY, 11 JULY 2023



Title of Report	PROVISIONAL OUTTURN 2022/23	
Presented by	Anna Crouch Head of Finance and Deputy S151 Officer	
Background Papers	Quarter 3 Performance Report 2022-23	Public Report: Yes
Financial Implications	The expected final position on the General Fund is a surplus of £0.91m compared to a budgeted surplus of £1.20m, representing a £0.29m deficit on the budgeted position.	
	The expected final position on the HRA is a surplus of £0.73m, after appropriations. This compares to a budgeted surplus position of £0.06m and represents a £0.67m improvement on the budgeted position.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	Any Legal implications are picked up at appendix A	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	Any implications are picked up at appendix A	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	For Corporate Scrutiny Committee to endorse the Provisional Financial Outturn 2022/23 and provide any comments.	
Recommendations	THAT CORPORATE SCRUTINY COMMITTEE ENDORSES THE PROVISIONAL FINANCIAL OUTTURN REPORT FOR 2022/23 (APPENDIX A) WHICH WAS APPROVED BY CABINET ON 27 JUNE 2023 AND PROVIDES ANY COMMENTS ON THE REPORT.	

1. BACKGROUND

- 1.1 The Provisional Financial Outturn report for 2022/23 was presented to Cabinet and approved on 27 June 2023.
- 1.2 The report is attached at Appendix A for Corporate Scrutiny Committee to endorse and provide any comments on. There are additional Appendices 1 to 4 with further detailed information to support the report.

Policies and other considerations, as appropriate	
Council Priorities:	Our financial position affects all of our council 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:	<p>The report sets out that despite a surplus of £0.91m the Council actually experienced a deficit position of £0.29m against budget on the general fund, largely because of the unachieved J2SS savings target. This means the Council was unable to set aside the budgeted £1.20m surplus to reserves, which reduces the Council's ability to mitigate anticipated financial deficits in the medium term. This risk will be explored later in the year with the update to the medium-term financial plan.</p> <p>For the Housing Revenue Account (HRA), the slippage on the capital programme leads to a number of risks, both financial in increased costs and non-financial in condition of properties etc. On revenue, systems and revised processes need to be bedded in to ensure expenditure is coded correctly and forecast movements reduced to facilitate financial and service planning. These risks will be explored through the HRA business plan.</p>
Officer Contact	Glenn Hammons Interim Director of Resources and S151 Officer glenn.hammons@nwleicestershire.gov.uk

Title of Report	PROVISIONAL FINANCIAL OUTTURN 2022/23	
Presented by	Councillor Nick Rushton Corporate Portfolio Holder	
Background Papers	Quarter 3 Performance Report 2022-23	Public Report: Yes
		Key Decision: Yes
Financial Implications	The expected final position on the General Fund is a surplus of £0.91m compared to a budgeted surplus of £1.20m, representing a £0.29m deficit on the budgeted position.	
	The expected final position on the HRA is a surplus of £0.73m, after appropriations. This compares to a budgeted surplus position of £0.06m and represents a £0.67m improvement on the budgeted position.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	There are no direct legal implications arising from the report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	There are none.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To present an overview of the Council's provisional financial outturn for 2022/23.	
Reason for Decision	Requirement of Financial Procedure Rules.	
Recommendations	<p>CABINET IS RECOMMENDED TO:</p> <ol style="list-style-type: none"> 1. NOTE THE 2022/23 PROVISIONAL OUTTURN POSITION FOR GENERAL FUND REVENUE, SPECIAL EXPENSES AND HOUSING REVENUE ACCOUNT. 2. APPROVE THE TRANSFER OF THE UNSPENT RESERVES TO THE MEDIUM TERM FINANCIAL PLAN RESERVE AS DETAILED IN SECTION 3.7 AND APPENDIX 1 ON GENERAL FUND. 3. APPROVE THE CREATION OF THE EARMARKED RESERVES DETAILED IN APPENDIX 2 ON GENERAL FUND REVENUE AND SPECIAL EXPENSES. 4. NOTE THE 2022/23 PROVISIONAL OUTTURN POSITION FOR CAPITAL FOR GENERAL FUND AND HOUSING 	

	<p>REVENUE ACCOUNT.</p> <p>5. APPROVE THE GENERAL FUND CAPITAL PROGRAMME SAVINGS TO BE REALLOCATED, DETAILED ON TABLE 2, ARE KEPT IN THE CAPITAL PROGRAMME TO DEAL WITH INFLATIONARY PRESSURES AS REQUESTED IN SECTION 3.5.6 WITH FURTHER DETAIL IN APPENDIX 3.</p> <p>6. APPROVE THE CARRY FORWARD OF THE UNDERSPENT GENERAL FUND AND HOUSING REVENUE ACCOUNT CAPITAL PROGRAMMES TO 2023/24 AS DETAILED IN TABLE 3 AND TABLE 8 IN THE REPORT WITH FURTHER DETAIL ON APPENDIX 3.</p> <p>7. DELEGATE ANY AMENDMENTS TO RESERVE MOVEMENTS AND CAPITAL CARRY FORWARDS TO THE S151 OFFICER IN CONSULTATION WITH THE CORPORATE PORTFOLIO HOLDER FOLLOWING FINALISATION OF THE OUTTURN POSITION.</p>
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1.0 INTRODUCTION

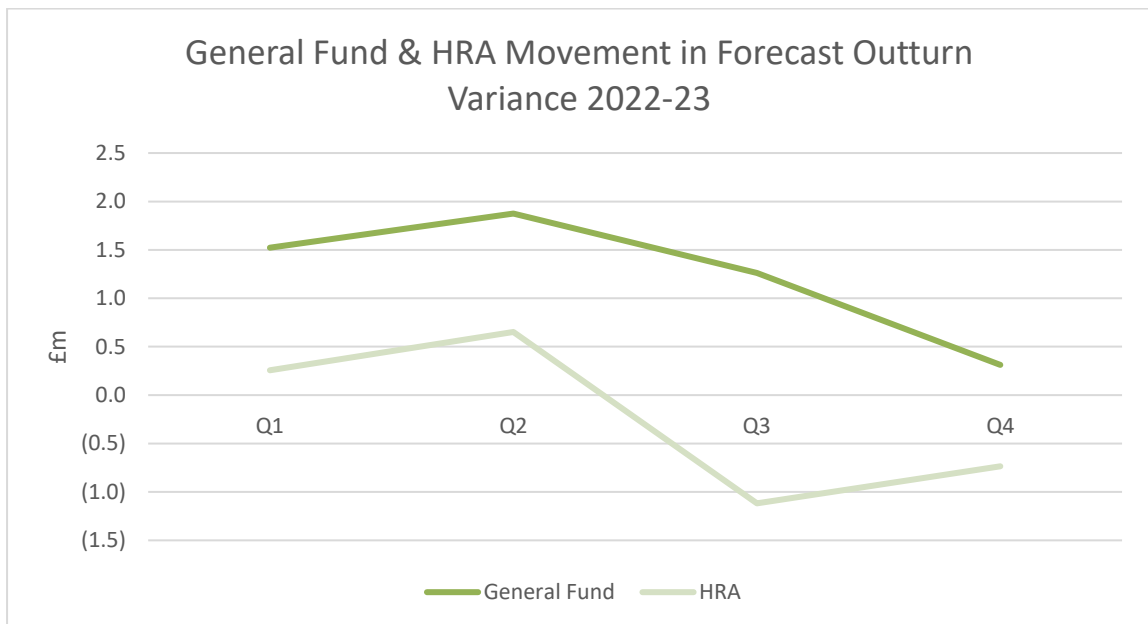
- 1.1 The Council is required to produce Financial Statements each year which 'give a true and fair view' of the financial position and transactions of the Council. The accounts have been prepared under the International Financial Reporting Standards since 2010/11.
- 1.2 This report summarises the main elements of the Council's financial performance in 2022/23 and the results are referred to as 'provisional' as the financial ledger has not yet been closed down. Some figures are based on budget or 'best estimates' and are still to be finalised after which they are subject to external audit and so may change. The major items still to be actioned which are included in the forecast in the provisional outturn are as follows:
- The Business Rates accounts have not yet been completed, therefore, the forecast of £5m retained growth is based on figures from the 31st December 2022. We have an earmarked reserve to cover the shortfall. The shortfall is mainly due to the deficits from 2020/21 and 2021/22 relating to Covid.
 - S106 income of £2.1m was received in year, of which £0.6m was used to fund expenditure with the remaining £1.5m set aside to finance expenditure in future years, this has no net impact on the Planning and Infrastructure figures in Table 1. The calculation of interest on S106 balances has not been performed for this provisional outturn.
 - The capital grants and contributions applied provisional amount for the year is £0.56m which is made up of Disabled Facilities Grant (DFG) expenditure and spend to improve air quality in the Borough.
- 1.3 The final outturn position will be reported to members later in the year after the audit has been completed, with progress updates reported through the quarterly finance reports to Cabinet during 2023/24.
- 1.4 The Council expects to publish the 2022/23 accounts in draft form on the Council's website by November 2023. The final accounts will be considered and approved by the Audit and Governance Committee in March 2024 after they have been audited.

1.5 An annual review of earmarked reserves has been undertaken. This review assessed a number of new requests and existing reserves requested to be carried forward. Further detail in respect of reserves can be found in section 3.6 on General Fund and section 5.5 on the Housing Revenue Account.

2.0 FINANCIAL PERFORMANCE

2.1 The finance service operates a ‘Finance Business Partner’ delivery model. A key part of this includes budget holders and finance colleagues meeting in ‘finance clinics’ on a quarterly basis. The key areas of focus within finance clinics is to review budgetary variances and revise in year forecasts, identify and manage the timely expenditure of earmarked reserves in order to drive value for money and in particular, reduce unexpected results in respect of the General Fund.

2.2 As in previous years, variances have occurred between both quarterly forecasts and provisional outturn. This is illustrated in the graph below:



2.3 As can be seen from the graph above, on General Fund, in quarter 2 it was identified the Council was heading for a significant overspend due to inflation/non delivery of Journey to Self Sufficiency Savings (J2SS) target. Plans were put in to place to proactively manage spend and ensuring services worked within budgets available. As part of quarter 3 financial reporting there were several financial challenge sessions held with the S151 Officer, Directors and Heads of Service along with the Finance Manager and the respective Financial Business Partner. The purpose of these challenge sessions was to ensure that any large areas of underspending still being reported to be spent had robust spend plans in place and all areas of both under and overspending were identified and reviewed. Following these sessions, quarter 3 showed an improved forecast outturn position of (£0.6m) which continued with the provisional outturn position of a further (£1.0m).

2.4 Looking at the same graph above, in quarter 2 the Housing Revenue Account budgets were forecast to be heading for a small overspend due to non-delivery of J2SS targets. For quarter 3, the Finance Business Partner, working with budget managers, challenged any large underspends during finance clinics with budget holders. This contributed to a £1.8m improvement in the forecast. For outturn the underspend was reduced by £0.4m

mainly due to an overestimation of income at Q3.

- 2.5 In recent years, services have made significant improvements in developing fit for purpose budgets and forecasting the Council's financial position in year. Going forward service areas will be required to continue to seek to better understand their variances and ensure forecasts are included during the year and reported to members, thereby reducing unanticipated results at year end.
- 2.6 The Finance team has successfully implemented a new finance system which went live on 1 April 2023. Phase 2 of this project is also now well underway which will further provide a number of benefits to the organisation including the ability for real time information to be accessed by officers across all Council services, increased engagement from users due to it being more accessible and user friendly along with the benefit of the automation of a number of processes which will allow finance resources to be redirected to more value added activities.

3.0 GENERAL FUND

3.1 General Fund Revenue Provisional Outturn

- 3.1.1 The provisional outturn position on the General Fund is set out in Table 1 of this report which shows a provisional surplus £0.91m for the year compared to a budgeted surplus of £1.20m. This represents a reduction in the budgeted contribution to reserves of £0.29m. This is largely due to the unachieved Journey to Self Sufficiency (J2SS) savings of £0.9m detailed in 2.2.1 below. Further details on the most significant variances on services for 2022/23 are explained below in 2.2.

Table 1 – 2022/23 General Fund Revenue Provisional Outturn

GENERAL FUND REVENUE 2022/23	Revised Budget £'000	Provisional Outturn £'000	Variance £'000
Chief Executives	282	289	7
Human Resources & Organisational Development	725	660	(65)
Legal & Commercial Services	1,487	1,521	34
Total Chief Executive's Department	2,494	2,470	(24)
Strategic Director of Place	348	345	(3)
Community Services	6,623	6,920	297
Planning and Infrastructure	1,032	1,066	35
Economic Development	893	823	(70)
Joint Strategic Planning	12	12	(0)
Total Director of Place	8,908	9,166	259
ICT	1,200	1,244	44
Customer Services	898	926	28
Property	214	398	184
Revenues and Benefits	886	629	(257)
Finance	1,095	1,532	438
Strategic Housing	625	521	(105)
Total Director of Housing & Customer Services	4,918	5,250	332
J2SS Savings	(895)	0	895
Corporate and Democratic Core	41	39	(1)
Non-Distributed Costs	241	225	(15)
Net Cost of Services	15,707	17,150	1,446
Net Recharges	(1,685)	(2,087)	(402)

GENERAL FUND REVENUE 2022/23	Revised Budget £'000	Provisional Outturn £'000	Variance £'000
Net Cost of Services after Recharges	14,022	15,063	1,044
Net Financing Costs	1,762	1,627	(136)
Investment Income	(5)	(624)	(619)
Localisation of Council Tax Grant	32	32	0
Debt Restructuring Premium	0	23	23
Net Revenue Expenditure	15,811	16,121	312
New Homes Bonus	2,218	2,218	0
Transfer from Collection Fund	153	153	0
Services Grant	166	166	0
Lower Tier Services Grant	201	153	(48)
Other Grants	0	52	52
Council Tax	5,642	5,642	0
Levy Account Surplus	0	20	20
National Non-Domestic Rates Baseline	2,404	2,404	0
Business Rates Growth & Renewables	6,222	5,177	(1,045)
Business Rates Reserve	0	1,045	1,045
Total Funding	17,006	17,030	24
General Fund Surplus/(Deficit)	1,195	909	(288)

3.1.2 The Council changed the management structure in May 2023. The above table is shown under the old structure in line with the reporting structure for the 2022/23 financial year.

3.2 Major Variances – 2022/23 Provisional Outturn to Revised Budget

3.2.1 **Journey to Self Sufficiency (J2SS) £895k** – the 2022/23 budget included a savings target of £895k for J2SS savings which remain unachieved. This savings target has been removed from the 2023/24 budget.

3.2.2 There was an unfunded pay award over and above the 2% originally included in the budget which led to an estimated increase in salary costs of £508k. These additional salary costs are included in the service areas and have been taken into account in the figures and variance analysis above.

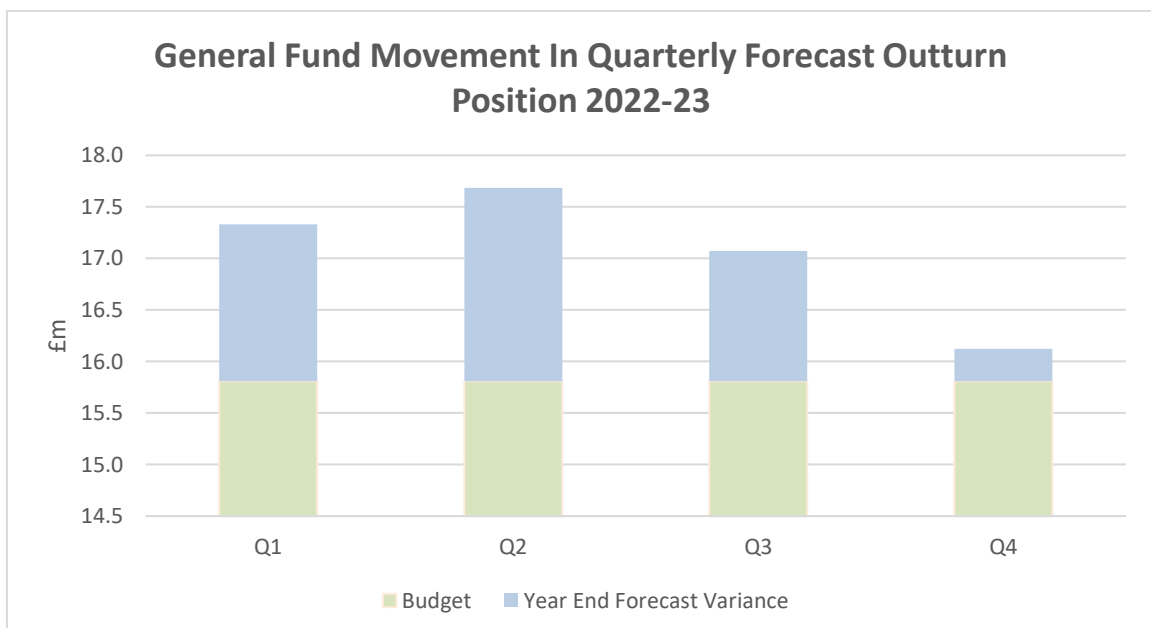
3.2.3 **Property £184k** – there were various overspends on Property, the main large areas were consultancy, general repairs, property valuations and a loss of rental income totalling £122k.

3.2.4 **Community Services £297k** – there were a large number of adverse variances across Community Services including salaries, overtime and agency staff totalling £460k along with higher fuel costs of £127k. More specifically on Waste Services there was an under recovery of income of £176k on green bins and the cost of hiring vehicles due the delay of delivery of new refuse vehicles costing £121k. There were some favourable variances on Waste Services including (£521k) increased recycling income, (£78k) on trade refuse disposal costs and a saving of (£75k) on bins and boxes now purchased through capital generating a saving on revenue. On Environmental Protection there was an overspend of £146k largely attributable to New Market £83k, caused by reduced income of £52k and increased utility costs, repairs and equipment. Leisure Services had an overall underspend of (£53k) largely due to increased income from Grounds Maintenance recharges offset by an overspend on the Sports and Leisure Management Ltd contract due to higher utility costs being claimed back.

- 3.2.5 **Revenues and Benefits (£257k)** – there has been increased income of (£69k) from summons income along with additional New Burdens grant income totalling (£198k).
- 3.2.6 **Strategic Housing (£105k)** – Unallocated grant of (£193k) has been used to offset expenditure on homeless prevention which includes an overspend on Bed and Breakfast of £144k and agency staff of £38k.
- 3.2.7 **Finance £438k** – there were large overspends on salaries and agency costs of £280k along with the new finance system of £158k (£66k salaries and £92k agency costs). These costs were largely offset by recharges to capital and the HRA of (£257k). There were further overspends on Procurement consultancy of £151k and Insurance of £68k.
- 3.2.8 **Net Financing Costs (£136k)** – Minimum Revenue Provision was £92k less than budget due to savings and delays in the completion of the 2021/22 capital programme and £44k saving on borrowing interest. At the time of setting the 2022/23 budget the Council had forecast that temporary borrowing would be required during the year, however no new borrowing was required.
- 3.2.9 **Investment Income (£619k)** – the Council has earned more income from investments due to the dramatic rise in interest rates over the last year which has seen interest rates rise from historical lows of 0.1% to 4.5%. Additionally, the Council has higher excess balances to invest than forecast due to slippages in the capital programme, grant balances being held awaiting recall from Central Government and higher income from income streams than originally forecast.

3.3 Major Variances - Quarter 3 to Provisional Outturn

- 3.3.1 The latest forecast outturn position reported to Cabinet was at quarter 3 and was an overspend of £1.27m, therefore, the variance upon outturn compared to this position is (£1.0m).
- 3.3.2 The graph below shows in more detail how the forecast outturn position improved from quarter 2 to the end of the financial year.



3.3.3 There was a considerable amount of work undertaken by the Finance team working with service managers and budget holders before reporting the quarter 3 position which showed an improved position of (£0.6m) between quarter 2 and quarter 3. Despite this there was still a further large movement between quarter 3 and the provisional outturn position of (£1.0m). The main reasons for this movement are detailed below:

- **Housing and Community Services Directorate (£353k)** – largely due to (£231k) on Revenues and Benefits from additional New Burdens grant income received (£120k) which we were not notified of until the end of March 2023 so was not included in the quarter 3 forecast outturn position. Along with this there were assumptions made that some grant income received would be fully spent but this did not materialise. Strategic Housing had a movement of (£88k) from utilising higher levels of grant income to fund expenditure than originally planned.
- **Place Directorate (£268k)** – this relates to several favourable variances, the largest being Planning (£98k) from an underspend on consultants relating to the Local Development Framework (£87k). Economic Development had a favourable movement of (£74k) from an underspend on Coalville Regeneration consultancy (£33k) and Business Focus Consultancy (£40k). Environmental Protection's favourable movement of (£49k) was largely due to an underspend on the Air Quality Strategy (AQS) (£31k). This was in part due to an assumption that monies would be transferred to an earmarked reserve in quarter 3 which was not approved and partly due to the action plan for the AQS not being as costly as originally forecast for 2022/23. This will not impact on the 2023/24 delivery as the manager has confirmed that there is sufficient funding for the day-to-day work along with additional funding available in the current ear marked reserve to cover the understanding of the new Department for Environment, Food and Rural Affairs (DEFRA) requirements in relation to air quality once they are published.
- **Investment Income (£230k)** – higher interest rates than forecast along with higher excess balances to invest than projected.

3.3.4 During the last nine months there have been a number of improvements implemented to improve financial processes, reporting and governance, including:

- A review of the financial strategy to remove savings target without any plans in place to deliver them and over reliance on business rates growth to meet on-going costs.
- A new finance system from April 2023 which going forward will provide managers the ability to access up-to-date financial information available on their dashboards with the aim of having better financial management and control and improving the forecasting of variances.
- A full and robust review of service earmarked reserves including challenge sessions to ensure adequate spend plans are in place and a timeline for when these reserves will be required/spent.
- Enhancing the capacity of internal audit to strengthen financial governance.
- Working with services to manage within their 2022/23 budgets, including finance clinics and challenge sessions.

3.5 GENERAL FUND CAPITAL PROGRAMME

3.5.1 The table below details the outturn for the year on the Council's general fund capital programme.

Table 2 – 2022/23 General Fund Capital Programme Provisional Outturn

Department	Original Budget	Prior Year C/fwd	In-year Changes	Revised Budget	Outturn	Variance	Carry-Forward to Future Years	Savings available to be reallocated
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Property	8,310	2,904	1,100	12,313	4,387	(7,926)	7,749	177
Community Services	956	1,260	289	2,506	859	(1,647)	1,633	15
ICT	256	10	212	478	451	(27)	27	
Waste Services	1,323	2,290	0	3,613	143	(3,470)	3,469	
Total	10,845	6,464	1,601	18,910	5,840	(13,070)	12,878	192

3.5.2 Total capital expenditure was £5.84m against a revised budget position of £18.91m. Savings of £0.19m was recorded from completed projects. It is proposed that the savings contribute towards budget pressures being experienced on the accommodation programme. Property services department recorded the highest spend during the year with spend on both the commercial estate and buildings used for service delivery.

3.5.3 Schemes with significant expenditure during the year included:

- **The Accommodation Programme** - This is the refurbishment of the Council offices and consists of modernisation works on Whitwick business centre, Stenson House and the new Customer Centre. Spend for the 2022/23 year was £3.48m and the project is due to complete in summer 2023.
- **Appleby Magna Caravan Site** – Redevelopment of the caravan site has been completed. Spend for the year was £0.50m with final retention fees to be paid later this year.
- **Finance System Review:** The new finance system went live in April 2023. Phase one has been launched with a few teething problems to resolve. Phase 2 implementation will take place in the second half of this year. Spend for the year was £0.33m

3.5.4 The capital programme also had significant variances during the year with most of the underspends requested to be carried forward to future years. Extensive budget review sessions have been held with departments to robustly profile carried-forward budgets to the appropriate future financial years. The below table details profiling of the carried-forward budgets on the general fund programme.

Table 3 – Reprofiled 2022/23 Budget Carry-Forwards

Department	Reprofiled to 23/24	Reprofiled to 24/25	Reprofiled to 25/26	Total
	£'000	£'000	£'000	£'000
Property	3,117	3,480	1,152	7,749

Department	Reprofiled to 23/24	Reprofiled to 24/25	Reprofiled to 25/26	Total
Community Services	521	1,112		1,633
ICT	27			27
Waste Services		3,469		3,469
Total	3,665	8,061	1,152	12,878

3.5.5 Schemes with significant carried-forward budgets include:

- **Marlborough centre renovation:** Delay in obtaining planning approval mean that £3.49m of the budget has been carried forward to future years to complete the scheme.
- **Fleet replacement programme:** Long lead times for procured vehicles as well as difficulty in sourcing appropriate green vehicles meant spend was low during the year and £3.47m of the budget carried forward to the 24/25 year to deliver the project.
- **Marlborough Square improvements:** Section 278 (Highways Act 1980) approval is required from the county council for the scheme to go ahead. Delay in this process mean that £2.38m of the budget has been carried-forward to the 23/24 year to deliver the scheme.

3.5.6 Members are asked to approve the savings available to be reallocated, detailed in Table 2, are carried forward into 2023/24 to mitigate inflationary pressures that are arising from the capital programme.

3.6 GENERAL FUND RESERVES

- 3.6.1 The Council holds reserves that are earmarked for a particular purpose and are set aside to meet known or predicted future expenditure in relation to that purpose. The reserves are monitored alongside the budget as part of monthly monitoring.
- 3.6.2 As part of the year end close down earmarked reserves are requested by various departments. Requests are either to carry forward existing reserves that remain unspent or to create new reserves from under spends within the current budget year if that underspend is from a budget area that aligns with the purpose of the reserve to be carried forward. These reserves are checked by the Finance Team for accuracy before being presented to the S151 Officer.
- 3.6.3 There has been a robust review of reserves with the aim of freeing up service earmarked reserves for transfer to the MTFP reserve. This is to provide funds for service improvement/business efficiency to enable the Council to deliver the transformation required to deliver its funding in the MTFP.
- 3.6.4 Assuming that reserves are utilised in line with the timescales agreed as part of their approval, reserves represent an effective means of utilising surpluses and underspends and ensuring delivery of projects.
- 3.6.5 Best practice indicates that reserves, if set aside for specific purposes should be spent in accordance with projections. As detailed in paragraph 1.5 above, finance clinics now focus on ensuring that earmarked reserves are expended in a timely manner in line with

the purposes in which they have been set aside.

3.6.6 The General Fund exceeds the agreed minimum level of balances.

3.6.7 Table 4 below summarises the position in respect of earmarked reserves and other reserves held by the council. Full details by service can be found in Appendix 1 and a list of newly approved reserves found in Appendix 2.

Table 4 – Usable Reserves as at 31st March 2023

Reserves	Balance at 31/03/2022 £m	In Year changes £m	No longer required £m	Balance at 31/03/2023 £m
<u>General Fund</u>				
General Fund Earmarked Reserves	9.02	(2.46)	(0.56)	6.01
General Fund General Reserves (agreed minimum balance)	1.54	0.00	0.00	1.54
Medium Term Financial Plan (MTFP) Reserve	6.16	0.63	0.56	7.36
	16.72	(1.83)	0.00	14.91
<u>Other</u>				
S106 as at 31st March 2022 (see paragraph 3.6.08)	1.97			1.97
	18.69	(1.83)	0.00	16.88

3.6.8 The S106 reserve balance shown above has not been updated for 31 March 2023. Once spending commences on a S106 agreement, the Council will count the remaining balance amongst its reserves. This is whether or not it is the Council spending the sums or (as is more usual) the sums are to be transferred to another organisation who delivers the agreed works. The calculation for this has not been performed as part of the provisional outturn process. The final outturn position will be reported to members later in the year.

