



TO COUNCILLOR:

N Alam
L A Bentley
G A Boulter
F S Broadley (Vice-Chair)
M L Darr

J K Ford
D A Gamble
C S Gore
S Z Haq
G G Hunt

P Joshi
J Kaufman
K J Loydall
I K Ridley (Chair)

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

Meeting: Policy, Finance & Development Committee
Date & Time: Tuesday, 18 June 2024, 7.00 pm
Venue: Civic Suite 2, Brocks Hill Council Offices, Washbrook Lane, Oadby, Leicester, LE2 5JJ
Contact: Democratic Services
t: (0116) 257 2775
e: democratic.services@oadby-wigston.gov.uk

Yours faithfully

Council Offices
Oadby
10 June 2024

Anne E Court
Chief Executive



Meeting ID: 2695

ITEM NO.

AGENDA

PAGE NO'S

Meeting Live Broadcast | Information and Link

This meeting will be broadcast live.

Press & Public Access:

A direct link to the live broadcast of the meeting's proceedings on the Council's Civico platform is below.

<https://civico.net/oadby-wigston/18887-Policy-Finance-Development-Committee>

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.



Postal Address: Brocks Hill Council Offices, Washbrook Lane, Oadby, Leicester, LE2 5JJ

Refuse & Recycling Centre: The Depot, Wigston Road, Oadby, Leicester, LE2 5JE

Telephone: (0116) 288 8961 **Email:** customer.services@oadby-wigston.gov.uk



oadby-wigston.gov.uk



OadbyWigstonBC



@Oadby_Wigston

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(s)

To read, confirm and approve the minutes of the previous meeting(s) in accordance with Rule 19 of Part 4 of the Constitution.

a. Tuesday 26 March 2024

4 - 7

b. Tuesday 30 April 2024 (Extraordinary)

8 - 11

5. Action List(s) Arising from the Previous Meeting(s)

There was no Action List(s) arising from the previous meeting(s).

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. Budget Monitoring (Q4 2023/24)

12 - 52

Report of the Finance Manager

8. Climate Change Strategy (2024)

53 - 75

Report of the Climate Change Officer

9. Damp, Mould & Condensation Policy (2024)

76 - 90

Report of the Housing Manager

10. Draft Organisational Strategy (2024 - 2027)

91 - 102

Report of the Interim Strategic Director

11. Standards & Ethical Indicators (Q4 2023/24)

103 - 114

Report of the Head of Law & Democracy / Monitoring Officer

12. Exclusion of the Press & Public

The press and public are likely to be excluded from the remainder of the meeting in accordance with Section 100(A)(4) of the Local Government Act 1972 (Exempt Information) during consideration of the item(s) below on the grounds that it involves the likely disclosure of exempt information, as defined in the respective paragraphs 1 and 3 of Part 1 of Schedule 12A of the Act and, in all the circumstances, the public interest in maintaining the exempt item(s) outweighs the public interest in disclosing the information.

13. Disposal of Redundant Public Toilets (Exempt)

115 - 125

Exempt Report of the Head of Law & Democracy / Monitoring Officer

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Agenda Item 4a.

**MINUTES OF THE MEETING OF THE POLICY, FINANCE & DEVELOPMENT COMMITTEE
HELD AT CIVIC SUITE 2, BROCKS HILL COUNCIL OFFICES, WASHBROOK LANE, OADBY,
LEICESTER, LE2 5JJ ON TUESDAY, 26 MARCH 2024 COMMENCING AT 7.07 PM**

PRESENT

I K Ridley Chair
F S Broadley Vice-Chair



Meeting ID: 2605

COUNCILLORS

N Alam
L A Bentley
G A Boulter
J K Ford
D A Gamble
C S Gore
S Z Haq
G G Hunt
P Joshi
J Kaufman

OFFICERS IN ATTENDANCE

J Carr Planning Policy and Development Manager
C Eyre Housing Manager
D M Gill Head of Law & Democracy / Monitoring Officer
D Proctor Finance Manager
A Thorpe Head of Built Environment
C Werra Revenue and Benefits Manager
S Wheeliker Senior Democratic & Electoral Services Officer

53. APOLOGIES FOR ABSENCE

An apology for absence was received from Councillors M L Darr and K J Loydall.

54. APPOINTMENT OF SUBSTITUTES

None.

55. DECLARATIONS OF INTEREST

None.

56. MINUTES OF THE PREVIOUS MEETING

By affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The minutes of the previous meeting held on Tuesday, 6 February 2024 be taken as read, confirmed and approved.

57. ACTION LIST ARISING FROM THE PREVIOUS MEETING

None.

58. PETITIONS AND DEPUTATIONS

None.

59. COLLECTION AND WRITE-OFF OF MISCELLANEOUS DEBTORS (2023/24)

The Committee gave consideration to the report (as set out at pages 2 – 7 of the agenda update), which sought approval to write off debts above £10,000 and gave an update on the status of debts written off under delegated powers.

It was moved by Councillor L A Bentley, seconded by Councillor G G Hunt, and

UNANIMOUSLY RESOLVED THAT:

The contents of the report be noted and the Non-Domestic Rates and Housing Benefit Overpayment write-offs that are above £10,000 be approved.

60. CHANGES TO THE COUNCIL TAX CHARGES ON EMPTY PROPERTY POLICY (2024)

The Committee gave consideration to the report and appendices (as set out at pages 8 – 19 of the agenda reports pack), which sought the Committee's approval to update the Council Tax Charges on Empty Property Policy to include Council Tax premiums for Second Homes.

