



TO COUNCILLOR:

Mrs R H Adams
L A Bentley
G A Boulter (Chair)
J W Boyce
Mrs L M Broadley

F S Broadley (Vice-Chair)
D M Carter
Mrs H E Darling JP
Mrs L Eaton JP
F S Ghattoraya

Mrs S Z Haq
J Kaufman
K J Loydall
Mrs S B Morris
R E R Morris

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

Meeting: Service Delivery Committee
Date and Time: Tuesday, 14 March 2023, 7.00 pm
Venue: Council Offices, Bushloe House, Station Road, Wigston, Leicestershire, LE18 2DR
Contact: Democratic Services
t: (0116) 257 2775
e: democratic.services@oadby-wigston.gov.uk

Yours faithfully

Council Offices
Wigston
06 March 2023

Mrs Anne E Court
Chief Executive



Meeting ID: 2300



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A full cost breakdown for all agenda packs for this meeting is provided further down.

ITEM NO.

AGENDA

PAGE NO'S

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YouTube Live Stream

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1. Apologies for Absence

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

2. Appointment of Substitutes

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

3. Declarations of Interest

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

4. Minutes of the Previous Meeting

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

5. Action List Arising From The Previous Meeting

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6. Petitions and Deputations

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

7. Corporate Performance Update (Q3 2022/23)

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Report of the Head of Customer Service & Transformation

8. Customer Experience Strategy Consultation Results

Presentation of the Head of Customer Service & Transformation

9. Climate Change Baseline Study

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Report of the Climate Change Officer

10. Retained Right to Buy Receipts

To Follow

Report of the Housing Manager

11. Review of Town Centre Public Bins (2023)

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Report of the Safety & Resilience Officer

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Agenda Item 4

MINUTES OF THE MEETING OF THE SERVICE DELIVERY COMMITTEE HELD AT COUNCIL OFFICES, BUSHLOE HOUSE, STATION ROAD, WIGSTON, LEICESTERSHIRE, LE18 2DR ON TUESDAY, 29 NOVEMBER 2022 COMMENCING AT 7.00 PM

PRESENT

G A Boulter Chair
F S Broadley Vice-Chair



Meeting ID: 2275

COUNCILLORS

Mrs R H Adams
N Alam
L A Bentley
J W Boyce
D M Carter
Mrs H E Darling JP
Mrs S Z Haq
K J Loydall
Mrs S B Morris
R E R Morris

OFFICERS IN ATTENDANCE

T Bingham Strategic Director / Section 151 Officer
P Fisher Strategic Director
D M Gill Head of Law & Democracy / Monitoring Officer
T Hatton Head of Customer Service & Transformation
S Marbrook Corporate Asset Manager
A Thorpe Head of Built Environment
S Wheeliker Democratic & Electoral Services Officer

18. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillors L M Broadley, L Eaton JP and F S Ghattoraya.

19. APPOINTMENT OF SUBSTITUTES

None.

20. DECLARATIONS OF INTEREST

Councillors N Alam and G A Boulter declared a pecuniary interest with regard to the Selective Licensing Update in item 7 of the agenda, insofar as they both owned a property in South Wigston.

21. MINUTES OF THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the previous meeting held on 6 September 2022 be taken as

read, confirmed and signed.

22. ACTION LIST ARISING FROM THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The action list from the previous meeting held on 6 September 2022 be noted.

23. PETITIONS AND DEPUTATIONS

None.

24. CORPORATE PERFORMANCE UPDATE (Q2 2022/23)

The Committee gave consideration to the report (as set out on pages 8 – 56), which asked it to note the update on the progress achieved during the second quarter against achieving the Council's Corporate Objectives.

Members raised queries in relation to various parts of the report, including council tax collection rates, economic regeneration funds, carpark revenues, the Private Sector Letting Scheme, the Communications and Marketing update, Customer Service call wait times and the garden and refuse waste update.

The Committee requested a report for the next meeting on the carbon neutral policy and also requested both percentages and figures be provided for the email subscriptions and engagement rates in the communication section of the Customer Service & Transformation Update.

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The contents of the report be noted.

25. LITTER STRATEGY (2022-27)

The Committee gave consideration to the report and appendix (as set out on pages 57 – 71), which asked it to approve the draft Litter Strategy 2022 – 2027.

Members raised queries in relation to various parts of the report including the cost of collection, staffing levels, the suitability and safety of town centre bins, the South Leicestershire Litter Wombles, fly-tipping, a perceived over-reliance on social media and the Council website for providing information to the public, whether informational stickers could be attached to public bins and the need for anti-littering education.

Officers agreed to arrange a survey by the Health & Safety Officer be conducted on the safety and suitability of town centre bins and to include more detailed information on the actions taken by Officers in the action plan.

It was moved by Councillor K J Loydall, seconded by Councillor D M Carter, and

UNANIMOUSLY RESOLVED THAT:

The draft Litter Strategy (2022 – 2027) (as set out in Appendix 1 of the report) be approved.

26. SERVICE REVIEW APPROACH

The Committee gave consideration to the presentation given, as attached to these minutes, which provided an outline of the service review approach.

Members requested involvement throughout the review process and Officers agreed to run a session to update Councillors and receive their input.

THE MEETING CLOSED AT 8.30 pm



Chair / Vice-Chair

Tuesday, 14 March 2023

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SERVICE DELIVERY COMMITTEE

ACTION LIST

Arising from the Meeting held on Tuesday, 29 November 2022

No.	Minute Ref. / Item of Business	*Action Details / Action Due Date	Responsible Officer(s)' Initials	Action Status
1.	Climate Change Baseline Study	Members requested a report to provide an update on the carbon neutral policy. <i style="text-align: right;">Due by Mar-23</i>	ChHa	Complete
		This report is provided at agenda item 10.		
2.	Appendix 1 – Operational Update	Members requested both percentages and figures be provided for the email subscriptions and engagement rates in the Customer Service & Transformation Update. <i style="text-align: right;">Due by Mar-23</i>	TrHa	Complete
		This information is included in appendix 1 of agenda item 7.		
3.	Litter Strategy (2022- 27)	Members requested a review on the safety and suitability of town centre public bins. <i style="text-align: right;">Due by Mar-23</i>	ZaBr	Complete
		This review is provided at agenda item 12.		

* | All actions listed are those which are informally raised by Members during the course of debate upon a given item of business which do not form part of - but may be additional, incidental or ancillary to - any motion(s) carried. These actions are for the attention of the responsible Officer(s).

Agenda Item 7



**Service Delivery
Committee**

**Tuesday, 14 March
2023**

**Matter for
Information**

Report Title: Corporate Performance Update (Q3 2022/23)

**Report Author(s): Trish Hatton
(Head of Customer Service & Transformation)**

<p>Purpose of Report:</p>	<p>To provide an update on progress during Quarter 3 of the 2022/23 Financial Year towards achieving the priorities of the Oadby and Wigston Borough Council's Strategic Objectives as agreed in the Corporate Plan 2019 - 2024. The report updates Members on the Council's key performance indicators with appendices for information on service updates, items of note from working groups and future events.</p>
<p>Report Summary:</p>	<p>This report contains KPI's which relate to continuous improvement in line with our Corporate Plan 2019 – 2024 and statutory KPI's that have to be delivered as 'business as usual'.</p> <p>There are 44 Continuous Improvement Key Performance Indicators from our Corporate Plan 2019-2024. 40 are to be reported on in this Quarter 3 2022-2023.</p> <p>There are 24 are statutory key performance indicators.19 are to be reported for Quarter 3 2022-2023.</p> <p>For both continuous improvement and statutory reporting, the Key Performance Indicators are categorised by each objective and service delivery arm.</p> <p>Each target has been graded using the Red/Amber/Green status ranking system. There are two other ranks, a "blue" ranking and this is for indicators where work has yet to begin and a "white" ranking system where it is outside the control of the Council for delivery, and therefore cannot be ranked.</p>
<p>Recommendation(s):</p>	<p>That the performance of the Council against its Corporate Objectives in delivering services be noted.</p>
<p>Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):</p>	<p>Trish Hatton (Head of Customer Service and Transformation) (0116) 257 2700 trish.hatton@oadby-wigston.gov.uk</p> <p>Philippa Fisher (Strategic Director) (0116) 257 2677 philippa.fisher@oadby-wigston.gov.uk</p>
<p>Corporate Objectives:</p>	<p>Building, Protecting and Empowering Communities (CO1) Providing Excellent Services (CO3) Growing the Borough Economically (CO2)</p>
<p>Vision and Values:</p>	<p>"A Stronger Borough Together" (Vision)</p>

	Accountability (V1) Innovation (V4)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	Reputation Damage (CR4) Organisational / Transformational Change (CR8)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	Corporate Plan 2019 -2024
Appendices:	Appendix 1 - Operational Update Appendix 2 - Lightbulb Partnership Dashboard Appendix 3 - Customer Service Excellence Award Report Appendix 4 - Customer Service Statistical Analysis Appendix 5 - Customer Experience Strategy Consultation Results Appendix 6 - Working Groups Update Appendix 7 - Forward Planning Events Calendar

1.0 Introduction

In January 2022 the LGA conducted a Peer Review. Two of the key recommendations were for a new vision and corporate plan to be created by Members. The vision was signed off in September 2022 and the new corporate plan is in development.

As a transition to the above Members agreed a new reporting approach on the Council's performance which was presented at the June 2022 Service Delivery Committee and Members agreed to.

As part of the Council's ongoing development to service performance management and reporting, 2022/23 sees us report on KPI's in two different ways. Firstly, continuous improvement in line with our Corporate Plan 2019 – 2024 and statutory KPI's that have to be delivered as part of legislative or legal duty as a Council. (alongside the standard Finance Framework).

- 1.1 The Council has produced 44 new Continuous Improvement Key Performance Measures for 2022/23, and these measures relate to each of the Council's three Corporate Objectives as part of the Council's five-year Corporate Plan (2019-2024). These will be reviewed once the new corporate plan is approved.
- 1.2 The Council has produced 24 Statutory Improvement Key Performance Measure for 2022/2023, these measures relate to each of the Council's three Corporate Objectives as part of the Council's five-year Corporate Plan (2019-2024). Statutory KPI's refer to those that the Council has to report and measure from a legislative, legal or need to report to a particular body. These will be reviewed once the new corporate plan is approved.
- 1.3 These measures are "outcome" based measures, meaning that they identify key deliverables for the authority that actively work towards meeting the Corporate Objectives, and will allow for greater accountability and transparency. This will mean that the public, Members and Officers can clearly see how the Council is performing against its objectives, and if it isn't, then why it isn't.

2.0 Corporate Performance

- 2.1 The following report provides analysis and statistics on the performance of the indicators used to monitor our progress against the Council's Corporate Objectives.
- 2.2 There are three main objectives, with these being:
 - Building, Protecting and Empowering Communities
 - Growing the Borough Economically
 - Providing Excellent Services
- 2.3 There are Key Performance Indicators for our Corporate Plan Objectives. These are categorised by each objective and service delivery arm. Each target has been graded using the Red/Amber/Green status ranking system.

There is also a "blue" ranking and this is for indicators where work has yet to begin, and therefore, cannot be ranked. Finally, there is a "white" rating where the indicator cannot be met due to circumstances outside of the Council's control. The scoring system has been applied using the following definitions:

Green Target fully achieved or is currently on track to achieve target

Amber Indicator is in danger of falling behind target

Red Indicator is off target or has been completed behind the deadline target.

2.4 **Continuous Improvement Key Performance Indicators** - Out of the 44 indicators, 40 were due for reporting as at the end of Quarter 3 2022-2023.

Of the 40

36 were green status

4 were amber status

0 were red status

This equates to 90% Green, 10% Amber and 0% Red status. The following table identifies the Council's performance, by objective and service delivery section.

In comparison the second quarter of 2022 (July, Aug, Sept) percentages were as follow 88% Green, 12% Amber and 0% Red status

Performance Chart One – Continuous Improvement - Corporate and by Objective

Quarter Three 2022/23	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	36	90%	4	10%	0	0%
Corporate Priority						
Building, Protecting and Empowering Communities	9	90%	1	10%	0	0%
Growing the Borough Economically	4	80%	1	20%	0	0%
Providing Excellent Services	23	92%	2	8%	0	0%

Performance Chart Two – Continuous Improvement - By Service Area

Quarter Three 2022/23	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	36	90%	4	10%	0	0%
Department						
Built Environment	12	92%	1	8%	0	0%
Customer Service & Transformation	6	86%	1	14%	0	0%
Finance & Resources	9	90%	1	10%	0	0%
Law & Democracy	9	90%	1	10%	0	0%

2.5 Statutory Key Performance Indicators

Out of the 24 indicators, 19 were due for reporting as at the end of Quarter 3 2022-2023. Of the 19

17 were green status
2 were amber status
0 were red status

This equates to 89% Green, 11% Amber and 0% Red status.

In comparison the second quarter of 2022 (July, Aug, Sept) percentages were as follow 88% Green, 12% Amber and 0% Red status

The following table identifies the Council's performance, by objective and service delivery section.

Performance Chart One - Statutory Key Performance Indicators – Corporate and Objective

Quarter Three 2022/23	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	17	89%	2	11%	0	0%
Corporate Priority						
Building, Protecting and Empowering Communities	6	100%	0	0%	0	0%
Growing the Borough Economically	0	0%	0	0%	0	0%
Providing Excellent Services	11	85%	2	15%	0	0%

Performance Chart Two - Statutory Key Performance Indicators – By Service Area

Quarter Three 2022/23	Green		Amber		Red	
	Number of Indicators	Percentage	Number of Indicators	Percentage	Number of Indicators	Percentage
Overall Performance						
All Targets Due	17	89%	2	11%	0	0%
Department						
Built Environment	8	100%	0	0%	0	0%
Customer Service & Transformation	0	0%	0	0%	0	0%
Finance & Resources	3	60%	2	40%	0	0%
Law & Democracy	6	100%	0	0%	0	0%

3.0 Built Environment Update

3.1 Exception Reporting – Built Environment

In order to highlight potential areas for improvement, this section details the targets that have been given a “Red” or “Amber” Status for the Built Environment.

Continuous Improvement Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 3 Commentary	Forecast
Growing the Borough Economically GBE 3	Develop Housing Site Projects	Deliver Horsewell Lane & SWRC	SWRC Gleeds report has been accepted to enable the project to move forward. Meeting with Homes England in early 2023 planned as is an officer group to move this project forward. Consultants are being engaged to assist with Horsewell Lane delivery.	Amber

Statutory Key Performance Indicators

There are no exception reporting for Quarter 3 2022- 2023

4.0 Finance Update

4.1 Exception Report - Finance

In order to highlight potential areas for improvement, this section details the targets that have been given a “Red” or “Amber” Status for the Finance section.

Continuous Improvement Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 3 Commentary	Forecast
PES 25	Maintains a culture of prompt payment by paying suppliers with a specified time	95% of suppliers paid within 30 days of receipt of invoice	The Council received a total of 549 invoices and paid 518 within the 30 day this equates to 94.35% of suppliers.	Amber

Statutory Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 3 Commentary	Forecast
Providing Excellent Service PES 15 (s)	Council Tax Collection Rates	97.5%	1.95% short of December target of 83.25%. The cost-of-living crisis continues to impact upon the collection of council tax. Increased spend from the discretionary council tax support fund is an indication of the struggle faced by some residents at this time. Continued progress on the collection rate improvement plan is providing solid foundations to enable efficient collection from everyone able to pay. Recruitment to vacant posts is expected in early February following approval of restructure.	Amber
Providing Excellent Service PES 16 (s)	NNDR Collection rate	98.5%	81.29%. 1% short of December target. 9.07% improvement on 2021-22. Performance remains significantly improved on 2021-22, and the collection rate improvement plan is ensuring that robust processes are established to maximise performance. Recruitment in Q4 to vacant posts of a senior officer, a business rates officer, and a court recovery officer following approval of the Revs and Bens restructure will further strengthen the team and increase the ability to collect to target.	Amber

5.0 Customer Service & Transformation Update

5.1 Exception Reporting of Customer Service and Transformation

In order to highlight potential areas for improvement, this section details the targets that have been given a 'Red' or 'Amber' status for Customer Service and Transformation.

Continuous Improvement Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 3 Commentary	Forecast
BPE 3	To continue to increase the amount of materials recycled by borough residents, through educational programmes	To deliver educational programmes via Borough Forms and promotional opportunities in order to achieve a minimum recycling rate of 45%.	Recycling rate in December reduced to 35.3% which is below target, this due to non-collection of green waste during December.	Amber

Statutory Key Performance Indicators

There are no exception reporting for Quarter 3 2022- 2023

6.0 Law and Democracy Update

6.1 Exception Reporting – Law and Democracy

In order to highlight potential areas for improvement, this section details the targets that have been given a 'Red' or 'Amber' status for Law and Democracy

Continuous Improvement – Key Performance Indicators

Corporate Objective	Measure Activity	Target	Quarter 2 Commentary	Forecast
PES 17	New reports and decision-making workflow process	Scoping out, implementing and training officers on a new, streamlined internal reports and decision making-process to make forward	No progress has been made on this project in quarter 3. This is due to section officer time and resources being diverted to: the successful completion of the annual canvass and publication of revised register in December 2022; early May 2023 election planning; servicing of additional ordinary and extraordinary council and committee meetings; and induction and training the newly-appointed solicitor into the	Amber

		planning more effective and efficient.	service from October 2022. With anticipated election planning to take up time and resources in quarter 4, it is proposed that this project be delayed until the new municipal year 2023/24. The existing internal reports and decision-making workflow process is sufficient enough for the time being to allow business continuity.	
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Statutory Key Performance Indicators

There are no exception reporting for Quarter 3 2022- 2023



Service Delivery Committee

Operational Updates – Quarter Three – 2022 – 2023

BUILT ENVIRONMENT UPDATE

Planning

Customer satisfaction in relation to planning applications and decision making has been steadily improving since March 2022. Initial surveys illustrated overall customer satisfaction of 62 per cent; this has now risen to 97 per cent in the latest December 2022 surveys. In addition, during the same period the number of extensions of time required for planning application decisions has declined noticeably from 98 per cent in March 2022 to 48 per cent in December 2023. The team is committed in continuing the upward trend in customer satisfaction and downward trend in the need for extensions of time. In addition, during this 3rd quarter, all of the statutory Government targets have been exceeded as well as local Key Performance Indicators, with 100 per cent off all major planning applications determined in time against the Government target of 70 per cent, and 99 per cent of all non-major planning applications determined in time against the Government target of 70 per cent.

Economic Regeneration

Economic Growth continue to engage with business enquiries promptly and well above the five-day target – currently averaging 1 day to respond. An internal measure to capture traffic going to the new InvestOW microsite (www.investow.co.uk) is being set up. Views of the site are increasing, especially as more information is included on it around the UK Shared Prosperity Fund (UKSPF) projects and how to be involved. There is currently a link for the Shop Front Grants to this site that has been in the press. Officers will continue to add information about UKSPF projects as these are released and have created a dedicated part of the site to show this.

The result of the Levelling Up Fund Round II proposal for the Paddock Street car park and town centre work has also been received but sadly the bid was rejected by Government. Whilst this is disappointing, the structure of the bid means that there are two projects that can be developed further and on which substantial work has already been undertaken. As part of the UKSPF work a project was included that will bring forward public realm improvements in our town centres.

Work has begun on bringing forward the Horsewell Lane development with a consultant in place to provide support. And finally, the Oadby Pool site was placed on the open market at the start of January 2023. A closing date for bids of noon on 13 February 2023 was set so a preferred bidder should be known around March.



Housing

Housing Capital Programme

Work on several compliance projects continues in Q3. This includes:

- Fire Risk Assessment works to communal areas and blocks
- Domestic electrical installation tests
- Block electrical upgrades
- Upgrade on carbon monoxide and smoke detection installations

The team have commenced a boiler replacement programme. Approximately 80 properties have been identified as having a boiler installed in or before 2008 and as such are to be replaced, given the 15 years' notional life expectancy.

The team have submitted a bid for Government funding through the Social Housing Decarbonisation Fund (SHDF) to upgrade the insulation and ventilation in 112 of the Council's bungalows. If successful in our application, we expect to be notified in Q4.

Void Property Repairs

The void property repairs contract has been awarded to local Leicestershire based company UKGas Services. UK Gas are experienced in delivering property upgrades ranging from boiler replacement through to Kitchen and Bathroom upgrades as well as general property maintenance. (i.e. they deal with much more than just gas related work as their name might suggest).

The Council processes approximately 60 void properties per year. The range of works required include minor voids which require safety checks and cleaning to major refurbishment works which could include kitchen and bathroom replacements. This new contract partnership will look to help reduce the time properties are void during re-let works, whilst providing a quality product to the incoming tenant.

UKGas Services will attend weekly operational void management meetings, as well as attending contract performance meetings. All void works will be raised and ordered by the Council's Building Inspector within the Housing Team, who will also carry out post works inspections to ensure quality of work is delivered.

Housing Options and Homelessness

Homelessness at the end of Q3 - The average number of households applying to the Council as homeless was 3.84 households per week, resulting in a 9% decrease in approaches than in Q2.

The number of households in temporary accommodation at the end of Q3 is 29, 14 of which are single or couples and 15 cases being family applicants. Compared to the same period in the previous year this represents a 12% decrease (33 to 29 households) in the number of households in temporary accommodation.

As part of the Council's response to the cost-of-living crisis, the Housing Options team are monitoring the number of households presenting as homeless, and who are stating that it is because of financial reasons that they have been made homeless. At the end of Q3 none of the applicants presenting as homeless stated that the Cost-of-Living Crisis was the primary reason for their homeless application.



Homes for Ukraine

There are two schemes designed to help and support people fleeing the Ukraine. The Ukraine Family Scheme is for families already resident in the UK and who have family members fleeing to the UK and the Homes for Ukraine Scheme was established for residents who have volunteered to take in and accommodate families fleeing the Ukraine. The number of households in the Borough who have volunteered to house Ukraine guests is 14.

8 of these households are accommodating families from across the Ukraine which comprises 8 Adults and 6 Children.

Council Officers have been carrying out property inspections to ensure that the accommodation being offered is suitable. The officers have been providing advice and signposting hosts and guests to wider support service being provided by the County and the Voluntary sector.

Lightbulb

The Quarter 3 Partnership Highlight Report and Disabled Facilities Grant Performance Reports are included in the appendix 2. In summary Q3 performance show that 10 DFG works have been completed. The average number of weeks to complete a DFG is approximately 24 weeks, this is slightly above the average time to complete a referral. This is due to a combination of factors including builder availability and delivery, and material availability. All cases are subject to Lightbulb management processes in which cases are managed and scrutinised to identify barriers and implement solutions to achieve outcomes, including improving on completion times.

The total DFG spend at the end of Q3 was £326,297.

There are 22 grant requests that have been processed and are awaiting contractor sign off. The commitment for these works is £249,000.

The Home Gadgets Project continues to provide a range of housing support solutions, aiming to help older and vulnerable people stay safe and well in their own home for as long as possible.

Safe Spaces supports people affected by hoarding. The project's aim to help achieve and maintain a safer and less cluttered home environment. In the Q3, 3 cases from Oadby and Wigston were referred to the Safe Spaces scheme.



FINANCE UPDATE

Revenues and Benefits

Benefits

The Benefits team is responsible for the administration of Housing Benefit and Council Tax Support as well as facilitating the implementation of Universal Credit which will ultimately replace Housing Benefit for most working-age claimants. Demand on the Discretionary Housing Payment scheme which supports those most vulnerable with their housing costs remains high, and lots of work has been done to ensure that the right people are supported through the cost-of-living crisis. Processing of change of circumstances documents by the team remains the fastest in Leicestershire.

Revenues

The Revenues team is responsible for administering and collecting £34.6m of Council Tax and £12.2m of National Non Domestic Rates which it does on behalf of Leicestershire County Council, the Leicestershire Police Service, the Combined Fire and Rescue Service, Central Government, and Oadby and Wigston Borough Council. The Discretionary energy rebate scheme closed at the end of December, bringing to an end this project which in conjunction with the main scheme has seen almost £3m awarded to residents to support them with their energy costs. This has been administered by the Revenues team, with 90% of over 3000 calls answered in Q3, and all customer service performance indicators met.

Revenues Calls

Quarter 2	Oct	Nov	Dec
Number of calls	1260	975	745
Number of calls answered	1132	880	673
Percentage answered	90%	90%	90%
Number of abandoned calls	128	95	72
Average wait time before abandonment	3:54	3:43	4:24

Performance is measured through a comprehensive series of indicators which are reported to the appropriate management team. Collection rates and arrears levels are also reported as part of the Council's Key Performance Indicators.

Collection Rates

Collection Rates for Council Tax are 1.95% lower than target, and 0.05% lower than the same point last year. Business Rates collection is down by 1% against target, but up 9.09% against the same point last year. Work continues with the collection rate improvement plan, and vacancies are to be recruited to in early February following the Revenues and Benefits restructure.



Percentage of Debit Collected (Cumulative)	October	November	December
	%	%	%
Council Tax			
Target Rate	66.79%	76.09%	85.2%
Actual Collection Rate	65.17%	74.3%	83.25%
Actual Collection Rate 2021/22	65.44%	74.46%	83.3%
National Non-Domestic Rates (NDR)			
Target Rate	65.14%	73.99%	82.29%
Actual Collection Rate	66.16%	74.66%	81.29%
Actual Collection Rate 2021/22	54.46%	62.54%	72.22%

Property Statistics

Direct debit take-up remains high due to the energy rebate payments, which reduces the work required to collect payments. The drop in DD take-up expected post energy rebate has not materialised.

	October	November	December
No of Council Tax properties	23,954	23,980	23,998
No of Council Tax Direct Debits	18,679	18,642	18,608
No of Single Person Discounts	7,616	7,626	7,611
No of Businesses	1,420	1,418	1,421
No of Businesses in receipt of Small Business Rates Relief	678	673	673

CUSTOMER SERVICE AND TRANSFORMATION UPDATE

Customer Service Improvement

The Customer Service Excellence award was achieved for a third year running in December 2022 with the Council demonstrating compliance in all 57 areas. In addition, we were awarded 8 compliance pluses which is the most ever received. Work now continues on planning for the next assessment ensuring the award is retained for 2023. The full report is attached as Appendix 3.

In November Part 2 of our customer care training "Connecting with Our Customers" was rolled out as a mandatory course for all front facing, office-based staff. This training builds upon our "Putting Customer First" training and develops officer skills further enhancing their commitment to delivering excellent customer service.

Work has started on a Mystery Shopping plan for frontline staff to ensure standards and satisfaction levels remain high and areas of improvement identified.



Communications and Marketing

Our email subscription service

Measure	Q3 Totals	Comparison to previous quarter	Percentage of possible subscribers (based on 42,000 adults registered to vote)
Total subscriptions	4,825	+7.1%	11.48%

Please note that whilst there are 42,000 registered voters in the borough, it is unlikely that every adult in each household will sign up to our email subscription service. It is more realistic to aim toward one adult in each property signing up. There are currently 24,038 household properties in the borough.