3.6.9 In 2022/23, £3m of the £9m existing General Fund earmarked reserves brought forward are forecast to be spent as illustrated in Appendix 1.

3.6.10 For 2022/23, £307k of earmarked requests have been approved by the Section 151 Officer as illustrated in Appendix 2.

3.6.11 A number of existing General Fund reserves were not requested or approved, resulting in £560k to be transferred to the Medium Term Financial Plan (MTFP) reserve. Therefore, the General Fund balance level of reserves retained for expenditure is £6.01m.

3.7 Medium Term Financial Plan Reserve (MTFP)

3.7.1 The Medium Term Financial Plan reserve (previously the Journey to Self-Sufficiency reserve), is a separately maintained reserve and is now forecast to be £7.36m. This is following the transfer of £0.91m estimated surplus for 2022/23, £0.56m from the release of earmarked reserves less £0.27m transferred to earmarked reserves to fund some of the 2023/24 budgeted contribution from reserves. This will provide funds for service improvements/business efficiency to enable the Council to deliver the transformation required to deliver its funding in the MTFP.

4.0 SPECIAL EXPENSES

- 4.1 The provisional outturn on Special Expenses of £713k is a saving of £74k against a budgeted expenditure of £787k. The budgeted contribution from Special Expense reserves was £179k, with the provisional outturn as £105k.
- 4.2 This saving was largely due to reduced Planned Preventative Maintenance (PPM) expenditure of (£83k) and additional burial income of (£15k) offset by smaller areas of overspending on repairs/maintenance of £9k and Christmas Decorations of £13k. Table 5 below gives further details.

Table 5 – 2022/23 Special Expenses Revenue Provisional Outturn

	Approved Budget	Provisional Outturn	Provisional Variance
	£'000	£'000	£'000
SPECIAL EXPENSES			
Special Expenses	804	652	(152)
Net Financing Costs	(17)	(17)	0
Contribution to Earmarked Reserves	0	78	78
Expenditure Requirement	787	713	(74)
Precept	576	576	0
Localisation of Council Tax Support Grant	32	32	0
Transfer from/(to) reserves	179	105	(74)

- 4.3 As detailed in Table 6 below, the provisional opening Special Expenses Reserves are £92k and are to be increased by £44k from earmarked reserves being released back to balances but with £105k required to fund the provisional deficit the reserve now stands at £31k.

Table 6 – 2022/23 Special Expenses Reserves Provisional Outturn

	Provisional Outturn
	£'000
SPECIAL EXPENSES	
Special Expenses Reserves 01.04.22	92
Earmarked Reserves - to be returned to balances	44
Contribution towards Deficit 2022/23	(105)
Special Expenses Reserves 31.03.23	31

- 4.4 The 2022/23 financial year has seen the Special Expenses drawdown £105k from reserves which is not a sustainable position. Significant work has been undertaken as part of the

2023/24 budget process to ensure the Special Expenses work within their budget and are financially sustainable. Further work is planned for 2023/24, including a review of the Special Expenses Policy, to ensure that a minimum of 10% balances are retained for each of the ten special expense areas. As at the 31 March 2023, two accounts were in a deficit position, one was below the minimum requirement and the remaining seven had balances above the minimum requirement.

5.0 HOUSING REVENUE ACCOUNT (HRA)

5.1 HRA Revenue Outturn

- 5.1.1 The expected final position on the HRA is a surplus of £0.8m, after appropriations. This compares to a budgeted surplus position of £0.06m and represents a £0.74m improvement on the budgeted position. This is mainly due to a shortfall in charges to capital schemes offset by a reduced revenue contribution to capital. The financial performance of the HRA is summarised in Table 3.
- 5.1.2 The final surplus on the account will be added to the HRA balance which stood at £8.5m at the start of 2022/23.
- 5.1.3 Table 7 shows the provisional outturn for the HRA. A more detailed table can be found in Appendix 4.

Table 7 - 2022/23 Housing Revenue Account Provisional Outturn

HOUSING REVENUE ACCOUNT 2022/23	Revised Budget	Provisional Outturn	Variance
	£'000	£'000	£'000
Net Income from Operations	(3,615)	(2,012)	1,603
Appropriations	3,550	1,210	(2,340)
NET (SURPLUS)/DEFICIT	(65)	(802)	(737)

5.2 Major Variances – 2022/23 Provisional Outturn to Revised Budget

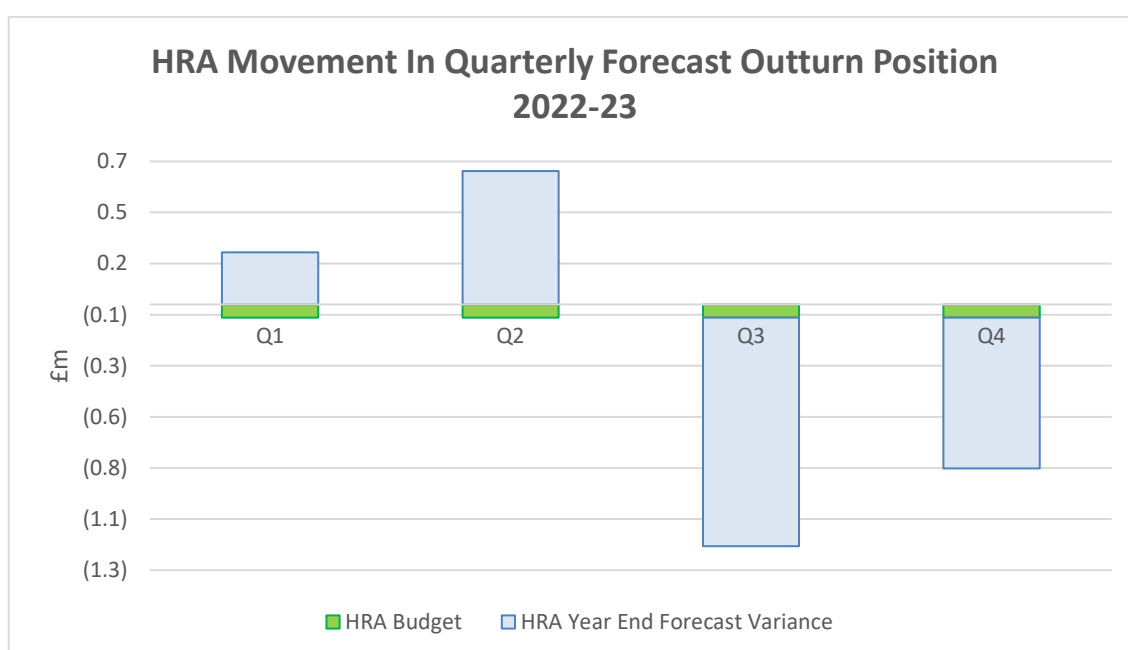
- **Repairs and Maintenance £1,098k** – This is largely due to under recovery of costs from capital schemes which stems from initial problems following the introduction of the new Housing Management System. The service has put in measures to ensure these issues do not continue in 2023/24. To compensate for this, there is proposed to be a lower contribution to capital, see below.
- **Journey to Self Sufficiency (J2SS) £325k** – the 2022/23 budget included a savings target of £325k for J2SS savings which remain unachieved. This savings target has been removed from the 2023/24 budget.
- **Depreciation £254k** – Based on the actual level of housing stock and expected lives of assets.

- **Revenue Contribution to Capital Outturn (£2,340k)** – Reduced to compensate for the reduced recharge to capital and the overall lower than budgeted expenditure on capital.

5.3 Major Variances - Quarter 3 to Provisional Outturn

5.3.1 The latest forecast outturn position for the HRA reported to Cabinet was at quarter 3 and was a surplus of £1.2m, therefore, the variance upon outturn compared to this position is £0.38m.

5.3.2 The graph below shows how the forecast outturn position has changed from quarter to quarter through the financial year. The green section shows the budget which remained constant throughout the year at £0.065m whilst the light blue shows the variance. The two portions together show the forecast outturn for each quarter.



5.3.3 Considerable work was undertaken by the Finance team working with service managers and budget holders before reporting the quarter 3 position, which showed an improved position of (£1.8m) between quarter 2 and quarter 3. There was a relatively small reduction in underspend (£0.38m) overall between quarter 3 and the provisional outturn position, however there were large movements on Repairs and Maintenance, Revenue Contribution to Capital and income, these are detailed below:

- **Repairs and Maintenance £1,800k** – This adverse movement is largely due to the under recovery of costs from capital which was expected to be resolved (£1.49m). The unrecovered costs related to the new Housing Management System not being up to date with completed jobs by the Internal Repairs Team as well insufficient records to enable staff time spent on schemes to be charged to capital. Work has been completed to address both of these issues.
- **Revenue Contribution to Capital (£2,340k)** – This was amended at quarter 4 to compensate for depreciation, unrecovered capital costs and in the context of a slippage on the capital programme.

- **Income £596k** – Income was overestimated at quarter 3. The process has been amended to improve the accuracy of the income estimate in 2023/24.

5.4 Housing Revenue Account Capital Programme

5.4.1 The table below details the outturn on the HRA capital programme.

Table 8 – 2022/23 HRA Capital Programme Provisional Outturn

Scheme	Original Budget	Prior Year C/fwd	In-year Changes	Revised Budget	Outturn	Variance	Carry-Forward to Future Years
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Improvements and Modernisation	12,064	4,730	0	16,794	4,973	(11,821)	11,821
New Build	2,965	4,737	0	7,702	1,663	(6,039)	6,039
Total	15,029	9,467	0	24,496	6,636	(17,860)	17,860

5.4.2 Total capital expenditure for the year was £6.64m and a revised budget of £24.50m. The variance and budget carried forward for the year was £17.86m.

5.4.3 Projects delivered during the year included:

- **Acquisitions and New build programme:** A total of 27 housing units were acquired across a number of sites including Newbold Coleorton, Brickworks Lane and Ravenstone.
- **Home improvement programme:** During the year, just over £0.35m was spent installing new kitchens and bathrooms in a number of properties. Work was also done to improve heating, windows, roofing as well as major fire safety works.

5.4.4 The programme however had significant variances. The budget underspends have been carried forward to future years to deliver the HRA capital programme. Extensive budget review sessions have been undertaken with departments to robustly profile the underspends to the appropriate future financial years. The table below details the profiled budgets.

Table 9 – Reprofiled 2022/23 Budget Carry-Forwards on the HRA Capital Programme

Scheme	Reprofiled to 23/24	Reprofiled to 24/25	Reprofiled to 25/26	Total
	£'000	£'000	£'000	£'000
Improvements and Modernisation	1,512	7,732	2,577	11,821
New Build	395	4,233	1,411	6,039
Total	1,907	11,965	3,988	17,860

5.4.5 The schemes with significant underspends included:

- **Acquisitions and New build programme:** Site preparation and hoarding works is

currently ongoing on Queensway, Woulds court, Cedar grove and The Oaks meaning spend across these site was low. Also, most of the new build schemes were at the design stage during the year but construction works are anticipated to get underway from the 2023/24 year for some of the sites. The programme underspend of £6.04m is being carried forward to future years to enable delivery of more new builds and acquisitions.

- **Home improvement programme:** Delays in the zero carbon programme (retro-fitting existing dwellings to make them more environmentally friendly) resulted in most of the variance experienced during the year. Challenges with resourcing the teams responsible for delivering some of the maintenance programme (such as sheltered housing improvements, electrical upgrades, off-street parking works etc.) also contributed to the low spend experienced during the year. The £11.82m underspend will be carried forward to future years to continue with the programme delivery.

5.5 HRA Reserves

- 5.5.1 The HRA currently has a balance of £9.3m. A minimum balance of £1.0m is maintained to ensure the HRA has sufficient funding to cover unforeseen revenue expenditure and the remaining £8.3m to be used for capital projects and for the repayment of debt.
- 5.5.2 There has been a review of earmarked reserves in 2022-23 and as a result, all earmarked reserves have been transferred to a Medium Term Financial Planning reserve for the HRA. This will enable reserves to be allocated corporately to achieve strategic aims.
- 5.5.3 Table 10 shows a summary of usable HRA reserves.

Table 10 – HRA Usable Reserves as at 31st March 2023

Reserves	Balance at 31/03/2022 £m	In Year changes £m	No longer required £m	Balance at 31/03/2023 £m
<u>Housing Revenue Account</u>				
Earmarked Reserves	0.53		(0.53)	0
HRA Medium Term Financial Plan Reserve	0	0.53		0.53
HRA Balance	8.50	0.80		9.3
	9.03	1.33	(0.53)	9.83
HRA Capital Receipts	8.15	3.17		11.31
	17.18	4.50	(0.53)	21.14

- 5.5.4 The balances for HRA Balance and HRA Capital Receipts are pre-capital financing for 2022/23. These balances will be used to finance the £6.6m capital outturn.

Policies and other considerations, as appropriate	
Council Priorities:	Our financial position affects all of our council 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:	<p>The report sets out that despite a surplus of £0.91m the Council actually experienced a deficit position of £0.29m against budget on the general fund, largely because of the unachieved J2SS savings target. This means the Council was unable to set aside the budgeted £1.20m surplus to reserves, which reduces the Council's ability to mitigate anticipated financial deficits in the medium term. This risk will be explored later in the year with the update to the medium-term financial plan.</p> <p>For the Housing Revenue Account, the slippage on the capital programme leads to a number of risks, both financial in increased costs and non-financial in condition of properties etc. On revenue, systems and revised processes need to be bedded in to ensure expenditure is coded correctly and forecast movements reduced to facilitate financial and service planning. These risks will be explored through the HRA business plan.</p>
Officer Contact	<p>Glenn Hammons Interim Director of Resources and S151 Officer glenn.hammons@nwleicestershire.gov.uk</p>

North West Leicestershire District Council
Provisional Reserves at 31/3/23

TEAM	Provisional balance as at 31/3/22 £	Contributions to fund 22/23 £	Contributions from fund/ commitments 22/23 £	Transfers (to)/from other reserves 22/23 £	No longer required £	Provisional balance as at 31/3/23 £
Earmarked Reserves:						
Chief Exec	334,000	0	0	141,610		475,610
Human Resources	30,000	0	0	0	0	30,000
Legal & Support Services	136,000	14,937	(3,927)	0	0	147,010
Community Services	1,734,280	58,678	(622,537)	(9,645)	(22,819)	1,137,957
Planning	804,256	132,026	(112,845)	0	(18,272)	805,165
Economic Regen	2,541,587	101,159	(229,056)	0	(118,328)	2,295,362
Joint Strategic Planning	105,299	0	(14,282)	0	0	91,017
Strategic Housing	353,786	0	0	0	(15,000)	338,786
ICT	0	0	0	5,500	0	5,500
Property	46,332	0	(15,832)	18,000	(30,500)	18,000
Revenues & Benefits	260,992	0	0	0	(109,347)	151,645
Customer Services	24,636	0	(9,599)	19,645	(18,409)	16,273
Finance	177,582	0	(96,494)	97,630	(51,450)	127,268
Other reserves	183,185	0	(6,607)	0	(176,578)	0
MTFP Reserve	6,164,869	907,575	0	(272,740)	560,704	7,360,408
Business Rates Reserve	2,290,552	0	(1,921,459)		0	369,093
Total earmarked reserves - General Fund	15,187,356	1,214,376	(3,032,637)	0	0	13,369,094
Total earmarked reserves - Special Expenses	124,817	78,305	(27,862)	0	(44,452)	130,807
TOTAL EARMARKED RESERVES	15,312,172	1,292,680	(3,060,500)	0	(44,452)	13,499,901
Other reserves General Fund:						
General Balance (minimum level of reserves)	1,544,493	0	0	0	0	1,544,493
Total other Reserves - General Fund	1,544,493	0	0	0	0	1,544,493
Other reserves Special Expenses:						
General Balance	92,000	0	(105,000)	0	44,452	31,452
Total other Reserves - Special Expenses	92,000	0	(105,000)	0	44,452	31,452
TOTAL ALL RESERVES - GENERAL FUND & SPECIAL EXPENSES	16,948,665	1,292,680	(3,165,500)	0	0	15,075,846

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North West Leicestershire District Council
Reserves approved from 22/23 budget

TEAM	Amount £	Grant (Y/N)	Ringfenced (Y/N)	Purpose of reserve
GENERAL FUND				
<u>Legal & Support Services</u>				
Voter ID	14,937	Y	N	Remaining Voter ID grant for May 23 District Election
<u>Community Services</u>				
Air Quality	6,000	Y	N	AQ final report due end Q3 2023/2024.
Border Vet Inspections	6,844	Y	N	Duplicated DEFRA income - to be returned
Border Inspection Post - Transition Software	24,000	Y	N	Implement EU import controls/ EU Transition Software
Domestic Abuse Link Worker	21,834	Y	N	Domestic abuse link worker contract
<u>Planning</u>				
Neighbourhood Plans	40,000	Y	N	Neighbourhood Referendums? Required to be set aside for development of service or to be reflected in future fee levels.
Land Charges Surplus	5,376	N	-	
Nutrient Neutrality	86,650	Y	Y	Unspent 22/23 ring fenced grant
<u>Economic Regen</u>				
UK Shared Prosperity Fund (UKSPF)	101,159	Y	Y	Unspent 22/23 ring fenced grant
Total New Ear Marked Reserves	306,801			
<u>Corporate</u>				
MTFP Reserve	907,575	N	-	Transfer to reserve of in year budget surplus
Total Earmarked Reserves - General Fund	1,214,376			
SPECIAL EXPENSES				
<u>Community Services</u>				
Hugglescote Cemetery	2,120	N		Tree works
Hugglescote Cemetery	5,300	N		Path repairs - sealing pathways
Whitwick Cemetery	2,120	N		Tree works
Scotlands Recreation	4,054	N		Repairs to potholes
Broomleys Cemetery	4,000	N		Tree works
Broomleys Cemetery	3,000	N		Path repairs - sealing pathways
Coalville in Bloom	5,000	N		Planters, plants, hanging baskets
Cropston Drive play area	33,050	N		Replacement play equipment
Sharpley Avenue play area	19,660	N		Replacement play equipment
Total earmarked reserves - Special Expenses	78,305			

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North West Leicestershire District Council Capital Programme 2022/23

Scheme	Original Budget	Prior Year C/fwd	In-year Changes	Revised Budget	Outturn	Variance	Carry- Forward to Future Years	Savings to be reallocated
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
GENERAL FUND								
Disabled Facilities Grant	670	0	0	670	547	(123)	123	
Council Offices Works	3,143	228	903	4,274	3,476	(798)	798	
IT & Software (Including Finance Review and Wi-Fi)	256	10	212	478	451	(27)	27	
Transport Account Vehicles	1,345	2,301	0	3,646	163	(3,483)	3,480	2
Car Parks	0	37	88	125	31	(94)	85	9
New Leisure Centre Coalville	0	1,157	0	1,157	45	(1,112)	1,112	
Depot Works - various	0	0	0	0	0	0	0	
Electric Vehicle Charging Points	187	47	50	284	36	(248)	248	
Commercial Property Works	3,667	181	0	3,848	206	(3,642)	3,499	144
Heritage Assets Work	0	310	0	310	0	(310)	290	20
Appleby Magna Caravan site Redevelopment	0	535	0	535	497	(38)	39	
Marlborough Square Improvements	853	1,623	0	2,477	92	(2,385)	2,385	
Bins and Recycling Containers	0	0	130	130	119	(11)		11
Hermitage Recreational Ground Building Demolition	0	0	300	300	104	(196)	196	
Coalville Regeneration	647	8	-300	355	10	(345)	345	
Other schemes	77	26	218	322	64	(258)	252	5
	10,845	6,463	1,601	18,911	5,841	(13,070)	12,879	191
HOUSING REVENUE ACCOUNT								
Improvements and Modernisation	12,064	4,730	0	16,794	4,973	(11,821)	11,821	0
New Build	2,965	4,737	0	7,702	1,663	(6,039)	6,039	0
	15,029	9,467	0	24,496	6,636	(17,860)	17,860	0
TOTAL CAPITAL PROGRAMME	25,874	15,930	1,601	43,407	12,477	(30,930)	30,739	191

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North West Leicestershire District Council
HRA Provisional Outturn 2022/23

HOUSING REVENUE ACCOUNT 2022/23	Revised Budget	Provisional Outturn	Variance
	£'000	£'000	£'000
Expenditure			
Repairs & Maintenance	5,914	7,012	1,098
Supervision & Management	2,979	2,851	(128)
Provision for Doubtful Debts	100	100	0
Depreciation	3,185	3,439	254
Capital Financing & Debt Management	3,056	3,056	0
J2SS Cost Savings	(325)	0	325
Total Expenditure	14,909	16,458	1,549
Income			
Rent & Service Charges	(18,456)	(18,423)	33
Non-Dwelling Rents	(52)	(35)	17
Other Income	(13)	(9)	4
Investment Income	(3)	(3)	0
Total Income	(18,524)	(18,470)	54
Net Operating Expenditure/-Surplus	(3,615)	(2,012)	1,603
Appropriations			
Revenue Contribution to Capital	3,550	1,210	(2,340)
Total Appropriations	3,550	1,210	(2,340)
NET (SURPLUS)/DEFICIT	(65)	(802)	(737)
Balance brought Forward	(8,499)	(8,499)	0
-Surplus/Deficit In Year	(65)	(802)	(737)
Balance Carried Forward	(8,564)	(9,301)	(737)

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – TUESDAY, 11 JULY 2023



Title of Report	SCRUTINY ANNUAL REPORT	
Presented by	Andy Barton Strategic Director of Communities	
Background Papers	Agendas and minutes of meetings of the Scrutiny Committees are available on the website.	Public Report: Yes
Financial Implications	None identified.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None identified.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	None identified.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	To consider and make comment on the annual report in order that it be presented to Council setting out the work of the Scrutiny Committees over the preceding 12-month period.	
Recommendations	THAT THE ANNUAL SCRUTINY REPORT BE RECEIVED FOR COMMENT AHEAD OF ITS SUBMISSION TO COUNCIL.	

1. BACKGROUND

- 1.1 In accordance with the agreed scrutiny process, an annual report is submitted to Council which sets out the work of both the Scrutiny Committees over the preceding 12-month period. The annual report for 2022/23 is attached at Appendix 1.
- 1.2 The Scrutiny Work Programming Group, the Community Scrutiny Committee and the Corporate Scrutiny Committee will have the opportunity of making comment and suggesting changes to the report before it is reported to Council.

Policies and other considerations, as appropriate	
Council Priorities:	All
Policy Considerations:	None identified but regard had to this during the scrutiny process.
Safeguarding:	None identified but regard had to this during the scrutiny process.
Equalities/Diversity:	None identified but regard had to this during the scrutiny process.
Customer Impact:	None identified but regard had to this during the scrutiny process.
Economic and Social Impact:	None identified but regard had to this during the scrutiny process.
Environment and Climate Change:	None identified but regard had to this during the scrutiny process.
Consultation/Community Engagement:	None identified but regard had to this during the scrutiny process.
Risks:	None identified but regard had to this during the scrutiny process.
Officer Contact	Clare Hammond Democratic Services Team Manager clare.hammond@nwleicestershire.gov.uk



North West Leicestershire District Council

SCRUTINY ANNUAL REPORT 2022-2023

Contents

1. Foreword
2. Membership
3. Introduction
4. The Committees' Resources
5. The Work of Scrutiny
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7. The Scrutiny Work Programming Group
8. Scrutiny Principles
9. The Scrutiny Year
10. Task and Finish Groups
11. Looking Ahead to 2022/23
12. Members' Attendance Record

1. Foreward

This report reflects the work of the Scrutiny Committees during the civic year 2022/23. During that year the Committees were chaired by Cllrs Smith and (former) Cllr Houlton.

2. Membership

Corporate Scrutiny Committee

Councillor Nigel Smith (Chair)
Councillor Virge Richichi (Deputy Chair)
Councillor Elliot Allman
Councillor Dave Bigby
Councillor Andrew Bridgen
Councillor Gill Houlton
Councillor Jenny Simmons
Councillor Tony Saffell
Councillor Sean Sheahan
Councillor Michael Wyatt
Councillor Carl Benfield (Substitute)
Councillor John Bridges (Substitute)
Councillor Rachel Canny (Substitute)
Councillor David Everitt (Substitute)
Councillor Terri Eynon (Substitute)
Councillor Marie French (Substitute)
Councillor Louise Gillard (Substitute)
Councillor Stuart Gillard (Substitute)
Councillor Daniel Harrison (Substitute)
Councillor Bertie Harrison-Rushton (Substitute)
Councillor Michael Hay (Substitute)
Councillor Russell Johnson (Substitute)
Councillor Ray Morris (Substitute)
Councillor Jake Windram (Substitute)

Community Scrutiny Committee

Councillor Jim Houlton (Chair)
Councillor Ray Morris (Deputy Chairman)
Councillor Alexander Bridgen
Councillor Carl Benfield
Councillor Terri Eynon
Councillor John Geary
Councillor Michael Hay
Councillor Gill Houlton
Councillor Jenny Simmons
Councillor Michael Wyatt
Councillor Dave Bigby (Substitute)
Councillor Angela Black (Substitute)
Councillor Rachel Canny (Substitute)
Councillor John Clarke (Substitute)
Councillor Marie French (Substitute)
Councillor Louise Gillard (Substitute)
Councillor Stuart Gillard (Substitute)
Councillor John Legrys (Substitute)
Councillor Tony Saffell (Substitute)
Councillor Carol Sewell (Substitute)
Councillor Shean Sheahan (Substitute)

3. Introduction

North West Leicestershire District Council has adopted the Cabinet system to operate its decision making and there are two Scrutiny Committees comprising non-Cabinet members – the Corporate Scrutiny Committee and the Community Scrutiny Committee. Below is a non-exhaustive list of their respective areas of responsibility. Each Committee may receive reports and comment on matters of policy or items of business of a reasonably similar nature to those listed.

Corporate Scrutiny Committee

Asset Management
Estates and property
Review of Constitution
Communications
Customer Services
Finance

Community Scrutiny Committee

Business/Economy
Planning and Building Control
Tourism
Partnerships
Community Safety
Leisure

Human Resources
Equalities
ICT
Legal Services
Revenue and Benefits
Shared Services

Health and Wellbeing
Waste Services
Stronger Safer Communities
Environmental Health
Licensing
Environmental Protection
Statutory crime and disorder committee
Strategic Housing – Housing Strategy
Housing Management
Economic Development
Regeneration

Scrutiny is central to the Council's decision-making process and has two main roles.

- (1) The development and review of policies for a wide range of subjects and services.
- (2) The critical examination of the Council's performance and effectiveness of its decisions.

The Scrutiny Committees look into areas of local concern; they recommend improvements the Council can make to ensure quality of life is improved for all. The main tasks of the Committees are:

- **Performance Monitoring** – The Council has to meet corporate priorities set out in the Council Delivery Plan and report against those indicators. Scrutiny can examine any aspect of the Council's performance, including services that it delivers through partnerships with other organisations.
- **Holding the Cabinet to Account** - Decisions made by the Cabinet but not yet put into practice can be reviewed by the Scrutiny Committees and challenged.
- **Policy review and development** - Scrutiny can propose new policies or review existing policies and recommend changes to the Cabinet.
- **External Scrutiny** - Any issue directly affecting the residents of North West Leicestershire can be scrutinised by the Committees, including services provided by another organisation.

It is through demonstrating the value and impact that effective scrutiny can have in supporting councils and other organisations to deliver better, more cost-effective services, that scrutiny is a valued element of local democracy.

4. The Committee's Resources

Support to the Committees is provided by the two Strategic Directors who offer sound and practical advice on subject matters and help the Committees manage their respective work programmes with regular dialogue with the Chairmen of the two Scrutiny Committees.