It was moved by Councillor C S Gore, seconded by Councillor N Alam, and

UNANIMOUSLY RESOLVED THAT:

- i) The amendments to the Council Tax Charges on Empty Property Policy (as set out at Appendix 1) be approved; and**
- ii) The option at 3.1.2 to apply the second homes premium 12 months after the property becomes unoccupied to bring it in line with the long-term empty premium be approved.**

61. UPDATED DISCRETIONARY PAYMENTS POLICY (2024/25)

The Committee gave consideration to the report and appendices (as set out at pages 20 – 37 of the agenda reports pack), which sought the Committee's approval of the updated Discretionary Payments Policy (2024/25).

It was moved by Councillor L A Bentley, seconded by the Chair, and

UNANIMOUSLY RESOLVED THAT:

- i) The contents of the report and appendices be noted; and**
- ii) The Discretionary Payments Policy (2024/25) (as set out at Appendix 1) be approved.**

62. NEW LOCAL PLAN REGULATION 18B CONSULTATION DRAFT (PREFERRED OPTIONS)

The Committee gave consideration to the report and appendices (as set out at pages 38 – 250 of the agenda reports pack), which sought the Committee’s approval to publicly consult on the emerging draft New Local Plan Preferred Options document for a 6-week period.

It was moved by the Chair, seconded by Councillor L A Bentley, and

UNANIMOUSLY RESOLVED THAT:

- i) The emerging draft New Local Plan Preferred Options document be approved for the purposes of public consultation commencing on Wednesday, 3 April 2024 for a 6-week period.**

63. REVISED LOCAL DEVELOPMENT SCHEME (SPRING 2024)

The Committee gave consideration to the report and appendix (as set out at pages 251 – 267 of the agenda reports pack), which sought the Committee’s approval for the adoption of the revised Local Development Scheme as the Council’s most up to date Local Development Scheme.

It was moved by Councillor S Z Haq, seconded by Councillor L A Bentley, and

UNANIMOUSLY RESOLVED THAT:

- i) The Local Development Scheme (Spring 2024) be approved.**

64. STATEMENT OF COMMUNITY INVOLVEMENT (2024)

The Committee gave consideration to the report and appendices (as set out at pages 268 – 310 of the agenda reports pack), which highlighted the comments received during the Statement of Community Involvement (SCI) public consultation and how they were taken into account in the final SCI.

It was moved by Councillor S Z Haq, seconded by Councillor L A Bentley, and

UNANIMOUSLY RESOLVED THAT:

The Statement of Community Involvement (as set out at Appendix 1) be approved for adoption.

65. STANDARDS & ETHICAL INDICATORS (Q3 2023/24)

The Committee gave consideration to the report and appendix (as set out at pages 311 – 321 of the agenda reports pack), which provided the figures for local determination of complaints and ethical indicators for Q3 2023/24.

By general affirmation of the meeting, it was

UNANIMOUSLY RESOLVED THAT:

The content of the report and appendix be noted.

THE MEETING CLOSED AT 8.00 pm

Members queried where the 30% up-take figure for purchasing large bins had come from, whether the excess bank holiday pay was included in the budget and under what circumstances excess waste such as cardboard would be collected. Officers advised the 30% up-take figure is an estimate based on figures provided by other local authorities that have similar schemes, that the excess bank holiday pay was included in the budget, and that the excess waste should be secured by the bins, either under the wheels or in between two bins so as to avoid rubbish being blown away.

Queries were also raised regarding proper emptying of bins, rather than just lifting out waste, whether the 'task and finish' work model would continue and ambiguous wording in the policy. Officers advised they were aware of some reported instances of incomplete collections and confirmed that only mechanical emptying of bins was allowed and this would be emphasised to Refuse Collectors. Officers also confirmed that spot-checking would be conducted and should any instances of incorrect refuse collection continue then this would result in disciplinary action. Officers also advised that the 'task and finish' work model would be continued and that the wording in the policy was designed to be as flexible as possible.

Members questioned the means-testing for providing free bins, whether the current fleet of refuse collection vehicles were compatible with larger bins, how an 'overweight' bin is determined and how the Council would defend itself from a legal challenge over non-collection of waste when it is a statutory duty. Officers advised the policy is designed to cover as many people in hardship as possible, so would not just apply to people receiving means tested welfare payments, but also to other vulnerable groups such as pensioners and couples on minimum wage etc. Officers also confirmed that the current fleet of refuse lorries are compatible with the larger bins and advised that a bin is considered to be 'overweight' when the mechanical lift on the lorry cannot lift the bin.

Regarding the legal defence query, Officers advised that the Council would be able to defend itself based around the assumption that the person is not fully utilising their separate recycling bin and because the Council is not refusing to collect the waste, they are only refusing to collect it all in one go, the additional waste would be collected at the next collection visit.

Members and Officers discussed the creation of a working group or appeals panel to handle appeals on the determination of applications for waived fees for the XL bin service. It was agreed that Officers would create terms of reference and a recommendation to Full Council be made to include both Members and Officers in determining appeals.

Members discussed the costs and savings involved in this service transformation and in the optimisation programme, querying whether the change to bi-weekly collections would generate sufficient savings to avoid charging for larger bins. Officers advised that the budget would not sustain this amendment and so a further capital budget would need to be proposed to Full Council for it to be evaluated.

It was moved by Councillor G A Boulter, seconded by Councillor L A Bentley, and

UNANIMOUSLY RESOLVED THAT:

An amendment to ensure there is a transparent appeals process for the determination of applications for waived fees for the XL service and decision appeals will be heard by an Appeals Panel formed of Officers and Members be approved.