Measure	Q3 Totals	Comparison to previous quarter
Average subscriptions per subscriber	2.0	-0.2
Engagement rate	75.1%	-0.2%
Open rate	48.3%	+1.3%
Bulletins sent (in quarter)	63	+5
Email delivered (in quarter)	57,610	+36.3%

Subscribers by topic (email subscription service)

Topic	Number of subscribers	Comparison to previous quarter
Citizen's Panel	109	No change
Community & Voluntary Sector	1,283	+38.4%
Consultations & Surveys	1,459	+32.5%
Council News & Information	1,583	+35.9%
Health, Wellbeing, Sport & Leisure	2,863	+14.3%
News for Businesses	720	+6%
News for Council Tenants*	372	+33.3%
Private Sector Housing News	574	No change
Recycling, Refuse & Bin Collections	1,367	+37%
Sports Clubs	13	No change
What's On & Events	1,472	37.3%

* There are 1,203 council properties in the borough



Press releases

The following links are to press releases sent by the authority during this time period.

[Renovation work under way as borough council builds for a greener, financially stable future](#)

[Nuisance neighbour hit by closure order](#)

[Remembrance parades return to Oadby & Wigston](#)

[Help shape the future of our customer service offer](#)

[Disposal of Land at London Road Oadby](#)

[Council commits additional funds to boost local Cost of Living support offer](#)

[Long-serving Council leader to step down after 15 years](#)

Social Media

Measure	Facebook	Comparison to previous quarter
Number of Followers	3,837	+2.7%
Number of posts	110	-20%
Post reach*	36,643	+35%
Engagement – reactions, comments, likes and shares	2,331	+10.9%

Measure	Twitter	Comparison to previous quarter
Number of Followers	2,590	+2.1%
Number of posts	110	-27%
Post impressions*	37,300	+1%
Engagement – reactions, comments, likes and shares	1,156	-20.6%

*Facebook and Twitter use different terminology to track similar figures. In using 'Reach', Facebook are telling us the number of **unique people** that saw at least one of our posts. In using 'Impressions', Twitter is telling us the number of times our tweets were seen overall.

New Business Microsite

In Q3 our business microsite received 7,751 visits. This is in comparison to 2,055 visits in the previous quarter.



IT Team

Throughout Q3 the IT team have completed a mobile phone replacement rollout, improved the quality of the server infrastructure and started minimising the network at Bushloe House in anticipation of the office relocation to Brocks Hill. Alongside these key positive changes, they have also been able to focus on the day to day performance targets.

The most notable achieved target, that was also achieved in Q2, is the overall system uptime being at 100% and average response times to tickets being within 1 working day, something we are striving to maintain as a standard service to our users.

See key information of service delivery below:

	Type	Oct	Nov	Dec
Number of contacts	Phone	11	17	10
	Walk-in	24	30	3
	Email	147	122	101

Standard	Target	Oct	Nov	Dec
Response time for urgent issue	Within 1 day	Less than 1 day	Less than 1 day	Less than 1 day
Response time for routine issue	3 working days	1.1 days	0.7 days	0.7 days
Turn-around time for new starters set up	5 working days	All within 5 days	All within 5 days	All within 5 days
Overall system uptime	99.9%	100%	100%	100%
Monitoring of system/software issues to drive improvements	Monthly Monitoring completed	Yes	Yes	Yes

	Oct	Nov	Dec
Major changes completed by IT team	Oracle security patching Integra patching/upgrade Academy Ingress Live upgrade Mobile Phone replacement commenced TLC test upgrade.	Document management system patches and category amendments TLC Live Upgrade. Other IDOX patches	Uniform Test upgrade No major changes leading up to Christmas break



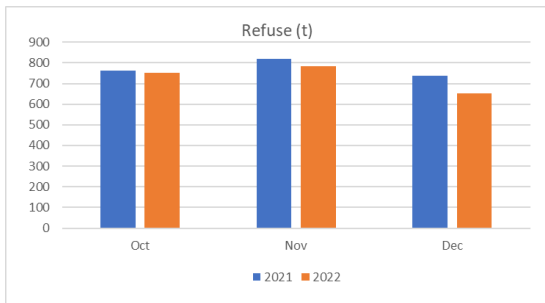
Refuse and Recycling

There has been an overall reduction of 136 tonnes in the refuse collected, this is a 5.9% reduction compared to Q3 2021.

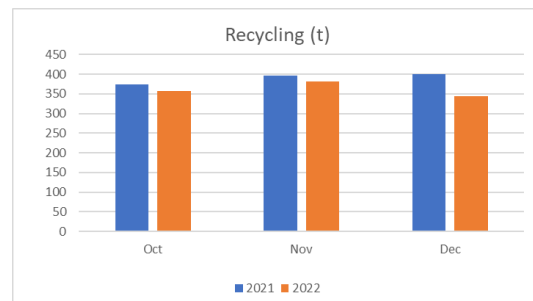
For the recycling tonnages, there has also been a reduction of 87 tonnes in Q3 2022 compared to Q3 2021. This translates to a 7.4% reduction of recycling collected between these periods.

Finally, the amount of green waste collected has also reduced by 18 tonnes over October and November 2022 compared to the same period in 2021, there was a 3.7% reduction. There is no comparison available for green waste in December as green waste collections ceased for the winter months from December 2022.

Refuse



Recycling



Green Waste



Ratio materials for Q2

The chart below shows the breakdown of tonnage of the total waste collected per month

Waste Type	Oct 22		Nov 22		Dec 22	
	Weight (t)	%	Weight (t)	%	Weight (t)	%
Green Waste	225.64	16.22	238.24	16.08	14.94*	1.41*
Recycling	356.86	25.65	382.04	25.78	344.6	32.48
Refuse	750.84	53.96	783.76	52.89	650.54	61.31

*Garden waste collection service ceased 05/12/22 winter collection break



LAW AND DEMOCRACY UPDATE

Regulatory Services

Environmental Health

Food inspections continue with the support of Officers from Harborough District Council up until 31 March 2023. Successful recruitment now means we have a Senior Technical (food competent) Officer in the team. She has registered her professional portfolio and should progress to become an Environmental Health Officer in June 2023. Starting in April 2023 we will no longer be reliant on others to deliver our food service. Emergency and mutual aid provision will remain with Harborough.

The main focus has been high risk premises, those who are non-compliant, the continued triaging of new businesses and investigating food complaints. A Food Standards Agency (FSA) 'temperature check' was carried out in Q3 and our submission was satisfactory. Priority areas for Q4 will be to continue to inspect new businesses (currently at 31) and start to catch up on those not visited since the pandemic. The broadly compliant rate (those that are satisfactory and higher) is 91%. We are looking to recommence sampling and run a duty of care waste project and campaign working with small businesses.

Day to day work was busy and wide ranging. A long standing community protection case has been referred to our legal team for possible further proceedings.

The existing contract to provide our dog warden services expires at the of March 2023. A quotation process run in Q3 was successful and a contractor identified to ensure continuation of the service going forward.

The Midland Mainline electrification project has been delayed with the majority of the work now programmed during 2023 with an anticipated completion early the year after.

Air quality data from our two 'real time' air quality monitors is now hosted 'live' on a public website <https://www.ukairquality.net/> and the Blaby Road project with schools is scheduled to commence from April 2023 onwards, supported by public health, the school partnership and County colleagues from their sustainable transport and children and young people teams.

The number of planning representations have increased and guidance has been produced by the team on the use of air source heat pumps in response to a large number of enquiries.

Private Sector Housing

The Private Sector Housing newsletter continues as a way of keeping landlords and tenants informed of recent and upcoming regulatory changes.

The Local Authority Delivery (LAD) programme continues with 163 applications for assistance received for measures which include solar, cavity wall insulation, loft insulation and external wall insulation. The Home Upgrade Grant (HUG) programme for off gas properties has started with 9 applications received during Q3. The measures are the same as those for the LAD.



Selective Licensing Update

Q3	Licenses issued	Income
Number of rented properties - 815	Pending – 100	£563,339
Number of applications received - 765	Issued – 640	
Number of Exemptions - 1	Withdrawn – 25	

Licensing

The service review commenced during Q3 to review our working practices and the use of IT systems within the team. Joint work has started with NWLDC to help develop a more streamlined approach.

Workloads remain reasonably constant at 40 requests per month of which 75% relate to taxis and hackney carriages. In Q3 there were a total of 155 licenses and registrations on our system.

The profile of licensed vehicles has altered slightly within the last year following the introduction of the new requirements relating to vehicles. The table below summarises the change.

<u>1st June 2021</u>	<u>1st June 2022</u>
Number of vehicles: 359	Number of vehicles: 366
Average Age: 6.26 years	Average Age: 5.89 years
Average Emissions: 115.74 G/KM	Average Emissions: 112.12 G/KM

Corporate Assets

Corporate Assets Team

- Corporate Assets Manager now Stuart Marbrook following retirement of former manager
- Major water pipe burst at Coombe park. Insurance claim underway and extensive cost/repairs required to make good.
- Litter strategy completed together with the Action Plan
- Adjustments, alterations and refurbishments facilitated for the move to the depot
- Coordinated CA team partial move to the Depot

Allotments:

- Allotments officer has left the service – subsequently Rachel Ayton has been appointed to take this up
- As part of the anticipated handover, a review of all allocated plots and accounts is in progress



Cemeteries:

- Cemeteries officer has left the service – subsequently Rachel Ayton has been appointed to take this up
- Jenny Flude is supporting in the cemetery service handover process
- Cemeteries grave digging machine failed and replacement sought.
- 11 burials, 27 interment of ashes and 1 scatterings have taken place across the two cemeteries during the quarter.

Car Parks:

- No charge parking took place over weekends in December and closed down fully over the Christmas/New year weeks. Whilst we are unable to report on the success of that scheme, the logistics to shut down and recommission machines either side of these periods are more of a challenge for the team as it all has to be done manually by visits.
- Break-in to a pay and display machine at East Street car park caused significant damage and loss off cash takings.
Machine currently out of service due to the damage
- It was identified (due to the darker evenings) a number of lights were out of service across the car parks – which have subsequently been addressed.

Clean and Green:

- Supervisor role advertised and appointed to from within the current team.
- 2 replacement staff roles advertised (1 clean, 1 green) for shortlist and appointment in 2023
- Key winter works planned for on parks.
- Small street sweeper (operative LTS) has a number of mechanical problems keeping it off the road at a critical point of the year for leaf fall. Only one alternative operative available to use the machine.
- Clean team rounds & schedules under review

Community and Wellbeing

Leisure Services provided by SLM

The report covers the fourth quarter of the contract year, which is the main part of the winter quarter and notoriously one which slows down. It is also the quarter which has seen building work commence on the Brocks Hill Site causing some minor disruptions to Parklands and access and a major refurbishment program of the Wigston Pool and Fitness Gym.

It is pleasing to note that as the leisure centres continue to play a pivotal role within the community for the health and wellbeing of the local people we look to increase our offerings to aid access to all users including those without the financial power and to aid this have appointed a new role of Active Communities Manager whose aim will be to work closely with local Authorities and other partner agencies to provide activity and access to the local community and look to meet the local health and social requirements of the local area.



Review:

This review is based on the leisure centres operating for the whole quarter and no closures.

An average of just under 58,000 customers per month coming through the doors, down just over 16,000 users over the previous quarter (5,333 per month) was really disappointing to see with the range of activity sessions taking place and available to the community but with increased competition with the Gym Group offering free parking opening in the area was not wholly unexpected. Although a slight downturn for winter is expected this is a significant drop and also shows a drop like for like on the previous year's same period which is also a significant blow to the centres recoveries.

Contract Yr8/9

Description	Oct-22	Nov-22	Dec-22	Total
Swimming	30,816	29,488	15,667	75,971
Gym/Fitness Classes	20,345	21,289	17,626	59,260
Sports/Activities	6,006	3,578	5,137	14,721
Activity Total	57,167	54,355	38,430	149,952
Spectators	8,479	6,499	7,369	22,347
Events	300	300	1,000	1,600
Education	0	0	0	0
Grand Total	65,946	61,154	46,799	173,899

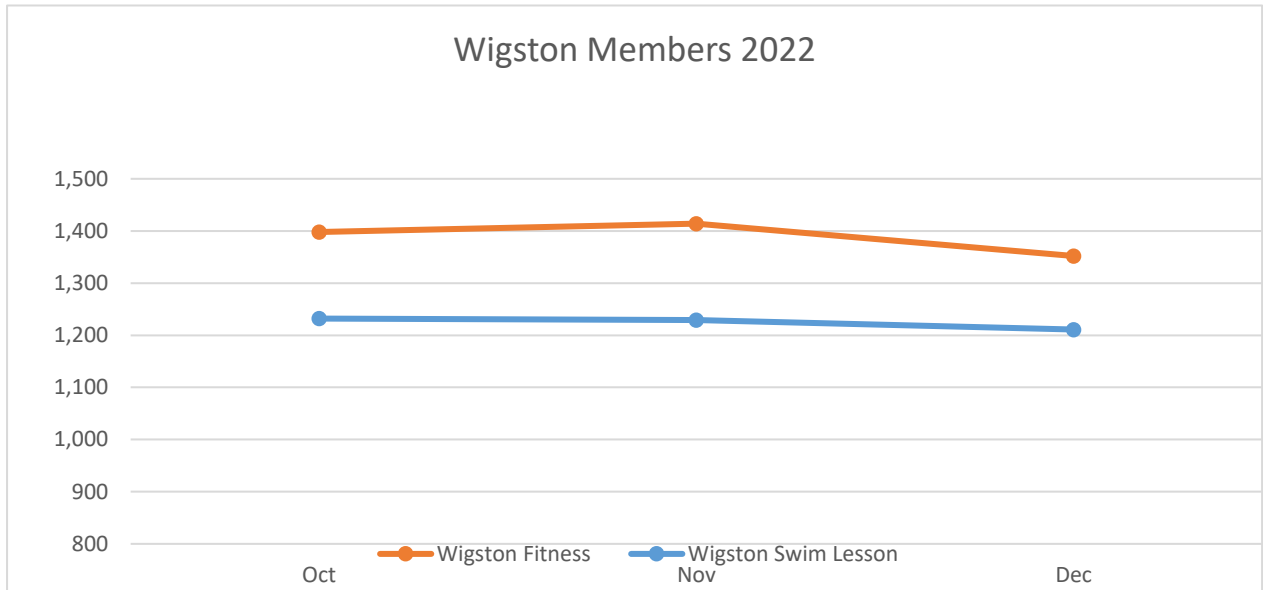
Membership Numbers:

Following significant growth month on month on last year for fitness membership numbers, we have recently continued to see a plateauing and subsequently reduction year on year and into the winter period on numbers. Currently the Car Park charging effect has seen significant leavers directly citing the charges as reasons for leaving and this has impacted on the sites membership growth which would have ordinarily been expected. In addition, the opening of 'The Gym' in Oadby which had not been flagged until just before the official opening has had a major effect on new joiners and leavers, as they offer considerably cheaper membership prices but coupled with Free parking that we cannot offer

Swimming Lesson numbers have grown and continued to do so, dipping slightly in December which is a traditional trend. It is pleasing but as we know is directly correlated in relation to the fact that there is a missing generation that did not have lessons due to covid closures and these need to be mopped up along with the standard year on year turnover, so we continue to be seeing a two tier aged joiners with about 18 months in between starting lessons from scratch.



Wigston: Total Members:



Parklands: Total Members:



Community Well-Being:

The Leisure Centres have been very busy this Quarter looking to deliver the years Community Well Being Plan and this has included

- Free Weekly Children's soft play sessions for the Menphys Charity Group.
- Free Family Activity Sessions in partnership with Children's and Family Well Being Service and OWBC
- Free Coffee for VASL Carers
- Free Memberships for Care Leavers (2 participants referred)
- Free Memberships for PARS



- Free Memberships for Ukrainian Refugees
 - Free Memberships for Parkinson's Sufferers and their Carers
 - Free Swimming Sessions for Disabled Swimmers (just under 500 over the quarter)
 - We have also delivered sessions for 4 Schools and over 200 children with Pond Dipping and Den Building Sessions in the country park, along with over 400 children from Cubs / Scouts groups etc. on our climbing walls.
 - A very successful Xmas Fayre was hosted at Parklands in November with over 25 Local Business and organisations displaying and selling their Christmas crafts and goods along with a visit from Santa, as we host this alongside our normal operations there is no direct attendance but we approximate that over 1000 people attended the fayre in total with around 300 attending solely for the fayre alone.
 - We have successfully applied to the council for Warm Space grants to help with the cost of living crisis with the centres now operating a safe warm space where people can come and get a hot drink and spend some time with each other in a warm and friendly environment, we also received the following feedback:
 - *'Just to let you know I managed to collect a hot water bottle today, access the warm hub and spend an hour there and had a coffee and relax whilst reading my book it was a very useful service to access and I will be popping in each week*
- Adam at reception was very helpful and kind'*

It is pleasing to be able to offer these activities / memberships at small to no cost across the community as we identify the value that this brings to increase the health and wellbeing benefits of the whole community.

General:

We are pleased with how busy the centres are but note as in previous reports also that from history that we could be busier.

There are a number of factors that has caused the centres not to return to numbers that we once hit pre COVID, including car parking charges being introduced which has certainly impacted on numbers through the door. A new budget gym opening on the doorstep of the sites and then the cost of living crisis which is certainly making users look at their leisure spend more so than ever before.

However, we have tried to mitigate some of these issues with significant investment into the Wigston Gym Refurbishment program which included a full decoration and complete Equipment replacement in November.

We are further continuing to explore how we can attract users back through the door and our extensive community wellbeing plan, although doesn't help in income generation, does help with increasing participation and means that we can look to meet the needs of the vulnerable community members.



Health and Wellbeing

Quarter 3 saw the Active Oadby and Wigston team establish **3** new programmes in addition to those already running on a weekly or fortnightly basis. This included a beginner running group that meet fortnightly face to face with 'homework' sessions being given via our WhatsApp running community for people to do at home/when it suits around their other commitments.

The Active Ladies Community is going from strength to strength with a ladies only walk established in Oadby. Move2Muziq sessions started and were a great success utilising various dance styles to get people moving. We continue to work closely with local partners such as the Canal and River Trust and the PCN with wellbeing walks and the Hub Club.

The Council have linked up with mental health charity Leicester Life Links to put on free wellbeing workshops and sessions for the local community especially during National Stress Week. Other community pop ups included Stoptober advice and supporting the council's Customer Service Team with their customer service review/questionnaire.

Referrals continue to be received from GP's, physio's, First Contact and other health professionals (as well as self-referrals) for members of the public in need of support with exercise.

Youth Engagement

Youth Engagement continues to be a difficult workstream, which is reflective of the wider County and National pictures, following the significant impact of Covid-19 on the youth landscape. A Youth Engagement Strategy for the Council has been drafted, awaiting review by relevant managers before submission to the PFD Committee, that takes significant steps to addressing the Council's ability to engage and consult with young people in the Borough.

Plans that sit partially under the draft Youth Engagement Strategy have been developed to facilitate a relaunch / refresh of the Borough's Youth Council, however these require significant buy-in from schools which at present is tentative. The Council also lost its Youth Engagement Activator who was embedded in three schools across the Borough. That said, the Council will be gaining a replacement Activator one day a week in Q4 sharing with North West Leicester.

The redevelopment of the Youth Council, and the inclusion of Youth Voice work in the Borough, remains the core focus of this workstream with external partners, such as Young Leicestershire, collaborating on 'best practice' approaches to this.

The Council attempted to introduce provision with Leicester Tigers and their HITZ programme at South Wigston High School. This targets young people who are disengaged in education to improve motivation, behaviour and attendance. Leicester Tigers pulled out of these sessions however due to South Wigston High School struggling with logistics. Future work is however planned.



Community Safety

At the Partnership's meeting in December 2022 the current budget was reviewed, with an underspend of £1,307.63 from the Council's allocation to the Partnership, and an underspend of £5,969.12 from the OPCC's allocation, being noted should all expected expenditure contained in the Delivery Plan come in on budget. These figures do not include the OPCC funding allocated for Youth Diversion projects which will be retained into the next financial year.

It is anticipated that all projected underspend will be fully utilised by the end of 2022-23 Q4, with Partner Agencies encouraged to look at projects to be delivered over that quarter.

The Partnership has also started the process to launch their annual Community Safety Survey at the start of February 2023, to run until mid-March 2023, with the results to be fed into the Partnership's 2023-24 Delivery Plan. These will also be reflected in a refresh of the Partnership's 2021-24 Strategic Plan necessitated by the new statutory duties all CSPs hold around the Serious Violence Duty.

Feedback and updates from all Partner Agencies continue to be positive, and show a strong recovery of partnership working following the impact of Covid-19 on standard workstreams and the ability to work in a multi-agency capacity.

Anti-Social Behaviour

The Anti-Social Behaviour (ASB) Officer has logged and investigated **14** reports of ASB in Q3, please see chart below for monthly breakdown:

Q3		
Number of ASB logged/investigated by ASB Officer: 14		
Number of incidents per month		
Oct 22	Nov 22	Dec 22
6	6	2

Of these 12 ASB reports, issues were of a wide range including '*Noisy neighbours*', '*Taking drugs*', '*Damage to buildings*' and '*Inconvenient parking*' to name but a few.

Investigations into each report lead to:

- **7** perpetrators being identified
- **3** perpetrators after investigations took place received no further action
- **3** perpetrators received advise and warnings as well as a referral for support into a partner agency
- **1** Community Protection Warning Notice*

*The Community Protection Notice was served under the ASB, Crime a Policing Act 2014 prohibiting an individual from making excessive noise and drug use in their property. This investigation is in conjunction with housing provider, PA.



The Council's Housing Department continue to log ASB on the Sentinel system, please see chart below for monthly breakdown:

Q3		
Number of ASB logged on Sentinel by Housing Department: 11		
Number of report logged per month		
Oct 22	Nov 22	Dec 22
9	2	0

The Council therefore in Q3 2022/23 have recorded and investigated **25** reports of ASB, please see chart below for number per area breakdown:

Q3		
Total number of ASB reports: 25		
Oadby	South Wigston	Wigston
11	3	11

Lightbulb Qtr 3 2022/2023 Performance Dashboard

Chart 1: DFG Completion Times YTD by No of Weeks

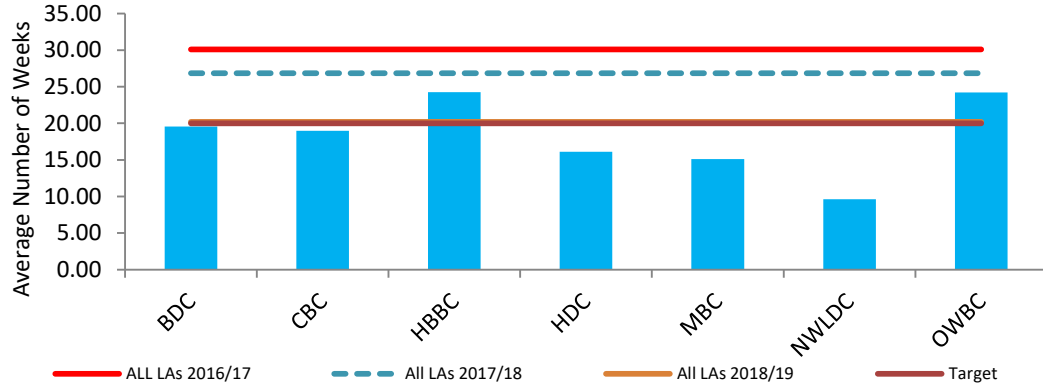


Chart 2: No of DFG's Completed by Cost by District YTD

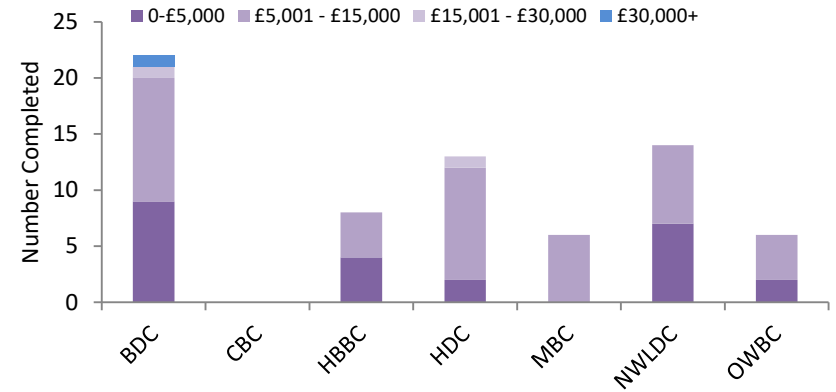


Chart 3: DFG Dropout % Over Time

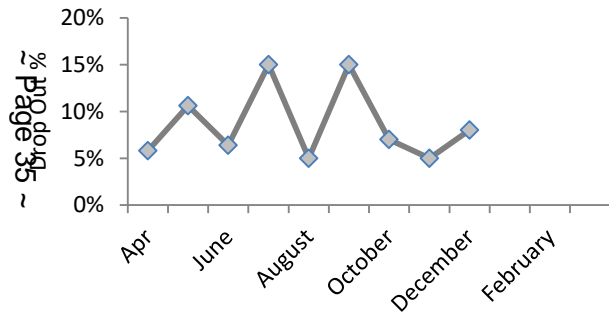


Chart 4: Reason for Dropout by QTR

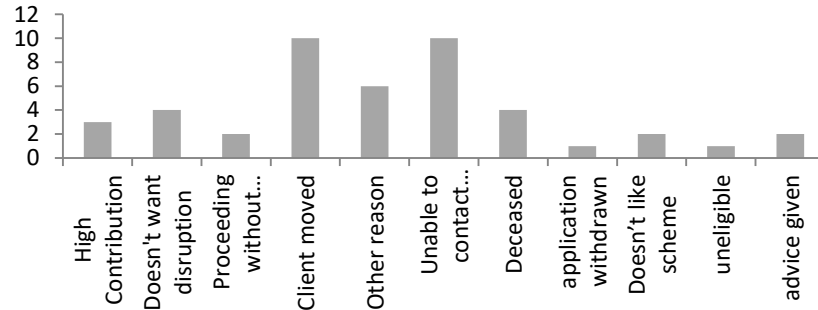


Chart 5: Customer feedback from scores on

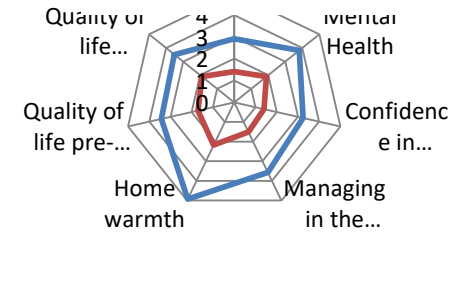


Chart 6: Customer Feedback

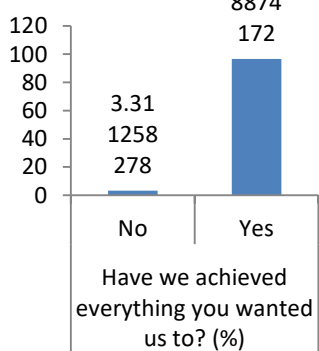


Chart 7: End to End Times - No of Weeks

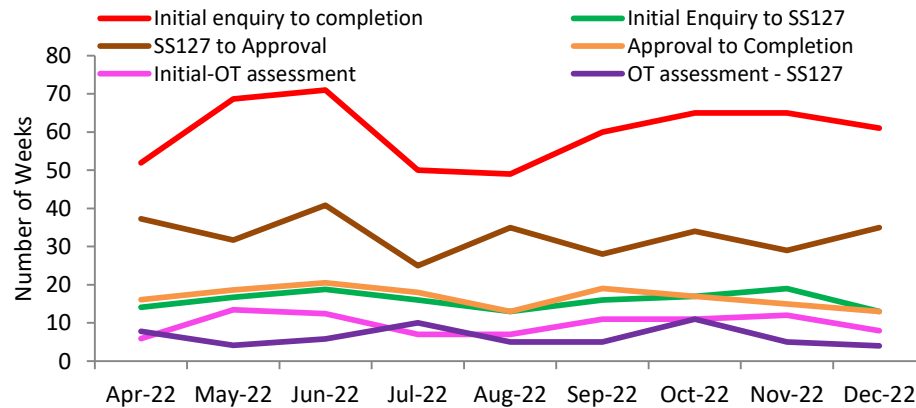
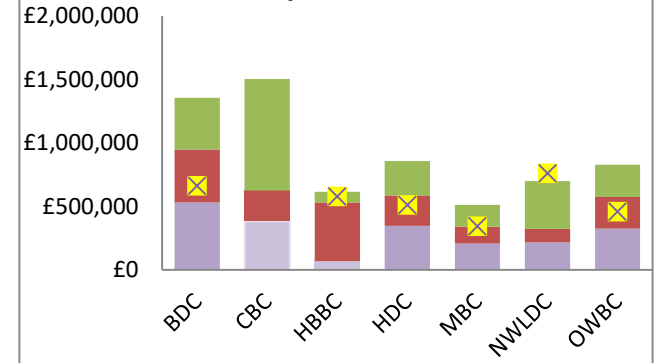


Chart 8: Total Value of DFGs paid in 21/22 by District YTD



Appendix 3



Oadby & Wigston
BOROUGH COUNCIL

ORGANISATION/SERVICE ASSESSED

OADBY AND WIGSTON BOROUGH COUNCIL

PREPARED BY

NEIL POTENTIER, ASSESSOR

REPORT TYPE

REVIEW 2

PROJECT NUMBER

DEAL ID - 7428709406

DOCUMENT REVIEW DATE

2ND DEC 2022

EVIDENCE GATHERING ACTIVITY DATE

6TH DEC 2022

MAINTAIN CERTIFICATION.