Administrative support is provided by Democratic Services under the direction of the Democratic Services Team Manager.

Legal advice is provided by Legal Services under the direction of the Monitoring Officer.

The Centre for Governance and Scrutiny (CfGS) is regarded as a focal reference point for professional advice and training; and East Midlands Councils has offered support, as required, to assist with Task and Finish Groups.

The Committee does not have its own dedicated budget and its work is funded from the Democratic Services budget.

5. The Work of Scrutiny

Scrutiny work is Councillor led. In addition to Councillors leading on which subjects they wish to consider in depth through Task and Finish Groups, they also set their own work programme which is populated with topics selected from the Cabinet's Forward Plan, matters relating to the Council's priorities and challenges, and issues of importance to local residents.

Scrutiny does not get involved in minor matters or individual concerns which are not of wider community significance. These need to be addressed through the appropriate service unit, Ward Councillor, or the Portfolio Holder responsible for the issue.

Scrutiny does not deal with individual complaints as these should be addressed through the Council's Complaints' Procedure.

The Council's Constitution sets out the rights of Scrutiny Committee Members to 'call in' a Cabinet decision if they feel it has not been made in accordance with decision-making principles set out in Part 2, section A of the Constitution. The Monitoring Officer is able to support and advise any members wishing to call in an item.

The 'call in' procedure may result in the convening of a special meeting to consider the matter unless the next programmed meeting falls within the deadlines set in the Council's Constitution. In the past 12 months there has been one 'Call in' request in relation to Cabinet item 'Hermitage Leisure Centre – Future Direction' at its meeting on 20 September 2022. In accordance with the Council's Constitution, following consideration of the request against the principles of decision making set out in the constitution, the call in request was declined by the Monitoring Officer.

6. Scrutiny Cross- Party Working Group

A Cross-Party Working Group was established in 2020 to deliver the outcomes of the corporate peer review. Whilst the Cross-Party Working Group is not be a decision-making body, the group is tasked with:

- Monitoring the progress of the project against the agreed action plan.
- Acting as 'critical friends' providing feedback and comments throughout the project.
- Acting as 'champions' for the successful delivery of the project within their respective groups by ensuring that the progress of the project was regularly reported back to all group members.
- Making recommendations to appropriate decision-making bodies based on the consensus of the Group.

Its membership for 2022/23 comprised:

- Councillor Robert Ashman, Deputy Leader

- Councillor Dan Harrison, Conservative
- Councillor Nigel Smith, Conservative
- Councillor Terri Eynon, Labour
- Councillor Sean Sheahan, Labour
- Councillor Tony Saffell, Independent

At its meeting on 26 October 2021, the Scrutiny Cross Party Working Group made a recommendation to establish a Scrutiny Work Programming Group to include the Chairs of the Scrutiny Committees, the Directors and members of the opposition. This recommendation was agreed by both the Corporate Scrutiny Committee and the Community Scrutiny Committee at the meetings held on 5 January and 9 February 2022 respectively.

7. The Scrutiny Work Programming Group

The Terms of Reference are as follows:-

Lead Officers	Strategic Directors
Terms of Reference	<ul style="list-style-type: none"> • Consider requests for inclusion on the work programmes of each Scrutiny Committee; • Consider whether there are other ways of receiving information; • Consult with members of Scrutiny Committees, Senior Officers, Cabinet Members for horizon scanning on policy development; • Look at the corporate priorities, Council Delivery Plan and Cabinet Forward plan and identify key issues/topics for investigation/inquiry • Consider events and decisions in the Council's calendar which could require an input/consultation via Scrutiny Committees • Review any follow up work required after previous scrutiny
Membership	Membership to comprise the chairs of the two Scrutiny Committees and an opposition scrutiny committee member from each group.
Meetings	The Work Programming Group will meet approximately every two months (six meetings a year)

It was initially agreed that the Scrutiny Work Programming Group would run for a year. This would allow time to determine whether a more formal arrangement, such as a Scrutiny Commission, would likely be an effective addition to the process. Following on from this, the Scrutiny Cross Party Working Group met in January 2023 and requested that work on establishing a Scrutiny Commission be paused until after the District Council Elections and the Scrutiny Work Programming Group continue in the meantime.

8. Scrutiny Principles

The following principles-based approach for identifying and managing the scrutiny work plan have been agreed.

Identify Issues for consideration by Scrutiny:

- Consulting with members of Scrutiny Committees, senior officers, Cabinet members – horizon scanning on policy development
- Looking at the corporate priorities, Council Delivery Plan and Cabinet Forward plan – identify key issues/topics for investigation/inquiry
- Considering events and decisions in the Council’s calendar which could require an input/consultation via scrutiny – e.g. budget setting, CDP development
- Considering requests from members – e.g. via another forum or scoping report submitted
- Evaluating the Council’s performance – e.g. quarterly reports, end of year reports, reviewing success of a particular scheme or initiative
- Reviewing any follow up work required after previous scrutiny work.

Prioritise the potential list of scrutiny topics based on factors including:

- the resources required to deliver it (from members, offices and financially)
- the value and level of impact which could be achieved
- link to the Council’s priorities
- whether it is a regular recurring item which requires consideration before Cabinet/Council approval
- consideration of the guidance for selecting scrutiny topics

Scope and plan

- Decide which scrutiny topics/work will be done each year
- Add to the work programme for each year to ensure manageable agendas for each meeting
- Consider allowing some scrutiny time for ad hoc requests which arise mid-year
- Ensure that items on the work programme are clearly scoped, with clear objectives for the committee and officers (use scoping form where possible)

Recommend (if appropriate) based on the following:

- Be specific about the recommendations
- Ensure that they are evidence based and realistic
- Focus on measurable outcomes (where appropriate)
- Address a specific person or group
- Be realistic about any financing requirements
- Develop in partnership with the executive, council officers and partners

Respond – Cabinet should respond to recommendations made by Scrutiny within two months. The response should be:

- A commitment to deliver the measure within the timescale set out
- A commitment to be held to account on that delivery in six months or a year’s time
- Where it is not proposed that a recommendation be accepted, the provision of substantive reasons as to why not
- Can be given by way of Cabinet report/meeting considering the recommendations.

Review and evaluate

- Regularly review progress and evaluate outcomes eg at Directors/Chairs meetings
- Produce an annual report which demonstrates the work the Committees have done and their impact.

Topics are suitable for Scrutiny when	Topics are not suitable for Scrutiny when
--	--

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

9. The Scrutiny Year

Over the nine meetings which the Scrutiny Committees held during 2022-23, several different topics were scrutinised, as shown in the table below:

Item	Considered by	Action of the Committee	Outcome
Zero Carbon Update	Corporate Scrutiny Committee on 8 June 2022	Received the report and submitted a number of comments for Cabinet to consider when making the final decision.	Gained a better understanding of the progress made on the Council's Zero Carbon Roadmap and provided comments on the Actions/spend for year 3 of the plan.
2021/22 Quarter 4 Performance report	Corporate Scrutiny Committee on 8 June 2022	Received the report and submitted a number of comments for Cabinet to consider when making the final decision.	Gained a better understanding of the Council's performance for Quarter 4 of 2021/22 and provided comments for consideration by Cabinet.
Scrutiny Annual Report	Corporate Scrutiny Committee on 8 June 2022 and Community Scrutiny Committee on 29 June 2022	Received the annual report detailing the work of the Scrutiny Committees for 2021/22 prior to consideration by Full Council.	Noted the work undertaken by the Scrutiny Committees for 2021/22.
The future of Hermitage Leisure Centre and Recreation Ground	Community Scrutiny Committee on 29 June 2022	Considered the proposals, raised several concerns, and sought further information before a final decision was taken.	The item was deferred to allow a formal consultation with Whitwick Parish Council and, for officers to address concerns raised and provide further information as requested at a future meeting.
Air Quality Capital Grant Funding (DEFRA)	Community Scrutiny Committee on 29 June 2022	Noted the award of the DEFRA Air Quality Grant.	Gained a better understanding on the Air Quality Capital Grant Funding.

Establishment of Fuel Poverty Task and Finish Group	Community Scrutiny Committee on 29 June 2022	Agreed the establishment of the Fuel Poverty Task and Finish Group.	Set up the Fuel Poverty Task and Finish Group, and agreed the Terms of reference.
A Cinema for Coalville	Community Scrutiny Committee on 29 June 2022	Consideration was given to the proposals contained within the confidential report and comments were submitted for Cabinet.	Comments were considered by Cabinet when considering the report.
Linden Way, Coalville – Highway Extension	Community Scrutiny Committee on 29 June 2022	Consideration was given to the proposals contained within the confidential report and comments were submitted for Cabinet.	Comments were considered by Cabinet when considering the report.
Former Hermitage Leisure Centre Building Future Direction	Community Scrutiny Committee on 7 September 2022 (Extraordinary Meeting)	Consideration was given to the proposals with several opposing views, which included an alternative recommendation which following a recorded note was lost. All comments were submitted to Cabinet for consideration.	Comments were considered and noted by Cabinet when considering the report, however the original proposals as presented to the Community Scrutiny Committee were agreed.
Leisure Centres Annual review	Community Scrutiny Committee on 21 September 2022	Noted the report and the annual performance of the Leisure Partnership with Everyone Active.	Comments were made and considered by officers.
The Effectiveness of Planning Enforcement	Community Scrutiny Committee on 21 September 2022	Noted the report and the intention to engage the Planning Advisory Service to review the service and provide a progress update in Autumn 2023.	Gained a better understanding on the current and future plans for the Planning Enforcement Team.
Recommendations of the Fuel Poverty Task and Finish Group	Community Scrutiny Committee on 23 November 2022	Received the report of the Task and Finish Group and agreed that the recommendations be put to Cabinet.	Cabinet considered the recommendations and supported three out of the seven that were presented.
2022/23 Quarter 1 and 2 Performance report	Corporate Scrutiny Committee on 7 December 2022	Received the report and submitted a number of comments for Cabinet to consider when making the final decision.	Gained a better understanding of the Council's performance for Quarter 1 and 2 of 2022/23 and provided comments for consideration by Cabinet.
Customer Services – Performance and Future Approach	Corporate Scrutiny Committee on 7 December 2022	Received an update on the performance of Customer Services and commented on the future direction of the service.	Gained an understanding of the current performance of the Customer Services Team and agreed the proposals to include a session in relation

			to Customer Services in the Member Induction and receive an annual update on progress.
Draft Robustness of Budget Estimates and Adequacy Reserves	Corporate Scrutiny Committee on 4 January 2023	Received the report and following a thorough discussion, submitted a number of comments for Cabinet to consider when making the final decision.	Gained a better understanding of budget process and policies/strategies involved and provided comments for consideration by Cabinet.
Draft Capital Strategy, Treasury Management Strategy and Prudential Indicators	Corporate Scrutiny Committee on 4 January 2023	Received the report and submitted a number of comments for Cabinet to consider when making the final decision.	Comments were considered by Cabinet and Council when considering the reports.
Draft General Fund Budget and Council Tax 2023/24	Corporate Scrutiny Committee on 4 January 2023	Commented on the budgetary proposals to be taken forward as part of the developing 2023/24 budget.	Comments were considered by Cabinet and Council when formulating and agreeing the budget.
Draft Housing revenue Account Budget and Rents 2023/24	Corporate Scrutiny Committee on 4 January 2023	Commented on the budgetary proposals to be taken forward as part of the developing 2023/24 budget.	Comments were considered by Cabinet and Council when formulating and agreeing the budget.
2022/23 Quarter 3 Performance Report	Corporate Scrutiny Committee on 8 March 2023	Considered the proposals and submitted a number of comments for Cabinet to consider when making the final decision.	Gained a better understanding of the Council's performance for Quarter 3 of 2022/23 and provided comments for consideration by Cabinet.
UK Shared Prosperity Fund	Corporate Scrutiny Committee on 8 March 2023	Considered the report and recommended to Cabinet that the two grants from the UK Shared Prosperity Fund be accepted, as well as submitted a number of comments.	Recommendations were received by Cabinet and were subsequently agreed.
Repairs Performance	Corporate Scrutiny Committee on 8 March 2023	Received a report on the current performance and provided comments/suggestions for officers to consider.	Gained a better understanding on the operation of the Housing Repairs Service and agreed for an update in six months' time.

Draft Resource and Waste Strategy for Leicestershire 2022 – 2050	Community Scrutiny Committee on 5 April 2023	Considered the draft policy and made comments for consideration by Cabinet when making a final decision.	Comments were considered by Cabinet when considering the report.
Safeguarding Children, Young People and Adults	Community Scrutiny Committee on 5 April 2023	Considered the report and made comments for consideration by Cabinet when making a final decision.	Gained a better understanding of Safeguarding Children, Young People and Adults.
Private Sector Housing Policies	Community Scrutiny Committee on 5 April 2023	Considered the draft policies and made comments for consideration by Cabinet when making a final decision.	Comments were considered by Cabinet when considering the report.

10. Task and Finish Groups

The Scrutiny Committees can set up special working parties called Task and Finish Groups when they need to undertake a detailed, in-depth investigation into a particular issue. The work is undertaken by a small group of councillors appointed from the membership of the Scrutiny Committee.

During 2022/23 Scrutiny Members established the following Task and Finish Group: -

Fuel Poverty

The Group was tasked with reviewing the work that the Council was doing to minimise Fuel Poverty in North West Leicestershire and asked to make recommendations to Cabinet to this effect.

The membership was: -

- Cllr T Eynon (Chair)
- Cllr M Hay
- Cllr G Hout
- Cllr R Morris
- Cllr J Simmons
- Cllr M Wyatt

The Group held four meetings over the period from 15 September 2022 and 3 November 2022, which included attendance from several officers and external partners who were invited to give evidence.

The final findings of the group were reported to Community Scrutiny Committee on 23 November 2022, the ensuing debate resulted in recommendations for Cabinet which was subsequently considered on 31 January 2023. Following a thorough debate by Cabinet, three of the seven recommendations were supported.

11. Looking Ahead to 2023-2024

The year ahead will see both Scrutiny Committees being chaired by different Members, Councillor Terri Eynon and Councillor Simon Lambeth. The Committees will also welcome Members following the District Council elections in May 2023.

The Scrutiny Committees will continue to grow and develop in their role of holding the Council's decision makers to account. The Scrutiny Work Planning Group will continue to meet whilst work continues to develop proposals for a Scrutiny Commission.

12. Members' Attendance Record

Corporate Scrutiny Committee

Attendance	8 Jun 2022	7 Dec 2022	4 Jan 2023	8 Mar 2023	%
Nigel Smith	Y	Y	N	Y	75%
Virge Richichi	Y	Y	Y	Y	100%
Elliott Allman	Y	N	N	Y	50%
Dave Bigby	Y	Y	Y	Y	100%
Alexander Bridgen	Y	Y	N	N	50%
Gill Hout	Y	Y	Y	Y	100%
Jenny Simmons	Y	Y	Y	Y	100%
Tony Saffell	N	N	N	N	0%
Sean Sheahan	Y	Y	Y	N	75%
Michael Wyatt	Y	Y	Y	Y	100%

Community Scrutiny Committee

Attendance	29 Jun 2022	7 Sep 2022	21 Sep 2022	23 Nov 2022	5 Apr 2023	%
Jim Hout	Y	Y	Y	Y	Y	100%
Ray Morris	N	Y	N	Y	Y	60%
Carl Benfield	Y	Y	N	Y	Y	80%
Alexander Bridgen	N	N	N	N	N	0%
Dr Terri Eynon	Y	Y	Y	Y	Y	100%
John Geary	Y	Y	Y	Y	Y	100%
Michael Hay	Y	Y	Y	Y	Y	100%
Gill Hout	Y	Y	N	Y	Y	80%
Jenny Simmons	Y	Y	Y	Y	Y	100%
Michael Wyatt	Y	Y	Y	Y	N	80%

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – TUESDAY, 11 JULY 2023



Title of Report	PROPOSALS FOR THE ESTABLISHMENT OF A SCRUTINY COMMISSION	
Presented by	Andy Barton Strategic Director of Communities	
Background Papers	Insert hyperlinks to any relevant background papers	Public Report: Yes
Financial Implications	None identified at this stage but as the process proceeds there is the possibility that a special responsibility allowance could be introduced for the Chair. Therefore, there would be an increase in the overall Members allowances costs at the point of establishment. If established this would be a pressure on the Council's budget and would need to be funded from corresponding savings to ensure financial sustainability.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	The introduction of a formal Scrutiny Commission would require changes to be made to the Constitution at Council to set out its composition and terms of reference.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	None identified.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	To provide information and receive comment on the proposals to establish a Scrutiny Commission.	
Recommendations	<p>THAT SCRUTINY COMMITTEE:</p> <ol style="list-style-type: none"> 1) PROVIDES COMMENTS ON THE DRAFT PROPSALS TO MOVE FORWARD WITH THE ESTABLISHMENT OF THE SCRUTINY COMMISSION. 2) PROVIDES COMMENTS ON THE DRAFT TERMS OF REFERENCE FOR THE PROPOSED SCRUTINY COMMISSION AT APPENDIX 1. 3) PROVIDES COMMENTS ON THE DRAFT JOB DESCRIPTION FOR THE CHAIR OF THE SCRUTINY COMMISSION. 4) PROVIDES A STEER ON THE IMPLEMENTATION TIMEFRAME FOR THE ESTABLISHMENT OF THE SCRUTINY COMMISSION. 	

1. BACKGROUND

- 1.1 Following the Corporate Peer Review in 2019, the Scrutiny Cross Party Working Group was established to deliver the outcomes in relation to the Council's scrutiny function. This group made the recommendation to establish an informal Scrutiny Work Programming Group to oversee the work programming for both Scrutiny Committees.
- 1.2 The Scrutiny Work Programming group was created in February 2022 following the agreement of both Scrutiny Committees. It was agreed that the group would operate for a year and that consideration would be given as to whether to formalise the group by the creation of a Scrutiny Commission during that time.

2. THE SCRUTINY WORK PROGRAMMING GROUP

2.1 The terms of reference of the Group are:

Lead Officers	Strategic Directors
Terms of Reference	<ul style="list-style-type: none"> • Consider requests for inclusion on the work programmes of each Scrutiny Committee; • Consider whether there are other ways of receiving information; • Consult with members of Scrutiny Committees, Senior Officers, Cabinet Members for horizon scanning on policy development; • Look at the corporate priorities, Council Delivery Plan and Cabinet Forward plan and identify key issues/topics for investigation/inquiry; • Consider events and decisions in the Council's calendar which could require an input/consultation via Scrutiny; • Review any follow up work required after previous scrutiny
Membership	Membership to comprise the chairs of the two Scrutiny Committees and an opposition scrutiny committee member from each group.
Meetings	The Work Programming Group will meet approximately every two months (six meetings a year).

- 2.2 The Group is made up of Scrutiny Chairs and an opposition scrutiny member from each group. Support to the group is provided by the Strategic Director of Communities, the Strategic Director of Place and the Democratic Services Officer.
- 2.3 Although the terms of reference allow for six meetings per year, once the group began its work it was felt by Members and Officers that meeting every three months was more appropriate as this falls in with each round of Scrutiny Committees.
- 2.4 At its meeting on 22 November, the views of the Group were sought about how the Group was working. They can be summarised as follows:

- 2.4.1 The Group felt that it added value to the scrutiny process and that it was necessary to have this work programming element as it was conducive to good scrutiny by the authority. However, they felt that more cross-party discussions were required before a formal view was taken and therefore requested that a report be considered by the Scrutiny Cross Party Working Group on the pros and cons of a Scrutiny Commission before being taken to Strategy Group.
- 2.5 Following this request, a meeting of the Scrutiny Cross Party Working Group was convened on 11 January to seek their views, which were:
- that a recommendation be taken to Council to create a formal Scrutiny Commission.
 - the implementation timeline as detailed in section 5.0 of this report.
 - that the current Scrutiny Work Programming Group continue during the implementation of the formal Scrutiny Commission and complete its full cycle of work.
- 2.6 Preparatory work on this matter was undertaken with the Scrutiny Cross Party Working Group ahead of the local elections in May 2023. This report now brings forward that work for consideration by this committee. The same report will be taken to both Scrutiny Committees.

3.0 PROPOSALS FOR CONSIDERATION

- 3.1 A draft terms of reference for the Scrutiny Commission is attached at Appendix 1. The draft has been modelled on the current terms of reference for the informal Work Programming Group and comments from the Scrutiny Cross Party Working Group. The draft follows the format of the Council's Constitution.
- 3.2 The proposed composition of the Scrutiny Commission is based on the current Scrutiny Work Programming Group of five Members. In accordance with the current political makeup of the Council, this would be:
- Three Alliance Members
Two Labour Members
- 3.3 A job description for the Chair of the Scrutiny Commission has been drafted and is attached at Appendix 2, this will assist the Member who is appointed to this new role and be considered by the Independent Remuneration Panel (IRP).
- 3.4 The Local Authorities (Members' Allowances) (England) Regulations 2003 require local authorities to establish independent remuneration panels in order to make recommendations in relation to allowances. The Council is required to have regard to the recommendations of the IRP when making any decisions on allowances. The composition and functions of the Council's IRP are set out in Section D9 of Part 2 of the Constitution, which confirms the following:
- 3.4.1 that the IRP is an independent body appointed by Council for a four-year term for the purpose of making recommendations to Council in relation to the Members Allowance Scheme;
- 3.4.2 it is comprised of five independent members (the current members were appointed in November 2020);

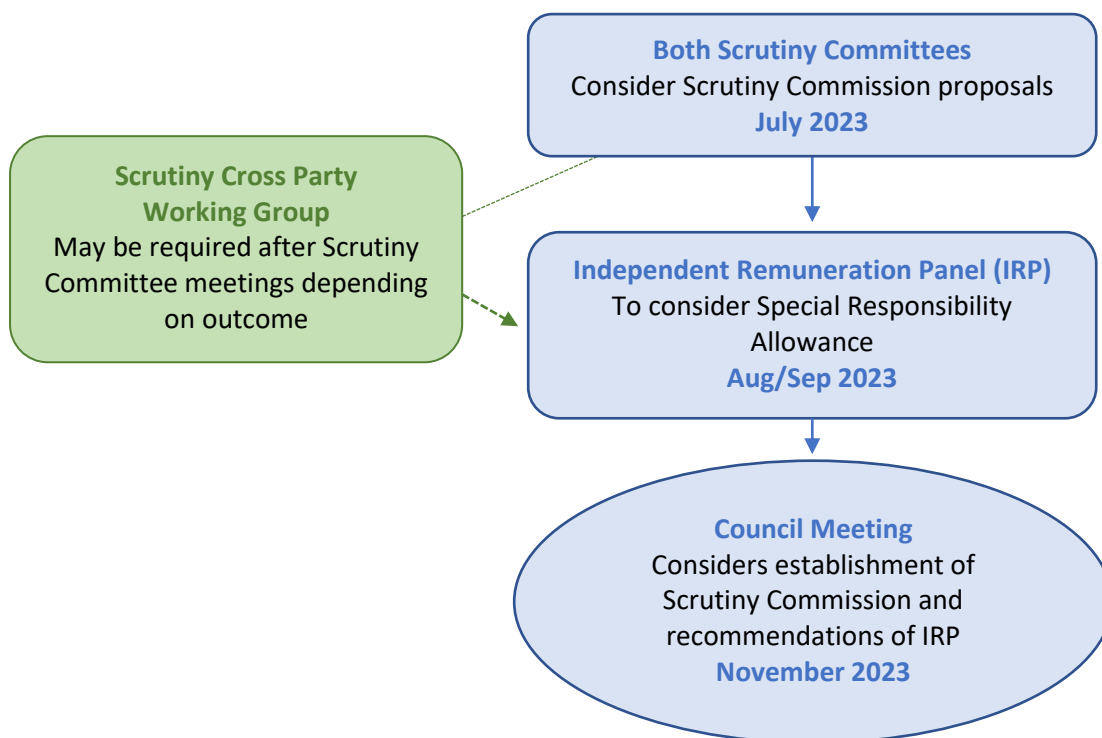
3.4.3 its functions include making recommendations about the responsibilities or duties which should lead to the payment of a special responsibility allowance and as to the amount of such an allowance.

The IRP would, therefore, consider the job description for the Chair of the Scrutiny Commission, the level of remuneration against the other Chairs that are in receipt of a special responsibility allowance and make recommendations to Council in relation to such allowances.

3.5 Both Scrutiny Committees are asked to consider the draft proposals and indicative timeline as presented at section 4.0.

4.0 TIMELINE FOR IMPLEMENTATION

4.1 The proposed implementation timeline is detailed below and is based on discussions had by the Scrutiny Cross Party Working Group. As Members are being asked to comment on the proposals, this timeline is indicative only and there is flexibility to make adjustments dependant on the preferences of both Scrutiny Committees.



4.2 The initial discussions of the Scrutiny Cross Party Working Group in relation to the commencement of the Scrutiny Commission was that establishment be made as soon as practicable, therefore, the earliest date being November 2023. Members may decide to continue with the informal Scrutiny Work Programming Group arrangements for the remainder of the 2023/24 civic year and formally appoint to the Scrutiny Commission alongside all other committees and groups at Annual Council in May 2024 for the 2024/25 civic year.

5.0 NEXT STEPS

- 5.1 Should Members wish to progress as proposed, officers will convene a meeting of the IRP to consider any special responsibility allowance for the Chair's role. The chairs of Scrutiny Committees currently receive an allowance of £2,707.66.
- 5.2 Depending on the outcome at both Scrutiny Committees when considering this report, a further meeting of the Scrutiny Cross Party Working Group could be called, if necessary, to consider any comments made prior to consideration by the IRP.
- 5.3 Following the receipt of the IRP recommendations, a full report requesting the establishment of the Scrutiny Commission will be taken to Council for consideration.
- 5.4 Should it be agreed for the Scrutiny Commission to be established, the informal Scrutiny Work Programming Group will no longer be required and therefore disbanded.

Policies and other considerations, as appropriate	
Council Priorities:	All
Policy Considerations:	Requirements of the Council's Constitution
Safeguarding:	No issues identified
Equalities/Diversity:	No issues identified
Customer Impact:	No issues identified
Economic and Social Impact:	No issues identified
Environment and Climate Change:	No issues identified
Consultation/Community Engagement:	Strategy Group, Scrutiny Cross Party Working Group, Scrutiny Work Programming Group and to be considered by both Scrutiny Committees.
Risks:	No issues identified
Officer Contact	Andy Barton Strategic Director of Communities andy.barton@nwleicestershire.gov.uk

SCRUTINY COMMISSION

1 COMMITTEE FORM AND STRUCTURE

Committee Scope

- 1.1 The Scrutiny Commission is not able to make decisions but can make recommendations to either of the Scrutiny Committees.

Composition

- 1.2 The **Scrutiny Commission** will comprise five Councillors in **Political Balance** to include the Chairs of both Scrutiny Committees.
- 1.3 Members of the Scrutiny Commission will comprise Members from both Scrutiny Committees.
- 1.4 Members of the **Scrutiny Commission** must not be **Cabinet Members** or members of the **Audit and Governance Committee**.
- 1.5 The Chair and Deputy Chair will be appointed by **Full Council** annually.
- 1.6 The **Scrutiny Commission** will meet approximately every three months (four meetings a year).

Quorum

- 1.7 The **Quorum** for the **Scrutiny Commission** will be three **Councillors**.