It was moved by the Chair, seconded by Councillor S Z Haq, and

UNANIMOUSLY RESOLVED THAT:

- i) Paragraph 2.7 line 2 reads "The only exception to this will be where a resident is liaising with the Council or other relevant monetary advice service, regarding additional support due to their financial difficulties";
- ii) Paragraph 2.8 line 1 reads "Where a household has excessive medical waste, the fee can also be waived by a member of the Senior Leadership Team";
- iii) In the proposed Household Waste and Recycling Kerbside Collection Policy on page 12 paragraph 4 line 2 reads "In these circumstances a member of the Senior Leadership Team will be able to waive the fee"; and
- iv) In the proposed Household Waste and Recycling Kerbside Collection Policy on page 16 paragraph 3.13 the final line reads "In such cases senior management will have the discretion to waive any fee."

It was moved by the Chair, seconded by Councillor S Z Haq, and

UNANIMOUSLY RESOLVED THAT:

On page 6 after paragraph 2.8 a new paragraph renumbered as 2.9 be inserted which reads "To ensure oversight of the determination of applications for waived fees for the XL service, quarterly reports will be regularly presented to the Service Delivery Committee of the number of applications for waived fees and the number and percentage granted."

It was moved by Councillor C S Gore, seconded by Councillor N Alam, and

DEFEATED THAT:

The proposed amendment to "review the options at paragraph 5 and provide new bins at zero cost to residents" be approved.

**For 4
Against 9
Abstentions 0**

It was moved by the Chair, seconded by Councillor S Z Haq, subject to the 3 approved amendments and with an amendment to recommendation C to approve option A, and

RESOLVED THAT:

- i) The 'Household Waste and Recycling Kerbside Collection Policy' described in paragraph 2 and appendix 1 be approved (as amended);
- ii) The proposed implementation of the policy and key project dates be noted (as amended);
- iii) After Member consideration and review of the financial details provided in paragraph 4 and the options in paragraph 5, that financial option A be approved (as amended); and
- iv) The capital budget, included in appendix 3, for implementing the service transformation be approved (as amended).

For **9**
Against **4**
Abstentions **0**

THE MEETING CLOSED AT 8.48 pm

Agenda Item 7



Policy, Finance and Development Committee	Tuesday, 18 June 2024	Matter for Information and Decision
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Report Title: **Budget Monitoring Report (Q4 2023/24)**

Report Author(s): **Laura Parsons (Finance Manager)
Simon Ball (Senior Business Partner)
Aseel Qassim (Finance Business Partner)**

Purpose of Report:	To provide the Committee with the Outturn position for the Council for the financial year 2023/24, at the end of the year, Quarter 4 (Q4).
Report Summary:	<p>The outturn position for the year on the General Fund is an overspend of £535K compared to the revised budget of £7,719K for 2023/24.</p> <p>The outturn for the HRA is an overspend of £580K, compared to a budgeted deficit of £391K.</p> <p>Spending on the Council's HRA and General Fund Capital Programmes currently show slippage.</p>
Recommendation(s):	<p>That the Committee:</p> <p>A. Note the contents of the Outturn report and the appendices; and</p> <p>B. Approves the slippage on Capital and HRA programmes be carried forward to 24/25.</p>
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Sal Khan (Interim Strategic Director) (0116) 257 2690 sal.khan@oadby-wigston.gov.uk</p> <p>Laura Parsons (Finance Manager) (0116) 257 2694 laura.parsons@oadby-wigston.gov.uk</p> <p>Simon Ball (Senior Business Partner) (0116) 257 2624 simon.ball@oadby-wigston.gov.uk</p> <p>Aseel Qassim (Finance Business Partner) (0116) 257 2890 aseel.qassim@oadby-wigston.gov.uk</p>
Strategic Objectives:	Our Council (SO1)
Vision and Values:	"Our Borough - The Place to Be" (Vision) Resourceful & Resilient (V4)
Report Implications: -	
Legal:	There are no implications directly arising from this report.
Financial:	The implications are as set out in this report.

Corporate Risk Management:	Decreasing Financial Resources / Increasing Financial Pressures (CR1) Reputation Damage (CR4) Economy / Regeneration (CR9)
Equalities and Equalities Assessment (EA):	There are no implications directly arising from this report. EA not applicable
Human Rights:	There are no implications directly arising from this report.
Health and Safety:	There are no implications directly 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:	<ul style="list-style-type: none"> • Senior Leadership Team • Heads of Service • Budget Managers
Background Papers:	<ul style="list-style-type: none"> • Council Tax and Budget setting report 23/24 • Budget Monitoring Report Q1 2023/24 • Budget Monitoring Report Q2 2023/24 • Budget Monitoring Report Q3 2023/24 • Operational Update Q4 (2023/24)
Appendices:	<ol style="list-style-type: none"> 1. Variance Analyses of Services 2. Analysis of Movement Between Q3 & Q4 3. Statement of Movement on Reserves 4. HRA Movement Between Q3 & Q4 5. Capital Programme (2023/24) 6. Treasury Management Report (To Follow)

1. Introduction

- 1.1 In February 2023, the Council approved its revenue and capital budgets for the general fund and the HRA for the 23/24 financial year.
- 1.2 This is the fourth and last monitoring report for the 2023/24 financial year and the report details the outturn position for the year. Although economic conditions and inflationary pressures have started to ease, there is still considerable pressure on the Council's budgets and therefore the ability to deliver services within the revised budget.