1. INTRODUCTION AND BACKGROUND

2. METHODOLOGY

3. SUMMARY OF STRENGTHS

4. AREAS FOR CONTINUOUS IMPROVEMENT

5. ASSESSOR'S FINDINGS

CUSTOMER INSIGHT

THE CULTURE OF THE ORGANISATION

INFORMATION AND ACCESS

DELIVERY

TIMELINESS AND QUALITY OF SERVICE

6. CONCLUSION AND RECOMMENDATIONS

7. COMPLIANCE AGAINST THE CUSTOMER SERVICE EXCELLENCE STANDARD

1. INTRODUCTION AND BACKGROUND

Oadby & Wigston Borough Council (the Council) is one of the seven district councils that make up the two-tier system of local government in Leicestershire, together with Leicestershire County Council. The Council delivers the full range of services that all district councils provide. These are delivered through a combination of arrangements that are direct, contracted, shared or delegated. The five main services are Built Environment, Community & Wellbeing, Corporate Law & Democracy, Customer Service & Transformation and Financial services. These sub-divide into more finite services. The Council employ 168 staff.

The Council are to move to new offices in Spring 2023, and see this is an ideal time to refresh and relaunch their customer service strategy. To this end a new Customer Experience Strategy is in draft format awaiting approval - 'We want to strike a balance between new and traditional ways of working so that no one is disadvantaged'. In addition, a new corporate vision has been created, and the corporate values are in the process of being updated.

This Annual Review Year Two against the CSE (Customer Service Excellence) Standard provided the opportunity to see the progress the Council were making in readiness for the move and relaunch of their focus on putting customers at the heart of everything.

2. METHODOLOGY

The Council submitted evidence via Assessment Services Online Self-Assessment tool. This led to a desktop review on the 2nd December 2022, with this Annual Review Year 2 taking place onsite on the 6th December 2022.

The day commenced with a meeting with the CEO (Chief Executive Officer), who revealed plans for renewing and relaunching a customer service strategy which would demonstrate the Council's desire to put customers at the heart of service delivery. This was followed by a session to address questions arising from the desktop review with the Head of Customer Service & Transformation, the Customer Service's Improvement Manager and the Customer Services Improvement officer.

Telephone calls were then made to two key business partners, a Rough Sleeper Coordinator, and a Business Partnership for Building Control. Discussions focused on the benefits of partnership working, as well as how responsibilities were agreed with the Council. This was followed by telephone calls to two customers to discuss their satisfaction with services they had recently received.

There then followed a series of presentations from a cross-section of staff. These were a presentation on Culture and Vision (from the Strategic Director), Community Wellbeing (from a Health and Sports Assistant), Communication Improvements (from the Marketing Manager and Marketing Officer), Customer Satisfaction Measurement (from the Customer Service Improvement Manager and Officer), the Customer Experience Strategy (from the Head of Customer Service and Transformation), Cost of Living (from the Communication and Marketing Manager) and Brocks Hill Staff Engagement in readiness for the move (from the Communication and Marketing Manager).

The final session prior to feedback was with five staff drawn from different service areas. Discussions focused on levels of empowerment to deliver excellent services, as well as how staff insight was being used in service delivery.

The day concluded with a feedback session with the Head of Customer Service & Transformation, the Customer Service's Improvement Manager and the Customer Services Improvement Officer. to present areas of strength and improvement, as well as the overall position against the CSE Standard.

3. SUMMARY OF STRENGTHS

Sections: **1.2.1, 1.3.1, 2.1.1, 2.1.6, 2.2.3, 2.2.4, 4.2.3, 4.2.4**

All seven Compliance Pluses from 2021 were revisited, and due to further improvements six remain as follows:

-

The Council have refreshed their vision to place a greater onus on putting customers at the heart of service delivery. The revised vision includes a purpose statement - 'Provide a sustainable council by listening, being engaged, and putting the customers first enabling us to focus on local needs and priorities'. (Reference Compliance Plus for Element 2.1.1).

The empowerment of staff to deliver excellent services has been further enhanced by greater encouragement from managers, with bin men now demonstrating above-and-beyond behaviours. In addition, a statement within the People Strategy 2022 - 2025, defines that 'people should have a desire to anticipate, meet and exceed the needs and expectations of customers'. (Reference Compliance Plus for Element 2.1.6).

A focus on delivering excellent services has been further embedded within the appraisal process. Appraisal forms have been re-designed to reposition customer excellence in line with targets, standards and values - 'They must always provide examples of where they have given excellent service'. (Reference Compliance Plus for Element 2.2.3).

The use of staff insight in delivering excellent services has been strengthened through greater consultation with staff on the vision, values and Customer Experience Strategy - 'What values do you want to work to?'. Customer Service Champions have also been created to bring ideas and suggestions from teams to management. (Reference Compliance Plus for Element 2.2.4).

The Council already conduct regular and comprehensive benchmarking. Examples of new approaches were identified and include a non-mandated Peer Review - 'We wanted to do this to get better'. In addition, the Council have signed up to the Local Government Information Services scheme, which has generated more data to benchmark against. Benchmarking is now built in to all service plans. (Reference Compliance Plus for Element 4.2.3).

The adoption and sharing of best practice has also been enhanced. An example shows how Value for Money best practice has been installed within the Finance department - 'This has taken us to another level'. Staff have attended workshops to be enlightened, and approaches have been shared with other Councils. (Reference Compliance Plus for Element 4.2.4).

Two new areas of Compliance Plus were identified during this review, namely: -

A comprehensive Communication Strategy has been introduced, with a heavy bias towards consultation and engagement. Driven by the CEO's directive - 'We want to reach out more', the strategy defines all the methods for consultation and engagement, has a detailed calendar of planned actions and incorporates 'Consultation Protocols'. (Reference Compliance for Element 1.2.1).

The Council took the ambitious decision to derive a satisfaction score for all finite services. This has been achieved through all staff in each service area being asked 'who do we need to get feedback from, when and how?'. This has resulted in bespoke approaches relevant to each service area, with questions worded to meet the needs of specific customers, as opposed to a 'blanket' approach. The Council were able to provide satisfaction scores for 18 of the 23 finite service areas, with the scores for the remaining five areas soon to be made available. (Reference Compliance Plus for Element 1.3.1).

4. AREAS FOR CONTINUOUS IMPROVEMENT

Sections: **1.3.1, 2.1.3, 4.1.1, 4.2.3, 4.2.4, 5.1.1, 5.1.2**

Although methods to measure customer satisfaction are comprehensive (see Areas of Strength), the Council are still considering the possible use of 'Smiley Faces' on email footers. Consideration may be given as to whether to pursue this line of action and where and how it could be used. This could potentially result in further increases to response rates. (Reference Element 1.3.1).

The Customer Experience Strategy is at the approval stage, with plans to go live in April 2023. This is a comprehensive internal document based on extensive consultation. Consideration may now be give as to whether this could be circulated to customers in its current format. If not, consideration may be given as to how it could be reworded in a customer friendly manner. This could serve to send out a strong message to residents of the intent to deliver services that meet the need of everyone. (Reference Element 2.1.3).

Work remains in progress in determining the new corporate values. The Council may wish to consider how the values can best reflect the commitment to delivering excellent services. Consideration may also be given as to the positioning of customer focused values within the order of value statements. This could further reinforce what customers can expect from staff and services. (Reference Element 2.1.3).

Currently the Council are meeting or exceeding over 40 corporate standards, which include both the timeliness and quality of service. Consideration may now be given as to how a further stretches could be applied where appropriate. This could help drive further continuous improvement. (Reference Elements 4.1.1,5.1.1 & 5.2.1).

Th creation of Customer Service Champions is to be commended, and whilst benchmarking and best practice are seen as two areas of strength. consideration may be given as to if Champions could be identified within adjacent Councils with whom the Council's own Champions could benchmark and share best practice. (Reference Elements 4.2.3 & 4.2.4).

There is a possibility that Live Live Chat may be introduced. Consideration may therefore be given as to how the standards for Live Chat could be set for both the timeliness and quality of responses. Many organisations have experienced problems with out-of-hours live chat, and the Council may also wish to consider how they can avoid these. This could help ensure a high quality Live Chat service. (Reference Elements 5.1.1 & 5.1.2).

5. ASSESSOR'S FINDINGS

- Not Compliance
- Partial Compliance
- Compliance
- Compliance Plus
- N/A

I - CUSTOMER INSIGHT

1.1 Customer Identification

- **1.1.1 We have an in-depth understanding of the characteristics of our current and potential customer groups based on recent and reliable information.**
As per 2021, with the Economic Regeneration Team developing an Industrial Schedule that is used to understand and support business customer groups in the Borough. This is a live document that is regularly updated.
- **1.1.2 We have developed customer insight about our customer groups to better understand their needs and preferences.**
The Community & Wellbeing team have obtained insight from a Health and Inequalities report, and have used this information to meet the needs of relevant residents within the Borough. Examples include an Active Ladies Programme, where participants specified their needs via a poll. As a result dance was the number one need, and classes have now been delivered.
- **1.1.3 We make particular efforts to identify hard to reach and disadvantaged groups and individuals and have developed our services in response to their specific needs.**
The most recent focus on hard-to-reach groups has resulted from the cost-of-living crisis. The Council have set out to identify anyone who has been affected by conducting an Impact Assessment. This resulted in a dedicated webpage covering 14 topics - 'A one-stop shop for everything associated with the crisis'. An example is Food & Fuel Vouchers.

1.2 Engagement & Consultation

- **1.2.1 We have a strategy for engaging and involving customers using a range of methods appropriate to the needs of identified customer groups.**
This Element is Compliance Plus. (See Summary of Strengths).
- **1.2.2 We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken.**
The Council have consulted on their future Customer Experience Strategy, and as a result a draft document has been created and is awaiting approval. Consultation revealed that many residents wanted face-to-face contact to remain. To this end Hubs are being identified across the Borough, including the new offices at Brocks Hill, where face-to-face contact will be made available. Members have been consulted on the Council's new vision.
- **1.2.3 We regularly review our strategies and opportunities for consulting and engaging with customers to ensure that the methods used are effective and provide reliable and representative results.**
As a result of reviewing the Communication Strategy, a Communication Action Plan was created. This includes a calendar for all planned consultation events. In addition, the review led to the creation of Consultation Protocols. These provide guidance on how to consult in order to make it effective.

1.3 Customer Satisfaction

- **1.3.1 We use reliable and accurate methods to measure customer satisfaction on a regular basis.**
This Element is Compliance Plus. (See Summary of Strengths).

- 1.3.2 We analyse and publicise satisfaction levels for the full range of customers for all main areas of our service and we have improved services as a result.**

As a result of the ambitious decision to create customer satisfaction scores for all finite service areas, results are now available for 18 of the 23 areas. With the exception of planning recent scores have been exceptional. Scores for Planning were averaging 65% up until recently, when steps were taken to improve processes, acknowledge applications and communicate decisions much quicker. As a result, the most recent satisfaction score is 97%.
- 1.3.3 We include in our measurement of satisfaction specific questions relating to key areas including those on delivery, timeliness, information, access, and the quality of customer service, as well as specific questions, which are informed by customer insight.**

Insight from complaints and comments revealed two areas of dissatisfaction with Planning. Applicants were frustrated with the time taken to acknowledge an application, and the time taken to communicate a decision. As a result, there are now two questions in the survey used by planning based on this insight.
- 1.3.4 We set challenging and stretching targets for customer satisfaction and our levels are improving.**

All results for customer satisfaction for 18 finite service areas have increased over the last year. This includes Planning moving from 65% to 97%. This is in line with the stretch philosophy to achieve year-on-year increases.
- 1.3.5 We have made positive changes to services as a result of analysing customer experience, including improved customer journeys.**

Based on customer feedback, the Council have reopened phonelines during the lunchtime period. Face-to-face contact points are also being introduced across the Borough. A Local Government Peer review took place in January 2022 and highlighted the need for a new and improved Members enquiry system. As a result, a Member's Hub was created as a central area for all Member communications.

2 - THE CULTURE OF THE ORGANISATION

2.1 Leadership, Policy and Culture

- 2.1.1 There is corporate commitment to putting the customer at the heart of service delivery and leaders in our organisation actively support this and advocate for customers.**

This Element is Compliance Plus. (See Summary of Strengths).
- 2.1.2 We use customer insight to inform policy and strategy and to prioritise service improvement activity.**

Customers have influenced the proposed new Customer Experience Strategy. Part of this has already led to the re-introduction of face-to-face contact at Hubs throughout the Borough. Through consultation, customers have also influenced Housing and Waste Collection policies.
- 2.1.3 We have policies and procedures which support the right of all customers to expect excellent levels of service.**

As per 2021.
- 2.1.4 We ensure that all customers and customer groups are treated fairly and this is confirmed by feedback and the measurement of customer experience.**

A Customer Service survey included the question 'how satisfied were you that you were treated fairly?' Of all responses, all were ten out of ten with one score of nine.
- 2.1.5 We protect customers' privacy both in face-to-face discussions and in the transfer and storage of customer information.**

As per 2021.

- **2.1.6 We empower and encourage all employees to actively promote and participate in the customer focused culture of our organisation.**

This Element is Compliance Plus (See Summary of Strengths).

2.2 Staff Professionalism and Attitude

- **2.2.1 We can demonstrate our commitment to developing and delivering customer focused services through our recruitment, training and development policies for staff.**
As per 2021, with a new People Strategy in development which will incorporate aspects of customer service.
- **2.2.2 Our staff are polite and friendly to customers and have an understanding of customer needs.**
As per 2021, with new 'Connecting with our Customer' interactive e-learning training for all staff to complete, which builds upon their knowledge and encourages them to empathise with the customer.
- **2.2.3 We prioritise customer focus at all levels of our organisation and evaluate individual and team commitment through the performance management system.**
This Element is Compliance Plus. (See Summary of Strengths).
- **2.2.4 We can demonstrate how customer facing staff insights, and experiences are incorporated into internal processes, policy development and service planning.**
This Element is Compliance Plus. (See Summary of Strengths).
- **2.2.5 We value the contribution our staff make to delivering customer focused services, and leaders, managers and staff demonstrate these behaviours.**
As per 2021, with examples provided of where 'Thanks' badges had been awarded and staff praised within the newsletter.

3 - INFORMATION AND ACCESS

3.1 Range of Information

- **3.1.1 We make information about the full range of services we provide available to our customers and potential customers, including how and when people can contact us, how our services are run and who is in charge.**
As per 2021, with improvements made (See Element 3.2.3).
- **3.1.2 Where there is a charge for services, we tell our customers how much they will have to pay.**
As per 2021.

3.2 Quality of Information

- **3.2.1 We provide our customers with the information they need in ways which meet their needs and preferences, using a variety of appropriate channels.**
As per 2021, with the introduction of a Member's Hub. In addition, the website continues to meet Government accessibility standards, with a current score of 94. This constitutes excellent.
- **3.2.2 We take reasonable steps to make sure our customers have received and understood the information we provide.**
As per 2021.

- **3.2.3 We have improved the range, content and quality of verbal, published and web based information we provide to ensure it is relevant and meets the needs of customers.**
A dedicated webpage has been created to provide information on the cost-of-living crisis. In addition, in response from customers who are not digitally inclusive, the Council have introduced two paper communications per year which will be posted to all properties in the Borough. More information is now also being provided on properties available for rent. A dedicated business microsite has also been created.
- **3.2.4 We can demonstrate that information we provide to our customers is accurate and complete, and that when this is not the case we advise customers when they will receive the information they requested.**
As per 2021.

3.3 Access

- **3.3.1 We make our services easily accessible to all customers through provision of a range of alternative channels.**
As per 2021, but with a new Customer Experience Strategy to be introduced. One aim is to ensure that customers who are not digitally inclusive can access services through alternative channels such as face-to-face.
- **3.3.2 We evaluate how customers interact with the organisation through access channels and we use this information to identify possible service improvements and offer better choices.**
Digital platforms continue to grow and the Council evaluate how customers interact with them in a variety of ways. Social media platforms are proving more and more popular. As a result, the Council tailor future posts and increase website traffic.
- **3.3.3 We ensure that where customers can visit our premises in person, facilities are as clean and comfortable as possible.**
As per 2021.

3.4 Co-operative working with other providers, partners and communities

- **3.4.1 We have made arrangements with other providers and partners to offer and supply co-ordinated services, and these arrangements have demonstrable benefits for our customers.**
Two partners, A Rough Sleeper Coordinator and the Business Partnership with Blaby Council, confirmed working arrangements with the Council which benefited customers. Through mutual cooperation, The Rough Sleeper Coordinator works with the Council to find bespoke solutions for homeless people in the Borough. Working with the Business Partnership helps share resources for a number of initiatives. For example, delivery times have been improved for the Lightbulb Project and disabled adaptations, e.g. ramps, are being implemented much quicker.
- **3.4.2 We have developed co-ordinated working arrangements with our partners that ensure customers have clear lines of accountability for quality of services.**
Both partners confirmed mutual, collaborative and excellent working relationships. For Rough Sleeping, a Chief Housing Officer Group make all the key decisions relating to the delivery of the service. However, each individual case is discussed with both parties to assign responsibilities. The arrangement with the Business Partnership operates under a delegated agreement in terms of the handover of work and allocation of grants.
- **3.4.3 We interact within wider communities and we can demonstrate the ways in which we support those communities.**
The Council interact with wider communities in a wide variety of ways, as mentioned previously in this report. This is principally through the work of Community & Wellbeing. Examples include Rough Sleeping, helping with the cost-of-living crisis, Active Together and Locality Groups.

4 - DELIVERY

4.1 Delivery Standards

- **4.1.1 We have challenging standards for our main services, which take account of our responsibility for delivering national and statutory standards and targets.**
As per 2021, but with three new corporate standards introduced for communication, customer service improvement and IT (Information Technology).
- **4.1.2 We monitor and meet our standards, meet departmental and performance targets, and we tell our customers about our performance.**
The Council is currently meeting or exceeding all of their corporate objectives, targets and standards, as revealed by the most recent Corporate Performance Update for Quarter Two.
- **4.1.3 We consult and involve customers, citizens, partners and staff on the setting, reviewing and raising of our local standards.**
As per 2021, with customers now involved in setting the standards for the proposed Customer Experience Strategy.

4.2 Staff Professionalism and Attitude

- **4.2.1 We agree with our customers at the outset what they can expect from the service we provide.**
As per 2021.
- **4.2.2 We can demonstrate that we deliver the service we promised to individual customers and that outcomes are positive for the majority of our customers.**
To supplement the excellent quantitative customer satisfaction scores for finite service areas, two customers confirmed their satisfaction with services they had recently received. One resident had experienced problems with the state of their property and the attitude of the landlord. Thanks to speedy and empathetic intervention from the Housing Team, this was addressed with the resident now enjoying a new home - 'He (member of the Housing team) was like an angel'. A local shop owner also received speedy service after a car had crashed into the shop window - 'They were speedy and flexible. They made it easy'.
- **4.2.3 We can demonstrate that we benchmark our performance against that of similar or complimentary organisations and have used that information to improve our service.**
This Element is Compliance Plus. (See Summary of Strengths).
- **4.2.4 We have developed and learned from best practice identified within and outside our organisation, and we publish our examples externally where appropriate.**
This Element is Compliance Plus. (See Summary of Strengths).

4.3 Deal effectively with problems

- **4.3.1 We identify any dips in performance against our standards and explain these to customers, together with action we are taking to put things right and prevent further recurrence.**
As mentioned previously, Planning experienced a dip in performance relating to not acknowledging planning applications and communicating decisions quickly enough. As a result, a Planning Improvements Recommendation Report was implemented. This addressed the back log and put a track and trace process in place. All applicants were informed of these actions. Satisfaction with Planning has now increased from 65% to it's current 97%.
- **4.3.2 We have an easy to use complaints procedure, which includes a commitment to deal with problems fully and solve them wherever possible within reasonable time limit.**
As per 2021, with a review undertaken. (See Element 4.3.5).

- 4.3.3 We give staff training and guidance to handle complaints and to investigate them objectively, and we can demonstrate that we empower staff to put things right.**
As per 2021, with additional training undertaken including refresher training for all managers - 'We wanted to improve response times and reduce stage two complaints'.
- 4.3.4 We learn from any mistakes we make by identifying patterns in formal and informal complaints and comments from customers and use this information to improve services and publicise action taken.**
The major trend with complaints over the last 12 months has been around Planning issues, with appropriate actions taken. (See Element 4.3.1).
- 4.3.5 We regularly review and improve our complaints procedure, taking account of the views of customers, complainants and staff.**
As a result of reviewing the complaints procedure, a bi-annual report is now sent to Members. In addition, it was decided to benchmark the complaints procedure against other local Councils.
- 4.3.6 We ensure that the outcome of the complaint process for customers, whose complaint is upheld, is satisfactory for them.**
The Council continue to survey complainants. Recent survey results show that 70% of complainants are satisfied with the outcome of their complaint.

5 - TIMELINESS AND QUALITY OF SERVICE

5.1 Standards for Timeliness and Quality

- 5.1.1 We set appropriate and measurable standards for the timeliness of response for all forms of customer contact including phone calls, letters, e-communications and personal callers.**
As per 2021, with a stretch applied to targets.
- 5.1.2 We set comprehensive standards for all aspects of the quality of customer service to be expected in all dealings with our organisation.**
As per 2021, with the addition of training for staff on 'Connecting with our Customers' - 'To enhance staff understanding of how better to communicate with customers'.

5.2 Timely Outcomes

- 5.2.1 We advise our customers and potential customers about our promises on timeliness and quality of customer service.**
As per 2021.
- 5.2.2 We identify individual customers needs at the first point of contact with us and ensure that an appropriate person who can address the reason for contact deals with the customer.**
As per 2021.
- 5.2.3 We promptly share customer information with colleagues and partners within our organisation whenever appropriate and can demonstrate how this has reduced unnecessary contact for customers.**
Steps have been taken to improve information sharing in a number of areas. Immediate updates are now put on social media if a refuse truck cannot access a street. Applications for Discretionary Housing Payments are now shared with Revenues & Benefits to speed up the process. A Tell Us Once system allows for the sharing of information with all relevant parties for such things as a bereavement.
- 5.2.4 Where service is not completed at the first point of contact we discuss with the customer the next steps and indicate the likely overall time to achieve outcomes.**
As per 2021.

- **5.2.5 We respond to initial enquiries promptly, and if there is a delay we advise the customer and take action to rectify the problem.**

As per 2021, with Revenues & Benefits producing a video to advise customers of delays in processing Test and Trace payments, and what they could do to ensure their application was filled in correctly to avoid further delay.

5.3 Achieved Timely Delivery

- **5.3.1 We monitor our performance against standards for timeliness and quality of customer service and we take action if problems are identified.**

As per 2021.

- **5.3.2 We are meeting our current standards for timeliness and quality of customer service and we publicise our performance against these standards.**

The Quarter Two Corporate Performance Update shows that all targets for the timeliness and quality of service are currently being met or exceeded.

- **5.3.3 Our performance in relation to timeliness and quality of service compares well with that of similar organisations.**

The Council have benchmarked various aspects of customer service with five local Borough and District Councils. They compare very favourable with regard to opening times for customer service (a reflection of the quality of service). The Council are also now achieving standards for the timeliness of service within Panning which exceed many of the other Councils.

6. CONCLUSION AND RECOMMENDATIONS

There are no actions that require immediate attention and I am pleased to pass on to Assessment Services Ltd's Certification Committee my recommendation that you continue to be certificated as meeting the Customer Service Excellence Standard subject to ongoing annual reviews as follows: -

3-Year Review - December 2023

Annual Review Year 1 – December 2024

Annual Review Year 2 - December 2025

I would like to take this opportunity to thank you for your kind hospitality and cooperation during this assessment.