2 MATTERS RESERVED TO THE SCRUTINY COMMISSION

- 2.1 To coordinate the work of the two Scrutiny Committees. This will be done by:
- 2.1.1 Reviewing the work programmes of both Scrutiny Committees.
 - 2.1.2 Considering requests for inclusion in the work programmes.
 - 2.1.3 Allocating specific issues on an ad-hoc basis.
 - 2.1.4 Looking at corporate priorities, Council Delivery Plan and Cabinet Forward Plan, and identifying key issues/topics for investigation/inquiry.
 - 2.1.5 Ensuring that scrutiny work takes account of officer and councillor capacity.
 - 2.1.6 Considering events and decisions in the Council's calendar which could require input/consultation via Scrutiny Committees.

- 2.2 To consult with members of Scrutiny Committees, Senior Officers and Cabinet Members for horizon scanning on policy development.
- 2.3 To take action on behalf of scrutiny committees in commenting on matters referred from the Cabinet which are of an urgent nature.
- 2.4 To review any follow up work required after previous scrutiny.
- 2.5 To consider scrutiny task and finish groups when required including the scope, terms of reference and timing, and refer to relevant Scrutiny Committee for formal establishment.
- 2.6 To oversee the preparation of the Scrutiny Annual Report.
- 2.7 To monitor the effectiveness of scrutiny through reviewing the implementation of recommendations.

DRAFT JOB DESCRIPTION OF A SCRUTINY COMMISSION CHAIR

Purpose
<ul style="list-style-type: none"> • Ensure the Council's Cabinet, officers and statutory partners are properly held to account, in line with legislation; • Ensure that scrutiny makes a positive contribution to the development of policy and the continuous improvement of the Council's operations; • Lead the scrutiny function and chair meetings of the Scrutiny Commission holding specific responsibility for the programming and direction of reviews, accessing professional advice, where appropriate, and the assembly and presentation of reports to Council; • Provide strong and fair leadership and clear guidance to members and officers in respect of the scrutiny function; • Liaise with the Leader and Chief Executive on issues of proposed policy or strategic issues affecting the Council.
Key duties and responsibilities
<ul style="list-style-type: none"> • Chair the meetings of the Scrutiny Commission, enabling effective contributions from each Commission Member; • Propose an annual scrutiny work programme, drawn up after consultation with the Cabinet and Corporate Leadership Team; • Lead the investigation of policy proposals referred to the Commission by the Cabinet, in particular by leading the Commission in determining a timetable for investigation and obtaining preliminary background information, selecting witnesses and determining whether evidence is to be given orally or in writing; • Take a lead role in scrutinising policy decisions taken by the Cabinet or Portfolio Holder and monitor/use the Call-in Procedure as appropriate; • Take a lead role in scrutinising the decisions of officers; • Invite relevant Cabinet members to attend Commission meetings, coordinate the questions to be asked, submitting in advance a list of the issues to be discussed or requests for detailed information; • Liaise with the Leader of the Council, the Chief Executive and the Directors to make sure that scrutiny contributes to effective decision-making; • Oversee publication of reports, including the annual report on scrutiny and statements to council and elsewhere; • Be responsible for the constitutional arrangements relating to the taking of decisions on the grounds of urgency if they are not on the forward plan or are outside the budget and policy framework;

- Make sure that the work of the Commission and its Committees contribute to the delivery of continuous improvement in services and the implementation of best practice;
- Maintain an overview of the work of all the Scrutiny Committees in order to make sure effective co-ordination and progress of all work;
- Support and advise the Chairs the Scrutiny Committees;
- Maintain an overview of the scrutiny function and to learn from practice elsewhere, making sure of the continuing development of scrutiny through improving both practice and how it is organised;
- Encourage the involvement of all interested parties and stakeholders, individuals, voluntary and community groups in scrutiny matters.

Key skills and knowledge

- Advanced leadership skills;
- The ability to represent the Council and champion the scrutiny function in a variety of settings both inside and outside the Council;
- The ability to communicate effectively and to work constructively with officers, councillors, partners, members of the public, the media and other organisations;
- The ability to build effective relationships within and outside the council;
- Advanced listening and questioning skills;
- A high standard of communication skills with officers, councillors, co-optees, partners, external bodies and members of the public;
- Advanced presentation and public speaking skills;
- The ability to deal with complex strategic issues and problems on behalf of the Commission and the scrutiny function as a whole
- The ability to obtain and weigh up evidence and make decisions and recommendations based on that evidence
- A detailed understanding of the legal and constitutional arrangements relating to the scrutiny function and particularly those of the Commission Chairman;
- A detailed understanding of the Council's approach to scrutiny and its relationship with the other parts of the council's decision-making structures;
- A detailed knowledge of the challenges facing the scrutiny function and the role of the Chair in addressing them;
- An awareness of the strategic importance of the scrutiny function within the Council.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE
TUESDAY 11 JULY 2023

Title of Report	ZERO CARBON ANNUAL UPDATE	
Presented by	Paul Sanders Head of Community Services	
Background Papers	<p>Minutes of 31 March 2020 Cabinet meeting where Zero Carbon Roadmap & Action Plan was adopted: Agenda for Leader of the Council Cabinet Member Meeting on Tuesday, 31 March 2020, 5.00 pm - North West Leicestershire District Council (nwleics.gov.uk)</p> <p>Zero Carbon Roadmap Year 2 report: Agenda for Cabinet on Tuesday, 19 July, 2022, 5.00 pm - North West Leicestershire District Council (nwleics.gov.uk)</p>	Public Report: Yes
Financial Implications	Section 8 of this report sets out the financial implications for 2023/24. This report proposes spending £30,000 which is to be funded from the Zero Carbon Earmarked Reserve.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	All decisions arising from the implementation of the action plan must comply with the Council's established governance and decision making processes. The project team will seek legal advice on specific aspects of the action plan on a case by case basis.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	There are no staffing implications. The Council's ambition is to achieve net Zero Carbon by 2030 for the Council, by 2050 for the District.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	To provide an update on the Council's Zero Carbon Roadmap and Action Plan and seek approval for the year four action plan and spend.	
Recommendations	THAT CORPORATE SCRUTINY COMMITTEE COMMENTS ON:	

	<p>1. THE PROGRESS THAT HAS BEEN MADE WITH YEAR THREE OF THE ZERO CARBON ROADMAP</p> <p>2. THE ACTIONS AND SPEND BEING PROPOSED FOR YEAR FOUR OF THE ZERO CARBON ROADMAP PLAN, PRIOR TO CONSIDERATION OF THE SAME AT CABINET ON 25 JULY 2023.</p>
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1. BACKGROUND

- 1.1 North West Leicestershire District Council (NWLDC) declared a climate emergency on 25 June 2019 and is one of over 300 UK local authorities to do so.
- 1.2 The Zero Carbon Roadmap and Action Plan was adopted by the Council on 31 March 2020. The Action Plan summarises recommended activity to achieve the ambition of a net zero carbon Council by 2030 and a net zero carbon district by 2050.
- 1.3 The Zero Carbon Roadmap estimated, from a baseline of 2016, that the emissions from Council owned assets of 18,000 tCO_{2e} represent just 1.5% of the total emissions of the North West Leicestershire (NWL) district. This is dominated by the buildings owned and operated by the Council, in particular housing. Whilst tackling the emissions from the Council’s own operations is an imperative, the scale of the emissions from the wider district highlights how important it is for the Council to show leadership to influence wider district emissions.
- 1.4 The target for the Council’s operations to be net zero carbon by 2030 for its own operations and the district by 2050 is highly challenging and the Council cannot achieve this alone. The Council, in its civic leadership role, has a responsibility to lead in this area to help ensure that NWL recognises and embraces the crucial activity required to meet the challenge.

2. ZERO CARBON ROADMAP KEY THEMES

- 2.1 The Zero Carbon Roadmap is divided into distinct activity groups.

Buildings	Forestry & Land Use
Power	Industry
Waste	Aviation
Transport	F-gases

- 2.2 North West Leicestershire emissions are dominated by transport, buildings, and industrial installations.
- 2.3 Council emissions are estimated at 2 ktCO_{2e} for Council operated buildings and vehicle fleet; and a further 16 ktCO_{2e} for Council homes leased buildings and leisure centres, The total 18 ktCO_{2e} equate to 1.5% of the total estimated emissions of 1281 ktCO_{2e} for the district.

- 2.4 The Council can directly influence a further 32% of emissions mainly through:
- Planning for new buildings
 - Planning control for new industrial installations and site emissions
 - Electric vehicle infrastructure
 - Waste reduction and diversion from landfill
- 2.5 The initial focus is on the Council's own activities and what direct action it can take. Other categories of activities identified are where the Council can influence and where it can help to facilitate.

3. WIDER PERSPECTIVE ON CLIMATE CHANGE

- 3.1 The Climate Change Committee (CCC) is an independent, statutory body established under the Climate Change Act 2008 which has statutory obligations to monitor progress in responding to climate risks and opportunities. In June 2022, in their annual assessment report to Parliament on progress in reducing emissions, CCC recognised that the UK Government has a solid Net Zero Strategy in place but important policy gaps remain and that focus must be placed on delivery. A key message was that action to address the wider cost of living should be aligned with Net Zero to reduce the demand for fossil fuels.
- 3.2 Legislation and national policies will shape the future focus and activity including the Environment Act 2021, UK Net Zero Strategy: Build Back Greener, Heat and Buildings Strategy, Transport Decarbonisation Plan, Biodiversity Net Gain and Local Nature Recovery Strategy. Co-ordination and support will be key to develop an integrated UK wide approach to the net zero challenge.
- 3.3 The Government's Environmental Improvement Plan (EIP) 2023 outlines ten goals:
- Goal 1: Thriving plants and wildlife
 - Goal 2: Clean air
 - Goal 3: Clean and plentiful water
 - Goal 4: Managing exposure to chemicals and pesticides
 - Goal 5: Maximise our resources, minimise our waste
 - Goal 6: Using resources from nature sustainably
 - Goal 7: Mitigating and adapting to climate change
 - Goal 8: Reduced risk of harm from environmental hazards
 - Goal 9: Enhancing biosecurity
 - Goal 10: Enhanced beauty, heritage, and engagement with the natural environment
- 3.4 The EIP includes commitments to update on progress plans to reach net zero; set out how multiple demands on land including climate mitigation and adaptation will be balanced; build the UK's climate resilience and continue to tackle climate change, biodiversity loss and land degradation; and push for an integrated approach to international action.
- 3.5 Note: In February 2023, the Department for Business Energy and Industrial Strategy (BEIS) was replaced by the Department for Business and Trade (DBT) and the Department for Energy Security and Net Zero (DESNZ) and the Department for Science, Innovation and Technology (DSIT).

4. WORKING COLLABORATIVELY ON CLIMATE CHANGE

4.1 The challenges of the Zero Carbon Roadmap are similar across the county of Leicestershire. Working collaboratively enables partners to learn from each other and achieve more together. This approach has enabled the Council to take part in activities and deliver projects that the Council would not be able to undertake on its own.

4.2 Green Living Leicestershire Partnership

4.2.1 Leicestershire District Councils together with Leicestershire County Council have an established environmental group which is currently chaired by the Chief Executive of Oadby and Wigston. In 2022, the Green Living Leicestershire (GLL) partnership was created, an officer led and chief executive supported mechanism to undertake joint zero carbon related projects together across the county.

4.2.2 The GLL partnership is currently working together on Sustainable Warmth, a grant funded retrofit programme to improve energy efficiency of private homes as well as a Solar Group buying scheme, electric vehicle charging schemes and a community engagement approach. It is a collaborative approach, sharing best practice, pooling resources and learning together.

4.3 Midland Net Zero Hub (MNZH)

4.3.1 MNZH supports public sector organisations across the Midlands to identify and develop local net zero and energy strategies and projects.

4.3.2 In 2022, MNZH led a consortium bid for Sustainable Warmth retrofit funding which then awarded funding to district councils. It is supporting GLL with a solar PV hub electric vehicle charging project.

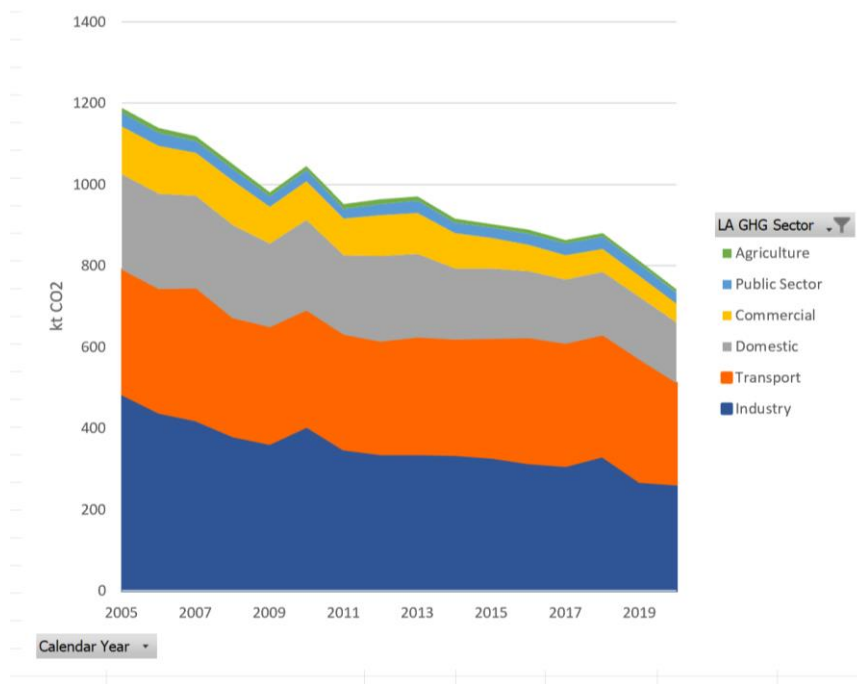
4.3.3 Through initial work with the Council and Everyone Active, MNZH has recently secured grant funding to work with Leicestershire District Councils and Everyone Active on a toolkit to help decarbonise leisure centres.

5. EMISSIONS MEASUREMENT

5.1 Members requested officers consider how they could report the impact of activity on carbon emissions. Information on measuring methodologies and detailed breakdown of the reporting developed is outlined in Appendix Two.

5.2 UK Government Department for Energy Security and Net Zero (DESNZ) carbon emission factors provides the best source for district emissions. This data is produced two years in arrears and it is available back to 2005. Data is based on territorial CO₂ emissions, those that occur within NWL borders.

5.2.1 The district level data indicates the following reductions between 2005 and 2020. Additional reporting is available in Appendix Two.



5.3 For the Council's reporting, the Local Government Association (LGA) carbon emissions accounting tool is used to report on direct emissions. It is based on the DESNZ (formerly BEIS) carbon emission factors.

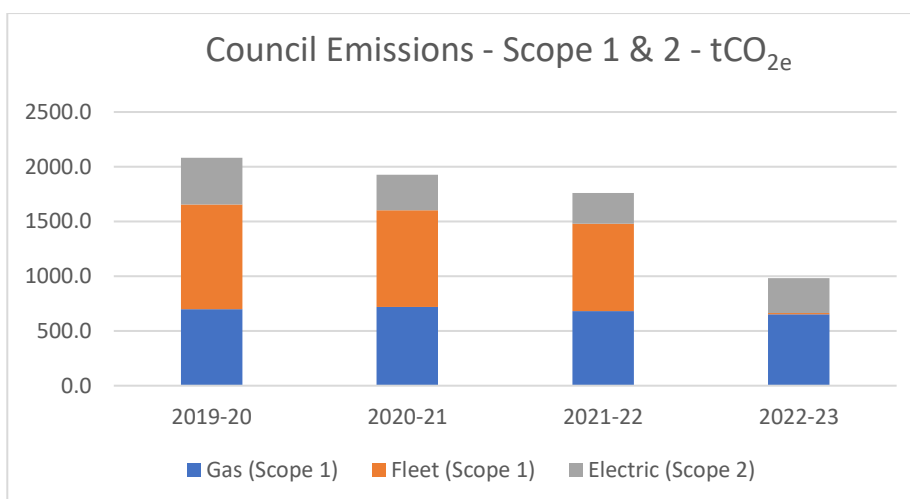
5.3.1 Emissions have reduced by 44.2% versus last year.

5.3.2 The biggest change in 2022-23 is driven by the fuel switch from diesel to Hydrotreated Vegetable Oil (HVO) for the entire fleet.

5.3.3 Next year, the Accommodation project incorporating the move to Whitwick Business Centre and Stenson House refurbishment will be reflected in gas and electricity emissions.

5.3.4 Summary of direct and energy indirect emissions

GHG emissions tCO2e	Sector	2022-23	2021-22	% Change 22/23 v 21/22	2020-21	% Change 21/22 v 20/21	2019-20	% Change 20/21 v 19/20	% Change 22/23 v 19/20	Difference tCO2e 22/23 v 19/20
Scope 1 - Direct Emissions										
Gas	Buildings	651.52	681.4	-4.4%	720.5	-5.4%	698.1	3.2%	-6.7%	-46.6
Diesel, HVO*	Fleet vehicles	13.4	797.7	-98.3%	880.8	-9.4%	955.8	-7.8%	-98.6%	-942.3
Scope 2 - Energy indirect										
Purchased electricity	Buildings	317.6	282.0	12.6%	327.2	-13.8%	429.6	-23.8%	-26.1%	-112.0
Total Emissions		982.6	1761.2	-44.2%	1928.4	-8.7%	2083.5	-7.4%	-52.8%	-1100.9



5.3.5 The data is sourced from the Council’s invoices for utilities and from fuel usage for fleet. It excludes the leisure centres and tenanted properties.

5.3.6 Note: In the future, emissions reporting may expand to report on more categories, or property portfolios or fleet numbers might change, which may result in an increase in reported emissions at total level but actually reflect an improvement on prior year on a like-for-like basis.

5.4 Additional reporting is provided in Appendix Two including explanation of scopes, emissions measurement methodology, district level emissions data, Council buildings, Housing’s intelligent energy SAVA system dashboard, EV charging usage, the food waste trial and recycling.

6. YEAR THREE UPDATE

6.1 Year Three has seen good progress on the Council’s zero carbon agenda.

6.2 Key achievements include the Fleet Management Strategy with the arrival of the first electric vehicles and the large emissions benefit of the fuel switch from diesel to Hydrotreated Vegetable Oil (HVO) (951.92 tCO_{2e}); further provision on EV charging across the district; LED lighting in Council car parks, the refurbishment and move to Whitwick Business Centre, roll out of the new intelligent energy SAVA system for Housing which will underpin the Asset Management Strategy; progress on the Local Plan, the launch of Green Living Leicestershire alongside regular activities such as our free tree scheme,

6.3 Speed of progress has been challenging in some areas beyond the Council’s control including lead times for electric vehicles and property Energy Performance Certificate (EPC) assessments the continued lack of government funding to support food waste expansion across the district. There has been limited progress on employee travel and scope 3 emissions. All outstanding activities will feature in Year 4 plans.

6.4 Additional activities include being one of the first to sign up to the Leicestershire Climate and Nature Pact and rolling out Carbon Literacy and Net Zero training across the Council, which will also form part of Member inductions.

6.5 A Year Three activity is listed below, a detailed progress summary is available in Appendix One.

No.	Sector	Action Plan Overview
	Buildings	
1	Social Housing	Implement the asset management plan, including the zero carbon commitments to drive energy efficiency improvements and emission reduction in tenants' homes. Explore grant funding including Social Housing Decarbonisation Fund (SHDF) and Energy Company Obligation (ECO) Fit LED lighting and explore EV charging opportunities across the HRA estate. Develop reporting to demonstrate emission benefits from property improvements
2	Property	Develop a property portfolio energy efficiency action plan and address commercial F&G EPC ratings Explore options for retrofitting of technology that will generate power at a lower carbon cost, including the Accommodation project Build better understanding capacity of the infrastructure networks around our buildings to support a switch to lower carbon power sources and EV charging. Regeneration activity will consider zero carbon implications within all projects. Develop reporting to demonstrate emission benefits from property improvements
3	Leisure Centres	Together with Everyone Active, develop action plan to drive a reduction in emissions at the Leisure Centres.
4	Private Sector	Together with Leicestershire Authorities partnership, deliver the Sustainable Warmth programme to increase the energy performance of homes across the district improve the efficiency of some of the worst energy efficient homes in the district.
	Power	
5	Utilities	Develop a utilities strategy. Review usage data/property EPCs to identify opportunities to reduce consumption at council owned and operated buildings.
6	LED lighting	Convert all the lighting in NWLDC car parks to LED and review HRA lighting.
7	Planning	Build the Council's zero carbon ambition into the substantive review of the Local Plan including renewable energy and energy efficiency standards for new homes. Reflect the Council's zero carbon ambitions in the Good Design Supplementary Planning Guidance Explore carbon offset options including opportunities for the Council to be a biodiversity and carbon offset provider
8	Solar Together	Support the delivery of the Solar Together group buying scheme to assist householders and small businesses to install solar PV and battery storage
9	Mine Water	Continue to explore mine water feasibility - this technology could provide low carbon, low cost heat from water from dis-used mines underneath Coalville with the potential to feed the new Leisure Centre, Stephenson College and the council offices.
	Waste	
10	Recycle more	Refresh the Recycle more strategy. Develop reporting to reflect landfill kgs per person and estimate emission savings through diverting waste from landfill.
11	Food Waste	Continue to develop the business case and explore government funding to expand to provide a cross-district service.
	Transport	
12	Fleet	Continue to roll out the Fleet Management Strategy, including fleet replacement, infrastructure and housing trials.
13	Cycling & Walking	Complete action plan Q3 and develop local infrastructure plans and priorities to build connectivity improvements.
14	EV charging	Install EV charging at Peggs Close in Measham and Whitwick Business Centre. Plan EV charging at Money Hill car park. Support the Flex-D solar hub project with Leicestershire Authorities to develop a business case and seek funding Explore further EV opportunities across the Council's portfolio, including HRA.

15	Employee Travel	Conclude the review of employee travel and travel expense policy to encourage staff to consider their carbon footprint.
	Other	
16	Finance	Investment strategy - review treasury guidelines for use next financial year.
16	Finance	Explore how to reflect and embed zero carbon impact in financial decision making
17	Reporting	Establish approach to explore Scope 3 emissions (indirect, supply chain) reporting, to shape the Council's procurement policies and influence spend
18	Air Quality	Continue delivering air quality action plan
19	Business	Continue to promote zero carbon related activity to local businesses
20	Biodiversity	Continue free tree scheme, planting trees and support communities with grants
21	Engagement	Consider LCC net zero consultation and use feedback to shape district engagement plan.

7. YEAR FOUR PLANS

7.1 A key focus will be on the Council's buildings and asset management plans.

No.	Sector	Action Plan Overview
	Buildings	
1	Social Housing	<p><i>The actions below are all drawn directly from the Housing Asset Management Plan approved by Cabinet in July 2022 and included given the scale of the contribution of social housing to the Council's carbon footprint.</i></p> <p>Start retrofitting green measures to existing housing owned by the Council or through the Asset Management Plan process consider demolition /or rebuild opportunities to improve the building energy efficiency (including insulation, improving air tightness, mechanical ventilation with heat recovery, air source heat pumps, solar PV) targeting high emission homes first and including pilot projects to establish costs and risks of a potential wider roll out throughout the district.</p> <p>Set best practice energy standards of future housing built or acquired by the council, or on council land. This should be consistent with the recommendations of the Committee on Climate Change (CCC). Report on the future of housing (i.e. space heating demand < 15-20 kWh/m².yr). PassivHaus or equivalent should be considered and an assessment against Net Zero Carbon should be required.</p> <p>Continue to reduce the Council's carbon emissions and to achieve a minimum EPC rating of C by 2030 for all homes, seeking funding to support this with alternative options explored where this is not feasible.</p> <p>Set best practice energy standards of new buildings built or acquired by the council. This will be consistent with BEIS energy mission to halve energy use in new buildings. PassivHaus or equivalent will be considered and an assessment against Net Zero Carbon will also be undertaken.</p> <p>Review all data available to confirm low efficiency homes through EPC data, future capital works due to the fabric of the building and construction types. A risk rating will be produced against each property which will assist the council in bidding for future grants to install green measures.</p> <p>Develop a programme to replace all inefficient car park lighting schemes in the council's HRA-owned land. This will include a programme to replace existing lighting with efficient LEDs, and improve controls to save energy in the longer term.</p> <p>Review current EPC ratings and determine if these are accurate based on information we hold on similar properties where an EPC has been completed within the last two years. This will help in reclassifying EPC ratings where they are incorrect. New EPCs will be completed to ensure there is an accurate information to inform future bids.</p>
2	Property	<p>Develop a full commercial property asset management plan to drive energy efficiency improvements across the portfolio and inform and shape the capital plan</p> <p>Explore options for retrofitting of technology that will generate power at a lower carbon cost, including the Accommodation project</p>

		Build better understanding capacity of the infrastructure networks around our buildings to support a switch to lower carbon power sources and EV charging at commercial properties.
		Regeneration activity will consider zero carbon implications and biodiversity net gain within all projects.
		Develop improved reporting to demonstrate emission benefits from property improvements
3	Leisure Centres	Together with Everyone Active, continue to drive a reduction in emissions at the Leisure Centres, build the business case to install solar panels and explore funding opportunities to support delivery of energy and carbon reductions.
4	Private Sector	Together with Green Living Leicestershire partnership, deliver the Sustainable Warmth programme (LAD3 on-gas and HUG2 off-gas) to improve the efficiency of some of the worst energy efficient homes in the district.
	Power	
5	Utilities	Develop a utilities strategy.
		Continue to review usage data/property EPCs to identify opportunities to reduce consumption at council owned and operated buildings.
6	Planning	Build the Council's zero carbon ambition into the substantive review of the Local Plan including renewable energy and energy efficiency standards for new homes.
		Reflect the Council's zero carbon ambitions in the Good Design Supplementary Planning Guidance refresh.
		Explore carbon offset options including opportunities for the Council to be a biodiversity and carbon offset provider
		Implement Biodiversity Net Gain legislation requirements (from November 2023) and support the development of Local Nature Recovery Strategy (lead by Leicestershire County Council)
7	Solar Together	Support the delivery of the second Solar Together group buying scheme to assist householders and small businesses to install solar PV and battery storage
8	Energy Switch	Support the delivery of the Energy Switch group buying scheme to assist householders to switch to renewable energy
9	Mine Water	Continue to explore mine water feasibility - this technology could provide low carbon, low cost heat from water from dis-used mines underneath Coalville with the potential to feed the new Leisure Centre, Stephenson College and the council offices.
	Waste	
10	Recycle more	Refresh the Recycle more plan incorporating all relevant actions from the Zero Carbon Roadmap and Action Plan.
		Develop key performance indicators for waste, recycling and emissions to monitor progress and impact of the Recycle more refresh
		Continue with the food waste collection trials and prepare for legislative changes and funding to facilitate district-wide collections.
	Transport	
11	Fleet	Continue to roll out the Fleet Management Strategy, including fleet replacement, infrastructure and housing trials.
12	Cycling & Walking	Delivery of cycling & walking in Kegworth.
		Work with County to support the development of the NWL element of Leicestershire Cycling and Walking Infrastructure Plan with a view to being able to access Active Travel England funding to be able to deliver elements of NWL LCWIP.
		Complete cycling & walking action plan in Q3 and develop local infrastructure plans and priorities to build connectivity improvements.
13	EV charging	Complete installation of EV charging at Whitwick Business Centre and install EV charging at Ibstock car park
		Support the inclusion of EV charging at Money Hill car park.
		Support the delivery of Flex-D solar hub project at London Road with Green Living Leicestershire partnership and Midland Net Zero Hub.
		Explore further EV charging opportunities across the Council's property portfolio, including HRA.