2. General Fund Revenue Draft Outturn Position 2023/24

- 2.1 The final revenue position for 23/24 was an overspend of **£535k**, initial Q4 outlook reported a variance of £463k, this figure has moved by £72k due to year-end adjustments noted below-
- £28k additional interest paid to the Housing revenue account. We are required annually to apportion interest received between the General Fund and HRA based on the activities of both funds, this is a calculation that can only be carried out after all the accounting for both funds have been carried out.

- £37k for discretionary Council tax support over the grant income amount to facilitate this.
- £7k minor adjustments to accruals and prepayments from services.

2.2 Further to the year-end accounting items above there was further adverse variance to budget of £463k exceptional items in the year are noted below-

- £150k was underprovided for in the budget setting process as previously advised, this has been corrected for future years.
- The Leisure management contract underachieved by £463k as expected, this is due to reduced contract payments as agreed in 2022 occurring in year (£194k) and a further variance of £136k due to the renegotiation of the contact December 2023. £133k of variance was caused by amendments required to budgets.
- The method of calculating MRP has been amended to use an annuity method which results in a saving of £419k, this method will continue to be used for future years.
- £160k of costs were incurred due to the delayed sale of Bushloe House and the continuing utility costs, along with the costs of the move to Brockshill and the new conferencing system.

Detailed descriptions of all variances prior to year-end adjustments totalling £463k are shown in **Appendix 1**.

2.3 At Quarter 3 (December 2023) the forecast outturn position for 2023/24 was **£563K** overspend which represents a 7.3% variance of the revised revenue budget of £7.709m.

Table 1 - General Fund Budget Monitoring Position by Service

Service	Original Budget 2023/24	Revised Budget 2023/24	Outturn	Variance
	£	£	£	£
Senior Leadership Team	482,350	492,350	455,447	(36,903)
Finance & Resources (Including Corporate Budgets)	2,390,454	3,344,202	3,741,678	397,476
The Built Environment	1,258,986	1,315,247	964,245	(351,002)
Law & Democracy	757,652	730,162	782,750	52,588
Community & Wellbeing, Corporate Assets, Depot	1,088,928	1,088,928	1,990,279	901,351
Customer Service & Business Transformation	1,970,768	1,164,438	1,126,534	(37,904)
HRA Recharge	(1,433,803)	(1,433,803)	(1,433,803)	0
Capital Financing	1,017,100	1,017,100	626,443	(390,657)
Net Revenue Expenditure	7,532,435	7,718,624	8,253,573	534,949

NOTE TO TABLE 1

* Law and Democracy: £32K of the £50,210K variance relates to budget setting errors.

** Community and Wellbeing, Corporate Assets, Depot: £118K of the £902,328K variance relates to budget setting errors.

2.4 **Table 1** shows the draft outturn position at Q4 of **£535k** reducing the forecast overspend of **£563K** forecast in Q3 which is an improvement and represents a 7.0% variance of the revised revenue budget of £7.719m.

2.5 Detailed analysis of the changes between Q3 and Q4 are shown in **Appendix 2**.

The major variances at year end are summarised in Table 2 below. Further detailed analysis of the variances in each Service with explanatory notes is provided in **Appendix 1**.

Table 2 – Major Variances over £30K

Service Area	Team	Under/Over spends	Key reasons for forecast variance
SLT	Senior Leadership Team	(40)	Savings on Strategic Director posts due to changes in post holders.
Finance & Resources	Corporate Management	69	Health insurance £18K, sundry debt write offs etc £36K, £6K apprentice levy underbudgeted.
	Vacancy Target	166	Corporate vacancy savings target removed.
	Finance	(30)	£(37)K vacancy savings, £6K professional service costs (CIVICA, LG Futures)
	Insurance	37	Impact of inflation
	Non-Domestic Rates	(36)	Vacancy savings
	Net Cost of Benefit	264	Mainly homeless costs for temporary accommodation offset by improved recovery of overpayments
	Head of Finance, Revenues & Benefits	(40)	Improved savings on salaries due to team restructure, including travel costs.
	ICT	(39)	Vacancy savings
The Built Environment	Environment Strategy	(43)	Accounting correction of revenue overspend in previous years due to incorrect split between capital and revenue grant funding.
	Building Control Section	36	Due to economic downturn and cost of living crisis there is a shortfall in anticipated income resulting from contributions to the delegated Leicestershire Building Control Partnership, resulting in an additional fee of £8k, £13k implementation costs and £3k training costs.
	Planning Control	59	Mostly £43K from unachieved planning income, and £15K salary pressures and minor variances.
	Planning Policy	(64)	2 Years of grant income relating to Net biodiversity gain was received in year, relating to new planning legislation.
	Economic Development	(96)	£(73)K due to some salary capitalisation not achieved, pressure from Pay Award mitigated by vacancy savings on Economic Regeneration Manager and 2x Officers, and £(18)K savings from costs charged elsewhere, £(6)K savings on town events being funded.
	Homelessness	(281)	Mainly from additional homeless grants income and housing benefit receipts.
Law & Democracy	Taxi Licences	(37)	Additional income from new drivers' licences.
	Selective Property Licensing Scheme	121	Mainly from underachieved income from Private Landlord Property licences.
	Licensing Service	(40)	Due to £(32)K salary, £(2)K grant funding and £(5)K subscription changes recharged elsewhere.