Neil Potentier

CSE Assessor for Assessment Services Ltd

9th December 2022

7. COMPLIANCE AGAINST THE CUSTOMER SERVICE EXCELLENCE STANDARD

1 - Customer Insight

	Element	Accreditation
1.1	1.1.1	● Compliance
	1.1.2	● Compliance
	1.1.3	● Compliance
1.2	1.2.1	● Compliance Plus
	1.2.2	● Compliance
	1.2.3	● Compliance
1.3	1.3.1	● Compliance Plus
	1.3.2	● Compliance
	1.3.3	● Compliance
	1.3.4	● Compliance
	1.3.5	● Compliance

2 - The Culture of the Organisation

	Element	Accreditation
2.1	2.1.1	● Compliance Plus
	2.1.2	● Compliance
	2.1.3	● Compliance
	2.1.4	● Compliance
	2.1.5	● Compliance
	2.1.6	● Compliance Plus
2.2	2.2.1	● Compliance
	2.2.2	● Compliance
	2.2.3	● Compliance Plus
	2.2.4	● Compliance Plus
	2.2.5	● Compliance

3 - Information and Access

	Element	Accreditation
3.1	3.1.1	● Compliance
	3.1.2	● Compliance
3.2	3.2.1	● Compliance
	3.2.2	● Compliance
	3.2.3	● Compliance
	3.2.4	● Compliance

	Element	Accreditation
3.3	3.3.1	● Compliance
	3.3.2	● Compliance
	3.3.3	● Compliance
3.4	3.4.1	● Compliance
	3.4.2	● Compliance
	3.4.3	● Compliance

4 - Delivery

	Element	Accreditation
4.1	4.1.1	● Compliance
	4.1.2	● Compliance
	4.1.3	● Compliance
4.2	4.2.1	● Compliance
	4.2.2	● Compliance
	4.2.3	● Compliance Plus
	4.2.4	● Compliance Plus
4.3	4.3.1	● Compliance
	4.3.2	● Compliance
	4.3.3	● Compliance
	4.3.4	● Compliance
	4.3.5	● Compliance
	4.3.6	● Compliance

5 - Timeliness and Quality of Service

	Element	Accreditation
5.1	5.1.1	● Compliance
	5.1.2	● Compliance
5.2	5.2.1	● Compliance
	5.2.2	● Compliance
	5.2.3	● Compliance
	5.2.4	● Compliance
	5.2.5	● Compliance
5.3	5.3.1	● Compliance
	5.3.2	● Compliance
	5.3.3	● Compliance



Oadby & Wigston

BOROUGH COUNCIL

Customer Service Statistical Analysis

Quarter 3 Results

Introduction

At the Service Delivery Committee Meeting on 7 September 2021, members requested greater detail relating to the statistical information provided for the Customer Service Centre.

This document gives a detailed analysis of all the *tasks* undertaken by the Customer Service Centre and the role of the Technical Officer. This includes volumes of calls or items processed, an explanation and any action that has been taken to address where performance is not meeting the required standard or where improvements have been made.

Oadby & Wigston Borough Council is committed to delivering a high standard of service to all our customers and to improving the services we provide. We have a Customer Charter which covers the whole Council which is available on the website.

The Customer Service Centre also has a published service standards agreement along with all other front facing services.

While the Customer Service Centre offers the traditional call centre provision it also provides far more. Our Technical Officers are multi-disciplined staff trained with expertise in all the key services areas provided by the Council.

Email/Contact Us Online

The Customer Service team is targeted to acknowledge receipt of customer email and contact forms within 1 working day and to fully reply within 3 working days. The vast majority of online/email enquiries are answered the same day.

Quarter 3	October	November	December
Number of emails	243	353	214
Number of contact us forms processed	117	97	87
Number of complaints triaged	5	12	10
Average response time	1 Day	1 Day	1 Day



Oadby & Wigston

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Online forms

Our digital customer group continues to grow and we offer a range of online forms for customers to use to self-serve.

Online Forms Q3	Oct	Nov	Dec
Garden Waste Renewal	8	0	0
Garden Waste Sign up	5	0	0
Contact Us Form	117	97	87
Direct Debit Form	64	43	47
Council Tax Occupation Form	101	110	147
HB & CTS Application	63	53	36
Council Tax Vacation Form	24	39	22
Arrange Clinical Waste Collection	28	27	17
Taxi Vehicle Application	45	31	20
Single Person Discount	18	19	30
Other Council Tax Discount/Exemptions	21	10	5
Council Tax Moving within the Borough	10	7	16
ASB online report	23	10	3
DHP Application	24	22	21
Selective Licence Payment	1	7	0
Compliments, Comments & Complaints form	12	19	14
Book a Competency Test	19	28	25
Abandoned Vehicle Report	3	3	1
New Noise Complaint	11	6	3
Garage Waiting List Enquiry	9	7	7
Taxi Driver Renewal	13	18	12
HB Change of Circumstances	3	1	3
Electoral Job Enquiry	57	15	0

Monthly Total	679	572	498
Q3 Total	1749 online forms completed by customers in Q3		



Oadby & Wigston

BOROUGH COUNCIL

Calls

Although channel shift has taken place, telephone contact still remains the most popular access channel to the Council. The Customer Service Team work hard to reduce waiting times and answer calls quickly.

The primary role of the Customer Service Technical Officer is to answer customer enquiries. However, as previously stated they also provide essential admin support to other service areas in the Council and to reflect this they are targeted to answer at least 85% of calls.

The published turnaround times are to answer 85% of all initial contact calls into the contact centre with an average wait time of 5 minutes.

It does not include onward transmission to other service areas such as Revs and Bens or Housing which is considered a secondary contact point and a further wait could be incurred.

Quarter 3	October	November	December
Number of calls	4235	3794	2584
Number of calls answered	3881	3573	2449
Percentage answered	92%	94%	95%
Number of abandoned calls*	354	221	135
Average wait time	1.00	0.45	0.42

Definition of Abandoned Calls

Abandoned calls are calls that are terminated by the customers, before they are answered by a customer service technical officer.

There are many reasons for customers choosing to abandon their call, the most common ones include:

- The wait time being too long
- The customer has picked wrong option or has misdialled
- The customer changes their mind and hangs up
- Systems stating that calls are recorded and callers are reluctant to have their calls recorded.

All call centres have abandonment rates. Benchmarking with other councils shows us that these vary between 10% and 20%.



Oadby & Wigston

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Service Area Administration Support

The Customer Service Team carry out a variety of admin tasks for teams across the council.

This involves them:

- Running/producing reports to direct work e.g. the depot like delivery/collection of bins and issuing Garden waste permits
- Logging/allocating work to the Environmental Health team, registering food businesses
- Booking appointments/inspections for the Building control and Licensing team
- Raising invoices
- Processing applications for housing and taxi vehicles
- Acting upon referrals and information received via First Contact and Tell Us Once.

Quarter 3	October	November	December
Number of Taxi vehicle app processed	45	31	20
Number of competency test booked	20	31	29
Number of EH admin tasks	52	31	48
Number of Waste reports run/processed	286	297	220
Number of Housing Apps processed	41	44	21
Number of Homelessness admin tasks	87	95	61
Number of First Contact Requests	0	5	0
Number of Tell Us Once Requests	42	41	25
Number of Sport Pitch Invoices raised	11	9	9
Number of Facilities email/contact forms	40	42	29

Customer Service Centre Team - Output Summary

Quarter 3	October	November	December
Number of emails/online contacts answered	365	462	311
Number calls answered.	3881	3573	2449
Number of admin work items processed.	624	626	462



Oadby & Wigston

BOROUGH COUNCIL

Customer Service Satisfaction

Monthly Customer Satisfaction Surveys are carried out using a various mediums:

- Telephone
- E Mail
- On-line

Customers are asked to score our Customer Service Team performance out of ten in relation to each factor. Our overall customer satisfaction target is 95% for 2022-2023.

Quarter 3	Waiting time	Customer Service skills	Knowledge of advisor	Treated fairly as a valued customer	Enquiry resolution	Quality of service
Oct 22	93%	97%	97%	97%	96%	97%
Nov 22	95%	99%	98%	99%	98%	99%
Dec 22	95%	99%	99%	99%	99%	99%

Introduction

The way customers access services from both the public and private sector has been changing rapidly for many years and this change has only been accelerated by the Covid-19 pandemic.

More and more customers prefer to engage by digital means with face-to-face contact dropping as a result. The demand for more advanced and improved digital services is growing but there continues to be some demand – often from the most vulnerable in our borough – to offer face-to-face support.

Prior to the pandemic, face-to-face Customer Services in Oadby & Wigston was based at our Customer Service Centre in Bell Street, Wigston. This offered a reactive drop-in service handling all types of council enquiries but has now closed as operating it became unsustainable. Since the pandemic our service has transferred to telephony/online channels.

In spring 2023, Oadby & Wigston Borough Council will relocate its primary offices to Brocks Hill Country Park, Oadby. The borough council sees this as an ideal opportunity to re-evaluate our customer service offering and develop a new Customer Experience Strategy, which will be reviewed on an annual basis.

The Customer Experience Consultation was carried out with residents, businesses and key stakeholders between 2 November 2022 - 23 December 2022.

Promotion of the consultation was done in a variety of ways:

- Article in the Leicester Mercury
- Via OWBC website
- Via email newsletters to businesses, tenants, residents and key stakeholders
- Via the Council social media channels
- Promotion message placed on main Council phone line
- Paper survey boxes placed in Council sheltered schemes
- Article in “Our Borough” paper leaflet
- Via Community & Wellbeing Team promotion to all their different community groups

In addition to the normal promotion methods, to encourage participation and to try and hear as many different voices as possible the team went out into the community and spoke to people face to face in a variety of ways:

- Attended Senior Citizen Group meeting
- Attended Residents’ Forums
- Attended Tenants’ Forums
- Attend Hub Club Community Café
- Attend Seated Activity group
- Student Engagement Session at NWSLC Wigston Campus
- Face to Face pop up events at:
 - Oadby – The Parade
 - Wigston – Bell Street
 - South Wigston Baby Road Park

Customer Experience Strategy

Consultation Results



The results of the surveys are as follows:

Number of surveys completed



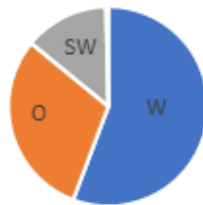
343

Customer Group



Resident	312
Business	5
Stakeholder	3
Councillors	3
Visitors	3
Not Specified	4

Area



Wigston	183
Oadby	99
South Wigston	45
Not in Borough	16

Other Demographics

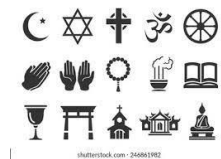
Age		
Under 16	1	
16 - 18	3	
19 - 24	5	
25 - 35	19	
36 - 44	24	
45 - 54	41	
55 - 64	51	
65 - 74	91	
75 and over	87	
Prefer not to say	21	

Disability/Health Issue	
Yes	119
No	184
Prefer not to say	40

Ethnicity	
White	262
Asian	28
Mixed	4
Black	2
Other	7
Prefer not to say	40

Sexual Orientation	
Heterosexual	258
Lesbian/Gay	2
Bisexual	9
Other	3
Prefer not to say	71

Religion	
Christian	157
Hindu	12
Muslim	9
Sikh	4
Pagan	4
Catholic	3
Buddhist	3
Spiritualist	2
Agnostic	1
Evangelistic	1
Jain	1
Jewish	1
Mother Earth	1
No Religion	98
Prefer not to say	46



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@Oadby_Wigston

Typical contact method prior to Covid 19 Pandemic

		Face to face only	72
		Telephone only	60
		Online only	18
		Email only	3
		F2F & other channels	104
		Telephone, online, email	52
		Did not contact prior	34

Reason for contact method

	Convenience	45
	Ease of Use	96
	Preferred way to contact	70
	Need	4
	Varies depending on enq	14
	No answer given	80
	Did not contact prior	34

Access to the internet at home



Yes	291
No	42
Someone access for me	10

Prior to Covid 19 did you ever visit the Bell Street office?



Yes	200
No	143

Have you contacted Customer Services since face to face services were suspended?



Yes	199
No	144

How did you make contact?



Telephone only	73
Online only	20
Telephone, online & email	106

How was your experience?



Excellent/Good	56
Satisfactory	54
Not satisfactory	28
No comments made	20
Website feedback	29
General comments	12

How important to you would the introduction of face-to-face appointments be?

Very important - I would use this service	159 (91 W) (44 O) (18 SW) (6 not in borough)	Positive Indicator 88%
I might not use this myself but it is a good idea for others	143 (75 W) (40 O) 20 SW) (8 not in borough)	
Not important - I am unlikely to use this service	41 (17 W) (15 O) (7 SW) (2 not in borough)	

How important to you would the introduction of webchat be?

Very important - I would use this service	84 (39 W) (24 O) (13 SW) (8 not in borough)	Positive Indicator 56%
I might not use this myself but it is a good idea for others	107 (59 W) (33 O) (10 SW) (5 not in borough)	
Not important - I am unlikely to use this service	152 (86 W) (41 O) (22 SW) (3 not in borough)	

How important to you would the introduction of virtual appointments be?

Very important - I would use this service	70 (31 W) (25 O) (8 SW) (6 not in borough)	Positive Indicator 60%
I might not use this myself but it is a good idea for others	136 (77 W) (38 O) (15 SW) (6 not in borough)	
Not important - I am unlikely to use this service	137 (75 W) (36 O) (22 SW) (4 not in borough)	

How important to you would the introduction a reception point at our new offices at Brocks Hill Country Park be?

Very important - I would use this service	187 (90 W) (68 O) (20 SW) (9 not in borough)	Positive Indicator 83%
I might not use this myself but it is a good idea for others	99 (61 W) (23 O) (11 SW) (4 not in borough)	
Not important - I am unlikely to use this service	57 (32 W) (8 O) (14 SW) (3 not in borough)	

Would you use home appointments?



Yes	139
No	204

Yes to home appt breakdown (139)

105 of the 139 people answering yes were age 55 or older

71 of the 139 people answering yes had a health condition or disability

Have you visited our website in the last 12 months?



Yes	241
No	96
Don't know	6

Website satisfaction



Very satisfied	44
Fairly satisfactory	97
Neither satisfied or dissatisfied	58
Fairly dissatisfied	31
Very dissatisfied	11
No answer	102

Reason for using website

- To get information or advice (for example: waste collection, local events etc) 205
- To comment on a consultation/planning application 76
- To report a problem 55
- To make a payment (for example: Council Tax, business rates, rent) 53
- To apply for a service 51
- To find out about your councillor/s 46
- To view committee agendas, minutes and reports 40
- To make a booking (for example: bulky waste collection, hiring a sports pitch) 32
- To make a compliment/comment/suggestion about the council 27
- To apply for a benefit (for example: housing, Council Tax discount or exemption) 13
- To make a complaint about the council 10

Website Improvement Feedback

The council received a huge variety of comments which have been grouped into appropriate categories:

- Simplify/uncomplicate/improve navigation/improve search facility 39
- Out of date information/old documentation/needs updating 13
- Received no response after online contact 6
- Improve/expand community wide content 3
- Payments complicated/issue 4
- Create webchat 1



Service Delivery Committee Working Group Update – Quarter Three – 2022 – 2023

ENVIRONMENT WORKING GROUP

Update from Working Group Meeting

There were two agenda items for this meeting:

The first was the Environmental Strategy and Action Plan 2022 Progress Update, with a presentation by the Climate Change Officer. This was the third-year review of the Strategy and Action Plan, and a summary of the key progress/updates was given to complement the detail contained in the document itself. This included the green credentials of the relocation of the main offices to Brocks Hill, the increase in EV charging infrastructure across the Borough, a funding bid to the government's Social Housing Decarbonisation Fund and on-going work around engaging communities with nature through tree planting and volunteering.

There was further discussion around whether the energy and carbon savings of the Brocks Hill relocation could be quantified, with the Climate Change Officer to investigate this further. With regard to EVs, it was noted the main aim of the chargers is to provide the necessary infrastructure to encourage residents to make the switch to electric vehicles and that they would continue to be promoted to assist this. Volunteering at Brocks Hill was also discussed and the feeling is that it is diminishing, not increasing, with a suggestion to use social media to promote these activities and to link to the care of trees, particularly during dry spells, and any litter-picking events planned by the Housing/Well-being teams. Lastly, a discussion took place as to how we move from the existing Action Plan to the new one which will have a stronger focus on climate change and reducing carbon emissions. It was agreed that we will keep the existing Action Plan in place until the new one is prepared and then review the position again at that time.

The second agenda item was the Climate Change Officer Update: it was reported that the Carbon Baseline Study had been delayed by the Consultants, but a draft version had now been received and a new timeline was given. It was asked if it was still possible to report the outcomes of the Baseline Study to the Service Delivery Committee in March and this was to be investigated. Going forward this will then feed into a full review of the Environment Strategy and Action Plan. There was an update on Carbon Literacy Training (to promote a low carbon culture) outlining that training for all staff and Members will come forward through the e-learning platform Learning Pool from April 2023. This will involve the purchase of Learning Pool's "Net-Zero Collection", a suite of online learning modules about sustainability and climate change. Consideration will also need to be given to which modules are most suitable to use for staff and Members.

Appendix 7



OWBC Event Calendar

Events			
Date	Overview	Type	Details
Friday 24 – Sunday 26 February 2023	Oadby Fair	Event	Taking place on Sandhurst Street car park
Friday 17 – Sunday 26 March 2023	English Tourism Week	Events	Details TBC
Saturday 6 May – Monday 8 May 2023	Coronation of King Charles III weekend	Observance & Event	Details TBC
TBC June	St Wistan's Walk	Event	Pilgrimage walk from Wistow to Wigston
Saturday 24 June 2023	Armed Forces Day	Event	Flag raising

Observance		
Date	Overview	Details
2 February 2023	Time to Talk Day	Observance
8 March 2023	Holi	Hindu holiday
22 March 2023	Ramadan Begins	Muslim observance
5 – 13 April 2023	Passover	Jewish holiday
7 – 10 April 2023	Easter	Christian observance/national holiday
21 April 2023	Eid	Muslim holiday
23 April 2023	St George's Day	National observance
15 – 21 May 2023	Mental Health Awareness Week	Observance

Agenda Item 9



**Service Delivery
Committee**

**Tuesday, 14 March
2023**

**Matter for
Information**

Report Title: Climate Change Baseline Study

Report Author(s): Christopher Harrison (Climate Change Officer)

Purpose of Report:	To report the outcomes of the Climate Change Baseline Study for consideration and comment.
Report Summary:	<p>Oadby and Wigston Borough Council is committed to playing its part in responding to the growing evidence that urgent action is required to respond to global warming.</p> <p>The Council has been working with APSE (Association of Public Service Excellence) Energy to produce a 2019/20 Climate Change Baseline Study to measure the carbon footprint for Council operations and to provide a trajectory report to include decarbonisation scenarios and recommendations for net-zero.</p> <p>The Council's carbon footprint of 1,651 tCO₂e has been calculated using the best data that was available to the Council during the reporting year. The three highest emitters are leased assets, gas boilers, and vehicles. To achieve net-zero by 2030 the report identifies a number of interventions including insulation, heat pumps, solar panels, LED lighting and electric vehicles to reduce emissions, with off-setting recommended for the most difficult areas. The forecast capital cost for the most ambitious net-zero scenario is £13.3m, which includes all boilers replaced with heat pumps delivering a carbon emissions reduction of over 90% from the 2019 baseline. This is not a premium cost as the calculations do not consider planned spending (e.g. for building refurbishment) by the Council over the time period in question. The Council would prioritise decarbonisation actions in line with available resources and look to utilise further funding opportunities when they arise.</p> <p>A 2030 net zero trajectory was selected for discussion purposes; many other councils have a 2030 target and this report will allow for an evidence-based discussion on what is the best course of action for OWBC. The intention is to use this study to feed-in to a full review of the Council's current Environment Strategy and Action Plan with a stronger focus on climate change and reducing carbon emissions.</p>
Recommendation(s):	That the content of the report and appendices be noted.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Tracy Bingham (Strategic Director / Section 151 Officer) (0116) 257 2690 tracy.bingham@oadby-wigston.gov.uk</p> <p>Adrian Thorpe (Head of Built Environment) (0116) 257 2645 adrian.thorpe@oadby-wigston.gov.uk</p>

	Christopher Harrison (Climate Change Officer) (0116) 257 2892 christopher.harrison@oadby-wigston.gov.uk
Corporate Objectives:	Building, Protecting and Empowering Communities (CO1) Providing Excellent Services (CO3)
Vision and Values:	Accountability (V1) Innovation (V4) Teamwork (V3)
Report Implications:-	
Legal:	There are no implications directly arising from this report.
Financial:	If all the interventions recommended in this report are implemented it is estimated that a financial budget of approximately £13.3million is required to reach net zero carbon by 2030 for corporate assets However, implementing these initiatives will financially benefit the Council with savings of £318,600 in 2030.
Corporate Risk Management:	Organisational / Transformational Change (CR8) Reputation Damage (CR4)
Equalities and Equalities Assessment (EA):	There are no implications directly arising from this report. EA not applicable
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	
Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	The Council have been working with APSE (Association of Public Service Excellence) Energy to produce a climate change baseline study for the reporting year April 2019 to March 2020 (pre-covid).
Background Papers:	None.
Appendices:	1. Climate Change Baseline Study 2. Climate Change Baseline Study Powerpoint

1. Background

- 1.1 The Environment Strategy and Action Plan states that Oadby and Wigston Borough Council is committed to playing its part in responding to the growing evidence that urgent action is required to respond to global warming (climate change).
- 1.2 The Council has been working with APSE (Association of Public Service Excellence) Energy to produce a Climate Change Baseline Study (**Appendix 1**) for the reporting year April

2019 to March 2020 (pre-covid). The baseline study measures the carbon footprint for Council operations which can be used as a benchmark to record current emissions and to track performance against further emissions. APSE have used this baseline to provide a trajectory report to include scenarios for decarbonisation of Council operations and recommendations to do this. Further emissions reporting is most likely to use the Local Government Association (LGA) carbon calculator which can be accessed without cost.

1.3 It should be noted that the recommendations in the report are somewhat generalised, and costings are approximations. This is a desktop study; the outcomes are informative but as stated in the report it recommends site specific investigations for actual costings and to clarify the actions required.

2. Key points from the Baseline Study/Trajectory Report

2.1 The Council’s carbon footprint of **1,651 tCO₂e** has been calculated using the best data that was available to the Council during the reporting year 2019/2020 (Emissions are calculated as carbon dioxide equivalent (CO₂e), which is a term used to combine the seven most threatening gases that have the highest Global Warming Potential). For comparison the UK average carbon footprint is about 6-10 tonnes CO₂ per person per year.

2.2 The carbon footprint is categorised into scopes, which cover:

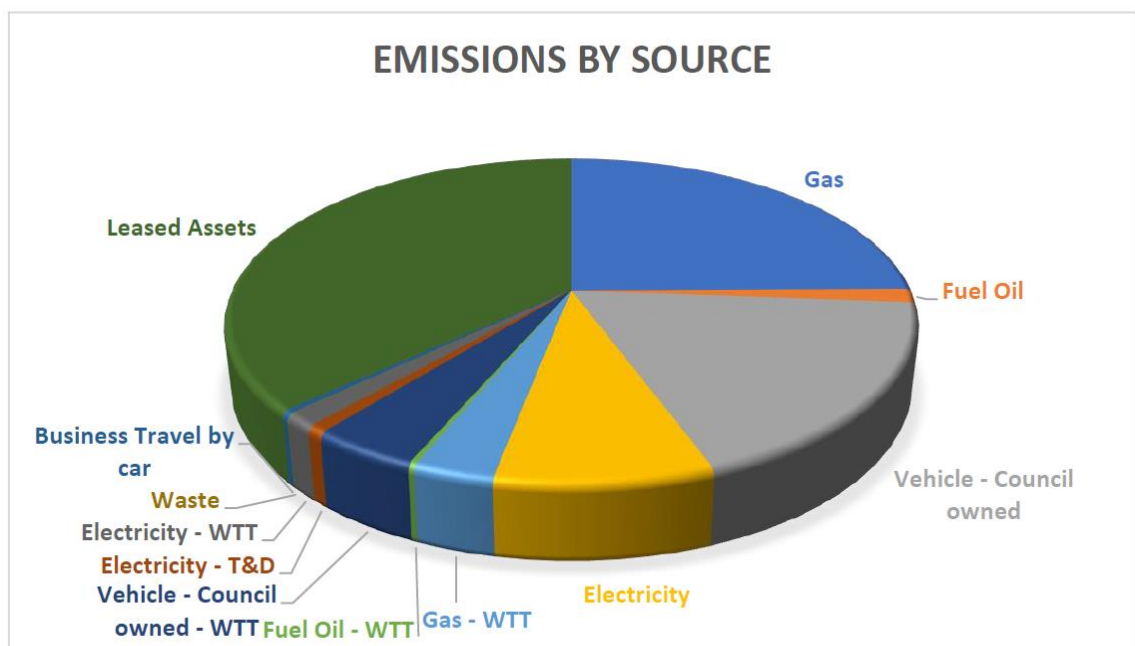
- Scope 1 – includes fuel burnt on site such as gas and emissions from vehicles
- Scope 2 – indirect emissions associated with purchased electricity
- Scope 3 – Other indirect emissions such as from leased assets, and goods and services

2.3 The biggest three emission sources for the council are

- Leased assets – Leisure Centres (37%)
- Gas consumption from council owned and managed properties (25%)
- Fuel for vehicles (18%)

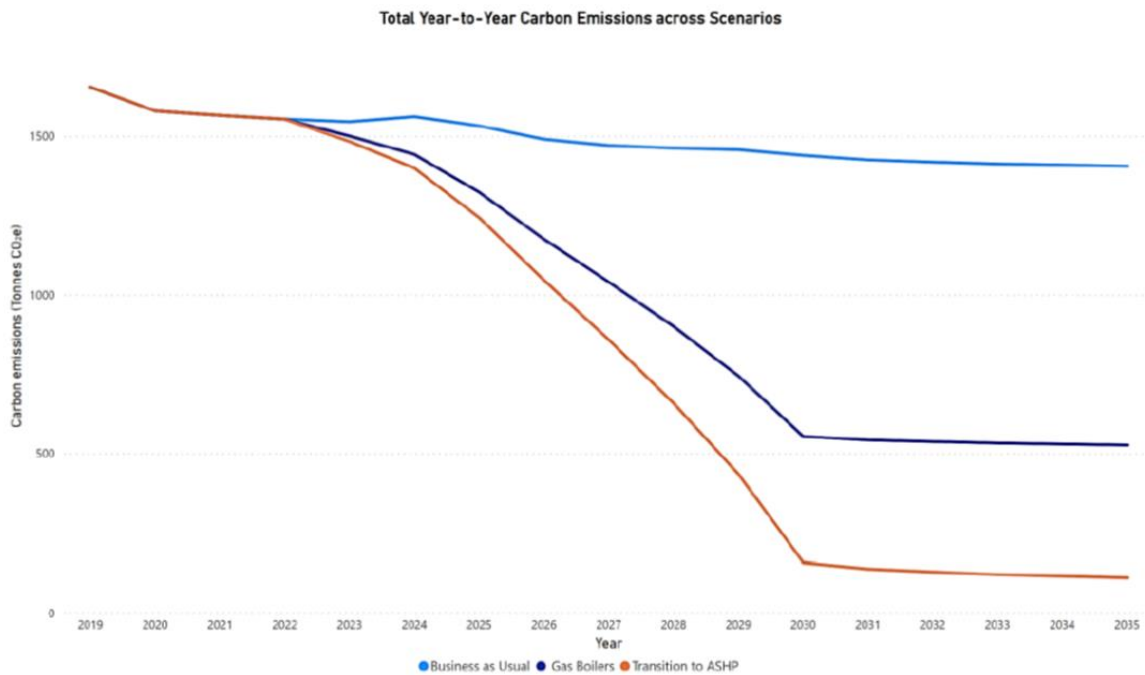
2.3.1 The chart below includes other emission sources as set out at page 9 **Appendix 1** to this report.