14	Employee Travel	Conclude the review of employee travel and travel expense policy to encourage staff to consider their carbon footprint.
	Other	
15	Finance	Explore how to reflect and embed zero carbon impact in financial decision making, including business cases, budget setting and the capital process, and make preparations to explore Scope 3 emissions (indirect, supply chain related) in 2024/25. We will strive to deliver a range of initiatives, but the anticipated cost will need to be supported by accessing significant external funding opportunities as well as government funding and investments to reduce overall running costs
16	Procurement	Contribute to the Procurement Strategy delivery and zero carbon related elements
17	Reporting	Establish approach to explore Scope 3 emissions (indirect, supply chain related) reporting, to shape the council's procurement policies and influence spend
18	Air Quality	Continue delivering air quality action plan
19	Business	Continue to promote zero carbon related activity to local businesses
20	Biodiversity	Continue free tree scheme, planting trees and support communities with grants
		In partnership with LCC, plant trees on highway verges in Coalville area in Winter 2023/24
		Deliver elements of Hermitage Recreation Ground Eco Park and improve biodiversity working with the National Forest and Woodland Trust funded Tiny Forest
		Develop Tree Strategy for the planting and management of the Council's Tree stock.
21	Engagement	Work in conjunction with Green Living Leicestershire to develop district engagement plan.
22	Governance	Consider the actions necessary for the Council to become ISO14001 accredited, and the timescales involved

8. FINANCIAL IMPLICATIONS

8.1 Zero Carbon Reserve

8.1.1 Each activity will be supported by a detailed business case to assess the affordability and deliverability of a potential project on a case by case basis. In addition, grants and funding options will be explored. Work will be done to assess the overall financial impact of meeting the net zero target to inform future decision making.

8.1.2 The Zero Carbon Roadmap Financial Summary for Year Three (2022/23):

Funding - Revenue	£885,000
<u>Revenue Projects (c/c 0970)</u>	
Staffing	£232,379
Working Budget	£23,275
Food Waste Trial (Measham & Coalville)	£106,000
Fleet Strategy Consultants (57% contribution)	£12,284
Mine water Feasibility study	£50,000
District level resident/housing data	£10,000
Indirect emissions (Scope 3) evaluation	£15,000
Solar PV specification for Leisure Centre	£10,000
Development of works specification to address commercial properties rated F&G EPC	£20,000
	£478,938
<u>Capital Projects</u>	
EV charging infrastructure/strategy (c/c 7409)	£50,000
LED lighting for car parks (c/c 7011)	£75,000
	£125,000
Funding - RCCO	£115,000
<u>Capital Projects</u>	
Electric Vehicle Charging Points (c/c 7409)	£237,053
External Grant for EVCP (OLEV/EST) (9283-7181)	-£122,053
	£115,000
Total Allocated	£718,938
Remaining Earmarked Reserve	£281,062

8.1.3 The proposed spend from Zero Carbon Reserve in Year Four (2023/24), from the unallocated balance is:

Remaining Earmarked Reserve	£281,062
EV charging location plans	£10,000
Biodiversity related activity	£20,000
Total	£30,000
Remaining Earmarked Reserve	£251,062

9. RISK IMPLICATIONS

9.1 Risk Management will be a central consideration of each action's business case. Affordability will be a central concern as will the availability of technology that can deliver the required low emission solutions. Investment decisions for the Council's buildings portfolio will be informed by asset management plans and the associated priorities identified.

- 9.2 There are undoubtedly mixed perceptions of climate change across the various stakeholders and communities of the district that manifest into a spectrum of views that the Council will need to navigate in the implementation of the action plan, the prioritisation of resources required as well as messages to communities.

Policies and other considerations, as appropriate	
Council Priorities:	Insert relevant Council Priorities: - Developing a clean and green district
Policy Considerations:	Zero Carbon Roadmap and Action Plan Local Plan
Safeguarding:	N/A
Equalities/Diversity:	An impact assessment will need to be carried out as part of each project's business case.
Customer Impact:	Communities, council tax and businesses in the district will be engaged on the roll out of the programme.
Economic and Social Impact:	This will be a key aspect of each business case to assess not only the financial impact of intervention but the wider benefits.
Environment and Climate Change:	The adoption of the Zero Carbon Roadmap and associated Action Plan sets out the council's future approach to addressing the climate emergency.
Consultation/Community Engagement:	Communities and businesses will be engaged on the roll out of the programme.
Risks:	Covered under Section 9 of this report.
Officer Contact	Paul Sanders Head of Community Services paul.sanders@nwleicestershire.gov.uk

**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL
CORPORATE SCRUTINY COMMITTEE
TUESDAY 11 JULY 2023**

ZERO CARBON REPORT

APPENDIX ONE – Summary of Year Three activity

	Buildings		
1	Social Housing	Implement the asset management plan, including the zero carbon commitments to drive energy efficiency improvements and emission reduction in tenants' homes. Explore grant funding including Social Housing Decarbonisation Fund (SHDF) and Energy Company Obligation (ECO)	<p>Housing Asset Management Plan (2022-2024) was approved by Cabinet in July 2022 and has a specific section and actions relating to net zero and decarbonisation.</p> <p>It is a three year plan; year 1 focus was on data, data accuracy, team structure and identify and address high risk areas including zero carbon and build technical skills across the team, including retrofit training. In year 2 the focus is on completing a full stock condition survey of all HRA assets and this will inform the Council of its spend over the next 30 years. It will also seek to address poor performing assets, explore options for assets where it will be difficult to achieve an EPC C rating and optimise asset utilisation. In Year 3 the Asset Management Strategy for the next 30 years will be drafted, with a detailed plan for years 1-5.</p> <p>In terms of grant funding, a bid application for SHDF funding in Q3 2022 was unfortunately unsuccessful. A partnership with EON has been secured to attract further funding from the ECO4. Initial surveys have been completed on a number of archetypes to confirm what measures are best suited to the Council's properties to maximise ECO4 funding over 4 years. This work will continue into next year.</p>
		Fit LED lighting and explore EV charging opportunities across the HRA estate.	<p>This work is a specific action in the Housing Asset Management Plan. LED works have commenced at one sheltered housing scheme and one general needs scheme. The work includes upgrading internal and external lights to the appropriate LUX levels. Further assessments are underway to shape future activity.</p> <p>With regard to EV charging, initial work is underway to assess HRA land for community EV charging hubs. This work will continue into next year.</p>
		Develop reporting to demonstrate emission benefits from property improvements	<p>A new intelligent energy performance management software (SAVA) has been implemented and updated with housing stock data. This will enable a full analysis of the housing stock to be completed and assess the current housing stock that is below an EPC of C with the worst energy performing assets identified as high priority. This will consider areas of deprivation and fuel poverty to ensure resources are targeted appropriately. The data will inform the Housing Asset Management Strategy which will be developed next year.</p>
2	Property	Develop a property portfolio energy efficiency action plan and address commercial F&G EPC ratings	<p>An energy efficiency report has been completed on the commercial property portfolio. The worst performing properties are being addressed as priority. Specific plans are being developed and implemented for each property including switching to LED lighting and improving insulation. EPC information is also being used to engage with some tenants to promote greater energy efficiency and awareness of actions they can take. This work will continue into next year.</p>
		Explore options for retrofitting of technology that will generate power at a lower carbon cost, including the Accommodation project	<p>Activity is on-going with particular interest in power storage which is likely to bring biggest benefit to the Council including Whitwick Business Centre and some industrial units. This activity will feed into the Council's capital programme.</p>
		Build better understanding capacity of the infrastructure networks around our buildings to support a switch to lower carbon power sources and EV charging.	<p>The main activity has been to explore landlord power supplies which will enable the delivery of EV charging. Property Services is engaging with National Grid, the power provider, to understand capacity around selected sites. This activity will feed into the Council's capital programme.</p>
		Regeneration activity will consider zero carbon implications within all projects.	<p>As part of both Marlborough Centre and Memorial toilets refurbishments in Coalville, energy usage reduction has been designed in - including high levels of insulation, maximisation of use of daylight, LED lighting, natural ventilation and high efficiency heating. As part of Kegworth public realm, for the market square, EV infrastructure is being considered and a new combined walking and cycle route is planned.</p>

No.	Sector	Action Plan Overview	Updates
	Buildings		
2	Property	Develop reporting to demonstrate emission benefits from property improvements	EPCs have been updated across the whole commercial property portfolio and are shaping the next stage actions. The 94 properties collectively equate to an estimated 1257.03t CO _{2e} . Certificates will be refreshed after significant improvements. Nine commercial properties have recently had new EPC certificates which report an estimated change in emissions from 50.0 tCO _{2e} to 18.2 tCO _{2e} , a saving of 31.8 tCO _{2e} .
3	Leisure Centres	Together with Everyone Active, develop action plan to drive a reduction in emissions at the Leisure Centres.	The Council's leisure partner, Everyone Active, continues to work with and support Zero Carbon Roadmap through delivery of their Energy Management Plan 2022/23. Utility consumption for the year has seen an overall reduction at both Whitwick and Coalville Leisure Centre (WCLC), electricity 25% below target; gas 4% over target (due to a building snagging issue) and Ashby Leisure Centre and Lido (ALCL), electricity 38% below target, gas 32% below target). Activity at ALCL includes the installation of a new building management system (BMS), replacement of lights with LEDs, reduction of air temperatures in activity rooms, and a behavioural change training programme for staff. At WCLC, the EV charging points are operational, air conditioning units have been fitted with timers and together with air handling units are ramped down overnight, and there is close monitoring of the solar panels to allow for the savings made to be maximised and optimising the BMS system. In addition, there have been promotions encouraging customers to use alternative forms of transport. ALCL energy certificate estimates emissions of 549 tCO _{2e} ; for WCLC, 696 tCO _{2e} . This workstream will continue into next year. Future initiatives include solar panels, further LEDs conversions and optimising BMS.
4	Private Sector	Together with Leicestershire Authorities partnership, deliver the Sustainable Warmth programme to increase the energy performance of homes across the district improve the efficiency of some of the worst energy efficient homes in the district.	The grant funding is via Midland Net Zero Hub from Dept. of Energy Security and Net Zero (DESNZ, formerly BEIS) and is split into two elements HUG1 (off-gas) and LAD3 (on-gas) domestic properties. The project is being delivered by Green Living Leicestershire partnership, led by the Warm Homes team with the support of district councils. The HUG1 scheme is now complete and it has proven challenging nationally to spend the funding in the 12 month timescale. The Council had the largest allocation, £304,167, and has performed the best of all six Leicestershire districts involved spending 50% of the funding allocated. The LAD3 on-gas scheme is on-going until September although closed to new referrals. Both schemes have qualifying requirements for both properties and residents as well as complex spend caps.
New		Further funding to increase the energy performance of homes across the district improve the efficiency of some of the worst energy efficient homes in the district which are off-gas.	The Council has been awarded £1,490,000 via Midlands Net Zero Hub from DESNZ for HUG2 (off-gas) funding to improve the efficiency of some of the worst energy efficient homes in the district. This funding follows the HUG1 scheme and the learnings will be built into this project. It will continue to run under the Green Living Leicestershire partnership and will help to tackle fuel poverty as well as contribute to the Council's carbon reduction ambitions.
	Power		
5	Utilities	Develop a utilities strategy. Review usage data/property EPCs to identify opportunities to reduce consumption at council owned and operated buildings.	To ensure efficient procurement with maximum recognition of Zero Carbon Roadmap, the Council is putting corporate utility contracts in place with providers who support our objectives. The Council is still procuring 100% green electricity; the gas contract is currently under review. The Council's re-location to Whitwick Business Centre and the closure of the former council offices, together with refurbishment of Stenson House will deliver future energy savings. The new offices have sensor LED lighting and are well insulated. The display energy certificate (DEC) for the former Council offices together with Stenson House, last assessed in 2022, estimates the emissions as 256 tCO _{2e} . Whitwick Business Centre in comparison, last assessed in 2019, is listed as 78 tCO _{2e} . The wider commercial portfolio is under review.
6	LED lighting	Convert all the lighting in NWLDC car parks to LED and review HRA lighting.	Lighting in sixteen public carparks has now been upgraded from sodium to LED with works completed in May. The investment was £70,000 and this will reduce energy costs and maintenance by an estimated £6,000 per year and carbon emissions by 57%. Project learnings will be shared with HRA teams.

No.	Sector	Action Plan Overview	Updates
	Power		
7	Planning	Build the Council's zero carbon ambition into the substantive review of the Local Plan including renewable energy and energy efficiency standards for new homes.	Responses to consultation on emerging Local Plan considered by Local Plan Committee on 16 March 2023. It was agreed to: <ul style="list-style-type: none"> - Adopt carbon emissions targets in line with changes to the Building Regulations; - Include a policy to support the provision of standalone renewable energy proposals; - Include a policy to require new development to follow the fabric first principles (i.e. reduce energy use through 'smart' heating, then better insulation, then energy production from renewables and use of low carbon energy generation) - Set a water efficiency target of 110litres per day; - Develop a checklist to ensure proposed developments minimise lifecycle carbon emissions
		Reflect the Council's zero carbon ambitions in the Good Design Supplementary Planning Guidance	Work is underway to update the existing Good Design Supplementary Planning Guidance. This will include a new section on Design Code setting out the expected parameters for new developments covering all the elements within the National Design Guide which include Lifespan, Resources and Nature, which address various matters relating to climate change such as overheating, mitigating flood risk, energy efficiency and helping to meet zero carbon targets. This work will be published next year.
		Explore carbon offset options including opportunities for the Council to be a biodiversity and carbon offset provider	Biodiversity and carbon offsetting options will be explored in 2023/24.
8	Solar Together	Support the delivery of the Solar Together group buying scheme to assist householders and small businesses to install solar PV and battery storage	Solar Together scheme one took place in Summer 2022 with installations through until June 2023. 42 installations have been completed to date in NWL, 397 across Leicestershire, with 100 underway. This will save 589 tonnes of CO ₂ and will produce 1,100kW of solar power per year across the county. <p>The second scheme launches in June 2023, with all Leicestershire districts taking part, this time promoted under the Green Living Leicestershire banner. It is open to residents and small and medium businesses.</p>
9	Mine Water	Continue to explore mine water feasibility - this technology could provide low carbon, low cost heat from water from dis-used mines underneath Coalville with the potential to feed the new Leisure Centre, Stephenson College and the council offices.	Mine water could provide low carbon, low cost heat from water from dis-used mines underneath Coalville with the potential to feed the new Leisure Centre, Stephenson College and the council offices. Officers have engaged with the Coal Authority and through initial discussions determined that the current licence does not expire until May 2024. Work will continue to explore the feasibility in partnership with the Coal Authority.
	Waste		
10	Recycle more	Refresh the Recycle more strategy.	In 2022/23 the current Recycle more Plan supported the reduction of 2,005 tonnes of residual (black bin) household waste, compared to 2021/22 – a reduction of 8%. <p>Defra confirmed the recycling rate for 2021/22 was 46.6%, an increase of 4.1 percentage points compared to 2020/21. This was the eighteenth highest increase of all local authorities in England, the highest rate in Leicestershire and only 0.1% below the best ever performance.</p> <p>In 2022/23, the Council worked closely with Leicestershire County Council, along with the other Districts on the Leicestershire Resources and Waste Strategy 2022-2050 which will influence the Recycle more Plan.</p> <p>During 2023/24, a review will be carried out of the waste service by an independent sustainability consultant. The review will contain two main elements – firstly a review of the collection regime and approach (the what) and a review of the collections delivered (the how). The review will be instrumental in shaping the future development of the waste service, and will support the extension of Recycle More until 2030.</p>
		Develop reporting to reflect landfill kgs per person and estimate emission savings through diverting waste from landfill.	A carbon calculator has been developed between Waste Services, the Climate Change Programme Manager and an environmental consultant. It is designed to measure the emissions impacts of all waste and recycling materials collected and transported by the Council's Waste Services team.
11	Food Waste	Continue to develop the business case and explore government funding to expand to provide a cross-district service.	The food waste collection trial for 4,000 households is continuing until further confirmation is received from the Government and Defra regarding funding arrangements for councils to provide district-wide collections of food waste from households. <p>As part of the current food waste collection trial, during 2022/23, 204 tonnes of food waste was collected, equating to a carbon saving of 153 tonnes / tCO₂e.</p>

No.	Sector	Action Plan Overview	Updates
	Transport		
12	Fleet	Continue to roll out the Fleet Management Strategy, including fleet replacement, infrastructure and housing trials.	<p>The Fleet Management Strategy continues to progress. A three year procurement plan was approved by Cabinet in November 2022. The first two electric vans were delivered in March with further cars and vans on order for Enforcement teams and pool cars. These vehicles will be charged at Whitwick Business Centre where all the charging underground infrastructure is in place and the equipment installation is in hand. Electric vehicle solutions have been identified for replacement Parks tipper vehicles. Housing electric vans are also on order to support the planned trial and home charging solutions are being finalised. As the market is changing rapidly, there is a commitment to explore new technologies as part of each vehicle replacement decision.</p> <p>Hydrotreated vegetable oil (HVO) fuel was used throughout the last financial year. Based on litres used, diesel would have equated to 965.35 tCO_{2e}; HVO only 13.43 tCO_{2e}, a saving of 951.92 tCO_{2e}.</p>
13	Cycling & Walking	Complete action plan Q3 and develop local infrastructure plans and priorities to build connectivity improvements.	The draft NWL Local Cycling and Walking Infrastructure Plan (LCWIP) was developed by Sustrans in Q3. The plan highlights potential feasible routes between the key locations in the district that were highlighted by stakeholders as part of the consultation undertaken for the NWL Cycling and Walking Strategy (CaWS). It also prioritises routes based on the cost of implementing them and the likelihood of the impact they will have as evidenced by a Propensity to Cycle tool. Engagement on the LCWIP has been undertaken with stakeholders and the action plan is in the process of being refined into a final version. Once completed both the LCWIP and the CaWS will be presented to Scrutiny and Cabinet for adoption in order for the Council to then be in a position to be able to access external funding streams to deliver the actions within it.
14	EV charging	Install EV charging at Peggs Close in Measham and Whitwick Business Centre.	Peggs Close, Measham is the sixth council car park location to benefit from having electric vehicle charging points installed, bringing the total to 24 charging points. The Council has been successful in receiving at total of over £96,000 of grant funding from Office for Zero Emission Vehicles (OZEV) to support this activity. 1.8 tCO _{2e} saved from this project alone from June 2022 to March 2023. Further usage data is reported in Appendix Two.
		Plan EV charging at Money Hill car park.	Pod Point is the Council's approved and preferred EV charging supplier. Contact has been made between Bloor Homes and the Council for electric vehicle charging points to be included within the Money Hill car park scheme.
		Support the Flex-D solar hub project with Leicestershire Authorities to develop a business case and seek funding	This project is now funded after receiving £1.1 million of match funding from the LEVI grant fund alongside earlier funding from the business rates pool. Twelve EV charging points and a solar hub will be located on the Council's London Road car park site. The project is led by Harborough DC, under the Green Living Leicestershire Partnership, supported by Midland Net Zero Hub and the Leicestershire District Councils.
		Explore further EV opportunities across the Council's portfolio, including HRA.	A further grant application bid to Office for Zero Emission Vehicles (OZEV) was successful in March 2023 for £26,000. This will support four more charging bays in the Council's seventh council car park at High Street, Ibstock.
		In addition, Leicestershire County Council is leading a project to trial installing EV charging points in on-street locations across all districts, funded by a LEVI grant. The Council is engaged with this project.	
15	Employee Travel	Conclude the review of employee travel and travel expense policy to encourage staff to consider their carbon footprint.	A salary sacrifice scheme launched in August 2022 to support employees wanting to buy electric cars - two have been ordered so far. 30% of staff live within 3 miles of Whitwick Business Centre (WBC); the staff guide encourages employees to consider how they get to work, including buses, walking or cycling. EV charging will be available in the near future at WBC. Policy discussions will continue into next year.
	Other		
16	Finance	Investment strategy - review treasury guidelines for use next financial year.	<p>The Council aims to be a responsible investor and will consider environmental, social and governance (ESG) issues when investing. Where practical when making investment decisions ESG will be considered and counterparties with integrated ESG policies and commitments to net zero carbon by 2050 will be favoured by the Council.</p> <p>As at 31 March 2023, the Council had £43 million invested. £32m/74% is in the Department Account and Deposit Facility (DMADF), a central government department. Central Government has a commitment to be carbon neutral by 2050 and have many environmental policies as well as being the driving force behind societal change in this regard. £4.1m/9.5% is in various Money Market Funds (MMFs) – all MMRs and banks have integrated Environment, Social and Governance policies that set out their commitment to be carbon neutral by 2050. £5m/11% is a Local Authority investment with Birmingham City Council. This is also considered a positive environmental investment due to having 2050 net zero targets and environmental policies.</p>

	Other		
16	Finance	Explore how to reflect and embed zero carbon impact in financial decision making	<p>Capital Strategy and Treasury Management Strategy were presented to Council on 23 February 2023. The Capital Strategy and Investment Group will oversee the capital programme and bring schemes forward for promotion to the Approved Programme through Cabinet/Council in line with the Constitution.</p> <p>One of the four investment principles is "investing for sustainable, inclusive, economic growth. The Council will expand its capacity to grow the economy in an inclusive manner, whilst delivering whole system solutions to demographic, social and environmental challenges sustainably." Zero carbon impact will be included in the business case template.</p>
17	Reporting	Establish approach to explore Scope 3 emissions (indirect, supply chain) reporting, to shape the Council's procurement policies and influence	This workstream has been impacted by delayed the finance system roll out and procurement strategy activity. To get the value from any assessment, finance and procurement support and commitment is required. This work will continue into next year.
18	Air Quality	Continue delivering air quality action plan	Work on Defra solid fuel burning grant project continues. The data from the first air quality survey was analysed from the 24 respondents and shared with Defra in the March update. The second survey took place across April/May 2023. The Zephyr monitors are continuing to monitor air quality. All of the data gathered will be inputted into a final update to Defra later in 2023.
19	Business	Continue to promote zero carbon related activity to local businesses	A business network has been established to provide support and promote Zero Carbon activity, including events, engagement activity and directing businesses towards funding opportunities. In addition, the team provides support with specific projects, such as the National Forest delivery plan 2023-25, as well as internal projects, such as business recycling.
20	Biodiversity	Continue free tree scheme, planting trees and support communities with grants	The Green Shoots grant scheme in September provided a 50% grant towards to costs of bulbs to community groups to brighten up their areas in spring. The Free Tree scheme in November was over-subscribed with over 1000 trees and 30,000 hedging plants given away. Zero Carbon grants continue to support local groups - examples include supporting energy efficiency measures in community buildings (insulation, LED lighting, sensors) and a children's forest experience area.
21	Engagement	Consider LCC net zero consultation and use feedback to shape district engagement plan.	An outcome of the LCC net zero consultation was to establish a Green Living Leicestershire communities group to help support net zero messaging across Leicestershire, to collaborate and share best practice. Whilst the group is relatively new, priorities have been identified with a initial focus on parish and town councils. This work will continue into 2023/24 and will see the launch of a net zero toolkit..
New			The Council was one of the first organisations to sign up to the Leicestershire Climate & Nature Pact in March. The pact recognises the need to act quickly to reduce carbon emissions to net zero, adapt to the impacts of climate change and halt ecological decline. The core requirements are science and urgency, mitigation, adaptation, nature, finance and collaboration
New			Carbon Literacy and Net Zero training was rolled out across the Council in March and will form part of Members induction.

APPENDIX TWO

Members have requested that officers consider how they could report the impact of action taken on carbon emissions. This Appendix provides an update on the work undertaken to date.

1. EMISSIONS MEASUREMENT

Measuring emissions is highly complex. At a simple level, usage data can be converted to emissions by applying UK Government Department for Energy Security and Net Zero (DESNZ) carbon emission factors.

Greenhouse gas emissions are divided into difference scopes:

- Scope 1 – the emissions that the council makes directly
 - e.g. running boilers and vehicles
- Scope 2 – the emissions that the council makes indirectly
 - e.g. electricity to heat or power buildings
- Scope 3 – the most complex, the emissions that the council is indirectly responsible for up and down its value chain
 - e.g. leased assets, buying products from its suppliers

Greenhouse gas emissions are usually reported in the unit of “CO_{2e}” which is an abbreviation for “carbon dioxide equivalent”. It is recognised as the standard unit to measure and compare emissions from greenhouse gases based on how severely they contribute to global warming. Metrics for CO_{2e} show how much a gas would contribute to global warming if it were carbon dioxide, which is estimated to account for 80% of emissions on average in recent years.

It should be noted that in the future, emissions reporting may expand to report on more categories which may result in an increase in reported emissions at total level but actually reflect an improvement on prior year on a like-for-like basis.

At the Council, an example would be that the Council’s property portfolio could change through acquisition or sale impacting utility usage; but a reduction in usage could also be due to the change to a more efficient, lower carbon heating system.

The aim is to increase awareness of our greenhouse gas emissions, to use data to help influence decision making and to improve emissions reporting.

As data collection is improved, Scope 3 emissions need to be further considered.

Scope 1	Scope 2	Scope 3
Fuel combustion Company vehicles Fugitive emissions	Purchased electricity, heat and steam	Purchased goods and services Business travel Employee commuting Waste disposal Use of sold products Transportation and distribution (up- and downstream) Investments Leased assets and franchises

2. DISTRICT EMISSIONS

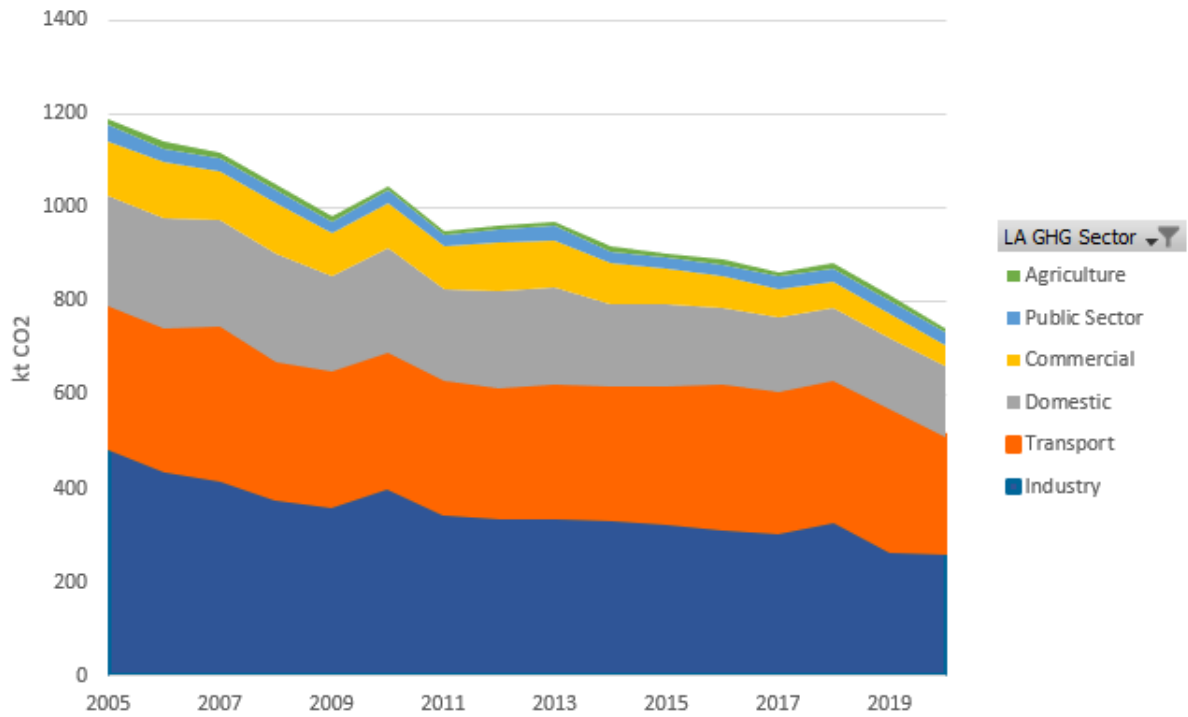
The Department for Energy Security and Net Zero (DESNZ, formerly BEIS) produces local authority territorial carbon emission estimates data released annually each summer. This data is produced two years in arrears, for example, 2021 carbon data will be published in 2023, and is based on territorial CO₂ emissions, those that occur within the district's borders.