Community & Wellbeing	Swimming Pools & Leisure Centre	463	Income shortfall on the leisure management fee income previously reported an overspend external contractor costs.
	Crime and Disorder Partnership	(58)	Unbudgeted cumulative CSP funding for 2021-24 and £(51)K and £(22)K saving on OPCC Youth prevention work.
Corporate Assets	Cemeteries	54	Mostly from reduced fees income.
	Facilities Management Holding Account	46	Salary costs: SLT approved recruitment of Manager mostly financed by savings from an apprentice vacancy and services/supplies savings.
	Bushloe House Offices and Grounds	76	Delays in sale, incurred utility costs (under investigation).
	Brocks Hill Move	83	Moving costs, utilities and maintenance of new conferencing system.
Depot	Domestic Refuse Collection	48	Overspend due to contractual payments for working bank holidays.
Capital Financing	Capital Financing	(419)	Savings in capital financing charges due to £(343)K MRP savings, £(29)K savings from interest payable due to slippage, £(47)K additional interest receivable due to interest rate increases.

- 2.6 Although easing, inflationary pressures continue to affect all services across the Council, the Local government pay award was £147k above budgeted, utility costs are still a pressure in many areas, costs of supplies and materials remain high and increase the costs of works and repairs.
- 2.7 The cost of providing homelessness accommodation is shown above in both Finance and Resources and The Built Environment, the below table shows the Income and expenditure incurred to provide the homelessness service.

	23/24 Income/ Expenditure £	23/24 Budget £	Variance
Homelessness emergency accommodation	603,344	269,000	334,344
Cost of providing the service	238,537	233,180	5,357
Housing benefit for emergency accommodation	(551,082)	(200,000)	(351,082)
Other recovery	(33,227)	(14,000)	(19,227)
Grant income- Homelessness	(195,568)	(142,380)	(53,188)
Grant income- Homes for Ukraine	(144,395)	0	(144,395)
Other income	(52,319)	0	(52,319)
	(134,710)	145,800	(280,510)

The Housing benefit income for emergency accommodation (£551k) is full payment for accommodation costs incurred, only a small element of these costs are able to be reclaimed through the Housing subsidy resulting in a deficit in the provision for housing benefits.

Homelessness accommodation is also supported by grant income to reduce the burden on the authority, in 23/24 we have also received grant income relating to Ukraine tenants that became eligible to be included on housing registers.

3. General Fund Funding and Reserves

- 3.1 The Budget for 23/24 required £430k of funding from the General Fund reserve to enable a balanced budget, due to the overspend of £535k this amount is also required to be funded by reserve, a total of £1.121m. **Table 3** below demonstrates the funding required for 23/24.
- 3.2 The use of reserves in setting the budget and using the reserve to fund the in-year overspend is not sustainable. Both these actions reduce reserves further making the Council vulnerable to any future unforeseen budget pressures. Members and Officers are continuing to work together to move away from the reliance on reserves to balance the budget.

Table 3

Service	Original Budget 2023/24	Revised Budget 2023/24	Outturn	Variance
	£	£	£	£
Net Revenue Expenditure	7,532,435	7,718,624	8,253,573	534,949
Financed by:				
Funding	6,959,048	6,959,048	6,959,048	-
Earmarked Reserves	143,200	173,389	173,389	-
General Fund Reserve	430,187	586,187	1,121,136	534,949
Total Financing	7,532,435	7,718,624	8,253,573	534,949

- 3.3 The General fund reserve has a balance of £1.799m at the end of 23/24. Detailed movements in reserves are shown in **Appendix 3**.

A balanced budget was set for 24/25 requiring no funding from the general fund reserve, further saving plans are in place to prevent use of general fund reserves and bolster the Councils Finances.

4. Sustainability Programme 2023/24

- 4.1 The budget for 2023/24 included the following savings in respect of the sustainability programme approved as part of the MTFS.

Table 3 - Sustainability Programme Savings

Sustainability Programme Savings	2023/24
Service Reviews	£50,000
Income Generation	£15,000
Total savings	£65,000

4.2 The 2023/24 saving targets have been achieved as reported in previous quarterly reports. £50K was achieved through Regeneration Team Restructuring/review and £15K additional income has been achieved through licensing income process improvements.

5. Business Rates

5.1 The only element of the Council Funding that is not fully fixed for the year at budget stage is Business Rates. The table below shows the latest forecast in respect of Business Rates for 2023/24.

Table 4 – Business Rates Forecast 2023/24

	Original Budget 2023/24	Forecast Outturn Q3	Outturn Q4	Variance
	£	£	£	£
NNDR Income	(4,947,649)	(4,947,649)	(4,947,649)	-
Tariff	3,745,755	3,745,755	3,745,755	-
Section 31 Grants - Funded Reliefs	(1,406,489)	(1,343,611)	(1,300,593)	105,896
Levy	315,693	61,088	41,817	(273,876)
Renewable energy	(8,564)	(8,564)	(8,564)	-
Previous year's (surplus)/deficit	113,886	113,886	113,886	-
Total Financing	(2,187,368)	(2,379,095)	(2,355,348)	(167,980)

5.2 Due to the complexities of the Collection Fund, it is important to note that the largest element of this position 'NNDR income' is fixed based on the amount forecast at budget setting, any variance from the actual NNDR income impacts on the budget in 24/25 in the form of the surplus/deficit for the previous year. The forecast cumulative deficit at the end of 2023/24 that will impact on the budget in 2024/25 is £1.07m.

An element of this deficit is the result of additional reliefs given by central government. There is Section 31 grant being held as an earmarked reserve of £306K to off-set this element of this deficit. A large part of this deficit relates to a provision held for appeals which has been increased during the year, this provides for any successful appeals against Businesses that believe their rateable value is too high. Should the appeals be unsuccessful the provision will be reduced back down, however should the appeals be successful we have made a provision for these payments.