Figure 3: Carbon emissions by source for 2019/20



- 2.4 The total emissions from all Scope 3 sources are not known to date, including social housing. The largest 'missing' contributor is likely to be from purchased goods and services, which is generally very difficult to gather data and calculate emissions for.
- 2.5 The Council should be able to achieve significant carbon and cost savings by reviewing its maintenance policies to specify highly efficient plant and services, and low-emission vehicles, rather than replacing like-for-like.
- 2.6 The report recommends that a detailed audit and feasibility study could be carried out for all assets to determine the site-specific initiatives. This will provide an indication of the realistic interventions that could be provided and the likely cost savings, capital cost and carbon savings.
- 2.7 Interventions to reduce gas and electricity usage and associated emissions in buildings include insulation, installing heat pumps and solar panels, LED lighting and controls, and replacing aging office equipment (as set out at pages 17-19 **Appendix 1** to this report).
- 2.8 For vehicles, the report recommends that they are upgraded to low emission alternatives (e.g. electric) to reduce emissions. This can be achieved by changing policies so that ULEV vehicles are purchased/leased instead of replacing vehicles like-for-like.
- 2.9 A 2030 net zero trajectory was selected for discussion purposes – many other councils have a 2030 target, although prior work was not necessarily carried out to inform this date. A climate emergency has not been declared nor a (net-zero) date set by the Council and so the information in this report could be used to do so, although there is no legal requirement to set a date. In other words, this report will allow for an evidence-based discussion on what is the best course of action for OWBC, bearing in mind the UK has a legally binding net zero target of 2050 and new interim targets to reduce emissions by 78% by 2035.
- 2.9.1 Net-zero is defined as minimising carbon emissions and only off-setting hard-to-reduce emissions. Off-setting can include tree planting schemes and land based solar.
- 2.9.2 The chart below shows emission scenarios for 2030 net-zero as set out at page 25 **Appendix 1** to this report.

Figure 8: Comparing carbon emissions under the different scenarios



2.10 Chart commentary

- Net-zero is calculated from a 2019/20 baseline of scope 1, 2 and some scope 3 emissions.
- For “Business as Usual” scenario (light blue) there is a decrease in electricity carbon emissions as the grid decarbonizes, but emissions from other sources barely change. By doing nothing, the carbon emissions will be reduced by 13% from the 2019 baseline.
- The “Gas Boilers” scenario (dark blue) will improve efficiencies by delivering all reported interventions across Scope 1, 2 and 3 but retain the gas boilers.
- The “Transition to Air Source Heat Pumps scenario (Red) will improve efficiencies by delivering all reported interventions across Scope 1, 2 and 3 and replace all boilers with ASHPs - carbon emissions will be reduced by over 90% from the 2019 baseline. The remaining emissions will then need to be off-set.

3 Forecast Capital Costs

- 3.1 The forecast capital cost to achieve the 2030 net zero goal under the Air Source Heat Pumps scenario is approximately £13.3million and the total annual savings (from efficiencies and interventions) achieved in the year 2030 would be the equivalent of £318,600.
- 3.2 The installation of heat pumps and transition to electric vehicles involves significant capital costs, as set out at page 25 **Appendix 1** to this report, although there will likely be cheaper low carbon options available in the future (the interventions recommended are based on proven current technology).

- 3.3 However, this report has not taken account of future planned spending on the Council's assets. A figure of £13.3m has been estimated as the cost but there will have been significant funds spent over the time period in these assets anyway.

4 Next Steps/Considerations

- 4.1 The intention is to use this study to feed-in to a full review of the Council's current Environment Strategy and Action Plan; the move from the existing Action Plan to the new one will have a stronger focus on climate change and reducing carbon emissions. The Climate Change Baseline Study highlights factors to consider when looking at the Council's approach to this:
- Informing/training all in the authority (Officers and Members) about the importance of this agenda in their daily delivery of services, project work and investment decisions
 - Avoiding the position where a single person or team is considered the sole area of responsibility/knowledge for this agenda
 - Establishing an appropriate process for collating, analysing and reporting relevant data on performance and assets
 - Prioritising activity to address decarbonisation – address the biggest emitters and where most benefit can be gained first;
 - Understanding which actions should be funded by revenue funding, reserves, PWLB or other funding (such as Public Sector Decarbonisation Fund)
 - Planning well in advance for external funding.
- 4.2 As previously stated, it is for the council to decide with regard the best course of action for decarbonisation of council operations; and there are clearly factors outside the Council's control such as Government funding and technological advancements which have big impacts.
- 4.3 It should also be noted that the baseline study considers Council operations and not the much larger carbon emissions associated with the wider borough which through our actions we have an influence on. This will need to be considered when reviewing the Council's current Environment Strategy and Action Plan, including any existing and future climate change collaboration work across the county.
- 4.4 Local Authorities are typically responsible for between 2-5% of local emissions. A future Strategy and Action Plan will provide a longer term road map for tackling climate change both internally and in the wider borough. It will set out our priorities given finite resources and a timeframe for taking action, linking to existing strategies. It will enable the Council to lead by example through its own decarbonisation actions, influence local reductions in emissions and shape the wider climate agenda through its policy, engagement and partnership work.



Net Zero Carbon Emissions Trajectory for Oadby & Wigston Borough Council

Report V4.

Report produced in February 2023



APSE (Association for Public Service Excellence) is a not for profit local government body working with over 300 councils throughout the UK. Promoting excellence in public services, APSE is the foremost specialist in local authority front line services, hosting a network for front line service providers in areas such as waste and refuse collection, parks and environmental services, leisure, school meals, cleaning, housing and building maintenance.

APSE Energy is APSE's local authority energy collaboration. The vision for the collaboration is to form an "effective collaboration of a large number of local authorities to enable and facilitate the local municipalisation of energy services. By this we mean the public and community, as well as private, ownership and managerial control of local energy generation, supply networks and delivery of energy efficiency works. Local authorities working together in this way would have great influence and would be able to deliver economies of scale in green energy to promote economic growth and combat fuel poverty.

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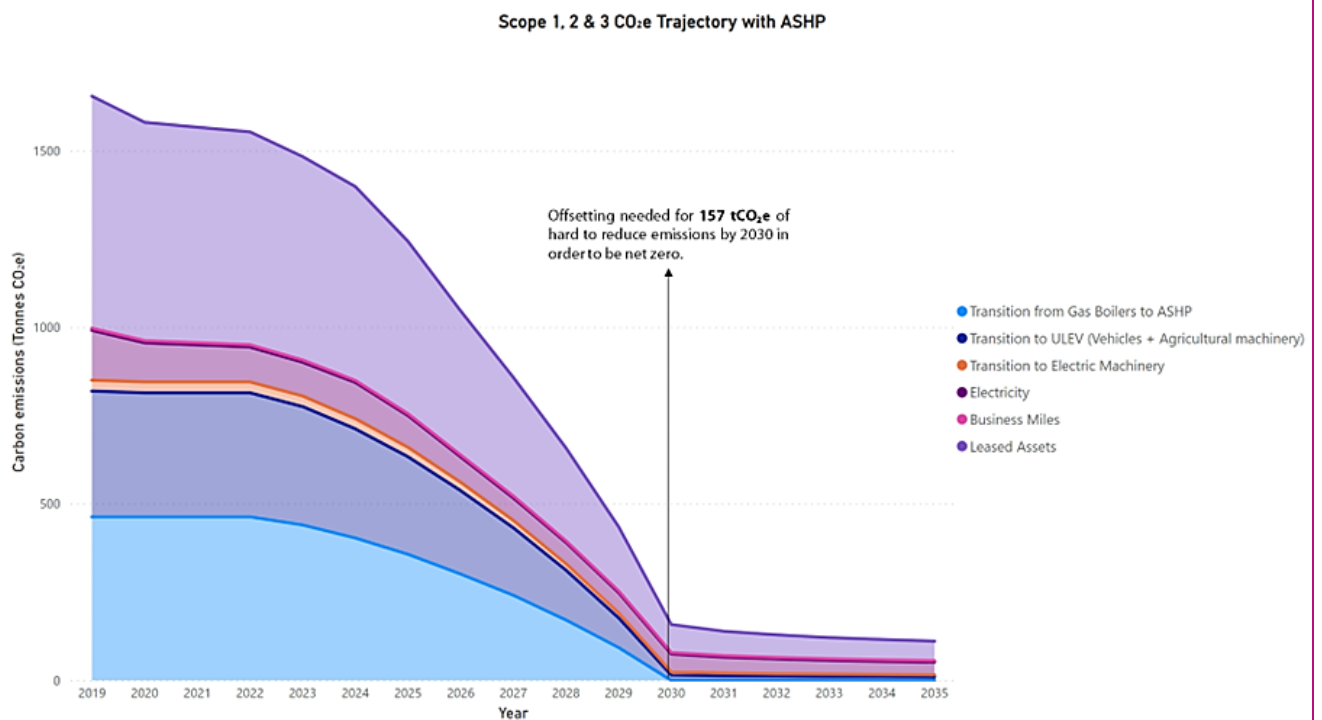
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Executive Summary

This report shows calculations for the carbon emissions baseline of Oadby & Wigston Borough Council and an estimated projection of emissions after interventions are made with a net zero carbon target of 2030.

The trajectory below shows a projection of the Scope 1, 2 and known Scope 3 carbon emissions for the net zero target of 2030. The total emissions from all Scope 3 sources are not known to date.

Figure 1: Scope 1, 2 & 3 CO₂e trajectory under ASHP scenario

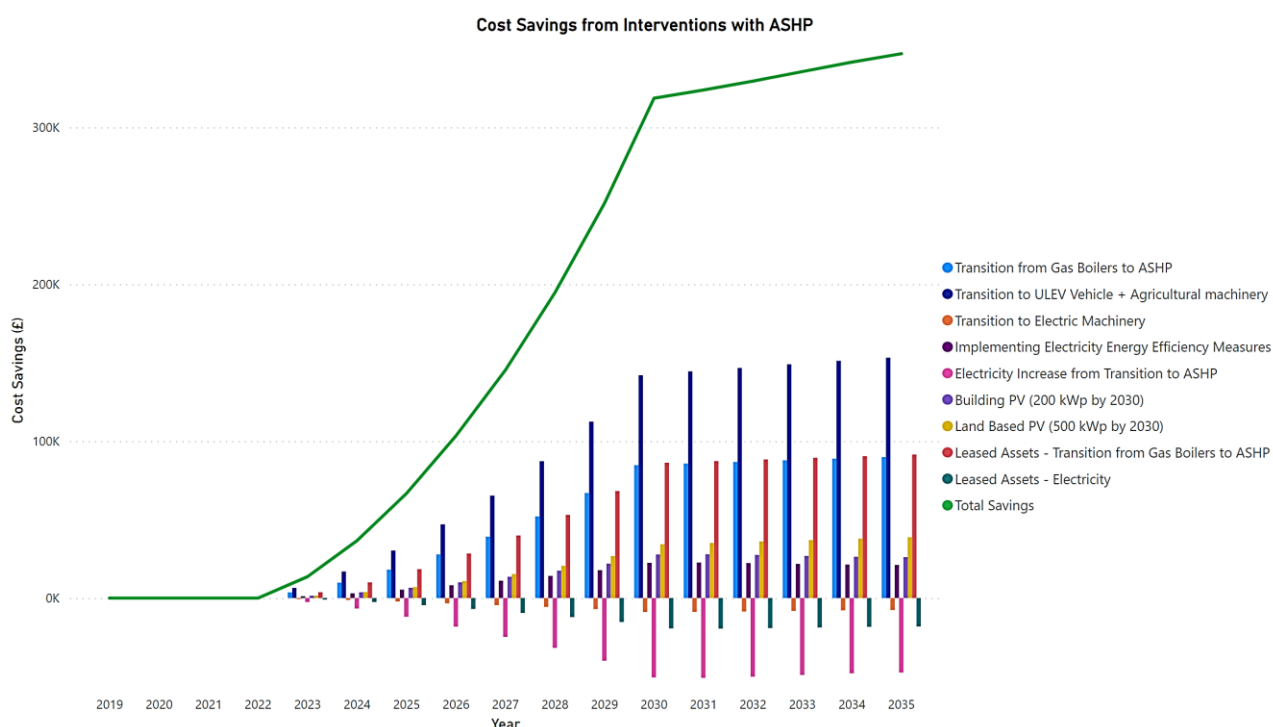


This trajectory represents an overall saving of 1,497 tCO₂e (91%) when comparing 2019 to 2030.

It is estimated that there will be 157 tCO₂e from hard-to-reduce sources that will be unavoidable by 2030 that will need to be offset, and it is assumed that this can be offset through land-based PV and a tree planting scheme.

Carrying out the recommended initiatives will result in financial savings over the term, as shown in the chart below:

Figure 2: Cost savings from interventions under ASHP scenario



It is estimated that a financial budget of approximately £13.3 million is required to reach net zero carbon by 2030 for corporate assets by being more energy efficient in buildings; installing air source heat pumps (ASHP); generating power; replacing council owned vehicles; and developing a tree planting scheme. However, implementing these initiatives will financially benefit the Council with savings of £318,600 in 2030.

It is estimated that an additional budget of £3.2 million would be required to decarbonise leased assets.

Disclaimer: Cost estimates provided in this report are approximations and are not guaranteed. The estimates are based on information provided by the Council and assumptions which have been stated, where possible. Financial planning should therefore not be solely based on these estimates as actual costs would vary subject to detailed feasibility studies of all council owned and leased assets.

The calculations included in this report do not consider planned spending by the Council over the time period in question. For example, we have not factored in revenue spending the Council may have already set aside for building refurbishment, new boilers or replacement vehicles over the next few years.

1 Oadby & Wigston Borough Council Carbon Emissions

1.1 Introduction to Baseline Carbon Footprint

This section of the report provides the findings of the carbon footprint calculations for Oadby & Wigston Borough Council which can be used as a benchmark to record current emissions and to track performance against future emissions. The carbon footprint has been undertaken in accordance with best practise guidance by the Greenhouse Gas Protocol¹ and calculated using 2019 conversion factors for the carbon dioxide equivalent (CO₂e is explained further in Section 1.3) published by the Department for Business, Energy & Industrial Strategy (BEIS)².

The carbon footprint is categorised into scopes, which cover:

Scope 1 (direct) emissions are from activities owned or controlled by the Council. Examples of Scope 1 emissions include emissions from combustion in council owned or controlled boilers, furnaces and vehicles.

Scope 2 (indirect) emissions are associated with purchased electricity, heat, steam and cooling. These indirect emissions are a consequence of the Council's energy use, but occur at sources that the Council do not own or control. Examples include grid supplied electricity and heat provided through a heat network.

Scope 3 (other indirect) emissions are a consequence of the Council's actions that occur at sources the Council do not own or control and are not classed as Scope 2 emissions. Examples of Scope 3 emissions include business travel by means not owned or controlled by the Council (grey fleet), disposing of the Council's own waste and purchased goods in the supply chain, etc.

1.2 Carbon Reporting Boundaries

The organisational boundaries determine what emissions are the responsibility of the Council or others. This can be based on who owns, operates, or exerts control over certain assets and can be based on financial or operational control. The buildings categorised under Scope 1 & 2 within this reporting are those where energy is purchased and consumed by the Council. The vehicles categorised under Scope 1 are vehicles that the Council own, lease and operate purely for the Council's own operations.

Scope 3 emissions are classified under 15 different categories as detailed under Appendix C. As Scope 3 emissions are under the influence of the Council, but not under its direct control, it can be difficult to obtain the necessary data to calculate the associated carbon emissions from some Scope 3 sources. One of the largest contributors to Scope 3 carbon emissions is purchased goods and services.

¹ <https://ghgprotocol.org/guidance-0>

² <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

Emissions from assets the Council owns and leases to another entity, but does not operate, is included in Scope 3. An example of this is a leisure centre where the Council owns the building, but a separate leisure operator occupies and runs the building and pays the energy bills.

The financial control model is used in this reporting. To put it simply, if the Council pays for the energy bills then it is classified under Scope 1 and 2, but if the Council owns an asset and a third party pays the energy bills then this is classified under Scope 3.

A full list of the reported emissions is under Section 1.4. This represents a reasonable data set for a Council, as it is not uncommon for councils to only have data available for electricity and gas.

There are sources that are missing from the reporting. The largest contributor is likely to be from purchased goods and services, which is generally very difficult to gather data and calculate emissions about. This category includes all upstream (i.e., cradle-to-gate) emissions from the production of products purchased or acquired by the Council in the reporting year. Products include both goods (tangible products) and services (intangible products).

Cradle-to-gate emissions include all emissions that occur in the life cycle of purchased products, up to the point of receipt by the Council. Relevant purchases to the Council may include capital goods, such as office supplies, office furniture, computers, telephones, travel services, IT support, outsourced administrative functions, consulting services, janitorial, landscaping services, maintenance, repairs and operations.

The Council should set up procedures to record all emission sources related to its operations for future reporting.

1.3 Carbon Emissions

Appendix A shows a summary for emissions and separate tabs showing a breakdown for each source in 2019/20.

Emissions are calculated as carbon dioxide equivalent (CO₂e), which is a term used to combine the seven most threatening gases that have the highest Global Warming Potential. This includes carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons, sulfur hexafluoride and nitrogen trifluoride.

The carbon footprint has been calculated using the best data that was available to the Council during the reporting year and it is the Council's responsibility to confirm the accuracy.

1.4 Emissions for 2019/20

Table 1: Scope 1, 2 & 3 carbon emissions by source for 2019/20

2019/20			
Emissions Source	Scope	% Split	tCO2e
Gas	1	25%	410
Fuel Oil	1	1%	23
Vehicle - Council owned	1	18%	300
Electricity	2	9%	143
Gas - WTT	3	3%	53
Fuel Oil - WTT	3	0.3%	4.3
Vehicle - Council owned - WTT	3	4%	71
Electricity - T&D	3	1%	12
Electricity - WTT	3	1%	22
Waste	3	0.04%	0.6
Business Travel by car	3	0.4%	6
Leased Assets	3	37%	606
Total		100%	1,651

Figure 3: Carbon emissions by source for 2019/20

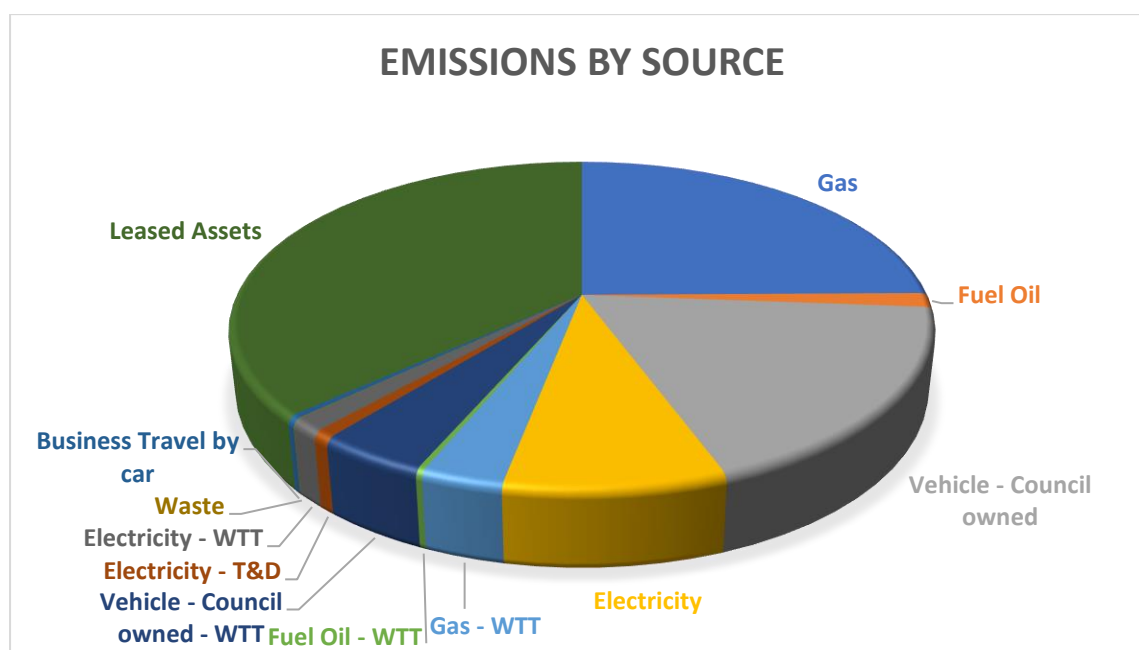
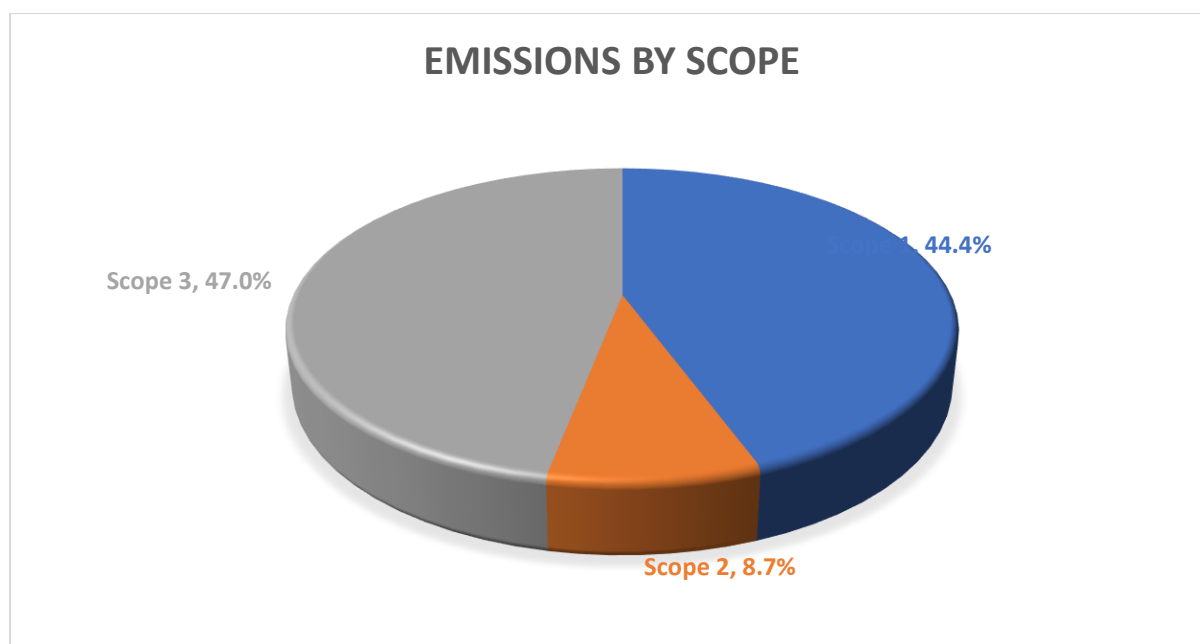


Table 2: Carbon emissions by scope for 2019/20

2019/20		
Emissions Source	% Split	tCO2e
Scope 1	44.4%	733
Scope 2	8.7%	143
Scope 3	47.0%	775
Total	100%	1,651

Figure 4: Carbon emissions by scope for 2019/20



2 Notes and Observations

Scope 1

Mains Gas

Data for gas was good, but the kWh data was not available for two sites.

Council Owned Vehicles

The Council has recorded the mileage travelled by each vehicle and the miles per gallon (MPG). These figures have been used to convert the fuel to litres. The volume of fuel, in litres, has been recorded for selected vehicles.

Carbon emissions from vehicles can be calculated using the mileage or the volume of fuel (in litres). Calculating the emissions is more accurate when using the volume of fuel as a refuse truck, for example, will spend a lot of the time stationary but will be consuming energy from lifting and crushing waste. However, it is more accurate to use the actual volume of fuel

rather than calculating this from the mileage and MPG.

For 13 of the vehicles, it was not possible to calculate the carbon emissions as not enough data was provided and these vehicles have been separated from the main table in Appendix A.

In future the Council should record the volume of fuel used in each vehicle.

Fuel Oil

The data provided for fuel oil was for the period of 05/03/19 to 17/04/20, which is 409 days. The volume of fuel was adjusted on a prorated basis to account for 365 days.

Scope 2

Electricity

The start date and end date for the supply period has not been included, so it is assumed that the electricity data covers 365 days.

Electricity bills may not cover a full 365 days, particularly when billed on a quarterly basis. The Council should record the start and end period of the electricity usage to determine if the usage covers a full year.

Scope 3

Business Travel by Staff Owned Car

The data supplied for this section was of good quality showing the mileage and engine size for the petrol and diesel vehicles used for business travel. In selected cases the fuel type was not shown so an average fuel type was assumed for the carbon conversion factors.

Waste

Waste data has been supplied for main Council offices and the depot only. In the future the Council should develop methods to record all waste streams from all sources.

Leased Assets

There are three properties that data is available for which fall under the Leased Assets category. These are assets that the Council will own, but a third party will occupy and manage the property including paying the gas and electricity bills.

These three buildings account for 37% of the total emissions.

Well to Tank

Fuels have indirect Scope 3 emissions associated with the production, extraction, refining and transport of the fuel before their use known as Well-to-tank (WTT). WTT emissions have been recorded for:

- Electricity;
- Gas;
- Transmission and Distribution;
- Council Owned Vehicles.

Transmission and Distribution

Transmission and distribution (T&D) factors are used to report the Scope 3 emissions associated with grid losses which is the energy loss that occurs in getting the electricity from the power plant to the organisations that purchase it.

Further Notes and Observations

Data from the Council shows that they are responsible for 127 electricity meters, which provides a reasonable representation of how many assets the Council operate. A review should be carried out of each asset to determine if the Council are responsible for paying the electricity and gas usage and taking ownership for the associated carbon emissions. It is not uncommon for assets to be sold, leased or decommissioned yet the Council continue to pay for the utilities. Likewise, the Council should check to confirm if they are responsible for more than 127 properties.

3 Recommendations for gathering data going forward

3.1 Scope 1 and 2 Emissions

The Council should develop a procedure for gathering and storing its own data as it is made available. The benefit of this is that the carbon reporting process is streamlined and progress towards targets can be tracked.

3.2 Scope 3 Emissions

Scope 3 emissions can account for 70-80% of a council's total footprint (Carbon Trust), given the use of contractors for waste collection, construction, social services and other services.

Appendix C shows the 15 different categories of Scope 3 emissions and what data should be gathered to report on emissions in future years. Where applicable, the Council should develop policies/procedures to gather the data from third parties. This should be incorporated into the procurement process and contracts with suppliers.