These statistics provide the most reliable and consistent breakdown of CO_{2e} emissions across the country using nationally available datasets going back to 2005. (Source: [UK local authority and regional carbon dioxide emissions national statistics: 2005 to 2020 - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/uk-local-authority-and-regional-carbon-dioxide-emissions-national-statistics-2005-to-2020)).

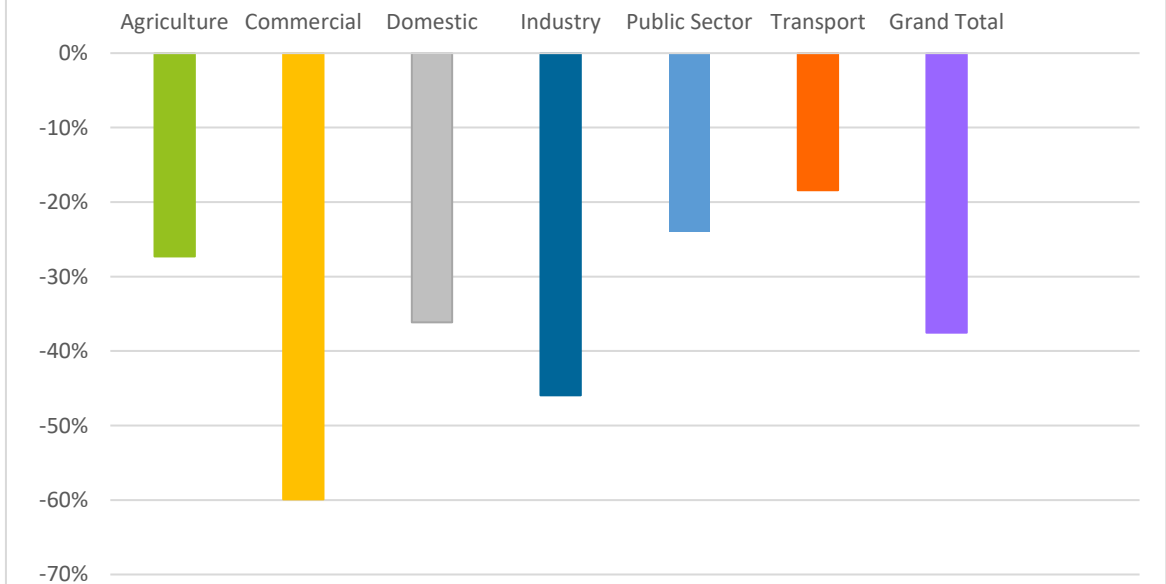
Each year, the intention is that North West Leicestershire district emissions will be assessed against our 2050 target to assess whether carbon reduction is 'on track' using the dataset that DESNZ publishes of emissions within the scope of Local Authorities. The data used excludes emissions that Local Authorities do not have direct influence over – for example, transport motorway emissions are removed.

The data is split by sector and the charts below illustrates the changes between 2005-2020.

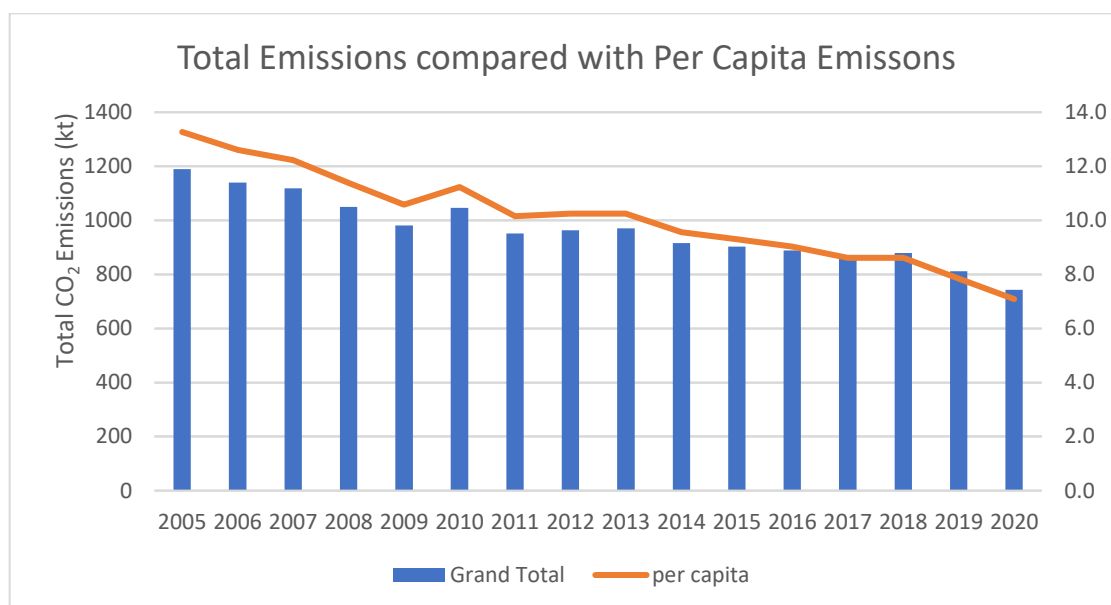
North West Leicestershire Emissions



Sectoral Emissions Change (2020 v 2005 kt CO2e)



Adding in population data indicates that the reduction per capita is improving at a similar rate over recent years.



A key driver of the reduction is the decrease in use of coal for electricity generation.

3. COUNCIL EMISSIONS

3.1. Overview

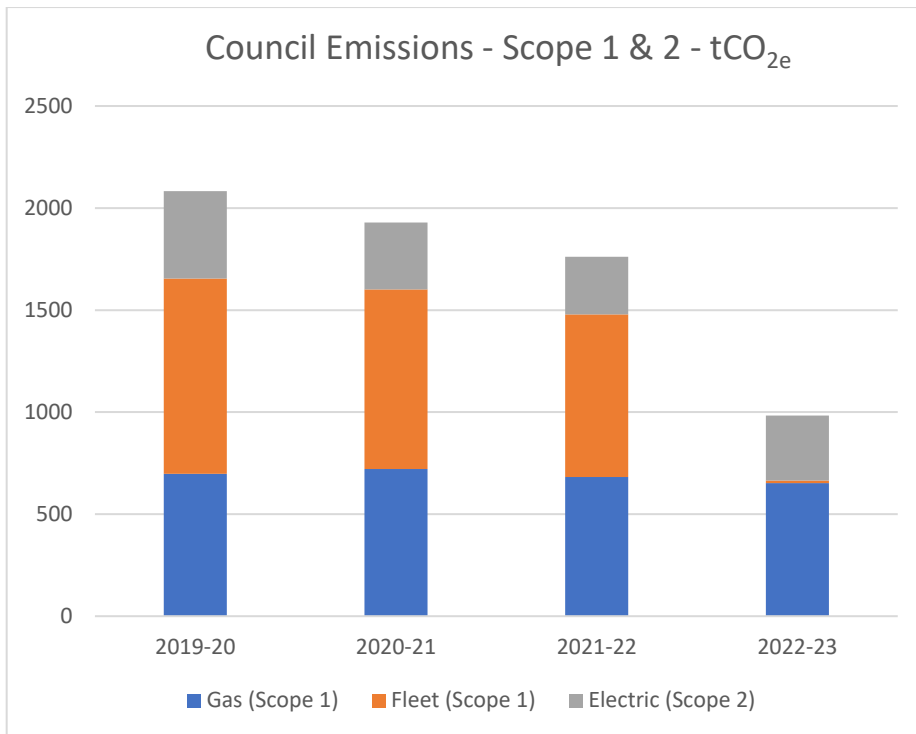
The Local Government Association (LGA) has developed a tool to help councils report emissions, based on the DESNZ conversion factors. It is the tool that the Council has selected to report. The Council's reporting has been completed for the main scope 1 (gas, fleet fuel) and scope 2 (electricity) elements over the last four financial years.

Usage data for utilities has been sourced from the Council's invoices and fleet data has been sourced from fuel systems. Leisure Centre (LC) usage has been excluded from this data as Hermitage LC and Ashby LC & Lido moved to Everyone Active during 2019. Hermitage LC closed in 2022 and Whitwick and Coalville Leisure Centre opened. This reporting will be a future development under Scope 3.

Summary of emissions status:

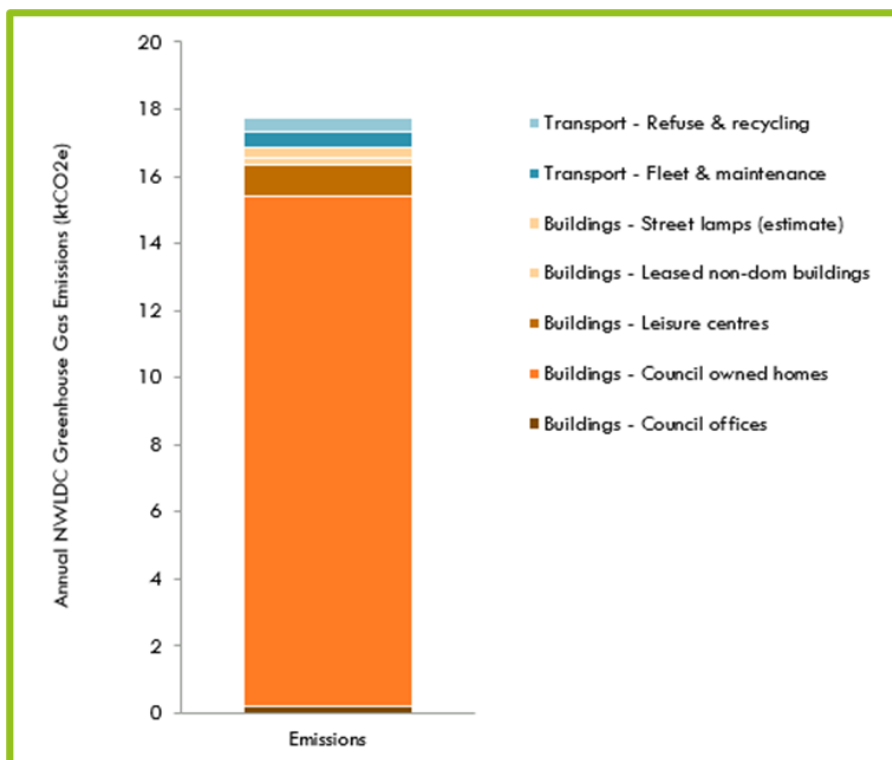
GHG emissions tCO ₂ e	Sector	2022-23	2021-22	% Change 22/23 v 21/22	2020-21	% Change 21/22 v 20/21	2019-20	% Change 20/21 v 19/20	% Change 22/23 v 19/20	Difference tCO ₂ e 22/23 v 19/20
Scope 1 - Direct Emissions										
Gas	Buildings	651.52	681.4	-4.4%	720.5	-5.4%	698.1	3.2%	-6.7%	-46.6
Diesel, HVO*	Fleet vehicles	13.4	797.7	-98.3%	880.8	-9.4%	955.8	-7.8%	-98.6%	-942.3
Scope 2 - Energy indirect										
Purchased electricity	Buildings	317.6	282.0	12.6%	327.2	-13.8%	429.6	-23.8%	-26.1%	-112.0
Total Emissions		982.6	1761.2	-44.2%	1928.4	-8.7%	2083.5	-7.4%	-52.8%	-1100.9

It is recognised that Covid will have impacted usage both positively and negatively during 2020/21 and 2021/22.



3.2. Buildings

The Council's zero carbon roadmap clearly identifies the importance of buildings. The chart below reflects the impact of emissions and shows the scale of the impact of housing (scope 3 emissions: the council owns the buildings but does not operate them).



Source: Zero Carbon Roadmap, Etude, Baseline year 2016

3.2.1. Energy Performance Certificate (EPC)

Buildings are rated on their energy performance and are issued an “energy performance certificate”, or “EPC”. Behind an EPC grading is a “SAP” rating, a “standard assessment procedure”.



EPC calculations consider the amount of energy used by tracing potential sources of energy loss – for example, to get a good rating, the floors, walls and roof should have good insulation so the heat remains within the building.

The SAP methodology is used by government to assess and compare the energy and environmental performance of buildings. The SAP framework was updated in summer 2022 to reflect the updated Building Regulations Part L and incorporated various changes to the methodology including updated CO_{2e} emissions. This will impact the estimated emissions when some buildings are re-assessed. As EPC are valid for ten years, there will be some lag in the data.

As the energy efficiency ratings of the Council’s own property portfolio improves, there will be emissions saving, however, this will vary on the type of works undertaken and the specific building, This will be impacted by how the occupant of the building operates, and the Council only has access to the data for the buildings it occupies.

The Council can, however, report an estimated before/after status on any improvement works, based on the EPC rating of each building,

Further work is required, together with Property Services and Asset Management, to report on the energy efficiency of the Council’s entire building portfolio across both social housing and commercial operation.

3.2.2. Commercial Properties

Below is a summary of the current commercial property portfolio EPCs. These are a mix of ages and were completed under both the regulatory criteria at the time of the assessment.

EPC	Number of EPCs	Annual estimated tCO _{2e}
-	7	78.0
B	4	64.4
C	17	148.8
D	36	454.1
E	20	283.4
F	4	7.2
G	5	221.1
tbc	1	
Grand Total	94	1257.0

Nine commercial properties have recently had new EPC certificates which report an estimated change in emissions from 50.0 tCO₂e to 18.2 tCO₂e, a saving of 31.8 tCO₂e under the new assessment criteria.

The Council's offices and Stenson House are classified as public buildings and together fall under a single display energy certificate (DEC) rating of D with an estimated per year of 256 tCO₂e.

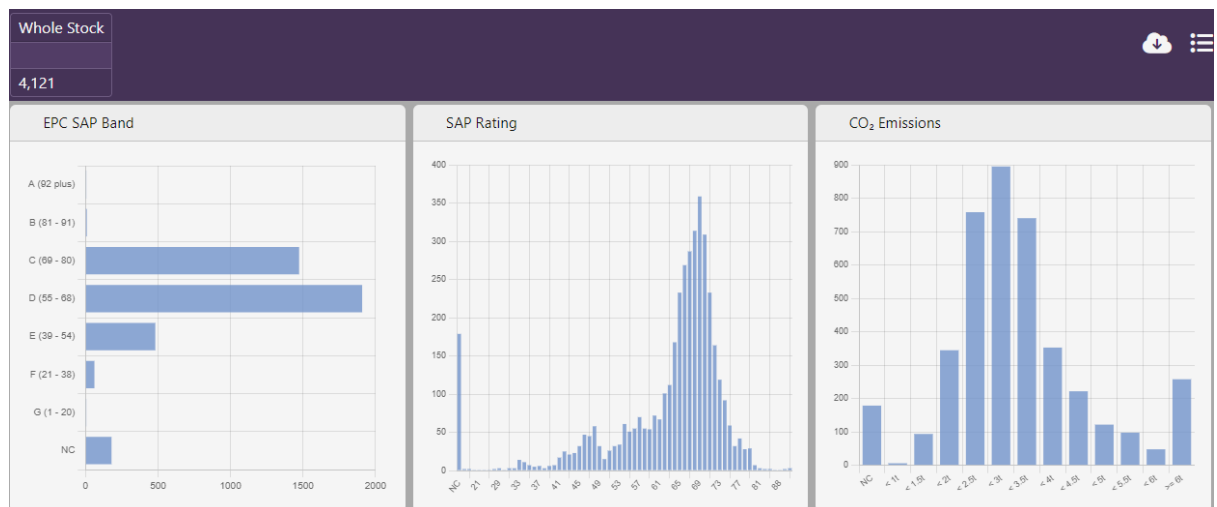
In terms of former sites, when Hermitage Leisure Centre was demolished - 95% of the waste was recycled versus the industry standard 80%.

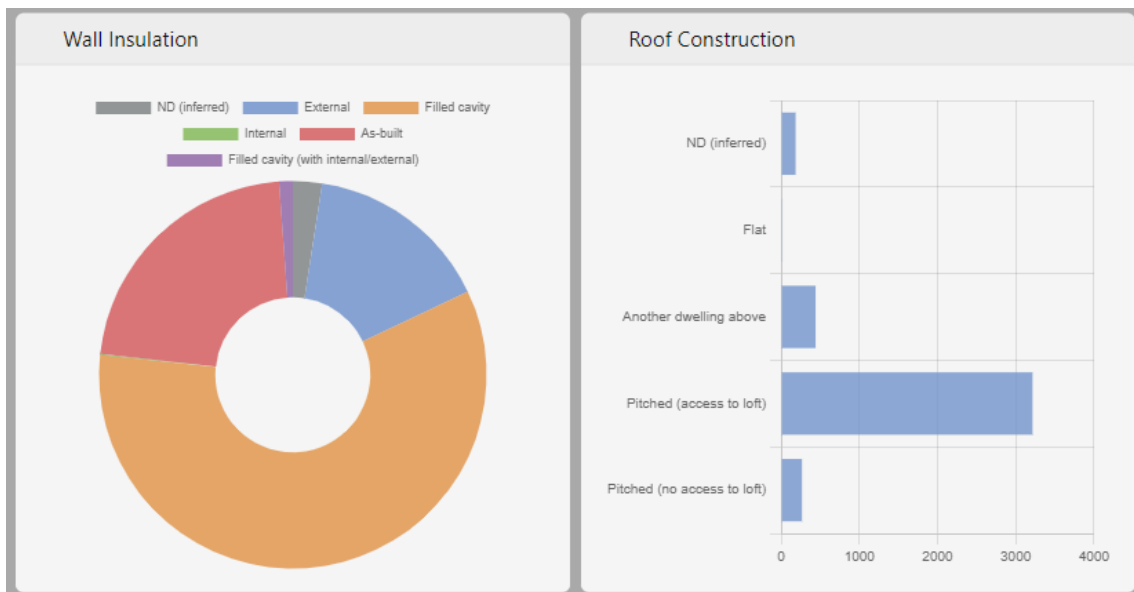
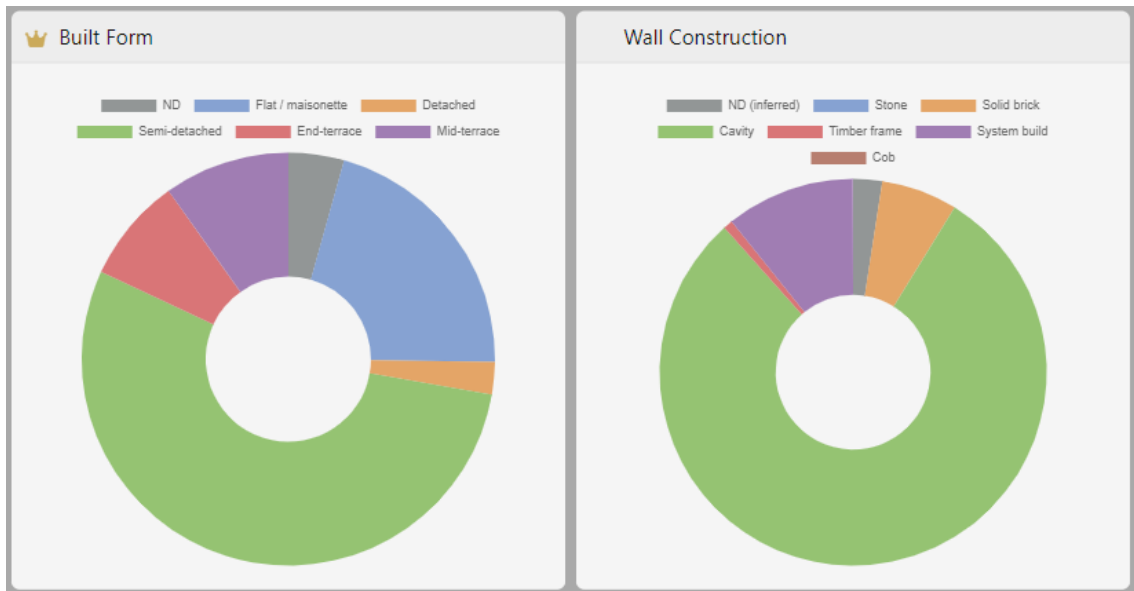
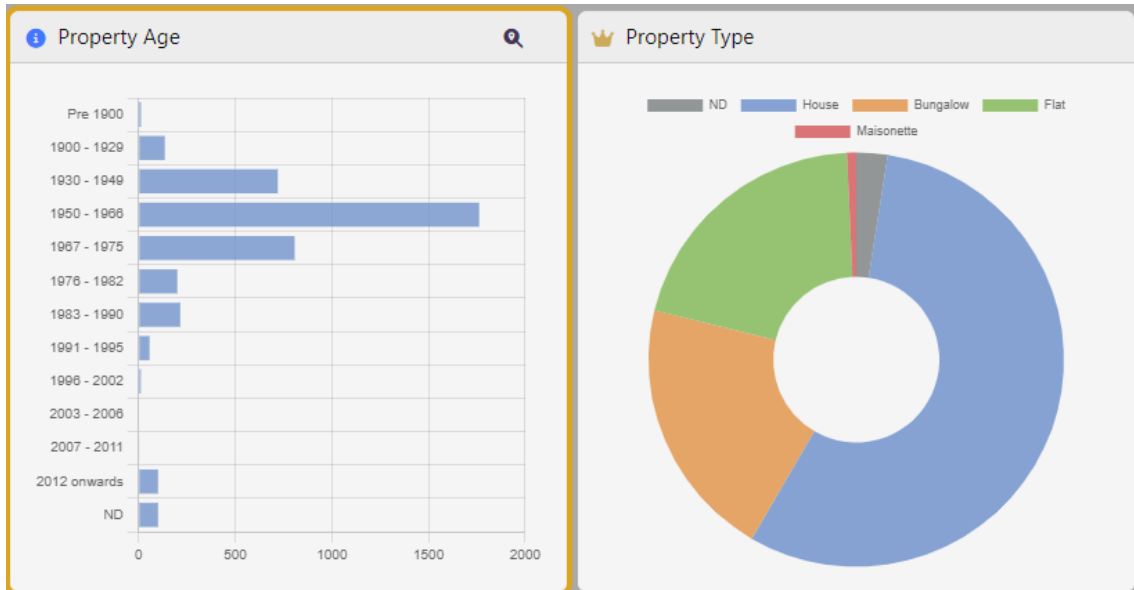
3.2.3. Housing (HRA) Properties

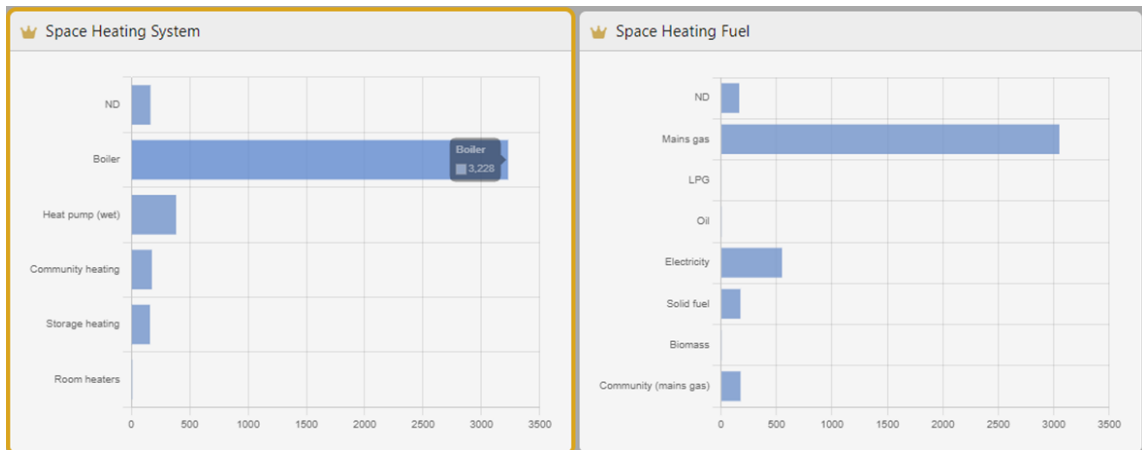
Housing has recently implemented a new intelligent energy performance management software (SAVA). The system will enable a full analysis of the housing stock to be completed and assess the current housing stock that is below an EPC of C, with the worst energy performing assets identified as high priority.

Some examples of the outputs the analysis graphics are shown below, including:

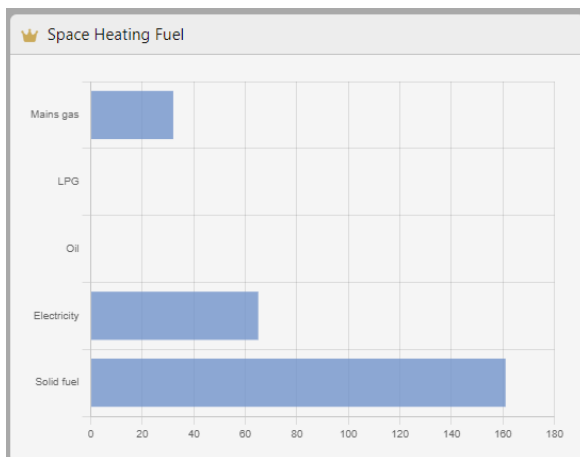
- EPC rating
- SAP rating
- CO₂ emissions
- By property age and type
- By build form, wall construction, wall insulation and roof construction
- By space heating system and space heating fuel







The system has the capability to analyse the results within specific sections, for example, looking at the properties where the CO₂ is greater than six tonnes, replacing solid fuel heating stands out for 160 properties. This software will be invaluable to target and prioritise improvements across the housing portfolio.



3.3. EV Charging Summary

There are now six EV charging points installations across the Council's car parks. Usage has been growing, although since the charging price increase in January 2023, there has been a reduction in usage. This will continue to be monitored.

The data below is a summary from the usage data. The CO_{2e} savings quoted are based on the assumption of standard electricity, not from a renewal source.

Financial Year	No. of Charges	% Change v PY	Sum of kWh Used	% Change v PY	Sum of tCO _{2e} saved	% Change
2019-2020	297		5285		2.96	
2020-2021	141	-53%	2029	-62%	1.14	-62%
2021-2022	1158	721%	16361	706%	9.16	706%
2022-2023	2577	123%	44989	175%	25.19	175%
Grand Total	4173		68664		38.45	

3.4. Recycle more

3.4.1. Recycling

In March 2023, Defra confirmed the Council's household recycling rate for 2021-22 was 46.6%, the highest of all councils in Leicestershire, and the eighth highest in the East Midlands region. The increase of the recycling rate compared to 2020-21 was 4.1% percentage points, the eighteenth highest increase in England.

The recycling rate for 2022-2023 and the amount of residual waste collected per household will not be confirmed by Defra until early in 2024. However, referring to internal data held by Waste Services, the recycling rate compared to 2021-22 is predicted to fall to approximately 43.01%. This is largely as a result of 1,828 fewer tonnes of garden waste collected compared to the prior year, due to the extreme heat during summer 2022.

3.4.2. Residual / Black bin waste

In 2022/23, 22,250 tonnes of black bin household waste were collected. Compared to prior year this is a reduction of 2005 tonnes or 8%. At household level, it equates to a reduction of 41.9 kgs from 539 kgs in 2020-21 to 497.1 kgs in 2021-22, the largest decrease amongst all councils in Leicestershire.

The method of waste disposal is changing, moving away from landfill to incineration.