5.3 Oadby & Wigston are part of a business rate pool led by Leicester City Council, £199k was received in year in benefits from the Pool in 22/23, £531k is forecast to be received from pooling activities for 23/24.

5.4 The Collection fund reserve at Q4 has a balance of (492,548).

	Council Tax	NNDR	Total
Opening balance 1st April 2023	(59,893)	158,810	98,917
Movement in year	(38,660)	432,291	393,631
Closing Balance 31st March 2024	(98,553)	591,101	492,548

The movements in year reflect the expected surplus/deficits on the funds for 23/24, which will impact in 24/25.

6. Housing Revenue Account (HRA)

6.1 At the end of the year, the HRA is showing an adverse variance of **£580K** compared to the revised budget. Movements since Q3 are shown in **Appendix 4**.

6.2 The position on the account as the end of the year is set out in **Table 6** below.

Table 6 HRA Variance to Budget at Quarter 4

Service	Variance 2023/24 £'000	Reason for Variance
Estate Management	12	Horsewell Lane development project management costs of £29K offset against savings of £(17)K from the consultancy budget.
Rents and Service Charges	(24)	£(11K) additional income from service charges due to increases in management and cleaning costs. £15K variance due to lower-than-expected income from garage rents. All vacant garages have now been allocated to those who qualify. £(28K) in additional rental income due to fewer void properties.
Depreciation & Impairment	964	This is a statutory accounting adjustment for depreciation & impairment and is based on the asset values and useful life from the most recent annual accounts.
Communal Heating Charges	(50)	Savings are due to heating costs being lower than what we budgeted for from October 2023. Since October 2023 we are now working on a full cost recovery basis.
Gas Service Repairs Contract	100	£20K overspend is due to an inflationary linked increase to the annual contract from October onwards. Remaining £80K overspend due to the temporary boiler plant installation and hire costs for Chartwell House.
Computer Software	11	Overspend due to inflationary linked increases to the annual licences and maintenance of the Housing IT system.
Repairs & Maintenance	(222)	Variance largely down to savings in voids and planned maintenance costs. We have had fewer voids compared to prior years. More planned maintenance work to be carried out once we receive the stock condition survey.
Capital Charges	(69)	Savings on interest paid on loans £(10)K and interest received on balances £(59)K.
Compensation	(7)	Fewer instances of compensation being paid following improvements to internal processes.
Housing Tenancy Management Posts	(100)	Saving on salaries after a restructure, vacancies which have now been recruited to £(35K). Unbudgeted capitalisation of salaries of £(27K). Back funded pension charge to service £(38K).
Housing Maintenance Posts	(78)	Savings from vacancies and capitalisation of salaries.
Provision for Bad Debts	(51)	The assessment of the level of bad debt provision required at 31 March 2024 has resulted in a smaller amount of £24K being moved to the provision compared to the budgeted position requiring £75k.
Communal Services	83	Variance due to energy costs for communal areas at our estates being higher than expected.

PCN site	11	Reduction in income due to the telephone mast lease ending at one of our estates.
	580	

6.3 The Closing balance on the Housing Revenue account reserve is £1,426m this is a movement of £8k from £1,418m.

7. Capital Programme

7.1 The 2023/24 Capital Programme was set at Full Council in February 2023. Table 8 below shows a summary of the 2023/24 capital programme; the full capital programme is shown in **Appendix 3**.

7.2 The forecast outturn for the **General Fund capital programme** is £2.906m with significant slippage of £705K estimated by outturn. A significant reason for that is the new sports facilities schemes now being re-programmed for 2024/25 - £484K. This is offset on the table by £651K of spend on the grant-funded Local Authority Delivery 3 programme, which was not included in the budget.

7.3 The forecast outturn for the **HRA capital programme** is £1.725m with significant slippage of £3.560m estimated by outturn. The New Housing Initiatives scheme shown in the Table below accounts for £2.178m (61%) of the anticipated slippage with explanations provided. Another £0.761m (21%) is due to the Decarbonisation scheme.

7.4 Approval is requested to reduce the capital budgets for 2023/24 and increase the 2024/25 by the reported slippage amounts for the general fund and HRA. Capital spend against the revised budgets will be monitored for the remainder of the financial year.

Table 8 – Capital Programme Summary

Fund	Revised Budget 2023/24 £'000	Outturn £'000	Forecast Variance to Budget £'000	Explanation
General Fund Schemes				
New Council Offices	563	928	365	Overspend as per report to Capital Sub Committee.
Vehicle Refurbishment	939	653	(286)	Order placed. Long lead time on vehicles, so delivery slipped into next financial year.
Sports Facilities Improvement Programme	495	11	(484)	Schemes will slip to 24/25
Local Authority Delivery	0	651	651	Grant funded
Other	963	663	(300)	Slippage on various projects.
Total	2,960	2,906	(54)	
Housing Revenue Account				
New Housing Initiatives	2,178	0	(2,178)	No capital spends this year.