It is discretionary for an organisation to report on Scope 3 emissions. It should be explained and documented in subsequent carbon reports if the Council is unable to obtain data for

carbon sources as it is deemed financially impractical or not significant. The reporting principles should be based on:

- Relevance;
- Completeness;
- Consistency;
- Transparency;
- Accuracy.

Noteworthy Scope 3 sources that are missing from this carbon reporting include:

- The supply chain of purchased goods and services;
- Supply and waste water;
- Further details of waste from operational buildings;
- Employee commuting;
- Working from home.

Purchased goods and services will likely represent a high level of emissions down the supply chain. However, obtaining this data from third parties may prove difficult and the Council should assess what relevant goods and services could be recorded in subsequent years and policies should be set in place to request this data from suppliers.

The volumes of water that are supplied and returned to sewer can be recorded from the water bills. It is recommended to enter into a consolidated water contract so that all supplies are on a group contract for both supply and wastewater. Conditions of the contract could be that Automatic Meter Readers (AMR) are installed which will improve the accuracy of billing and can also be configured to identify leaks quickly.

Policies should be put in place to start recording waste data from all sites. This could be through contractual changes, i.e. waste contractor weighing and recording waste type, or the Council can measure its own waste. There are tracking sheets from WRAP³ to monitor waste streams and these could be used in the short term until the waste contractor can record it.

Metering and Energy Management Software

A half hourly meter (also known as HH or 00) is a non-domestic electricity meter that sends consumption data to the energy supplier every half hour via telecommunications. They are compulsory for non-domestic premises that have a maximum demand of 100kW or higher during any half hour period of the day. They are not compulsory in smaller buildings which are billed on the Non-Half Hourly (NHH) basis.

NHH meters can be voluntarily upgraded to Automatic Meter Readers (AMR) or Smart Meters which are similar to HH meters. The benefit is that the supplier bills on the actual usage and the end user can monitor its energy usage on a half hourly basis rather than a monthly basis.

³ <https://wrap.org.uk/>

Sub-meters can also be installed to distribution boards and larger consuming equipment to monitor usage and performance. For example, installing a gas submeter, electricity generation meter and a heat meter to a CHP will support in calculating the performance and efficiency of the system and installing an electricity submeter to lighting circuits will help identify if lights are left on out of hours.

The cost to install AMR to the main billing meter ranges depending on the provider but could cost in the region of £200 per meter and will vary depending on the type and age of the existing meter. There is also an annual charge of around £50 to access the data. Some energy suppliers offer 'free' AMR but the cost of the energy bill standing charge is normally increased by around £80 to cover the cost and allow access to the data.

Using energy management software will provide several benefits such as:

- The ability to electronically upload all invoice data, HH/AMR data and manual meter readings;
- Provide the ability to setup energy excess alarms to identify when energy is being used beyond expected parameters;
- Validate energy bills to identify billing errors;
- Instantaneous access to energy data for:
 - Trend analysis and comparison with previous performance;
 - Comparison with targets or benchmarks;
 - Ranking of sites according to performance;
 - Carbon reports;
 - Monitor usage against weather.

The cost for energy management software can vary significantly but a standard energy management software used by councils is in the region of £4,000 per year.

Remote access to the building controls through a Building Management Systems (BMS) can improve building temperatures and reduce energy usage. Using Trend IQVISION BMS Supervisor will improve the monitoring and management capabilities of Trend controllers and have improved energy management functions, alarms, centralised data logging and more functions for monitoring sub-meters which can all be used for highlighting and investigating energy use within buildings.

IQVISION would generally be better for monitoring the energy usage of submeters in individual buildings and energy management software would be better for monitoring the energy usage of the whole estate.

There are a range of other systems available. Trend is mentioned simply because it is commonly found on site during our audits at several councils.

4 Pathway Methodology

4.1 Energy Efficiency

Appendix B shows generic measures that could be taken to reduce energy usage from the 2019/20 baseline emissions. **This is a desktop assessment based on the consumption data and typical saving initiatives and is not based on site survey information. Estimated energy savings and forecast capital costs shown are for representative purposes to give an illustrative outcome and should not be used for budgeting purposes.**

The trajectory and savings detailed in Appendix B can be used to track performance of reducing emissions against the 2019/20 baseline year and should be treated as a live document and updated when better information is available following site surveys, or after projects have been delivered.

The Council should be able to achieve significant carbon and cost savings by reviewing its maintenance policies to specify highly efficient plant and services, and low-emission vehicles, rather than replacing like-for-like. Changing policies to specify materials with low embodied carbon should also reduce Scope 3 emissions by considering the carbon life cycle cost in terms of the supply chain, operation and decommissioning.

It is recommended that a detailed audit and feasibility study is carried out for all assets to determine the site-specific initiatives. This will provide an indication of the realistic interventions that could be provided and the likely cost savings, capital cost and carbon savings. The trajectory should be treated as a live document and updated once more accurate information is available following site surveys.

For buildings it is recommended that the principles of the energy hierarchy are followed. The aim is to reduce operational carbon emissions by as much as financially and technologically possible, and offset the emissions that are difficult to reduce. These are the principles of the energy saving hierarchy:

- Lean – first use less energy, reduce end user energy use;
- Clean – then be energy efficient;
- Green – and then use renewable energy systems and carbon offsetting.

An example of this is to insulate a building so that the heat demand is reduced. This will have a knock-on effect on the size of the heating plant meaning that it may be possible to reduce the size of the heating plant which would reduce the capital cost for equipment. Solar panels would then be considered to generate renewable power. The principles are that the cleanest and cheapest unit of energy is the one that is not used. It is not necessarily the right approach to install solar panels on an old building first when the priority should be to reducing the heat loss of the building, installing a low carbon heating source and improving the controls. However, the approach for each building is bespoke and it may not be cost effective to insulate buildings for several reasons such as:

- The building is listed;

- There are architectural features that would be impacted if insulating externally;
- The costs are high and there is a lengthy payback. The Chartered Institute of Building Services Engineers (CIBSE) suggested that a measure should be considered if the simple payback does not exceed 15 years;
- The building was constructed with good levels of insulation that is in good condition.

The following assumptions have been made which can be updated once more information is available:

- Future CO₂ emissions and tariff rates have been taken from the Treasury Green Book supplementary appraisal guidance on valuing energy use and greenhouse gas (GHG) emissions published by BEIS⁴. These emissions factors include transmission and distribution losses, including significant losses due to power station inefficiency meaning that the emissions factors differ slightly to those calculated in Table 1;
- BEIS have not published future CO₂ emission factors for natural gas. Although it is likely that the carbon emissions factor of gas will decrease as non-fossil fuel gases are injected into the grid, such as hydrogen, the applied emissions factor of gas in this pathway was constant for each year;
- The energy costs are calculated using the forecast retail fuel price which includes the Climate Change Levy but excludes standing charges that are not directly impacted by consumption fluctuations;
- The future emission factors and energy cost rates were published in June 2021 meaning that they do not consider the current volatility in the energy markets due to the war in the Ukraine;
- The intervention capital cost is calculated by multiplying the typical payback of the intervention by the annual energy cost savings, with the exception of heat pumps which is explained later;
- Not all interventions are applicable to each site, e.g. replacement lighting is the only intervention assumed for car parks and street lighting; no savings are projected on certain assets such as door entry or CCTV. Additionally, the data supplied by the Council contains several properties which appear to be residential. As the Council pays the energy bills it is assumed that these are communal areas such as hallways/stairways/lobbies hence the only energy saving intervention applied is LED lighting;
- The pathway is based on current technology available today and assumes that all interventions could be delivered by 2030.

⁴ <https://www.gov.uk/government/publications/valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal>

4.2 Interventions for Reducing Gas usage (Heat)

Generic interventions for heating (gas usage) include:

Table 3: Heat-based interventions

Intervention	Saving on Heat Demand	Payback in Years	Detail
More efficient plant	20%	8	Could include more efficient boilers
Controls	15%	5	Could include a new or optimised BMS for larger sites, and controllers and Thermostatic Radiator Valves (TRVs) for smaller sites
Insulation	15%	10	Could include building fabric insulation, draught proofing, pool cover and pipework insulation
Other	15%	5	Could include more efficient heat emitters, heat recovery and distribution improvements

It should be noted that savings from these interventions have been calculated concurrently rather than independently, i.e. each intervention reduces the heat demand following on from the previous intervention. For example:

- 100kWh less 20% saving from more efficient plant = 80kWh >
- 80kWh less 15% saving from controls = 68kWh >
- 68kWh less 15% saving from insulation = 58kWh >
- 58kWh less 15% saving from 'other' = 49kWh
- Total reduction = 51%

4.2.1 Heat Pumps

Using heat pumps is a good initiative for heating because the carbon factor of electricity will reduce as the grid is decarbonised; in addition to their efficiency and Coefficient of Performance (COP). For a heat pump, a COP value of 3 means that 1 kW of electric energy would generate 3 kW of heat. Effectively producing an increase in energy output of 200%.

Replacing gas boilers with heat pumps can be very expensive. This is because the existing boilers distribute heat at around 80°C and heat pumps distribute heat at around 50°C. It is most likely that a heat pump installation would require design, high levels of insulation, low levels of air infiltration, controls, an external location for plant and possible upgrade of emitters and pipework. In most cases, it is assumed that the cost to retrofit an existing site with a heat pump and the associated infrastructure would be disproportionate compared to the benefits unless financial incentives are used such as the Renewable Heat Incentive or grant funding as with the Public Sector Decarbonisation Scheme.

It is very difficult to estimate the capital cost for heat pumps. A Ground Source Heat Pump (GSHP) is more efficient than an Air Source Heat Pump (ASHP) but is generally much more expensive as it involves significant ground works to bury the slinkies. The costs are also heavily affected by the heat emitters as it is likely that the radiators and pipework will need to be replaced at a high cost, plus the cost to increase the electrical supply can be very high, but these elements are not normally known without a detailed investigation. Water Source Heat Pumps (WSHP) are also an alternative if there is a body of water nearby. The trajectory is based on an ASHP, although GSHP or WSHP may be possible following a detailed feasibility study.

It is likely that changes in technology will mean that options for more low carbon heating systems will be available by 2030.

The estimated capital cost of an ASHP for each building has been calculated based on industry experience of delivering similar sized projects for each building based on its energy usage and/or end-use, i.e. the heat pump cost for a pavilion was based on the cost of delivering a similar project at a similar sized pavilion.

A detailed feasibility study is required for each building to review the viability of low-carbon heating.

4.2.2 Distribution Network Operator and Electrical Capacity

Heat pumps will also increase the building's electricity demand. This could be offset by reducing the electricity usage through other methods, such as LED lighting, but in most cases the overall electricity consumption is likely to increase. An investigation is required to review the buildings Maximum Demand, Maximum Import Capacity, and new electrical load to determine if a larger electrical incoming supply is required. The Distribution Network Operator (DNO) should also be contacted to understand any restrictions on the grid in the local area.

Detailed calculations are required to determine if the size of the electricity cables entering the building need to be increased. The DNO is responsible for the local electricity network and an application will need to be made if the electrical capacity needs to be increased. Following the application, the DNO will then inform the Council of the works involved and the cost. The cost will depend on the amount of work required, the size that the incoming supply is being increased by and the distance that new cables need to be laid. If there is enough spare capacity then the works will not be needed.

It is very difficult to estimate the cost of the DNO works as this is not known until the application has been assessed. A cost estimate has been provided to increase the electrical capacity of each site based on experience of previous projects.

4.3 Interventions for Reducing Electricity Usage

Generic interventions for electricity include:

Table 4: Energy saving interventions

Intervention	Saving on Electricity Usage	Payback in Years	Proportion of building services	Apportioned saving across whole building	Detail
LED Lighting and Control	60%	6	33%	20%	Replace existing luminaires with LED & automatic control
Controls and HVAC	15%	5	41%	6%	Controlling building services with a BMS
Office Equipment	15%	5	15%	2%	Replacing aging equipment with more efficient equipment
Other	15%	5	11%	2%	Could include variable speed drives, motors, hand dryers

Building information sourced from the Chartered Institute of Building Services Engineers (CIBSE).

Savings from these interventions have been calculated independently from the total electricity usage and their estimated proportion to building services, e.g., lighting is assumed to account for 33% of all electricity usage in a building and a potential saving of 60% could be achieved from installing LED lighting and control which leads to an apportioned whole building saving of 20%.

A change in policies to upgrade existing building services to the most efficient option through planned maintenance, and upgrading fossil fuel vehicles to low emission vehicles when they are due to be replaced, will impact the action plan significantly.

4.4 Electric Vehicle Charge Points

The capital cost of projects includes a sum for installing EV charge points at selected buildings. The number of charge points per building, or suitable buildings to install charge points, are unknown at this stage and a detailed feasibility study is required to calculate this. At this stage

it is assumed that 5no. charge points can be installed at 30no. buildings at a cost of £1,200 each.

The cost does not include any additional costs for upgrading the electrical infrastructure as this is included in the heat pump costs.

We have also not included any increases to electricity usage as it is unknown what the charging capacity is likely to be i.e., how many vehicles will be charging each day.

4.5 Project Phasing

Projects have been programmed to start in 2023 and end by 2030, with the delivery of projects ramping up each year. This is shown in the table below:

Table 5: Proposed project completion schedule

	2023	2024	2025	2026	2027	2028	2029	2030
Percentage of Projects Delivered Per Year	5%	8%	10%	12%	13%	15%	17%	20%

5 Achieving Net Zero Target of Council Emissions

A “net zero” target refers to reaching net zero carbon emissions by the nominated year of 2030, as provisionally chosen by the Council, but differs from zero carbon, which requires no carbon to be emitted at all.

Net-zero refers to balancing the amount of emitted greenhouse gases with the equivalent emissions that are either offset or sequestered through rewilding, tree planting or carbon capture and storage. It is much more beneficial to reduce carbon emissions before offsetting techniques are adopted for hard-to-reduce emissions.

The term “carbon neutral” is often used as meaning the same as ‘net zero carbon’, but its meaning is open to interpretation and there are different definitions of what carbon neutral means. The interpretation of APSE Energy is that carbon neutral means purchasing carbon reduction credits equivalent to emissions released, without the need for emissions reductions to have taken place. This could also be achieved through switching to a green energy tariff although this would only Scope 1 (mainly gas and oil) and 2 (electricity) but not include Scope 3.

This trajectory includes all known Scope 1, 2 & 3 emissions and is modelled so that emissions are reduced as much as technically and financially possible while the resultant hard to reduce emissions are then offset. Therefore, the term ‘net zero carbon’ is used.

5.1 Power Generation

5.1.1 Solar Panels on Buildings

The model assumes that 200 kWp of solar photovoltaic (PV) could be installed by 2030 on buildings. It is assumed that 200 kWp is viable as the Council has provided a dataset with

ample properties listed. However, a detailed feasibility study across the estate is required to review each building's suitability and determine each site's specific system size.

NOTE: Information provided by the Council lists 127 entries for electricity usage and 15 entries for gas usage, excluding leased assets. It is assumed that at least 30 of these entries would be viable options for mounting roof-based PV systems culminating in a total supply of at least 200 kWp.

5.1.2 Solar Panels on Land

The trajectory assumes that 500 kWp land-based PV could be installed which would count towards carbon offsetting, this could be done in an open space such as grassland or a car park canopy. This is considered a carbon offset as it is assumed that the system will connect directly to the electricity grid rather than connect directly to Council owned buildings through a private wire.

The amount of available land for PV is unknown at this stage. It is recommended to carry out a detailed feasibility study to determine the amount of generation that could be possible via land-based PV.

5.2 Fuel Usage in Vehicles

5.2.1 Fuel Usage for Vehicles

Ultra-Low Emission Vehicles (ULEV) are already commercially available to replace most passenger and delivery vehicles in the Council's fleet. The trajectory is modelled so that such vehicles will be upgraded to low emission alternatives by 2030. This can be achieved by changing policies so that ULEV vehicles are purchased/leased instead of replacing vehicles like-for-like. As electric vehicles are more efficient compared to fossil-fuelled options, a multiplication factor was calculated by comparing the fuel efficiency of fossil-fuelled vehicles to the energy efficiency of a comparative electric vehicle (EV) on a case-by-case basis. This factor was then applied to the estimate the resultant reduction in energy usage when such vehicles are replaced by EVs.

On the other hand, the market for ULEV alternatives for agricultural machinery (i.e., tractors and diggers) is still in its infancy. Therefore, to reduce emissions in this sector, the fuel utilised would be transitioned to biodiesel which has lower associated emissions per litre than diesel. Although the market price of biodiesel is currently higher than diesel, it is expected that the cost will be driven down as its usage becomes more widespread. Moreover, compared to wholly replacing such machinery with electric alternatives, this pathway would require less expenditure combined with the fact that electric options for such purposes are yet to reach a commercially satisfactory technology readiness level.

The phasing for transitioning all vehicles is per the schedule presented in Table 5.

Furthermore, effective journey management and route optimisation for refuse collection vehicles (RCVs) and public cleaning vans could afford lower mileage which would further reduce transportation-related emissions of the Council.

5.2.2 Fuel Usage for Council Owned Machinery

The Council supplied data on total volume of fuel oil consumed in its depot, which was prorated to tally with the baseline period. However, since the specific end-use was not stated, it was assumed that this was utilised in machinery for purposes of grounds maintenance such as grass trimmers, lawn mowers, etc.

Based on this idea, carbon emissions and financial savings were calculated by estimating the energy content of the fuel oil in kWh and transitioning to electrical alternatives in accordance with the project scheduling timeline. Total energy consumption for the electrical equivalents by 2030 is assumed to be equal to energy content of fuel oil consumed in the baseline year. Capital costs for the transition to electrical machinery have not been estimated as details of the existing equipment has not been provided.

5.3 Business Miles

Transportation for business-related activities in vehicles not operated or owned by the Council contributed to 6 tCO₂e (0.4%) to total emissions in the baseline year. A reduction in emissions associated with business mileage/travel could be stimulated by several factors such as corporate policies (i.e. encouraging ride sharing, usage of public transport, hybrid working) and natural transitions in the market such as the spread of low emission vehicles, evolving public transport links, and more remote meetings via video conferencing.

However, for more accurate carbon reporting and forecasting the Council should also gather data on all modes of travel utilised in meeting the requirements of the business – refer to Appendix C – Data that should be gathered to report on Scope 3 emissions. Further guidance can be provided on streamlining the data gathering process, if required.

It has been assumed that emissions from business mileage will reduce by 5% annually up to 2030.

5.4 Leased Assets

Leased Assets account for 37% of the total emissions and 606 tCO₂e.

For leased assets the calculations for the emissions trajectory have been completed in the same way as for corporate assets detailed in Section 4 Pathway Methodology.

6 Trajectory to 2035

Future emissions data was taken from the Treasury Green Book supplementary appraisal guidance on valuing energy use and greenhouse gas (GHG) emissions.

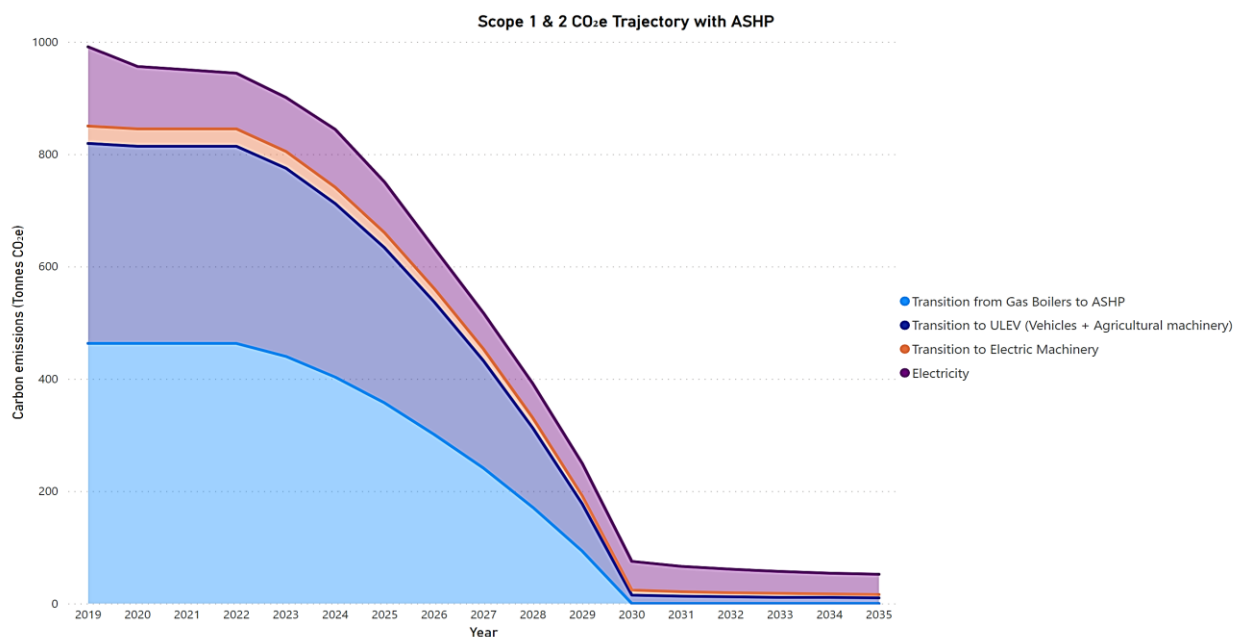
A breakdown of the year-on-year carbon savings can be found in Appendix B.

For comparative purposes the carbon trajectory and financial metrics were estimated under the following scenarios:

- 'Business as Usual' - Do nothing. This scenario assumes that the energy usage is the same in each year, but the carbon emissions reduce mostly as a result of decarbonisation of the electricity grid;
- 'Gas Boilers' – Improve efficiencies by delivering all interventions across Scope 1, 2 and 3 but retain the gas boilers;
- 'Transition to ASHP' – Improve efficiencies by delivering all interventions across Scope 1, 2 and 3 and replace all boilers with ASHPs.

Additionally, carbon emission trajectories for a net-zero target of 2030 for Scope 1 & 2 and for Scope 1, 2 & 3 have also been visualised separately to aid comparison between direct emissions from the Council's operations (Scope 1 & 2) and emissions associated with their value chain (Scope 3).

Figure 5: Scope 1 & 2 CO₂e trajectory under ASHP scenario



Note: Carbon emission factors include Well-to-Tank (WTT) conversion factors of energy carriers and Transmission and Distribution (T&D) factors, where applicable.

Figure 5 shows the Scope 1 & 2 carbon savings when installing heat pumps and removing gas boilers by 2030. This is a carbon saving of 97% compared to the baseline year.

Figure 6: Scope 1, 2 & 3 CO₂e trajectory under ASHP scenario

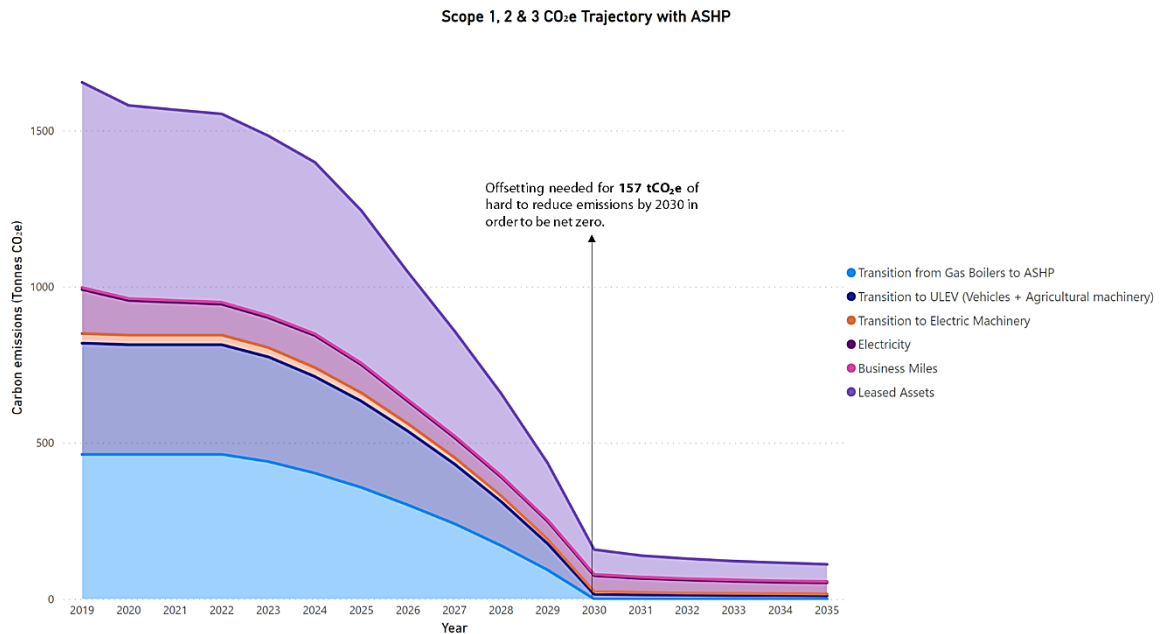
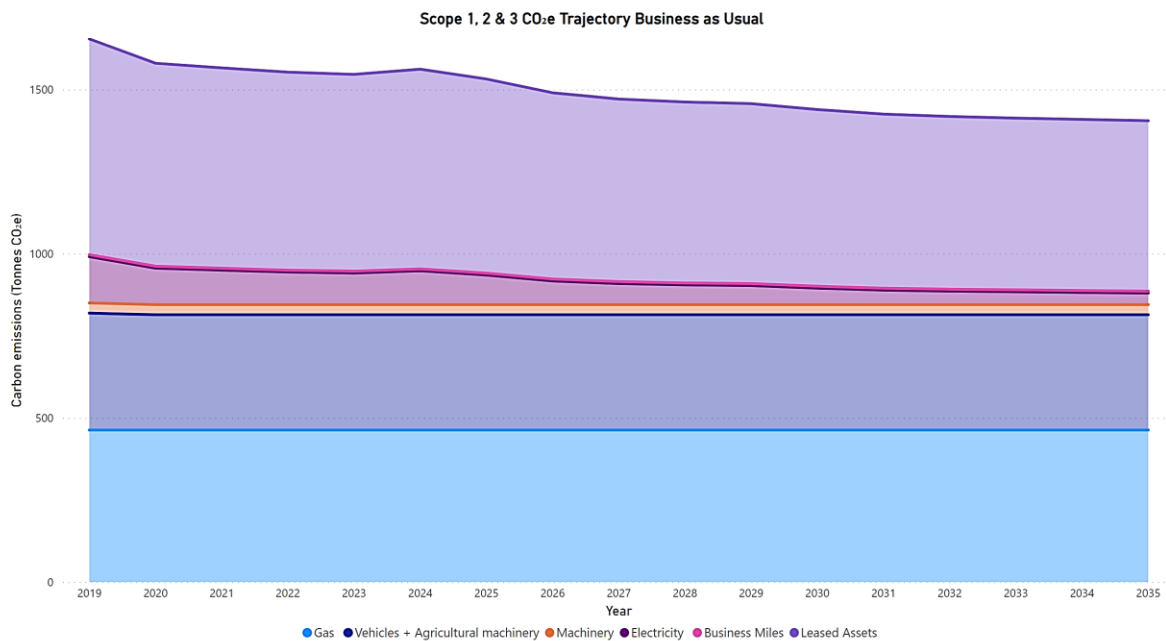


Figure 6 visualises the tCO₂e trajectory for Scope 1, 2 and 3 emissions. There are 157 tCO₂e that are unavoidable by 2030 if gas boilers are replaced with ASHPs. This is the amount of carbon that will need to be offset to balance the emissions that cannot directly be removed based on current technology and within a reasonable budget.