Year	Waste type	Incineration	Landfill	Refuse Derived Fuel *
2022-23	Household residual waste	82.01%	17.99%	0.00%
2021-22	Household residual waste	65.81%	30.08%	4.11%

- * Fuel produced from waste including household residual waste, commercial waste or industrial waste used as a fuel in cement kilns, replacing fossil fuels

The carbon impact of disposing of household residual waste at landfill is higher than incineration. Per tonne of household residual waste, landfill disposal has a carbon factor of 451.82 kg CO_{2e}, versus 382.30 kg CO_{2e} when it is incinerated. However, to reduce the emissions associated with the collection and disposal of household residual waste, ultimately less needs to go in the black bin, through both prevention of the waste, and

maximising the opportunities through the recycling of materials, composting of green waste and anaerobic digestion of food waste.

3.4.3. Food Waste

The weekly food waste trial started in November 2019 to 2000 households and was extended in Q3 2020 to a further 2000 households, providing the service to 4,000 households. The food waste is sent to an anaerobic digestion facility in Atherstone, where it is turned into biogas, which is used to generate electricity and heat. It also produces a bio-fertiliser for use in farming.

The tonnages collected are converted to emissions savings based on a conversion rate provided by the recognised body WRAP (Waste and Resources Action Programme).

Financial Year	Tonnage Food Waste	Sum of tCO _{2e} saved	% Change v PY
Nov 2019- March 2021	138	104	
2021-2022	207	155	50%
2022-2023	204	153	-1%
Grand Total	549	412	

In autumn 2022, a communications campaign was undertaken to encourage households to use the service which resulted in increased participation and a 24% increase in tonnage collected.

During 2022-23, feedback via a survey was obtained from residents participating in the food waste collection trial. It found 95% of respondents would continue to recycle their food waste beyond the trial, and 61% respondents saw a reduction in their black bin waste as a result of recycling their food waste.

The food waste collection trial will continue until further confirmation is received from the government and DEFRA regarding funding arrangements, which will be made available to councils to provide district-wide collections of food waste from households.

Food waste collections are in place throughout all Council depots, Whitwick Business Centre and the Customer Centre, ensuring the Council is leading by example, maximising recycling opportunities throughout the organisation.

3.4.4. Carbon Calculator

A carbon calculator has been developed working with an environment consultant, Frith Resource Management. It is designed to measure the greenhouse gas impacts of all waste and recycling materials collected, transported and disposed by the council. This includes all material streams collected from households and commercial premises.

This data is currently being validated and reporting is being developed.

The greenhouse gas impacts will reinforce the importance of recycling, the composting of garden waste, and the aerobic digestion of food waste. All of these collections support the reduction of black bin waste.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – 11 JULY 2023



Title of Report	DEVELOPING A NEW COUNCIL DELIVERY PLAN	
Presented by	Mike Murphy Head of Human Resources and Organisation Development	
Background Papers	Council Delivery Plan Agenda for Council on Tuesday, 7 September 2021, 6.30pm-North West Leicestershire District Council (nwleics.gov.uk)	Public Report: Yes
Financial Implications	<p>There are no direct financial implications arising from this report.</p> <p>There is a Provisional Financial Outturn 2022/23 report separately on the agenda which sets out the financial performance for the financial year.</p> <p>Signed off by the Section 151 Officer: Yes</p>	
Legal Implications	<p>There are no direct financial implications arising from this report.</p> <p>Signed off by the Monitoring Officer: Yes</p>	
Staffing and Corporate Implications	<p>There are no direct financial implications arising from this report.</p> <p>Signed off by the Head of Paid Service: Yes</p>	
Purpose of Report	<p>The report provides the Committee with the end of year (Quarter 4) performance information which was signed off by Cabinet at its meeting on 27 June 2023. P</p> <p>A new Council Delivery plan is being developed during the summer and autumn of 2023 which will include key priorities for the Council over the next four years and an accompanying set of key performance indicators.</p> <p>Members of the Committee are invited to advise if they are minded to retain any of the actions or indicators contained in the previous plan (copied as an Appendix to this report for information), and/or to suggest to Cabinet any other considerations that they might wish to see included as part of the development of the new Council Delivery Plan.</p> <p>The report also sets out the timelines for the development of the new Council Delivery Plan.</p>	
Recommendations	<p>THAT THE CORPORATE SCRUTINY COMMITTEE</p> <p>1) NOTES THE DECISION OF CABINET IN SIGNING OFF THE QUARTER 4 PERFORMANCE REPORT.</p>	

	2 PROVIDES COMMENTS AND FEEDBACK TO CABINET ON POSSIBLE ACTIONS AND PERFORMANCE MEASURES FOR INCLUSION IN THE DEVELOPING COUNCIL DELIVERY PLAN.
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1. INTRODUCTION

- 1.1 This report provides the Committee with a copy of the final performance report of the last Council administration. This was signed off by Cabinet at its meeting on the 27 June 2023. A copy of the quarter 4 performance report (January to March 2023) is attached at Appendix 1 of this report for information and to assist the corporate scrutiny committee with consideration of this item.
- 1.2 The new Alliance administration is in the process of developing a new Council Delivery Plan. Members of the Corporate Scrutiny Committee are invited to contribute towards the development of the new plan at this early stage.
- 1.3 Comments and contributions by the Committee will be put forward for consideration by Cabinet at its meeting on the 25 July 2023, and there will be a further opportunity for the Corporate Scrutiny Committee to review the plan at the meeting scheduled for 31 August 2023, before the plan is considered for adoption by full Council in November 2023.

APPENDIX 1.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 27 JUNE 2023



Title of Report	QUARTER 4 PERFORMANCE REPORT	
Presented by	Councillor K Merrie Infrastructure Portfolio Holder PH Briefed Yes	
Background Papers	Council Delivery Plan Agenda for Council on Tuesday, 7 September 2021, 6.30pm-North West Leicestershire District Council (nwleics.gov.uk)	Public Report: Yes
		Key Decision: No
Financial Implications	There are no direct financial implications arising from this report. There is a Provisional Financial Outturn 2022/23 report separately on the agenda which sets out the financial performance for the financial year.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	There are no direct financial implications arising from this report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	There are no direct financial implications arising from this report.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	The report provides Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for Quarter 4. The report also explains the proposed arrangements for the development of the new Council Delivery Plan.	
Reason for Decision	That Cabinet notes the progress against the corporate objectives and performance indicators for Quarter 4.	
Recommendations	THAT CABINET: 1) NOTES THE PROGRESS AGAINST THE COUNCIL DELIVERY PLAN ACTIONS AND PERFORMANCE INDICATORS FOR QUARTER 4 OF 2022/23. 2) AGREES TO THE CLOSE DOWN OF THE PREVIOUS COUNCIL DELIVERY PLAN AND THE PROCESS AND	

	TIMELINE FOR THE PRODUCTION OF THE NEW PLAN AND ASSOCIATED PERFORMANCE FRAMEWORK.
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1. INTRODUCTION

- 1.1 This report provides an update of the Council’s key objectives and performance indicators for the final quarter of the financial year – the period January to March 2023. Performance is managed at a strategic, service, operational and individual level. This report provides information measured against the Council Delivery Plan agreed by full Council in September 2021. The detail of Quarter four performance is set out in Appendix 1 below.
- 1.2 The quarterly performance reports seek to recognise good performance, share best practice across the organisation and to identify ‘performance gaps’ highlighting if and where action is required to meet targets. Once these gaps are identified, intervention plans will be created or adapted to improve performance towards the target. This will be part of a continual cycle of review and action.
- 1.3 This is the final performance review report on the Council Delivery Plan agreed by Council in September 2021. A plan for the new Council administration will be developed during the summer in consultation with members and will be presented to the November meeting of Council. Where appropriate, any outstanding actions from the previous plan will be either incorporated in service plans or reimagined in the new plan. It is proposed that the new plan will set out the ambitions of the Council and span the duration of the new Council administration, but will be reviewed annually to take account of any changes and developments and actions will be incorporated into Departmental and Service Plans. A new suite of performance indicators will also be developed to ensure the areas measured are relevant and effective in supporting the new Council delivery plan. A revised Performance Framework will set out how Performance against the new Council Delivery Plan will then be monitored. This will take effect from quarter 4 (January to March 2024) with reports to members in 2024.
- 1.4 Financial performance information is now being reported to members as a separate report.

2. SUMMARY OF PERFORMANCE

- 2.1 This report sets out the performance and progress against the Council Delivery Plan actions and key performance indicators.
- 2.2 A report on the progress made against the Council Delivery Plan actions and indicators is detailed in the tables below. During the quarter twenty-two of the thirty-five actions in the Council Delivery Plan were in progress and thirteen had been achieved.

Looking at the forty-four performance indicators, at the end of Quarter 4, twenty-eight were achieved, four were within 5% tolerance, nine had not been achieved and three are reported annually (or where the data was not available at the time of writing this report).

Delivery Plan Action 2022/23	Actual	Target
Number of Actions achieved.	13	35

Number of Actions in Progress		22		0	
Number of Actions Not achieved		0		0	

Performance Indicators 2022/23	Actual	Target	RAG
Number of targets achieved.	28	44	★
Number of targets within 5% variance of target (10% financial)	4	0	●
Number of targets Not achieved	9	0	▲
Not Applicable/Annual Measure	3		

3.0 SUMMARY OF PROGRESS AGAINST PRIORITIES AGAINST THE FIVE THEMES AND PERFORMANCE INDICATORS.

3.1 Supporting Coalville to be a vibrant family friendly town.

The Coalville Regeneration Framework has been approved by Cabinet, which will enable project delivery to commence.

Approvals have now been completed for the highways works in Marlborough square, Coalville and updated prices are being obtained from the contractor.

Footfall at the Newmarket is continuing to show further growth and improvement when compared to the previous financial year. A survey of customers demonstrated high levels of satisfaction with shopping visits, and some useful comments were received about how the market might be further improved.

The strategy to seek to attract a cinema operator and the work involving the development of the Hermitage Leisure Centre and Hermitage Recreation ground continue to be developed in consultation with partners and stakeholders. This is prior to consideration of the options by the scrutiny and Cabinet meetings.

Four of the five performance indicators associated with the Coalville regeneration priority were achieved in the quarter. These relate to footfall in the Coalville town centre, schemes meeting the good design supplementary guidance document, retail vacancy rates and attendance at Coalville events.

One performance indicator was below target – that of occupancy rates in the Newmarket which stood at 45% against a target of 88%. There has been a slight increase during the quarter, so the movement is in the right direction. To try to increase the occupancy, the Council has extended the offer for half price stalls and work with prospective traders is continuing.

3.2 Our Communities are safe, healthy, and connected.

The customer contact centre in the Belvoir Shopping Centre continues to be an important and well-used facility for customers who prefer to interact with the Council on a face-to-face basis. The centre

also has floor walker customer advisors and a range of self-serve options. This centre has significantly improved the Council's face-to-face offer in the post COVID recovery period and its location in the town centre should also contribute towards footfall and business recovery.

Two neighbourhood plans were completed during the year and four further plans are in development.

Consultations on the emerging Local Plan were delayed to 2023/24 due to further work being required to confirm housing requirements with other Leicestershire authorities.

Work continued with partners on the healthy communities plan, with the next stages being further public engagement and the development of an action plan.

Seven of the nine performance indicators associated with the Safe, Healthy and Connected priority were achieved, (or were within the acceptable variance) in the quarter. These relate to an end of year target of 40,000 on-line accounts, a significant growth in the number of on-line forms submitted, very high participation levels at the new Coalville and Whitwick and refurbished) Ashby Leisure centres, Neighbourhood plans, and requests for new mobile CCTV locations in the district area.

One indicator was not achieved, - the percentage customer services centre satisfaction rate was at 88% compared to a target of 95%. This was attributed to a number of customers not having resolution at the first point of contact - this is not an ideal position for customers and this is something being work on with departments to improve.

3.3 Local people live in high quality, affordable homes.

Two of the seven actions in this part of the plan were achieved with five in progress.

The two actions involving housing supply were achieved with thirteen new, mixed types of housing, being let to tenants in the year. Feasibility assessments around potential new Council housing sites, and the current stage of their development are detailed in the report.

The long-term target to achieve one thousand new affordable homes over a five-year period (in association with Housing associations and partners) continued to show good progress with 143 delivered during 2022/23, taking the current total to 438 against the target of 1000 by March 2026.

Improvement works to existing Council homes have been severely affected during the year by a number of factors and these have previously been documented to the scrutiny committee and cabinet in the Quarter 3 report. External contractors have been engaged to support the catch-up works needed.

The redevelopment of the Appleby Magna caravan park was delayed by weather conditions.

Seven of the ten performance indicators were achieved in this priority area, with two not achieved and one a multiple year target.

Performance on all four of the planning indicators was strong in the period with major and minor planning applications being achieved within the prescribed timescales. This success should not be underestimated given the recruitment and retention challenges some other councils are experiencing currently.

The internal repairs team has exceeded its repairs target with 6418 out of a total of 6089 completed.

Forty-five new Council homes were delivered in 2022/23 against a target of ten. This includes homes built, purchased, or secured through S106 bids.

Seventy-two adaptations were made to the homes of the most vulnerable tenants, amounting to a spend of £370K against a target of £300K during the year.

The indicators below target included the average time to relet vacant Council properties – this showed some improvement during the quarter and was due to the amount of work needed to bring the properties up to lettable standard in many of the vacant properties with the resource constraints in this area documented elsewhere in this report.

Similarly, the spend on major works to Council houses has been affected by workforce considerations and supply issues with a total spend of £2.8m against a target of £6.9m.

3.4 Support for businesses and helping people into local jobs.

Five of the seven actions in this part of the plan were achieved.

These included the updating of the district Economic Growth plan, and further success with business growth at the Segro and Mercia Park Business sites with the potential of around two hundred new jobs,

In addition, the Council has supported loyalty schemes for high streets, developed a new visitor economy plan and continued the work on developing employment, training and apprenticeship opportunities in the supply chains associated with the building (and completion) of the new Whiiwick and Coalville Leisure Centre.

Work is continuing at a strategic level with the East Midlands Development Corporation Interim Vehicle and with the establishment of the East Midlands Freeport in conjunction with partners.

Performance on the indicators in this area of the plan show that five of the nine indicators were achieved, with four not achieved.

Businesses were supported in recovering from the pandemic to the tune of £1.6m paid to approximately two hundred organisations.

Training and business support to businesses and schools involved work with eight local schools and digital business support programmes, while the actions relating to the new Whitwick and Coalville Leisure Centres were achieved earlier in the year.

The indicators relating to tourism were still struggling post pandemic with job numbers, annual visitor spend and overnight stays all below their targets.

3.5 Developing a clean and green district.

Four of the eleven actions in this element of the plan were achieved, with seven in progress.

In recent years recycling rates have improved, with a rate of 46.6% in 2021/22 up by 4.1% compared to 2020/21. The rate for 2022/23 was not available at the time of writing the report.

The Council has worked with the National Forest Company to develop the Heart of the Forest masterplan and the Sustainable Tourism Accommodation design guide and programme.

The litter taskforce has continued to achieve successes in cleaning up the District through close co-operation and support to voluntary litter pickers.

The Green Homes Grants Local Authority delivery programme has delivered its target of modifications to fifty-six of the Council's properties which has led to improvements in their Energy Performance Certificates.

Good progress continues to be made on the development of electric charging points, with the electrification of the Council's own fleet or greener alternatives, with a review of Council - owned buildings and by encouraging Hackney carriage and private vehicle operators to move to greener options.

Three of the four performance indicators in this area were achieved during the period.

Six of the seven performance indicators in the Value for money section of the Appendix achieved their target or were within the acceptable variances. The indicator which did not meet the target - the annual income achieved by the in-house repairs team has been explained elsewhere in this report.

APPENDIX 1. COUNCIL DELIVERY PLAN - DETAILED PROGRESS ON ACTIONS AND PERFORMANCE INDICATORS.

Council Delivery Plan 2022/23 Quarterly Report QTR 4

Supporting Coalville to be a more vibrant, family friendly town

Our aims

Coalville is a vibrant town – Local people choose to spend their time and money in Coalville town centre.

– Coalville is a good place to do business

Key tasks 2022/23	Quarter 4 Performance								
<p>Complete Coalville's Regeneration Framework and commence delivery.</p> <p>Achieved</p>	<p>The Regeneration Framework document has been approved by Cabinet and delivery of projects within the framework such as the Marlborough Centre has begun.</p>								
<p>Begin construction of Marlborough Square new public space.</p> <p>In progress</p>	<p>Section 278 Approval (the highways agreement) has now been obtained and an updated price for delivery of the works is being obtained from the contractor</p>								
<p>Open Coalville's Newmarket once COVID -19 restrictions permit and continue to provide support, guidance, and funding for Coalville Market traders to grow their businesses.</p> <p>In progress</p> <table border="1" data-bbox="124 1592 703 1944"> <thead> <tr> <th></th> <th>Total Footfall Q4 21/22</th> <th>Total Footfall Q4 22/23</th> <th>% + / - (from last period)</th> </tr> </thead> <tbody> <tr> <td>Total Footfall</td> <td>6,756</td> <td>9,369</td> <td>+2,613</td> </tr> </tbody> </table>		Total Footfall Q4 21/22	Total Footfall Q4 22/23	% + / - (from last period)	Total Footfall	6,756	9,369	+2,613	<p>The period after Christmas is historically a quieter time in the market industry, However, total footfall for Quarter Four 2022/23 was 9,369 an increase of 2,613 from Quarter Four 2021/23. Total footfall 2022/23 was 34,961. Officers undertook customer surveys which ran for the duration of December. The survey was designed to get a clear understanding of what matters to customers and how Officers can make improvements to help meet customer expectations and help market traders to grow their businesses.</p> <p>Thirty-four people took part in the on-line survey. Fifty percent of participants rated their visit as excellent or very good and twenty-five percent poor or not very good and twenty-five rated their visit as average. The main reasons for visiting Newmarket were for shopping (forty-one percent), food and drink (thirty five percent) activities (twenty-nine percent).</p> <p>Forty-six people completed a paper survey when they visited. Almost one hundred percent of participants rated their visit as excellent or very good (two participant rated their visits as average / poor). The main reasons for visiting Newmarket were for food and</p>
	Total Footfall Q4 21/22	Total Footfall Q4 22/23	% + / - (from last period)						
Total Footfall	6,756	9,369	+2,613						

drink (sixty-three percent) and activities (fifty four percent). Shopping accounted for four percent of visits.

Participants were also asked to comment on what they enjoyed about Newmarket and how the offer could be improved. Below is an indication of the types of comments received. What did you enjoy most about your visit?

- As always, the staff are so inviting polite and friendly people. Always make me and my children welcome and are always so supportive.
- The atmosphere and the people both make for an excellent night out. It feels like one big family.
- Friendly people and lovely and welcoming
- Great choice of food, some of it not what you might expect.
- Meeting new people my daughter loves the kids club there and enjoying a coffee with friends.

What could we do better next time?

- More stalls with better items the new market is so small that I wouldn't call it a market.
- The place needs filling and advertising, concessions should be made to interested businesses, free rent, free advertising.
- More variety of stalls
- Provide a more traditional market with fruit/ veg stalls etc.
- Nothing everything is amazing here.

What else would you like to see at Newmarket?

- More market stalls.
- More children's and evening activities.

Comments on the survey indicate that Officers are providing a good service, many customers feel welcome and have a positive experience when visiting Newmarket for food and activities. Responses also suggest that customers want to see more variety of market stalls, in particular fruit and veg.

Officers did secure a fruit and veg stall when Newmarket first opened but the business could not compete with a local trader who sells fruit and veg on Memorial Square. It is the intention that the local trader will trade at Marlborough Square when the works are complete. The Council can then provide customers with a traditional market to enhance the offer at Newmarket. Officers continue to reach out to prospective traders and have contacted sixty-four businesses following the survey. The offer of fifty percent discount for casual stalls has also been extended.

<p>Seek a cinema operator for Coalville.</p> <p>In progress</p>	<p>The strategy designed to attract a cinema operator to Coalville continues to be implemented.</p>
<p>Develop a framework of opportunities for the land adjacent to the new Leisure Centre, the Hermitage Recreation Ground, and the existing Hermitage Leisure Centre Building.</p> <p>In progress</p>	<p>This project has now been split into two strands: the Hermitage Leisure Centre (HLC) building and site, and the Hermitage Recreation Ground (HRG). Cabinet approved the demolition of the HLC building and consideration will now be given to developing a business case to assess if it is feasible to create a small residential development on the site in advance of the site's appropriation to the Housing Revenue Account (HRA). Consideration will also be given to reinvesting the savings generated to the General Fund account into the HRG as part of an Active Community Zone.</p> <p>Whilst the Active Community Zone cannot be progressed until the business case for the HLC site has been assessed and, if appropriate, approved, proposals to develop an Ecopark on the HRG are progressing. These proposals have been developed in line with stakeholder feedback from the various consultations undertaken, and include the planting of over 3,300 trees, a Tiny Forest, five new footpaths to allow for more cycling and walking, a trim trail to encourage children and young people to be physically active, interactive nodes to encourage family engagement, and significant biodiversity improvements. The intention is that the Ecopark is developed and maintained, subject to member approval, with no additional capital or revenue financial support required from the Council due to the external funding streams available to support it.</p> <p>Now proposals have been developed, further stakeholder engagement is being undertaken prior to reporting proposals to Scrutiny Committee and Cabinet to seek approval to deliver the project.</p>

Supporting Coalville to be a more vibrant, family friendly town - performance indicators

Coalville is a vibrant town – Local people choose to spend their time and money in Coalville.

Coalville is a good place to do business.

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Increase footfall in Coalville town centre per annum	Latest figures available are Jan 2023 356,535 Jan 2022 324,328 Increase is 32,207 9.9%	3%	★	Footfall figures for Coalville have increased by 9.9% between January 2022 and January 2023
Percentage of major residential development schemes scoring / performing positively against Building for a Healthy Life and the Council's Good Design Supplementary Planning Document	100%	90%	★	The team continues to exceed the target for schemes that perform positively when assessed against Building for a Healthy Life and the Council's Good Design Supplementary Planning Document
High Street Retail Vacancy Rate in Coalville is below national average	12%	< 13.7% * *Note: targets for 2021/22/23 may vary as National Average varies	★	The most recent national statistics available were for Q3 2022/23 where the average was 13.9%. Coalville remains below the national average.
Increase the number of Coalville events attendees by 500 per 2022/23 from baseline of 5000 in 2020/21	0 (Q4) 5000 (Q3) 4119 (Q2) 3000 (Q1)	6000 Annual Visitor Target	★	There were no events scheduled for delivery by the Council in Q4.
Trade Occupancy rates in Coalville's Newmarket.	45%	88%	▲ Average occupancy rate is forty five percent this quarter which is forty three percent below target	Overall occupancy rates have increased from thirty nine percent in Quarter four 2021/22 to forty five percent in Quarter four 2022/23 an increase of six percent. The Council has extended the offer for half price stalls to help attract new traders. Outreach work continues and sixty-four prospective traders

Trading Day	% Occupancy Rate Q4 21/22	% Occupancy Rate Q4 22/23	% + / - (from last period)				have been contacted this quarter.
Tuesday	25%	41%	+16%				
Thursday	32%	43%	+11%				
Friday	37%	43%	+6%				
Saturday	60%	54%	-6%				
Overall Occupancy	39%	45%	+6%				

Our communities are safe, healthy, and connected.

Our aims

Put our customer sat the heart of all we do – Increase connectivity (physically and virtually) throughout our communities.

– Support safer neighbourhoods


Key tasks 2022/23	Quarter 4 Performance
<p>Make sure our customers can interact with us in a way which meets their needs, improving our services, promoting self-serve and digital options as well as providing face-to-face support compliant with COVID19 guidance.</p> <p>In progress</p>	<p>Both the customer experience and customer service team have been working on new forms in collaboration based upon customer feedback to make sure where enquiries can be self-served at the customer convenience this is available. The Customer Centre enables greater self-serve facilities with the Customer Services team available to assist with the addition of the floor walker role. Since opening the Customer Centre has seen an increase in face-to-face demand and the Customer Service team re assisting more residents.</p>
<p>Work with our leisure partners to continue the construction of the new Whitwick and Coalville Leisure Centre with completion planned for July 2022 and increase participation at both this centre and Ashby Leisure Centre to where they were pre-COVID-19</p> <p>Achieved</p>	<p>Completed in Q4 2021/22</p>
<p>Encourage and support town and Parish Councils to write and prepare their own Neighbourhood plans.</p> <p>In progress</p>	<p>Two Neighbourhood Plans made in 2022/23 whilst four are in the process of being prepared.</p>
<p>Consultation will take place with relevant stakeholders on emerging options for the Local Plan Substantive Review including the development strategy and potential site allocations for new development.</p>	<p>Consultation on emerging plan delayed until 2023/24 due to delays in confirming housing requirements as a</p>

<p>In progress</p>	<p>result of joint work with other Leicestershire authorities. Various reports to Local Plan Committee dealing with responses to consultation undertaken in January to March 2022</p>
<p>As part of the Integrated Neighbourhood Team, and in partnership with the West Leicestershire Clinical Commissioning Group, the North West Leicestershire GP Federation, Adult and Social Care, front line health care workers, and other key stakeholders, develop a locality based Healthy Communities plan aimed at tackling significant health inequalities in North West Leicestershire.</p> <p>In progress</p>	<p>During Quarter 4, the Integrated Care Board has undertaken consultation on the twenty emerging priorities that Stakeholders feel should be taken forward into the plan. The six priorities that were deemed highest priority are Cancer (prevention, screening, diagnosis, and support), Dementia Support, Carers Support, Healthy Weight, Mental Health and Learning Difficulties/special educational needs.</p> <p>The next stage of the process is to review the priorities against the data and public health indicators that are significantly worse than the national average to ensure they are not ignored or are being addressed through other action plans such as the North West Leicestershire Health and Wellbeing Strategy. Further engagement will then be undertaken with the public to see if these priorities resonate with them. Once the priorities are finalised an Action Plan will be created by the Integrated Care Board and action groups formed to create and deliver actions to tackle the agreed priorities.</p>

Our communities are safe, healthy, and connected – performance indicators.

Put our customer sat the heart of all we do – Increase connectivity (physically and virtually) throughout our communities – Support safer neighbourhoods.

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Number of online accounts	Quarter 4 1379 Total number of accounts to date 47483	40,000	★	The monthly target is 450 new online accounts. This quarter the average was 459 accounts per month. The end of year target of reaching 40,000 online accounts was achieved.
Number of online forms submitted by customers (transactions)	Quarter 4 total number of forms submitted 14,915.	4,000	★	Average per month for quarter 4 was 4971 which was 971 per month more than the monthly target. Form submissions can vary depending upon if a form is created for a specific event that can get a lot of traction. The more online forms there are the more submissions will rise. The garden bin renewal has played the part this quarter.
Percentage of customer satisfaction (Customer Services)	88% when combining all satisfaction ratings	95%	▲	The overall satisfaction rating was reduced due to call resolution and not having the answer available at first point of contact. This is something the team continues working with key service areas on in monthly meetings.
The percentage of adults in North West Leicestershire who are overweight or obese.	70.9%	71.3%	●	Obesity levels across the District are reducing. Actions taken throughout the year by the Leisure Services team to support weight management include. <ul style="list-style-type: none"> Promoting messages and campaigns to support behaviour change around weight management, including Let's Get Moving, Love Food, Hate Waste, Change for Life and Public Health Campaigns. Delivery of the North West Leicestershire Food Poverty Action Plan.