Purchasing Existing Properties	245	254	9	Purchase of a single existing property.
Decarbonisation of Housing Stock	761	0	(761)	£277K of grant funding received for 23/24. £514K of Council funding already allocated. No spend in year.
Housing Block Improvements	450	534	84	Expected to spend in full
Other	1,651	937	(714)	Chartwell House boiler replacement slipped into 24/25, delays in contractor procurement.
HRA Scheme Total	5,285	1,725	(3,560)	
Total	8,245	4,631	(3,614)	

8. Treasury Management as at Quarter 4

- 8.1 The report includes an update on Treasury Management activities to 31 March 2024. This is required to comply with both the "Code of Practice on Treasury Management in Local Government" and the Council's own Treasury Management Policy Statement.
- 8.2 The Code requires the Section 151 Officer to ensure that the treasury management function operates in accordance with treasury management practices adopted by Council. There are no issues of non-compliance with these practices that need be brought to Member's attention.
- 8.3 As at the 31st of March 2024, the total debt portfolio of the Council (including HRA debt) is £36.474m offset by investments of £1.0m, resulting in an overall net debt position of £35.474m.

External Borrowing	As At 31/03/23 £m	As At 31/03/24 £m
Fixed Rate PWLB	19.069	17.974
Other Local Authorities	15.000	18.500
Total Gross External Debt	34.069	36.474
Investments	0.000	(1.000)
Total Net External Debt	34.069	35.474

- 8.4 The total accrued interest received to 31 March 2024 on temporary investments amounted to £165,802 (2022/23 £92,465). A summary of the total amount invested in 2023/24 to date is given at **Appendix 6**.
- 8.5 **Prudential Indicators**
The Local Government Act 2003 requires Councils to comply with the Prudential Code for Capital Finance in Local Authorities when carrying out their budgeting and treasury management activities. Fundamental to this is the calculation of a number of prudential indicators which provide the basis for management and monitoring of

borrowing and investments. These indicators were agreed by Council on 23 February 2023. An update on the indicators is provided at **Appendix 6**.

VARIANCE ANALYSIS OF SERVICES

OUTTURN

Note: In Table 2: "Principal Variances" the Pay Award pressure £147K is shown as a total. The Pay Awards have been detailed by service area in the tables below.

1 Senior Leadership Team

Service Area	Underspend OR Income over- recovery (-) £	Overspend OR Income under- recovery (+) £	Key reasons for forecast variance
Corporate Costs	0	5,028	Cost brought forward from previous COVID marshal expenses.
Senior Leadership Team	(40,041)	0	Savings on Strategic Director posts due to changes in post holders.
TOTAL	(40,041)	5,028	
Net Forecast (Under)/Overspend	(35,013)		

2 Finance & Resources (Including Corporate Budgets)

Service Area	Underspend OR Income over- recovery (-) £	Overspend OR Income under- recovery (+) £	Key reasons for forecast variance
Corporate Management	0	68,514	£18K Health insurance £18K, sundry debt write offs etc £36K, £6K apprentice levy underbudgeted.
Vacancy Target		166,099	Corporate vacancy savings target removed.
Non-Distributed Costs	(5,789)	0	Pension added years from LGPS
Internal Audit	(4,050)	0	Savings on costs
Finance	(30,210)	0	£(37)K vacancy savings, £6K professional service costs (CIVICA, LG Futures)
Photocopiers	(14,499)	0	
Postage	0	814	Postage slightly greater than expected.
Emergency Callout	0	1,940	
Insurance	0	36,808	Impact of inflation
Council Tax	0	18,904	Hired staff to cover for vacancies after promotion and a resignation.

Service Area	Underspend OR Income over-recovery (-) £	Overspend OR Income under-recovery (+) £	Key reasons for forecast variance
Non-Domestic Rates	(35,678)	0	Vacancy savings
Housing Benefit	(1,725)	0	Excess new Burdens Grant received.
Benefits Team	0	24,398	Pay award and team restructure.
Net Cost of Benefit	0	264,140	Mainly homeless costs for temporary accommodation offset by improved recovery of overpayments
Head of Finance, Revenues & Benefits	(39,809)	0	Improved savings on salaries due to team restructure, including travel costs.
ICT	(39,478)	0	Vacancy savings
Systems Administration	(27,236)	0	Vacancy savings (post frozen from August 2023).
Corporate Projects	(23,624)	0	Salary savings from part-time working.
TOTAL	(222,097)	581,617	
Net Forecast (Under)/Overspend	359,520		

3 The Built Environment

Service Area	Underspend OR Income over- recovery (-) £	Overspend OR Income under- recovery (+) £	Key reasons for forecast variance
Environment Strategy	(43,344)	0	Correction of revenue overspend in previous years due to incorrect split between capital and revenue grant funding.
Building Control	0	1,000	No cost, no income.
Building Control Section	0	36,152	Due to economic downturn and cost of living crisis there is a shortfall in anticipated income resulting from contributions to the delegated Leicestershire Building Control Partnership.
Planning Control	0	58,504	Mostly £43K from unachieved planning income, and £15K salary pressures and minor variances.
Planning Policy	(63,750)	0	Surplus arose from grant to fund expenditure across difference services.
Planning Section	(2,853)	0	Savings on professional fee payments for planning section.
Economic Development	(96,331)	0	£(73)K due to some salary capitalisation not achieved, pressure from Pay Award mitigated by vacancy savings on Economic Regeneration Manager and 2x Officers, and £(18)K savings from costs charged elsewhere, £(6)K savings on town events being funded.