Figure 7: Scope 1, 2 & 3 CO₂e trajectory under Business-as-Usual scenario

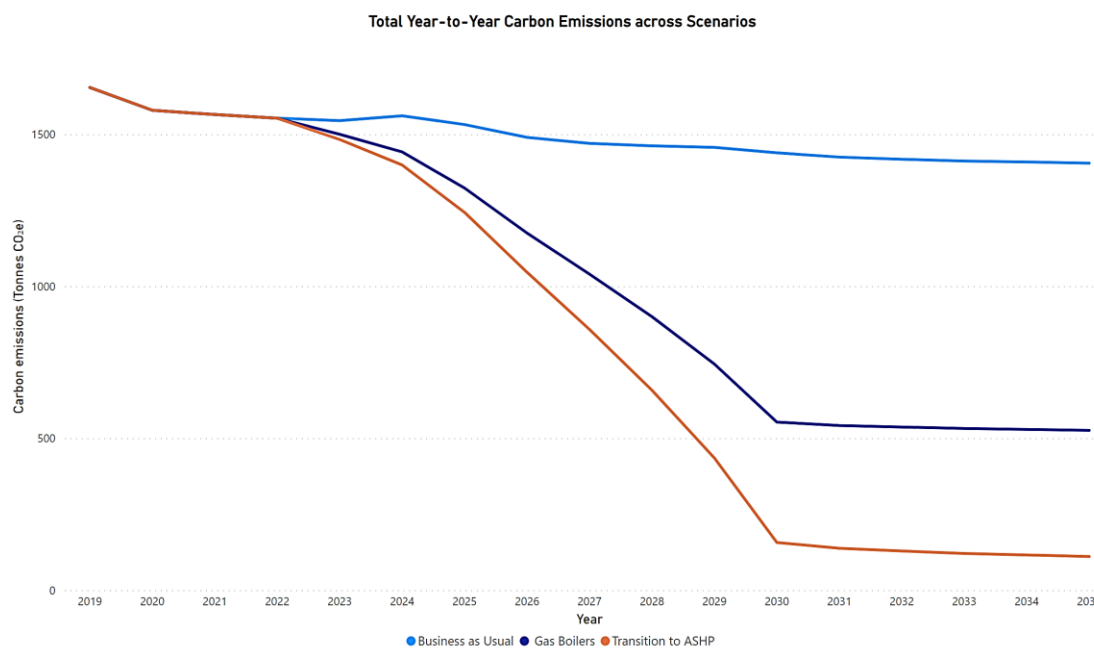


The data visualisation above shows the trajectory if no interventions were delivered and the amount of energy used by the Council remains constant across the term. There is a decrease in

electricity carbon emissions as the grid decarbonises, but emissions from other sources barely change. By doing nothing, the carbon emissions in 2030 will be 1,439 tCO₂e which is a reduction of 13% from the 2019 baseline.

6.1 Boiler vs Heat Pumps

Figure 8: Comparing carbon emissions under the different scenarios



The graph shows a notable reduction in emissions if energy efficiency recommendations and all interventions are implemented with even further savings if gas boilers are replaced with heat pumps.

Therefore, it is recommended that all boilers be replaced with heat pumps, where feasible.

6.2 Offsetting when Installing ASHP

A carbon offset is a reduction in emissions of CO₂e made to compensate for emissions produced elsewhere. There are several ways of offsetting carbon emissions, such as carbon capture and storage; however, this is not currently deemed financially or technically feasible for the Council. More typical options available to the Council to directly offset emissions include renewable energy generation projects and rewilding/tree planting. However, the effectiveness of tree planting to quickly offset emissions can be questioned as it can take many decades for trees to reach maturity.

It is assumed that solar PV could be placed on land with a generation capacity of approximately 500 kWp generating 475 MWh of electricity that feeds directly into the electricity grid. This could be installed in open spaces or as a canopy over car parks. If the PV system is connected directly to a building it is not considered an offset as the generated electricity would be consumed by the building.

A 500 kWp system would have a capital cost of approximately £450,000, offset 43 tCO₂e in 2030 and an additional 168 tCO₂e in the five years (2031-2035) following the net-zero target year. However, the amount of carbon offset in 2035 is 30 tCO₂e, demonstrating that the carbon offset benefits of a 'solar farm' decrease as the grid decarbonises.

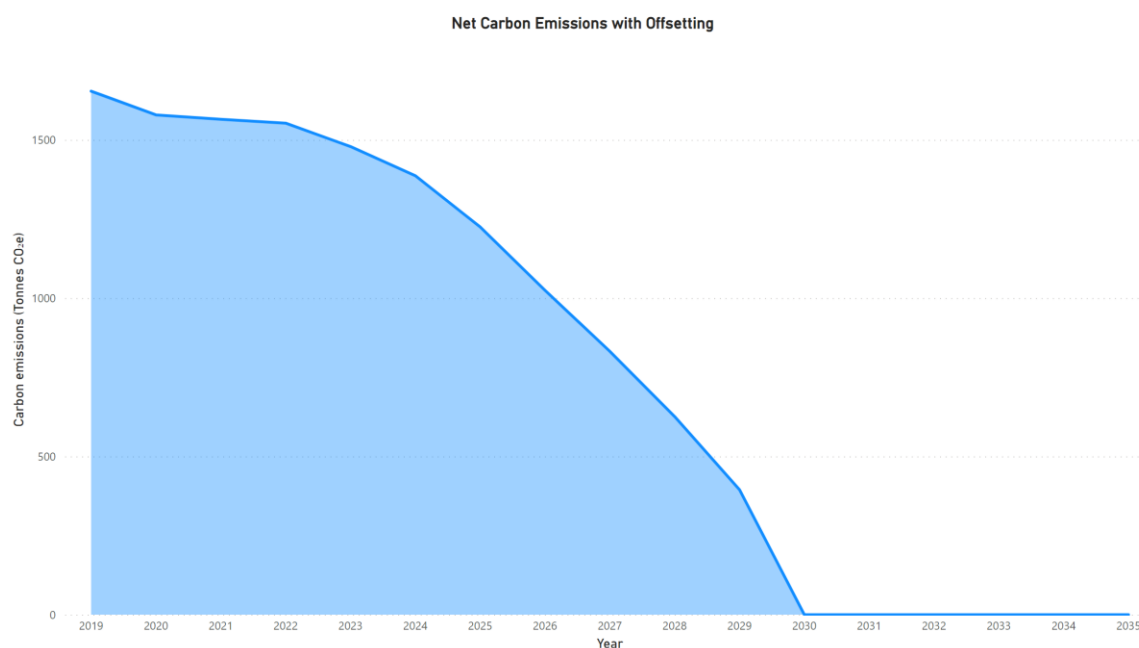
The installation of 500 kWp PV would leave 114 tCO₂e of unavoidable emissions by 2030 that the Council needs to offset to attain net-zero status. Carbon offsetting through tree planting schemes could allow the Council to be carbon neutral by the target year following recommendations to reduce environmental impacts. The Council can enter into agreements to purchase carbon units (credits) from a number of verified Woodland Carbon Unit (WCU) or Pending Issuance Unit (PIU) providers/project developers listed on the [UK Land Carbon Registry](#), which could then be used to compensate for unavoidable emissions in carbon reporting.

The cost of offsetting 1 tonne of CO₂ in British woodlands was referenced from The Woodland Trust – a verified project developer. Based on this pricing information (£25/tCO₂), it would cost the Council £2,850 to balance the remainder of its emissions and be net zero carbon by the 2030 reporting year. Despite this, carbon emissions would need also need to be offset in years following the Council's net-zero target year of 2030, which would incur additional charges. Conversely, the Council could opt to grow its own carbon units on its estate and have the project validated in accordance with the Woodland Carbon Code (WCC) standards. The PIUs from the scheme are then converted to WCUs as the trees grow and sequester carbon. The Council could be eligible to obtain grants to support its tree planting scheme from available agroforestry schemes.

A detailed feasibility study is required to identify the most suitable WCU/PIU project developers to suit the Council's needs; and a detailed feasibility is required if the Council opts to grow its carbon units to understand the land requirement, tree species, availability of grants, and potential for carbon sequestration by the programme.

The following graph shows the pathway for net zero carbon which includes reducing carbon initiatives and installing ASHP combined with offsetting measures. The graph shows that the Council will be net zero in 2030 if it offsets the unavoidable 157 tCO₂e via the suggested pathways. The amount of carbon to be offset in subsequent years continues to fall as the carbon factor of the electricity grid decreases with grid decarbonisation (refer to Appendix B).

Figure 9: CO₂e emissions with offsetting measures under the ASHP scenario



6.3 Forecast Capital Cost with ASHP

Investing in energy efficiency projects and power generation will, in most cases, have a positive financial benefit with a good return on investment (ROI). The Council should set its own guidelines on a cap for ROI to measure the viability of projects.

Grid-supplied electricity and gas rates are taken from BEIS modelling published in June 2021⁵. Market conditions have changed drastically since this time for several reasons and largely due to the war in Ukraine. It is therefore likely that the forecast energy rates provided are outdated, but this was still the best source to use at the time of writing.

The future grid export rates are based on the current price and increased by 2.5% annually.

⁵ <https://www.gov.uk/government/publications/valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal>

Table 6: Forecast capital cost and financial savings from initiatives under ASHP scenario

Intervention	Capital cost of intervention	Accumulative cost saving up to 2030	Annual saving of intervention in 2030	tCO _{2e} Savings in 2030 vs 2019
Transition from Gas Boilers to ASHP and heat-based interventions*	£4,693,400	£115,500	£34,091	432
Transition to ULEV Vehicle + Agricultural machinery	£4,458,333	£507,500	£142,060	342
Transition to Electric Machinery	Unknown	-£33,500	-£8,916	22
Electricity Saving from energy efficiency	£129,200	£82,800	£22,451	104
Building PV (200 kWp by 2030)	£180,000	£102,200	£27,727	17
Land Based PV (500 kWp by 2030)	£450,000	£120,000	£34,278	43
Energy Efficiency (Leased Assets)*	£3,177,127	£236,300	£66,905	579
Electric Vehicle Charge Point	£180,000	N/A	N/A	N/A
Tree Planting	£2,850	N/A	N/A	114
Total	£13,270,909	£1,130,800	£318,600	1,652

*Represents the cumulative figures from implementing energy saving recommendations and heat-based interventions, in addition to transitioning gas boilers to ASHPs for Leased Assets.

This shows that the forecast capital cost to achieve the 2030 net zero goal is approximately £13.3million and the total annual savings achieved in the year 2030 would be the equivalent of £318,600.

The table above includes costs that are likely to be the responsibility of the Council and does not include Scope 3 categories. However the £13.3 million does include a budget of £3.2 million which would be required to decarbonise leased assets. Depending on the contract with the leisure operator, it is possible that this full cost may not be the responsibility of the Council.

Inflation on the capital cost has not been considered in the forecast cost. It is difficult to estimate future costs of interventions as prices will increase with inflation, but the cost could

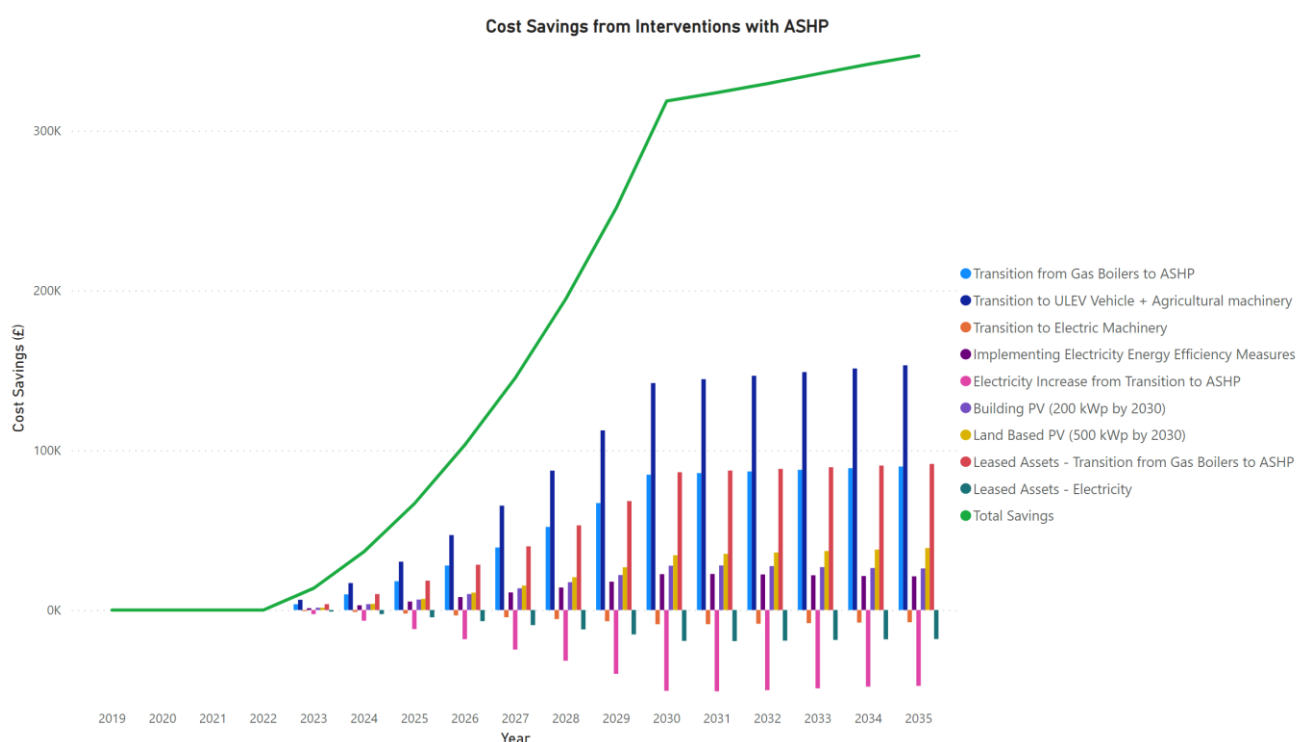
also come down due to government subsidies and supply and demand particularly with heat pumps.

The calculations included in this report do not consider planned spending by the Council over the time period in question. For example, we have not factored in revenue spending the Council may have already set aside for building refurbishment, new boilers or replacement vehicles over the next few years.

6.4 Cost Savings with ASHP

The graph below shows the total savings if all initiatives/recommendations are implemented by 2030.

Figure 10: Year-to-year cost savings from interventions under ASHP scenario



The graph considers savings made through efficiency savings (insulation, controls, etc.) and installing heat pumps. It should be noted that it will generally be more expensive to run a heat pump compared to a gas boiler if no other interventions are included as the cost of electricity is typically 4 times more expensive than gas up to 2030. However, the price difference between electricity and gas is expected to close as gas is made more expensive as an incentive to move away from gas boilers.

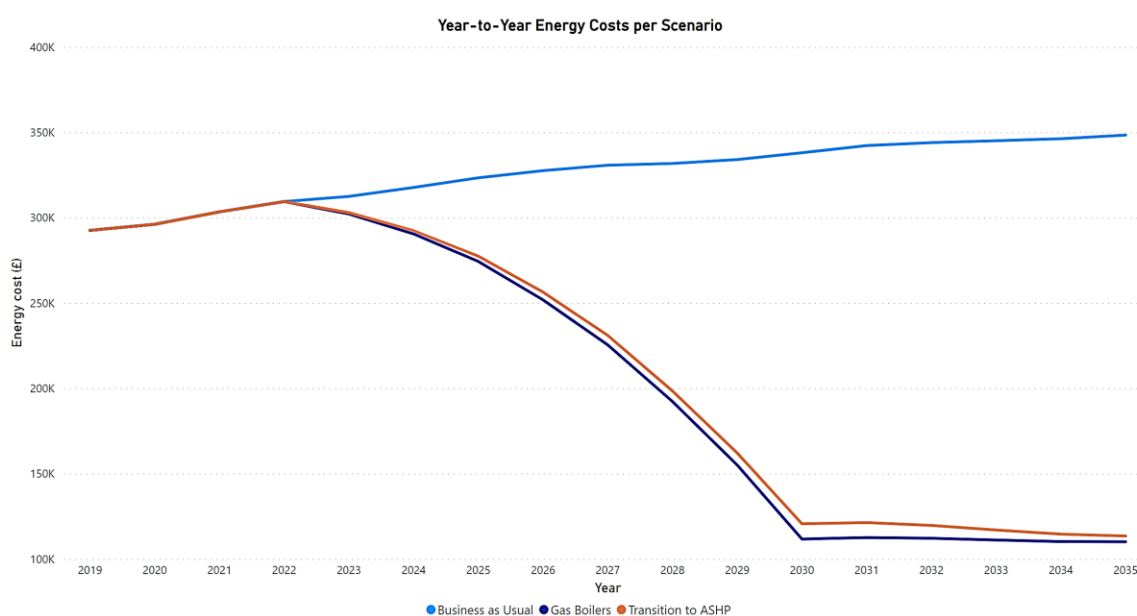
Although the 500 kWp solar farm is larger than the 200 kWp system on buildings, the financial savings are not proportional as the [current] export rate for a solar farm is much less than the savings achieved by having PV on a building (and using the generated electricity within that building) which reduces the amount of electricity purchased from the grid.

The specific payback period of transitioning fossil-fuelled vehicles to ULEV alternatives was not calculated due to the volatility in future energy prices (electricity and biodiesel) and the cost of ULEV vehicles, which cannot be accurately predicted. Additionally, a detailed study is required for each vehicle in terms of end-use and current operational schedule to suggest suitable alternatives to meet individual requirements. However, based on current assumptions, the cumulative savings from switching to ULEV would be equivalent to £507,500 by 2030.

Annual cost comparison of CO₂e scenarios between 2019 to 2035

The graph below shows the cost of energy bills for Scope 1 and 2 sources by comparing the operation of gas boilers with heat pumps as well as other interventions, and with business as usual.

Figure 11: Comparing scope 1 & 2 associated year-to-year energy costs under the different scenarios



The graph shows that the cost of energy using gas boilers is comparable with the ASHP, if all other efficiency projects are delivered. There is also an overall energy cost saving if all interventions are delivered. This is because the energy usage is decreased through energy efficiency measures such as insulation, LED lighting and solar panels. It should be noted that it is possible that the overall cost may increase if the Council only installed ASHP and do not reduce energy usage as the cost of electricity is around 4 times more expensive than gas.

7 Practicalities, affordability and comparison

7.1 Practicalities

The technologies noted in this plan are all existing, tried and test technologies. This type of equipment is currently installed and operating in many buildings and it is no longer considered 'new' technology so the risk of investing in it is minimal.

There may of course be barriers to installing it within specific buildings. This is a desk top study and there is a requirement to carry out onsite detailed surveys for each building to identify any barriers and plan a solution as a next step.

Equally the estimates made for carbon savings, electricity loads and other matters are based on data provided by the Council and surveys will help to provide more accurate estimates.

Technologies such as heat pumps and solar panels are in high demand and supply chains are impacted as a result. Equally there are issues with the number of companies and skilled operatives to install and maintain some of the technologies. This is out of the control of the Council and might have an impact on scheduling of work and the duration of projects.

These factors reinforce the benefits of having a plan in place to address the whole issue of decarbonising the Council's assets as part of a wider asset management plan. The Council will realise the importance of such plans – both as an internal policy requirement but more importantly in the context of this report, as a tool for accessing external funds such as the Public Sector Decarbonisation Scheme (PSDS).

7.2 Affordability

Allocating a budget to invest to decarbonise the Council's assets is a political decision and this report is one way of ensuring that decision is an informed one.

The cost of solar panels has dropped substantially over the past decade as rollout has increased dramatically. There is an expectation that the cost of heat pumps will follow suit but estimating by how much is impossible.

No doubt new technologies will be developed over the coming years but again it is impossible to second guess the details. These are likely to be expensive as they are introduced so may not be readily affordable for the foreseeable future in. This is exactly the position for some new technologies now. Over time prices should fall.

This report has not taken account of future planned spending on the Council's assets. A figure of £13.2m has been estimated as the cost but there will have been significant funds spent over the time period in these assets anyway. For example, replacement vehicles will have been planned for over the coming decade and those budgets could be used to take forward this agenda such as purchasing low emission vehicles. We suggest the appendices to his report are updated with such budgets.

As noted above government is focussed on heat pumps as a preferred technology and there may be financial support available in future (in addition to PSDS) but this cannot be relied upon. This focus should help to prompt a market reaction to produce more heat pumps and lead to a reduction in prices.

All of the above points highlight the importance of maintaining an accurate and up to date action plan alongside detailed asset data.

7.3 Comparison

Just over three quarters of local authorities have declared a climate emergency and the vast majority of them have identified a date by which they want to be net zero carbon. This applies to their own council operations. A smaller number have identified a date by which they want their wider district to net zero carbon. Often the declaration was made and a date identified prior to work being carried out to inform the decision to declare an emergency or date.

Oadby and Wigston Borough Council are in a positive position in this regard. A climate emergency has not been declared nor a date set by the Council so they can use the information in this report to do so if they wish although there is no legal requirement to set a date.

It is difficult to compare other than generically one authority's approach with others due to differences in scale, historic investment, asset ownership and condition, political views, geography and other factors. Nottingham are considered to be at the vanguard and have a significant team in place and many years of treating the agenda as a political priority. On the other hand, Clackmannanshire Council is one of the smallest in the UK and is taking forward a partnership project with a neighbouring council and university to address climate change. In other words, there is a wide range of activity taking place.

Factors to consider when looking at the Council's approach are as follows:

- Informing/training all in the authority (officers and members) about the importance of this agenda in their daily deliver of services, project work and investment decisions;
- Avoiding the position where a single person or team is considered the sole area of responsibility/knowledge for this agenda;
- Establishing an appropriate process for collating, analysing and reporting relevant data on performance and assets;
- Prioritising activity to address decarbonisation – address the biggest emitters and where most benefit can be gained first;
- Understanding which actions should be funded by revenue funding, reserves, PWLB or other funding (such as PSDS);
- Planning well in advance for external funding.

8 Conclusion

It is recommended to report annually on the progress of reducing carbon emissions for Scope 1, 2 & 3.

Emissions from the Council's own operations should be calculated using the methodology in this report and policies and procedures should be put in place to record the raw data needed to calculate emissions as it is made available rather than trying to retrieve the data in bulk retrospectively.

Further investigations are recommended to calculate Scope 3 emissions such as purchased goods and services, waste, and employee commuting and what initiatives could be applied to

reduce emissions. Overall emissions will increase when adding in additional sources as data quality improves.

The trajectory and savings detailed in Appendix B and the wider programme can be used as a benchmark to track the performance of reducing emissions against the 2019/20 baseline year.

The Paris Climate Agreement aims to keep global temperature increases well below 2°C and pursuing 1.5°C. This calls for organisations to set a 'carbon budget' which is a term used to indicate the maximum amount of carbon an organisation can produce over a period of time to stay within the Paris Agreement. This often requires setting a science-based target and carbon budget.

The minimum reduction required for targets in line with well-below 2°C scenarios is 2.5% in annual linear terms over 15 years. Organisations are strongly encouraged to adopt targets with a 4.2% annual linear reduction to be aligned with limiting warming to 1.5°C, which is a reduction of 63% over 15 years. This carbon trajectory should reduce emissions by 79% between 2019 and 2030.

The buildings in this carbon trajectory report were not subject to an energy audit as this report is a desktop study performed without detailed knowledge of the building estate and is based on rule of thumb and engineering and industry experience. A detailed energy audit should be provided for each building to provide a clear action plan of what interventions can be provided, their capital cost, funding opportunities and the cost/carbon savings.

Exclusions due to insufficient data

Business mileage (travel) incurred in all modes of travel (i.e. road, rail, air, water) not owned and operated by the Council including hotel stays.

Employee commuting to and from work in vehicles not owned or operated by the Council could contribute significantly to a council's carbon emissions, especially in situations where remote or hybrid working (teleworking) is not common. Additionally, in home working cases, the emissions resulting from electricity and heat usage from the remote location and any work-related activities would also need to be accounted for. However, as the electricity grid decarbonises, it is expected that associated emissions from remote work will also reduce. Moreover, instituting remote work could reduce operational costs for electricity and gas usage in Council offices.

Vehicles

A detailed feasibility study is required to more accurately convert the carbon savings of transitioning from diesel vehicles to low emission vehicles. This is particularly prominent for refuse collection vehicles as a large portion of the fuel energy used is for lifting and crushing waste rather than travelling long distances.

The capital costs include a sum for EV charge points. The cost does not include any additional costs for upgrading the electrical infrastructure as this is included in the heat pump costs. Planning for future electricity demand is important so that upgrading a grid connection is a

one-off event even though installation of heat pumps and EV chargers in the same building may be separated by a number of years.

We have also not included any increases to electricity usage as it is unknown what the charging capacity is likely to be, i.e. how many vehicles will be charging each day. If a lot of vehicles are charged at council buildings, then this will increase the electricity consumption and associated emissions.

Water Supply and Wastewater

The total volume of water supplied and wastewater effluent by the Council has not been provided. Nevertheless, simple measures can be taken to reduce water usage and cost such as installing low flow appliances and fixing leaks. However, such data can be included in the carbon reporting and forecasting if made available in the future.

It is recommended that the Council enter a consolidated water contract so that all water utilities are on a group contract for both supply and wastewater. Conditions of the contract could be that Automatic Meter Readers (AMR) are installed which will improve the accuracy of billing and can also be configured to identify leaks quickly.

Supply Chain

The supply chain for purchased goods and services is likely to make up a significant proportion of Scope 3 emissions. It is recommended that the Council starts to set up the processes and procedures to require carbon data from relevant suppliers that make up the bulk of the Council's purchases.

Reference should be made to Appendix C, which illustrates the 15 categories under the umbrella of Scope 3 emissions. Proper tracking and data gathering of the associated emission sources would give the Council a holistic understanding of all emissions associated with activities across their value chain.