				<ul style="list-style-type: none"> • Delivery of physical activity interventions such as the Active Friends Programme, the community allotment plot, and the delivery of physical activity sessions in sheltered housing schemes. • Supporting the Leicestershire County Council (LCC) Weight Management Service, through delivery of the physical activity aspect of their service. • Supporting delivery of the Holiday Activities and Food Programme (HAF) across the District which provides children from families of low socio-economic status with free access to school holiday activity clubs with a healthy lunch time meal provided. • The delivery of school holiday sessions including a healthy snack or meal for children that do not qualify for HAF but are affected by the cost-of-living crisis. • Supporting delivery of the LCC Public Health Healthy Tots and Healthy Schools programmes to schools and early years settings. • Supporting the delivery of Making Every Contact Count (MECC) training to frontline NWLDC staff to support 'healthy conversations and signposting.
<p>Levels of participation at Hermitage / Whitwick and Coalville Leisure Centres.</p>	<p>Annual – 798,560 Quarterly – 218,581 Q3 Actual: 579,979 Q2 Actual: 402,067 Q1 Actual: 206,372</p>	<p>323,893 Annual Target 80,973 Quarterly Target</p>	<p style="text-align: center;"></p>	<p>Whitwick and Coalville Leisure Centre enjoyed a further strong quarter, within which its first anniversary was marked. This was attributable to the four factors of fitness members and swim lesson pupils, casual swimming popularity and an impressive and growing sports hall programme of activities and events.</p> <p>At the end of March 2023, the centre had 3,917 fitness members compared to 3,196 at the start of</p>

				<p>the year, whilst swim lesson pupil numbers had grown from 1,710 to 2,210 across the same period. The take up of casual swimming at the centre has been a particularly good news story, with utilisation of casual swim sessions currently sitting at 64% against a national average of 45 – 50%. Sports Hall usage levels have been equally impressive, sitting at 67% against an accepted national standard of 40-45% due to centre staff proactively securing and facilitating a diverse and inclusive portfolio of daytime, evening, and weekend bookings.</p>
Levels of participation at Hood Park / Ashby Leisure Centre	<p>Annual – 413,236 Quarterly - 107,688</p> <p>Q3 Actual: 305,548</p> <p>Q2 Actual: 216,560</p> <p>Q1 Actual: 105,591</p>	<p>371,526 Annual Target</p> <p>92,881 Quarterly Target</p>	★	<p>As previously reported, usage levels at Ashby Leisure Centre and Lido have suffered more than was predicted in terms of the impact of the new Whitwick and Coalville Leisure Centre, despite overall usage across the two centres surpassing targets.</p> <p>This has been entirely attributable to fitness membership and swim pupil numbers having stagnated across the year, with 1,606 fitness members signed up at the end of March 2023 compared to 1,564 at the start of the financial year. The year ended with 1,412 swim lesson pupils against a starting position of 1,516.</p> <p>Away from fitness membership and swim lesson pupils, the centre continues to perform well with sports hall usage at 49% due primarily to an increasing events portfolio including Megaslam Wrestling, and baby clothing and equipment markets. The refurbishment and re-branding of the former outdoor Ball Courts to the Ashby 3G Football Hub also proved to be a success story with overall utilisation of the facilities up from 41% to 48% on the back of increased evening usage.</p>

NWL Local Plan – number of new homes built since the start of the Local Plan period in 2011 (target 481 homes annually)		5,291 (11 2022/23s x 481 homes)		Figure not available until end of April.
Number of new Neighbourhood Plans made	2 (Blackfordby and Swannington)	2 Annual Target	★	
Number of new locations for mobile CCTV cameras in partnership with local stakeholders including parish and town councils to help make our communities safer.	5	5 Annual Target	★	All requests for the installation of mobile CCTV cameras are considered in accordance with data protection requirements. A mobile camera will only be positioned if both the data protection impact assessment (DPIA) concludes that it is proportionate to do so and it is cost effective. New locations within Measham, Castle Donington, Ravenstone, Ashby and Agar Nook have been considered. Following the DPIA assessment of all locations, work is underway to locate mobile cameras in four locations within Castle Donington, associated with theft from motor vehicles and anti-social behaviour. A further mobile camera will remain in place on Garendon Road as a result of crime and anti-social behaviour and discussions are underway to site a mobile camera in Ashby to monitor anti-social behaviour

Local People live in high quality, affordable homes.

Our aims

Increase the number of affordable homes in the district.

Improve the quality of our council housing – Improve the quality of private rented accommodation.

Key tasks 2022/23	Quarter 4 Performance
<p>New Council Housing Supply – ensure we deliver at least 10 additional NWL Council Homes.</p> <p>Achieved</p>	<p>Thirteen new properties have been taken on (a mixture of mid terrace, end terrace, semi-detached houses, and semi-detached bungalows all of which are two bedrooms) to date. These have been let to new tenants. There are also plans to bring two semi-detached bungalows and one detached bungalow in to the portfolio in the Osgathorpe area through purchases that are being actively worked on.</p>
<p>New Council Housing Supply - Complete feasibility assessment of potential new Council Housing build across the District, and progress to Planning Application stage if viable.</p> <p>Achieved</p>	<p>Throughout recent months the property portfolio has been reviewed and aligned this with current development goals and the needs of the District. The table below has been adjusted to show the number of sites at each key stage of development. These developments are to be driven by the Council on Council owned land with the support of external contractors as opposed to purchases of completed properties.</p> <ol style="list-style-type: none"> 1) Desktop Site Feasibility – NONE 2) Scheme Design – two Sites 3) Site Acquisition - NONE 4) Procurement – two Sites 5) Building Contract – NONE 6) Post Contract Handover – one Site 7) Post Completion – two Sites <p>The proposed properties to be procured and built as per these scheme designs are a mix of one to three bedroom houses and bungalows. This spread is driven by the housing register and is geared to meeting residents' needs.</p>
<p>New Housing Supply - Work with housing associations & partners to deliver 1000 new affordable homes over the next 5 years to help meet local housing needs.</p> <p>In Progress</p>	<p>In Q4, an additional 26 units were delivered achieving an annual total of 143. Combined with the 295 homes delivered in 2021/22, supply is still ahead of the profile and expect to reach the target by 31 March 2026</p>
<p>Maintaining & Improving Council Tenants Homes - Complete a programme of investment of up to</p>	<p>Works delivered in Q4 have been slow and prolonged by staffing availability, materials and planning issues within the HIP team. There was an original programme of £4.5m issued for the financial year with an addition of £2.7m of works rolled over that were not completed the previous financial year. Work and performance are being monitored closely. The total value over the financial year was £7.2m worth of work. Of this, approx. £3.5m has been delivered.</p>

<p>£4.5m of improvement works to maintain our tenant's homes at the Decent Homes standard.</p> <p>In progress</p>	
<p>Commence a programme of additional improvement works, worth up to £2.4m to complete improvement works deferred from 2020/21 as a result of the Covid-19 pandemic.</p> <p>In Progress</p>	<p>A contractor has been procured and Housing Commercial Services Team. Works are continuing to deliver on catch up works. The services have experienced challenges in delivery, but the programme of works is continuing to deliver, and the contractor is the process of being extended to continue deliver.</p>
<p>Maintaining Our Council Homes Estates - Invest up to £1.06m in estate improvements to improve the quality of life for residents of Council estates, including our tenants.</p> <p>In progress</p>	<p>The works on estate improvements are going well. Parking improvements have been completed in Cropston Drive in Coalville and parking improvements at Main Street Long Whatton.</p> <p>The demolition of the two deteriorating footbridges on the Riverway Estate, Measham are currently being reviewed for removal and replacement. Works were delayed due to material changes to planning. Works are now to mobilise April 2023 with a completion for early summer.</p> <p>Fencing – A pilot was set up on the Riverway Estate on Pipit Close in the previous financial year to improve the appearance of the dilapidated stores, garages and fencing. The second phase of these works is underway and all the rear and side elevations complete. Works are to be fully signed off in Jan 23. Due to resident views on the estate, further works are on hold until the issues raised can be addressed.</p>
<p>Other Housing Actions - Obtain Planning Permission, appoint a contractor and complete the delivery of the redevelopment of Appleby Magna Caravan Park, to provide a modern fit</p>	<p>Limited progress in Q4 due primarily to the weather conditions. Awaiting plan from developer, Alliance together with timescales for completion of the project. Should fully complete in Q1 2023/4.</p>

<p>for purpose environment for the residents.</p> <p>In progress</p>	
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Local People live in high quality, affordable homes – performance indicators.

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Percentage of major residential development schemes scoring / performing positively	100%	90%	★	The team continues to exceed the local target.
Percentage of major planning applications determined within 13 weeks.	100%	75%	★	The team has dealt with all major applications in quarter four above both the local (75%) and nationally set targets (60%).
Percentage of minor planning applications determined within 8 weeks	85%	80%	★	The team has exceeded the local target of 80% and the nationally set target of 65% for the determination of minor applications in the 8-week statutory period.
Percentage of other planning applications determined within 8 weeks	96%	85%	★	The team has significantly exceeded the local target of 85% and the nationally set target of 80% for the determination of other applications in the 8-week statutory period.
Percentage of all repairs completed within target	95%	94%	★	The Internal Repairs Team has exceeded its target of 94% of all repairs completed with target, with 6418 repairs completed in time out of 6089 total.
Average length of time taken to re-let a Council property when it becomes vacant	37 days	28 days	▲	During Q4, fifty-two properties were re-let in an average re-let time of 34 days which is an improvement on previous quarters and has reduced the cumulative performance to 37 days. A total of 236 properties re-let during the year. More work has been required to bring the properties to a lettable standard which has increased the average re-let time, and the resource constraints in the repairs service has created some delay.

Number of New Council Homes delivered within 2022/23. Built, Purchased, or through S106 Bid TOTAL	45	10	★	
Number of New affordable homes delivered by Housing Associations and Partners within the 2022/23.	26 in Q4 143 for the year 438 in first two years of the target	One thousand between 2021/22 and 2025/26	Target over multiple years	
Number, type and value of components improved across the Council's Homes in 2022/23. Bathrooms, Kitchens, Electrical Rewire, Roof, Heating or Other Total Components Total Spend	337 £2.8m	£6.9m	▲	The current spend for IRT is at £1.7m and UK Gas have completed £1.1m.
Number, type and value of adaptations to homes for the most vulnerable tenants	Seventy-two adaptations made to the value of £373,623.84	£300k	★	

Support for businesses and helping people into local jobs.

Our aims

Match local people with skills and jobs – Support new and growing businesses to create jobs – Help young people into work.

Key tasks 2022/23	Quarter 4 Performance
Update the North West Leicestershire Economic Growth Plan and commence delivery. Achieved	The updated Growth Plan has been adopted and delivery is ongoing.
Enable business growth and inward investment in North West Leicestershire that contributes to the objectives of NWL Economic Growth Plan. Achieved	In Q4, two large businesses, Unipart and one still protected by a Non-Disclosure Agreement, have made multimillion pound investment in the District at Mercia Park and Segro respectively. The investment will result in the creation of a minimum two hundred new jobs and expecting to increase substantially into 2023 as the onsite operations being to ramp up.
Preserve the vibrancy of our High Streets by supporting Shop Local initiatives designed to reduce vacancy rates. Achieved	The team has supported the Shopappy and Hex Loyalty card roll out across primary retail areas. Further measures to support high street vibrancy are being examine for potential adoption in 2023/24
Develop our “visitor economy” offer to encourage dwell time, local spend and investment in new and improved attractions. Achieved	A new Visitor Economy plan has been put in place. Measures designed to improve the tourism product and raise awareness of the District as a visitor destination are being worked on.
Working with our leisure centre construction contractor increase local employment, training, and apprenticeship opportunities with a key focus on local supply chains in the construction of the new Whitwick and Coalville Leisure Centre. Achieved	This action has now been completed. The new leisure centre opened over five months early in February 2022, and usage since then has exceeded all expectations, with pre-Covid participation levels at both sites being achieved by April 2022.
Contribute to the work of the East Midlands Development Corporation Interim Vehicle in implementing 2022/23 Year one deliverables included in the Business Plan. This includes developing a	The District has continued to contribute to the work of the East Midlands Development Corporation Interim Vehicle (EM Dev Co). Key work on developing a "strategic masterplan/infrastructure plan and delivery strategy" is being undertaken by an external commercial partner and the initial stages of this commission have

<p>strategic masterplan/infrastructure plan and delivery strategy for the East Midlands Airport Area.</p> <p>In progress</p>	<p>been completed which will lead to a draft commercial vision report in 2023/24. The EM Dev Co “HS2 Growth Strategy Review” is underway which is being funded by government. The Strategic Director (Place) has attended the EM Dev Co Board meetings and the Portfolio Holder (Infrastructure) has attended the Oversight Authority on behalf of the Council.</p>
<p>Contribute to the establishment of the East Midlands Freeport with private sector businesses, other local authorities, and government.</p> <p>In progress</p>	<p>The final business case for the East Midlands Freeport (EMF) was approved by Government in March 2023. There is ongoing engagement between EMF and the government on the project. The Portfolio Holder attends the EMF Board meetings on behalf of the Council and the Chief Executive attends the Operational Forum, the first meeting of which was held in March 2023. Work on the EMF has progressed, and a report will be considered by members at a later date.</p>

Support for businesses and helping people into local jobs.

Performance Indicators

Match local people with skills and jobs – Support new and growing businesses to create jobs – Help young people into work.

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Support Inward Investment to the District	<p>Two business in Q1 equating to a recorded £1million investment and four hundred new jobs. Four business in Q2 creating over 150 new jobs. Two businesses in Q3 investing over £1.5million and creating at least forty jobs. Additionally, a further £3million has been invested on robotics at the Mercia site.</p> <p>In Q4 2 large businesses (one still protected by a Non-Disclosure Agreement) have made multimillion pound investment in the District at Mercia Park and Segro respectively.</p>	<p>Five large Businesses per 2022/23</p> <p>One thousand new jobs per 2022/23</p> <p>£1,000,000 of investment per 2022/23</p>	▲	<p>Ten large businesses have been supported to relocate to the District creating a minimum of eight hundred new jobs. and generating over £5.5million of investment.</p>

	The investment will result in the creation of a minimum two hundred new jobs and expecting to increase substantially into 2023 as the onsite operations being to ramp up.			
Businesses supported to recover from the impacts of Covid-19	£1.6million of Covid Additional Relief Fund (CARF) to two hundred eligible businesses in Q2.	£500,000 of Restart Grant shared between up to fifty businesses. £250,000 of Growth Grant shared between up to ten businesses	★	Work has concluded on Covid grants. As reported in Q3 the final Covid Additional Relief Funding (CARF) was awarded in Q2 paying over £1.6million to approximately two hundred eligible North West Leicestershire businesses.
Increase the number of jobs in the tourism sector in the District.	Below target (-22.8% change from 2019 to 2021)	2%	▲	Information reported in Q2. No further information to be reported.
Increase annual Visitor spend.	Below target (-16.4% change from 2019 to 2021)	2%	▲	Information reported in Q2. No further information to be reported.
Increase the number of overnight stays in NWL 2022/23 on 2022/23	Below target (-18.4% change from 2019 to 2021)	2%	▲	Information reported in Q2. No further information to be reported.
Work with schools / colleges and local businesses to improve employment skills / opportunities.	Working with eight schools across the district	Work with five schools per 2022/23 across the district	★	Ongoing active collaborations with The SMB Group (Stephenson College), Forest Way School, The Newbridge School, Ivanhoe College, The Castle Rock School, Ibstock Community College, Castle Donington College and Ashby School

<p>Support Market Town Businesses to respond to transformational opportunities.</p>	<p>Six training sessions for Sixteen business (there were no grants included in the third cohort)</p>	<p>Deliver 5 Digital Growth Training Sessions. Support twenty-five businesses to Access Digital Growth Training. Provide £10,000 of Digital Growth Grants</p>	<p>★</p>	<p>The original digital training sessions concluded in 2021 with all grants being paid out to businesses who successfully completed the training programmes. The third and final Digital Skills cohort concluded in November. The third cohort was made up of two groups totalling sixteen businesses will be taken through training on business/digital strategy, social media advertising and use of social media, Search Engine Optimisation, and use of Website Analytics. Whilst there is no cash grant attached to cohort three, business who completed the training will be able to use grant funding to access further 1:2:1 support for a digital high street specialist.</p>
<p>% of construction materials used in the construction of the new Whitwick and Coalville Leisure Centre that are sourced in the local area.</p>		<p>25%</p>	<p>★</p>	<p>The leisure centre was completed in February 2022, this performance indicator has already been reported in 2021/22.</p>
<p>Local economic value to the local area as a result of the construction of the new Whitwick and Coalville Leisure Centre. (Target £2.2m)</p>		<p>£0.4m</p>	<p>★</p>	<p>The leisure centre was completed in February 2022, this performance indicator has already been reported in 2021/22.</p>

Developing a clean and green district

Our aims

Lead by example by delivering the council's Zero Carbon Roadmap's Action Plan and ambition to be zero carbon for its operations by 2030 – Reduce littering and fly tipping – Promote the work of the National Forest

Key tasks 2022/23	Quarter 4 Performance
<p>Increase recycling rates by at least 1% per annum through our Recycle more campaign.</p> <p>Achieved</p> <p>4.1% increase between 2020/21 and 2021/22</p>	<ul style="list-style-type: none"> • 2020/21 - 42.5%, confirmed by the Department for Environment, Food and Rural Affairs (Defra). • 2021/22 - 46.6% confirmed by Defra in March 2023. It is NWL's second highest recycling rate and is the highest rate of all the local authorities in Leicestershire, and the eighth highest in the East Midlands. The recycling rate increased by 4.1% percentage points compared to 42.5% in 2020/21 and it was the 18th largest increase of all the local authorities in England, of which there are 333. • 2022/23 - to be confirmed by Defra in late 2023/early 2024.
<p>Support towns and villages to develop an identity associated with the National Forest open spaces.</p> <p>Achieved</p>	<p>The Council continued to work with the National Forest to develop the following initiatives:</p> <ul style="list-style-type: none"> • Heart of The Forest masterplan – the final report has been completed and will be launched in Spring 2023. Progression and implementation of the masterplan forms part of the United Kingdom Shared Prosperity Fund (UKSPF) Investment Plan which has commenced in Q4 and delivered through to 31 March 2025. <p>Sustainable Tourism Accommodation design guide and Accelerator Programme - work on this programme continues and throughout 2022/23. Moira Furnace has been identified as an asset for further feasibility work under this programme, which could support the future sustainability and development of the site as a tourist attraction. Progression and implementation of initiatives at Moira Furnace forms part of the UKSPF Investment Plan.</p>
<p>Review our employee travel and allowances to help deliver the Zero Carbon Roadmap.</p> <p>In progress</p>	<p>A revised timetable has been put in place to seek to reopen the conversations with the trade unions.</p>
<p>Explore the setting up of a Carbon offset fund as part of the Local Planning process.</p> <p>In progress</p>	<p>Officers are investigating options for establishing a Carbon offsetting fund.</p>

Develop a council wide strategy for more Electric Vehicle charging points on council car parks, housing land and corporate property land. Initial installations to be made at Lindon Way Depot to support electric vehicle trials.

In progress

The EV charge cost increase was implemented 9 January 2023 as planned.

OZEV funding was confirmed to support the installation of EV charging points at Ibstock High St car park. This installation will be planned for the summer.

A county wide project, led by Green Living Leicestershire group, has been awarded LEVI funding which enables the Flex D project to explore the installation of a solar PV hub style EV charging unit in London Road car park and the roll out of four car clubs across Leicestershire.

In addition, the Council is working with LCC on its successful LEVI bid to bring on street EV charging across Leicestershire, including locations within the District.

Develop a fleet management strategy to transition our fleet to a zero carbon/low carbon solution by 2030 and start the first phase of procurement and purchase of vehicles.

In progress

The strategy was adopted by Cabinet in September 2021 and work is well underway with the procurement plan. Twenty-five vehicles are currently on order and fifteen of these are electric. All “diesel” vehicles, current and new, will run on HVO (hydrotreated vegetable oil). In line with the strategy, there will be a continued focus on emerging technology and consideration will be given to the best option at the point of vehicle replacement.

BEV = battery electric vehicle

What	Number	BEV	Diesel
Bin lorries	6	0	6
Vans, Cars, Chassis cabs	19	15	4

Phase one

- Six bin lorries: delivery date June 2023

Phase two


- Nineteen – ordered awaiting delivery dates:
- Two Electric Panel vans fleet replacements received at depot being prepared for full use and for driver training.
- Six Electric Panel Vans for housing/fleet replacements, June delivery date
- Five Electric Cars for Environmental Protection and Pool car replacements,
- Four Euro 6 Chassis cabs for ground maintenance replacements on order

	<ul style="list-style-type: none"> Two Electric Chassis cabs for ground maintenance replacements on order
<p>Develop a property portfolio action plan and retrofit programme to make our assets fit for purpose and reduce our carbon footprint.</p> <p>In progress</p>	<p>A KgCO₂/M² baseline figure for the Council's property portfolio has been produced., anges have started to be implement which will deliver CO₂ savings which will be able to be quantified in future years.</p>
<p>Develop and implement a new taskforce to tackle litter across the district by enhancing the work of volunteers and aligning with the work carried out by street cleansing.</p> <p>Achieved</p>	<p>In Q3, an additional forty-one volunteer litter pickers registered with the Council taking the total number to over 450.</p> <p>In March 2023, a pick your street took place which saw 104 volunteers register for the event over twenty-four streets. In total, eighty-six bags of waste were collected weighing in at 720kg.</p> <p>The matrix trailer has been deployed to four hot spot locations promoting messages such as "take you litter home" and "pick up after your dog".</p> <p>The work of the taskforce will continue with many joint campaigns planned for 2023/2024.</p>
<p>Deliver improvements to fifty-six of the least energy efficient Council tenant's homes through the Green Homes Grant Local Authority Delivery Phase 1B Programme, including the installation of additional insulation, air source heat pump systems, and photovoltaic electricity generation.</p> <p>Achieved</p>	<p>The GHG project was delivered successfully, Phase 1b consisted of fifty-six properties. All relevant documentation has been sent to BEIS and the project has also received sign off by the Chief Executive. Of the 56 properties identified on the first phase, 12 had an EPC rating of D, 17 had an EPC rating of E and two had an EPC rating of F. Following the completion of the works twenty-four properties had a new EPC rating of C, thirty-one had a new EPC rating of B and one had a new EPC rating of A.</p> <p>In total, 257 new green energy efficient measures were installed at the fifty-six properties.</p>
<p>Reduce carbon emissions at the new Whitwick and Coalville Leisure Centre and Ashby Leisure Centre by 20% by 2024.</p> <p>In progress</p>	<p>The Council's leisure partner, Everyone Active, continues to work with and support the Council on the journey to Zero Carbon through delivery of their Energy Management Plan 2022/23. Utility consumption for the year has seen an overall reduction at both Whitwick and Coalville Leisure Centre (WCLC) and Ashby Leisure Centre and Lido (ALCL) as compared to targets set.</p>

	<p><u>WCLC</u></p> <ul style="list-style-type: none"> • Electricity consumption 25% below target • Gas consumption 4% over target <p><u>ALCL</u></p> <ul style="list-style-type: none"> • Electricity consumption 38% below target • Gas consumption 32% below target. <p>Gas consumption at WCLC was higher than anticipated due to a building snagging issue meaning a boiler on continuously which is being addresses by the building contractor.</p> <p>Actions delivered in Q4 in support of reducing utility consumption and carbon emissions at the leisure centres include.</p> <ul style="list-style-type: none"> • Refinement of the Building Management System (BMS) at both sites • The addition of facility areas to the BMS at ALCL • The introduction of an ALCL Travel Plan • Ongoing staff education on energy efficiency measures.
<p>Reduce vehicle emissions from licensed Hackney Carriage and Private Hire vehicles by encouraging taxi operators to move to vehicles that emit lower emissions (Euro 5).</p> <p>In progress</p>	<p>The Council's hackney carriage and private hire licensing policy sets out the timeframe for reducing the vehicle emissions from licensed hackney carriage and private hire vehicles.</p> <p>All (100%) of licensed vehicles are fitted with either a Euro 5 or 6 engine or are an ultra-low emission vehicle (ULEV).</p> <p>The Council is encouraging drivers to purchase vehicles with a Euro 6 engine or a ULEV. The Council offers a 15% reduction in the licence fee for all ULEV.</p>

Developing a clean and green district - Performance indicators

Lead by example by delivering the council's Zero Carbon Roadmap's Action Plan and ambition to be zero carbon for its operations by 2030 – Reduce littering and fly tipping – Promote the work of the National Forest

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Number of trees delivered to the local community to increase the number of trees in the district's National Forest area	32,574	13,000		<p>The scheme opened on 11 October 2022 with the hedge scheme closing early on 19 October due to meeting the confirmed quota with the tree supplier. The tree scheme closed on 29 October.</p> <p>A total of 32,574 trees were given away in the District.</p> <p>The annual report on the scheme success has been submitted to the National Forest Company and their external funding support of £9,000 to support delivery of the initiative has been received.</p>
Percentage increase on 2022/23ly recycling rate by 1%	TBC	1%	TBC	<ul style="list-style-type: none"> • 2020/21 - 42.5%, confirmed by the Department for Environment, Food and Rural Affairs (Defra). • 2021/22 - 46.6% confirmed by Defra in March 2023. It is the Council's second highest recycling rate and is the highest rate of all the local authorities in Leicestershire, and the eighth highest in the East Midlands. The recycling rate increased by 4.1% percentage points compared to 42.5% in 2020/21 and it was the 18th largest increase of all the local authorities in England, of which there are 333. • 2022/23 - to be confirmed by Defra in late 2023/early 2024.

Amount in kgs of household waste sent to landfill per house, per 2022/23	105.7kgs	125kgs	★ -19.3kgs	The amount of non-recyclable waste sent to landfill, energy from waste, or refuse derived fuel collected from each household during this quarter was 105.7kgs, 19.3kgs less than the target. This is encouraging as it means residents are disposing less waste in the black bin than what the target is.
% of the taxi vehicle fleet that are fitted with a Euro 5 engine or higher	100%	93%	★	201 Licensed hackney carriage or private hire vehicles are fitted with a Euro 5 or 6 engine or are ULEV

Value for money performance indicators (No CDP actions for VFM)

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Percentage of rent loss	0.98%	1.20%	★	The amount of rent loss during Q4 was 0.85% which in monetary terms was £40,384.38. The total rent loss for the year was 0.98% which in monetary terms was £168,642.16.
Percentage of Council Tax Collected (in 2022/23 target)	94.5%	96.7%	●	This is the cumulative performance for 2022-23 as at February 2023- which is the latest data available. This is a yearly target
Percentage of National Non-Domestic Rates (in 2022/23 target)	95.6%	99.20%	●	This is the cumulative performance for 2022-23 as at February 2023- which is the latest data available. This is a yearly target
Number of days taken to process new claims.	17.2 days	18.7 days	★	This is the cumulative performance for 2022-23 as at February 2023- which is the latest data available. This is a yearly target
Percentage of rent collected from commercial tenants	96%	98%	●	
Percentage of commercial units occupied per annum	91%	90%	★	

<p>Amount of annual income achieved by the In-house Repairs Team</p>	<p>£1,126,420</p>	<p>£1,300,000</p>	<p style="text-align: center;">▲</p>	<p>The Internal Repairs Team are 13% down on its annual income target of £1.3m for Responsive Repairs Revenue. Due to work flow errors in the new Housing System, it is expected that a number of completed repairs orders remain at an open status and therefore have not been accounted for. The Asset Management Support Team is currently carrying out system cleansing work and any further completed orders will be accrued.</p> <p>The Internal Repairs Team continues to deliver the Council's capital works program and void revenue works which has generated an additional £2.6m income.</p>
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