Glossary

Term	Definition
Carbon dioxide equivalent (CO ₂ e)	The carbon dioxide equivalent (CO ₂ e) allows the different greenhouse gases to be compared on a like-for-like basis relative to one unit of CO ₂ and includes the seven greenhouse gases with the greatest global warming potential (GWP).
Carbon footprint	A carbon footprint measures the total greenhouse gas emissions caused directly and indirectly by a person, organisation, event or product. A carbon footprint is measured in tonnes of carbon dioxide equivalent (tCO ₂ e).
Council Vehicles	Vehicles that are owned or controlled by the Council. This does not include employee-owned vehicles that are used for business purposes.
Electricity	Electricity used at sites owned/controlled by the Council. This is reported as a Scope 2, indirect emission. The conversion factors used are for the electricity supplied by the grid that the Council purchase - they do not include the emissions associated with the transmission and distribution of electricity.
Employee Vehicles	Travel for business purposes in assets not owned or directly operated by the Council. This includes mileage for business purposes in cars owned by employees, public transport, hire cars etc.
Energy carrier	Energy carriers are transmitters of energy including electricity, solid, liquid, and gaseous fuels. They occupy intermediate steps in the energy-supply chain between primary sources and end-use applications.
[Natural] Gas	Primary fuel sources combusted at a site or in an asset owned or controlled by the Council.
Pending Issuance Unit	A Pending Issuance Unit (PIU) is effectively a 'promise to deliver' a WCU in future based on predicted sequestration. It is not 'guaranteed', and cannot be used to report against UK-based emissions until verified. However, it allows companies to plan to compensate for future UK-based emissions or make credible CSR statements supporting woodland creation. 1 PIU = 1 tonne of Carbon Dioxide equivalent that will be sequestered in future
Transmission and Distribution	Transmission and distribution (T&D) factors are used to report the Scope 3 emissions associated with grid losses (the energy loss that occurs in getting the electricity from the power plant to the premises).
Wastewater	Water returned into the sewage system through mains drains.
Water Supply	Water delivered through the mains supply network.
Well-to-tank	Well-to-tank (WTT) conversion factors are used to account for the upstream Scope 3 emissions associated with extraction, refining and

	transportation of the raw fuel sources to an organisation’s site (or asset), prior to combustion.
Woodland Carbon Code	Woodland Carbon Code (WCC), a trademark of Scottish Forestry, is the standard that ensures projects are independently validated/verified and represented on the UK Land Carbon Registry.
Woodland Carbon Unit	<p>A Woodland Carbon Unit (WCU) is a tonne of CO₂e which has been sequestered in a WCC-verified woodland. It has been independently verified, is guaranteed to be there, and can be used by companies to report against UK-based emissions or to use in claims of Net Zero emissions.</p> <p style="text-align: center;"><i>1 WCU = 1 tonne of carbon dioxide sequestered</i></p>

Appendix A – Carbon Footprint Calculations

(Separate Spreadsheet)

Appendix B – Carbon Trajectory Report

(Separate Spreadsheet)

Appendix C – Data that should be gathered to report on Scope 3 emissions

The reporting of Scope 3 emissions is discretionary. The table below provides further guidance on the information required to calculate emissions from Scope 3.

Item	Category	Details Required
1	Purchased goods and services	<p>This category includes all upstream (i.e. cradle-to-gate) emissions from the production of products purchased or acquired by the Council in the reporting year. Products include both goods (tangible products) and services (intangible products).</p> <p>This category includes emissions from all purchased goods and services not otherwise included in the other categories of upstream scope 3 emissions (i.e. category 2 through category 8 below).</p> <p>Cradle-to-gate emissions include all emissions that occur in the life cycle of purchased products, up to the point of receipt by the Council. Cradle-to-gate emissions may include:</p> <ul style="list-style-type: none"> • Extraction of raw materials • Agricultural activities • Manufacturing, production, and processing • Generation of electricity consumed by upstream activities • Disposal/treatment of waste generated by upstream activities • Land use and land-use change • Transportation of materials and products between suppliers • Any other activities prior to acquisition by the reporting company <p>Relevant purchases to the Council may include capital goods, such as office supplies, office furniture, computers, telephones, travel services, IT support, outsourced administrative functions, consulting services, janitorial, landscaping services, maintenance, repairs and operations.</p>

		<p>For accurate carbon reporting emissions, the Council should request cradle-to-gate emission factors for materials used by suppliers to produce purchased goods such as Environmental Product Declarations (EPDs). It is likely that many suppliers will not be able to provide all the emission data.</p> <p>If an EPD cannot be provided, supplementary information required includes the volume of product (kg) and the carbon emission factor (kg CO₂e).</p> <p>A policy should be developed so that suppliers in the supply chain are required to provide this data as part of the contract, where the volume of goods is noteworthy.</p>
2	Capital goods	<p>Capital goods are final products that have an extended life and are used by the Council to manufacture a product, provide a service, or sell, store, and deliver merchandise. Capital goods are treated as fixed assets or as plant, property, and equipment (PP&E). Examples of capital goods include equipment, machinery, buildings, facilities, and vehicles.</p> <p>The required information is the same as Category 1 above.</p> <p>A policy should be developed so that suppliers in the supply chain are required to provide this data as part of the contract.</p>
3	Fuel- and energy related activities (not included in Scope 1 or Scope 2)	<p>Transmission and distribution (T&D) losses have been included and calculated from the data provided in Scope 2.</p>
4	Upstream transportation and distribution	<p>Category 4 includes emissions from:</p> <ul style="list-style-type: none"> • Transportation and distribution of products purchased in the reporting year, between suppliers and its own operations in vehicles not owned or operated by the Council. • Third-party transportation and distribution services purchased by the Council in the reporting year (either directly or through an intermediary), including inbound logistics, outbound logistics (e.g. of sold products), and third-party transportation and distribution between the Council's own facilities. <p>The Council requires data on:</p> <ul style="list-style-type: none"> • Quantities of fuel (e.g., diesel, petrol, jet fuel, biofuels) consumed

		<ul style="list-style-type: none"> • Amount spent on fuels • Distance travelled • Vehicle type <p>This may include managed assets - Vehicles that are used by the Council but are not owned by the organisation and generally do not appear on the organisation's balance sheet, for example, maintenance contractor vehicles, outsourced refuse and recycling trucks, road sweepers, grounds maintenance mowers etc.</p> <p>A policy should be developed so that suppliers using their own vehicles are required to provide this data as part of the contract.</p>
5	Waste generated in operations	<p>This includes emissions from third-party disposal and treatment of waste generated in the Councils owned or controlled operations in the reporting year. This category includes emissions from disposal of both solid waste and wastewater.</p> <p>The Council should request volume and emissions data from the waste treatment company applicable to its own waste stream. If this cannot be provided, the emissions can be calculated by requesting the volume of waste, type and disposal method:</p> <p>Example of data required:</p> <p>Total weight (kg) of waste type and disposal method e.g.</p> <ul style="list-style-type: none"> • 5,000kg municipal waste to landfill • 500kg organic garden waste to composting • 1,000kg metal recycled • 1,000kg plastic recycled • 1,000kg paper recycled <p>Data is required for the volume of supply and wastewater in cubic metres (m³) from water bills.</p> <p>Local authorities have an important role in waste prevention and sustainable waste management through awareness-raising campaigns, providing separate collection for recycling and food waste, and implementing waste-to-energy schemes. It is therefore voluntary on whether the Council choose to include the emissions from waste associated with the whole borough, or just the Council's own operation.</p>

6	Business travel	<p>Travel for assets not owned or directly operated by the Council. This includes mileage for business purposes in cars owned by employees, public transport, hire cars etc.</p> <p>Require details for:</p> <p><u>Vehicle</u> Fuel type, size of vehicle and distance for:</p> <ul style="list-style-type: none"> • Car • Motorbike • Taxis • Bus • Rail <p><u>Flights</u></p> <ul style="list-style-type: none"> • Airport travelled to/from • Number of passengers • Class type • Distance <p><u>Ferry</u></p> <ul style="list-style-type: none"> • Foot or car passenger • Distance
7	Employee commuting	<p>This category includes emissions from the transportation of employees between their homes and their worksites.</p> <p>Emissions from employee commuting may arise from:</p> <ul style="list-style-type: none"> • Car • Bus • Rail • Other modes of transportation <p>Staff would be required to provide method of transport and distance travelled. It may be difficult and time consuming to collect accurate data.</p>
8	Upstream leased assets	<p>This category is applicable from the operation of assets that are leased by the Council.</p> <p>If the Council procures the energy then this should be considered as Scope 1 and 2.</p> <p>If the landlord is responsible for the Scope 1 and 2 emissions, the Council should include the reporting under Scope 3. An example may include an office that the Council lease from a</p>

		<p>private landlord. All energy bills may be included as part of the lease and the energy contract is under the name of the landlord. The Council should therefore request the energy data from the landlord and include this under Scope 3.</p> <p>Data required include the Scope 1 and 2 data from the leased asset.</p>
9	Downstream transportation and distribution	<p>This category includes emissions that occur in the reporting year from transportation and distribution of sold products in vehicles and facilities not owned or controlled by the Council in the reporting year.</p> <p>It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.</p>
10	Processing of sold products	<p>It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.</p>
11	Use of sold products	<p>It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.</p>
12	End-of-life treatment of sold products	<p>It is assumed that this category is not applicable to the Council as it does not manufacture and sell products.</p>
13	Downstream leased assets	<p>This category is applicable where the Council is the landlord to a lessee.</p> <p>If the Council procures the energy on behalf of a lessee then this should be considered as Scope 1 and 2. An example of this is where the Council may lease a premises to a lessee and include all energy costs as part of the lease. The energy contract is under the name of the Council and is therefore reported under Scope 1 and 2.</p> <p>If the lessee is responsible for the Scope 1 and 2 emissions, the council should include the reporting under Scope 3. An example of this is a shop that the Council own and the occupant pays for the energy bills and the contract is under their name. The Council should request the energy data from the shop occupier and report this under Scope 3.</p> <p>Data required include the Scope 1 and 2 data from the leased asset.</p>

14	Franchises	It is assumed that this category is not applicable to the Council as it does not operate any franchises.
15	Investments	<p>This category includes scope 3 emissions associated with the Council’s investments in the reporting year, not already included in scope 1 or scope 2. This category is applicable to investors (i.e. organisations that make an investment with the objective of making a profit) and organisations that provide financial services. This category also applies to investors that are not profit driven (e.g. multilateral development banks). Investments are categorised as a downstream scope 3 category because providing capital or financing is a service provided by the organisation.</p> <p>Category 15 is designed primarily for private financial institutions (e.g., commercial banks), but is also relevant to public financial institutions (e.g., multilateral development banks, export credit agencies) and other entities with investments not included in scope 1 and scope 2.</p> <p>The Councils scope 3 emissions from investments are the scope 1 and scope 2 emissions of investees.</p> <p>For purposes of greenhouse gas accounting, this standard divides financial investments into four types:</p> <ul style="list-style-type: none"> • Equity investments • Debt investments • Project finance • Managed investments and client services <p>An example of the information required is the Scope 1 and 2 emissions from the bank where an investment is in place. This is based on the Council’s proportional share of investment in the investee. If the Council has £1million invested in the bank and the banks total investments amount to £100million, the Council should report on 1% of the banks Scope 1 and 2 emissions.</p> <p>It is assumed that this information will be difficult to collate from third parties and that the total emissions will be proportionally small compared to other emission sources and these emissions could be excluded from the reporting.</p>

To present the key outcomes of the **Climate Change Baseline Study** /Trajectory Report for consideration and comment

Background

The council has been working with APSE (Association of Public Service Excellence) Energy to produce a climate change baseline study for the reporting year April 2019 to March 2020 (pre-covid).

The baseline study measures the carbon footprint for council operations which can be used as a benchmark to record current emissions and to track performance against further emissions. APSE have used this baseline to provide a trajectory report to include scenarios for decarbonisation of council operations and recommendations to do this. Further emissions reporting is most likely to use the LGA carbon calculator which we can access without cost.

A 2030 net zero scenario was selected for discussion purposes - many other councils have a 2030 target, although prior work was not necessarily carried out to inform this date. A climate emergency has not been declared nor a (net-zero) date set by the Council so we can use the information in this report to do so if we wish, although there is no legal requirement to set a date. In other words, this report will allow for an evidence-based discussion on what is the best course of action for OWBC bearing in mind the UK has a legally binding net zero target of 2050 and new interim targets to reduce emissions by 78% by 2035.

It should be noted that the recommendations in the report are somewhat generalised, and costings are approximations - this is a desktop study; the outcomes are informative but as stated in the report it recommends site specific investigations for actual costings and to clarify the actions required.

The carbon footprint is categorised into scopes, which cover:

- **Scope 1** – includes fuel burnt on site such as gas and emissions from vehicles
- **Scope 2** – indirect emissions associated with purchased electricity
- **Scope 3** – Other indirect emissions such as from leased assets and goods and services

OWBC Decarbonisation of council operations - APSE Carbon footprint calculation

Climate Change Strategy and Action Plan

The council's **carbon footprint** has been calculated using the best data that was available to the Council during the reporting year



OWBC
1,651 tCO₂e
2019/2020

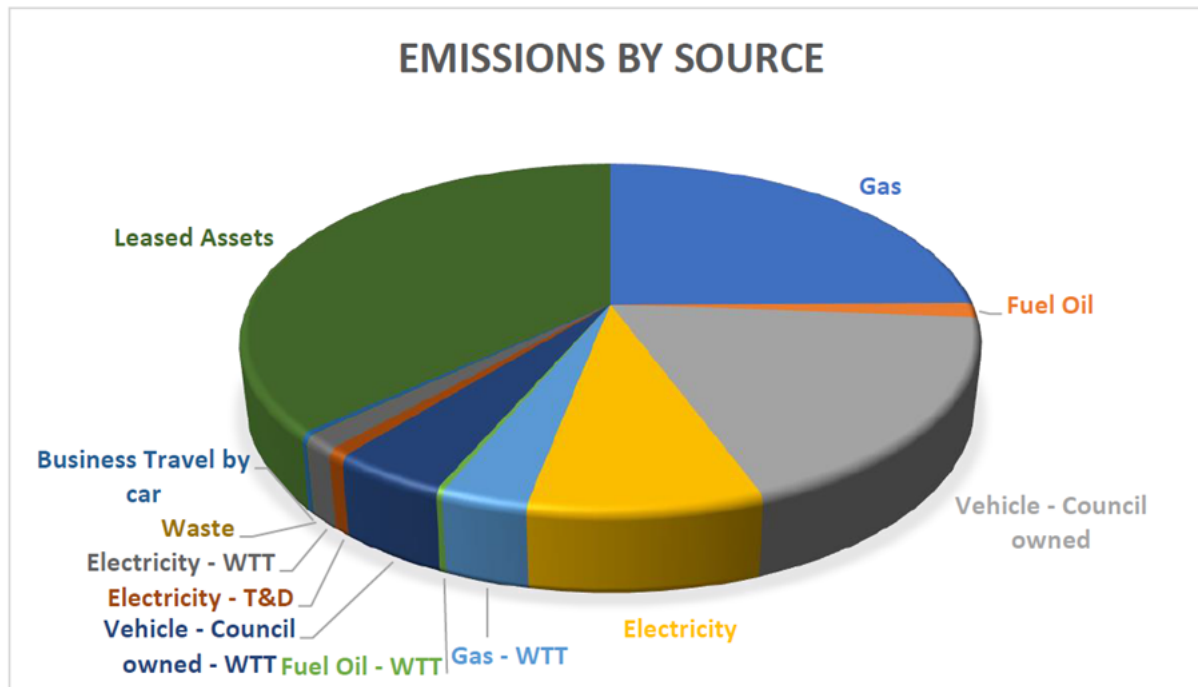


Net Zero

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For comparison
The UK average carbon footprint is about 6-10 tonnes CO₂ per person per year.
Driving around 6000 miles in a small petrol car is equal to 1 tonne of carbon

The carbon footprint has been undertaken in accordance with best practise guidance by the Greenhouse Gas Protocol

Figure 3: Carbon emissions by source for 2019/20



Offsetting assumed for hard-to-reduce sources and is possible through land-based PV and a tree planting schemes.



Note -The total emissions from all Scope 3 sources (other indirect emissions) are not known to date, including individual homes for social housing

Scope 3

The largest 'missing' contributor is likely to be from **purchased goods and services**, which is generally very difficult to gather data and calculate emissions for.

Source: OWBC Trajectory Report (APSE)

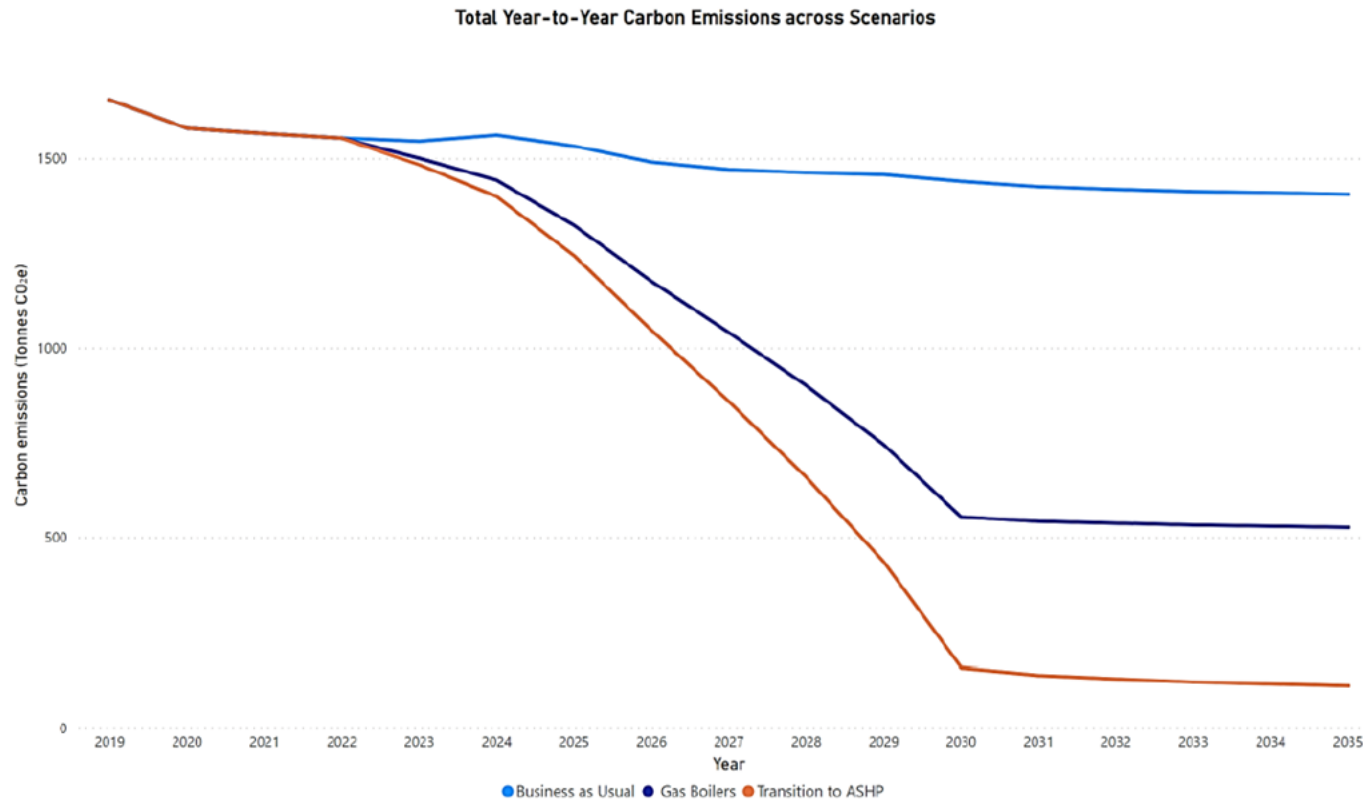
Decarbonisation of council operations - APSE Trajectory Report - decarbonisation pathways

Time Frame - to be considered

Climate Change Strategy and Action Plan

Decarbonisation scenarios

Figure 8: Comparing carbon emissions under the different scenarios



Commentary

There is a decrease in electricity carbon emissions as the grid decarbonizes, but emissions from other sources barely change. By **doing nothing**, the carbon emissions will be reduced by 13% from the 2019 baseline.

Improve efficiencies by delivering all interventions across Scope 1, 2 and 3 but **retain the gas boilers**

Improve efficiencies by delivering all interventions across Scope 1, 2 and 3 and replace all boilers with ASHPs - carbon emissions will be reduced by over 90% from the 2019 baseline.

More carbon cut

Increased costs

Approximate costs £13.3m

Next Steps/considerations

The intention is to use this study to feed-in to a full review of our current Environment Strategy and Action Plan - the move from the existing Action Plan to the new one will have a stronger focus on climate change and reducing carbon emissions.

Factors to consider (from the report) when looking at the council's approach are as follows:

- Informing/training all in the authority (officers and members) about the importance of this agenda in their daily delivery of services, project work and investment decisions
- Avoiding the position where a single person or team is considered the sole area of responsibility/knowledge for this agenda
- Establishing an appropriate process for collating, analysing and reporting relevant data on performance and assets
- Prioritising activity to address decarbonisation - address the biggest emitters and where most benefit can be gained first;
- Understanding which actions should be funded by revenue funding, reserves, PWLB or other funding (such as PSDS);
- Planning well in advance for external funding.

As previously stated, it is for the council to decide with regard setting a net-zero date and the best course of action for decarbonisation of council operations; and there are clearly factors outside the council's control such as government funding and technological advancements which have big impacts.

It should also be noted that the baseline study considers council operations and not the much larger carbon emissions associated with the wider borough which through our actions we have and can have an influence on. This will need to be considered when reviewing our current Environment Strategy and Action Plan, including any existing and future climate change collaboration work across the county.

FYI - the following slides provide an overview of recommendations from the trajectory report for decarbonisation of council operations which have additionally been categorised and set to an indicative timeframe.

APSE Trajectory Report - summary recommendations for net zero and data collection

1. Data Collection - carbon reporting process is streamlined and progress towards targets can be tracked.

a. A review should be carried out of each asset to determine if the **Council are responsible for paying** the electricity and gas usage

b. **Scope 1 and 2 emissions** -the Council should develop a procedure for gathering and storing its own data as it is made available.

c. **Scope 3 emissions** - where applicable, the Council should develop policies/procedures to gather the data from third parties.

d. Policies should be put in place to start recording waste data from all sites.

e. Upgrade to **smart metering and energy management** software

Feed into a review of current Environmental Strategy and Action Plan

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APSE Trajectory Report - Summary recommendations for net zero and buildings

2. Buildings - the Council should be able to achieve significant carbon and cost savings by reviewing its maintenance policies to specify highly efficient plant and services, rather than replacing like-for-like.

a. It is recommended that a **detailed audit and feasibility study** is carried out for all assets to determine the site-specific initiatives.

b. For buildings it is recommended that the principles of the **energy hierarchy** are followed. The aim is to reduce operational carbon emissions by as much as financially and technologically possible and offset the emissions that are difficult to reduce. For example, insulating a building first to reduce size of the low carbon heating plant before renewables are considered.

Low carbon heating
c. An investigation is required to review the buildings **new electrical load** to determine if a larger electrical incoming supply is required.

d. Installing **Heat pumps** - retrofit **can be expensive** and financial incentives should be sought: Renewable Heat Incentive or grant funding as with the **Public Sector Decarbonisation Scheme**.

Likely cheaper low carbon heating options available

e. Interventions for **reducing electricity usage** include LED lighting and more efficient office equipment

f. Net Zero model assumes that 200 kWp of **solar photovoltaic (PV)** could be installed on council buildings

Short Term

Medium Term

Longer Term

APSE Trajectory Report - Summary recommendations for net zero and vehicles and machinery

3. Vehicles and machinery - the Council should be able to achieve significant carbon and cost savings by reviewing its maintenance policies to specify highly efficient plant and services, and low-emission vehicles, rather than replacing like-for-like.

a. It is recommended that a **detailed audit and feasibility study** is carried out to determine the site-specific initiatives.

b. **Ultra-Low Emission Vehicles** (ULEV) are already commercially available to replace most passenger and delivery vehicles in the Council's fleet – trajectory modelled for transition to EV.

c. The market for ULEV alternatives for **agricultural machinery** (i.e., tractors and diggers) is still in its infancy. Therefore, to reduce emissions in this sector, the fuel utilised would be transitioned to biodiesel

d. Effective journey management and route optimisation for **refuse collection vehicles** (RCVs) could afford lower mileage which would further reduce transportation-related emissions of the Council.

e. **Council owned machinery** transitioning to electrical alternatives

f. A reduction in emissions associated with **business mileage**/travel could be stimulated by encouraging ride sharing, hybrid working) and transition to EV

g. Installation of **workplace EV chargepoints**

Short Term

Medium Term

Longer Term

Fleet vehicles high carbon emitters

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Feed into a review of current Environmental Strategy and Action Plan

Agenda Item 11



Service Delivery Committee	Tuesday, 14 March 2023	Matter for Information and Decision
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Report Title: **Review of Town Centre Public Bins (2023)**

Report Author(s): **Zach Bradford (Safety & Resilience Officer) and Stuart Marbrook (Corporate Assets Manager)**

Purpose of Report:	The purpose of this report is to ensure the Service Delivery Committee can make an informed decision on either removing, repairing, or replacing the Town Centre Public Bins on Bell Street in Wigston.
Report Summary:	The Review of Town Centre Public Bins report is a summary of the current condition of the bins and an approximate cost to replace the bins (as set out in Paragraph 2).
Recommendation(s):	<p>A. The metal style bins currently in place are removed or replaced as soon as is reasonably practicable.</p> <p>B. Retrofit suitable replacement lids for the damaged bins (subject to availability).</p>
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>David Gill (Head of Law and Democracy / Monitoring Officer) (0116) 257 2626 David.Gill@oadby-wigston.gov.uk</p> <p>Stuart Marbrook (Corporate Assets Manager) (0116) 257 2852 Stuart.Marbrook@oadby-wigston.gov.uk</p> <p>Zach Bradford (Safety & Resilience Officer) (0116) 257 2866 Zach.Bradford@oadby-wigston.gov.uk</p>
Strategic Objectives:	Our Economy (SO3)
Vision and Values:	Not applicable
Report Implications:-	
Legal:	There are no implications directly arising from this report.
Financial:	There are no implications directly arising from this report.
Corporate Risk Management:	No corporate risk(s) identified
Equalities and Equalities Assessment (EA):	There are no implications arising from this report. EA not applicable
Human Rights:	There are no implications arising from this report.
Health and Safety:	There are no implications arising from this report.
Statutory Officers' Comments:-	

Head of Paid Service:	The report is satisfactory.
Chief Finance Officer:	The report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	None.
Background Papers:	None.
Appendices:	None.

1. Background

- 1.1 In total there are 7 'metal style' bins placed in various locations outside of the shops throughout Bell Street.
- 1.2 The current condition of these bins is poor, as of writing this report 4 of the 7 total bins are missing lids.
- 1.3 As per SO3, carrying out either of the recommendations below will ensure Bell Street remains an inviting place to visit.

2. Cost of Replacement or Removal

- 2.1 The total cost to remove the bins will be approximately £500.
- 2.2 The total cost to replace all of the bins like for like will be approximately £3,500.
- 2.3 The total cost to replace the bin lids is unknown, as the style and design may have been discontinued.

3. Recommendations

- 3.1 It is recommended that all the bins are removed or replaced as soon as is reasonably practicable.
- 3.2 Alternatively, the damaged bin lids could be replaced (subject to availability, although it is likely that the style and design may have been discontinued given the age of the bins).