Service Area	Underspend OR Income over- recovery (-) £	Overspend OR Income under- recovery (+) £	Key reasons for forecast variance
Private Housing	0	25,000	Management part of Lightbulb Project costs covered by the Council.
Climate Change	0	583	Shared service costs.
Homelessness	(281,378)	0	Mainly from additional homeless grants income and housing benefit receipts.
Belmont House Hostel	0	5,878	£3K overspend on gas central heating. £1K overspend on maintenance of fire & security alarms. £2K overspend on management & supervision costs.
Rent Plus	0	96	Retained management fee.
Cleaning Contract	0	8,041	Pressure from salary increases and travel between sites.
	(487,656)	135,254	
Net Forecast (Under)/Overspend	(352,402)		

4 Law and Democracy

Service Area	Underspend OR Income over- recovery (-) £	Overspend OR Income under- recovery (+) £	Key reasons for forecast variance
Non service-specific	0	32,000	The full cost of staff in the Environmental Health Admin & Enforcement budget was not fully reflected. As reported previously.
Environmental Health Administration / Enforcement	0	22,511	£12K Unbudgeted Apprentice post and £2K Pay Awards, £8K overspend on Air Quality equipment.
Environmental Protection	(7,373)	0	Savings due to fewer vehicles being abandoned than expected.
Health and Safety	0	2,024	Pay Award pressure and additional costs for First Aiders.
Local Land Charges	0	403	Inflationary increase in cost of outsourcing service not budgeted for.
Democratic Representation & Management	0	1,258	Mostly Pay Award
Register of Electors	(21,919)	0	Savings achieved from postage recharges.
Election Expenses	0	4,726	Increased staff costs at polling station to assist with introduction of voter ID offset by gov't grants provided elsewhere (Finance).

Service Area	Underspend OR Income over- recovery (-) £	Overspend OR Income under- recovery (+) £	Key reasons for forecast variance
Legal & Admin Service	(2,535)	0	Professional costs offset by cost awards made.
Taxi Licences	(37,422)	0	Additional income from new drivers' licences.
Other Licences	(830)	0	Exceeded expectations on some of the minor licences.
Alcohol and Entertainment Licences	(27,549)	0	Mostly due to recovery of historical uncollected premises licences.
Gambling Act Fees	0	3,293	Refund of duplicated payment from 22/23
Selective Property Licensing Scheme	0	121,477	Mainly from underachieved income from Private Landlord Property licences.
Licensing Service	(39,736)	0	Due to £(32)K salary, £(2)K grant funding and £(5)K subscription changes recharged elsewhere.
Net Forecast (Under)/Overspend	(137,482)	187,692	
	50,210		

5 Community & Wellbeing

Service Area	Team	Underspend OR Income over-recovery (-) £	Overspend OR Income under-recovery (+) £	Key reasons for forecast variance
Community & Wellbeing	Non service-specific	0	118,000	Error in the detailed budget setting when the transfer of the Community Wellbeing function to Blaby was reflected (the cost of transferring the service to Blaby remains as previously presented and agreed by members). This was reported at Q1.
Community & Wellbeing	Community Development	0	22,363	Underachievement of Community Lottery income which started in July but budgeted for full year.
Community & Wellbeing	Health Promotion	(4,600)	0	Savings: service outsourced
Community & Wellbeing	Grants	(14,814)	0	Fewer than expected grant payments to 3rd parties.

Service Area	Team	Underspend OR Income over-recovery (-) £	Overspend OR Income under-recovery (+) £	Key reasons for forecast variance
Community & Wellbeing	Recreation & Leisure	0	1,630	Shortfall in funding to BDC for Physical Activity/ Health Work.
Community & Wellbeing	Multicultural	(300)	0	N/A
Community & Wellbeing	Swimming Pools & Leisure Centre	0	463,442	Income shortfall on the leisure management fee income previously reported an overspend external contractor costs.
Community & Wellbeing	Crime and Disorder Partnership	(58,448)	0	Unbudgeted cumulative CSP funding for 2021-24 and £(51)K and £(22)K saving on OPCC Youth prevention work.
Community & Wellbeing	Civil Contingencies and Emergency Planning	0	952	Contribution to the local resilience forum.
Community & Wellbeing	Children and Young Persons	(1,500)	0	Overspend on youth boxing sessions which will be fully funded by YEA grant in grants reserve.

Service Area	Team	Underspend OR Income over-recovery (-) £	Overspend OR Income under-recovery (+) £	Key reasons for forecast variance
Corporate Assets	Allotments	(1,744)	0	Savings: lower water consumption in winter months.
Corporate Assets	Sports Grounds	0	19,202	Overspends mainly from higher utility costs and a reduced hire income.
Corporate Assets	Freer Community Centre	0	21,505	Overspends mainly from higher utility costs and a reduced hire income.
Corporate Assets	Sheila Mitchell Pavilion	0	1,323	Higher utility costs.
Corporate Assets	Walter Charles Centre	(2,094)	0	Higher utilisation
Corporate Assets	Cemeteries	0	53,652	Mostly from reduced fees income.
Corporate Assets	Public Conveniences	0	1,144	Higher utility costs.
Corporate Assets	Car Parks	(10,749)	0	Slightly higher parking income than expected.

Service Area	Team	Underspend OR Income over-recovery (-) £	Overspend OR Income under-recovery (+) £	Key reasons for forecast variance
Corporate Assets	Borough Engineering	(4,932)	0	Reactive maintenance for various items of street furniture. Low demand this year.
Corporate Assets	Street Cleansing	0	8,133	Overspends on supplies and services.
Corporate Assets	Grounds Maintenance	0	13,011	Mainly salary overspends: pay award and overtime costs.
Corporate Assets	Facilities Management Holding Account	0	45,884	Salary costs: SLT approved recruitment of Manager mostly financed by savings from an apprentice vacancy and services/supplies savings.
Corporate Assets	Structural Maintenance	(2,409)	0	Underspend on repairs now that Bushloe House vacant.
Corporate Assets	Bushloe House Offices and Grounds	0	76,270	Delays in sale, incurred utility costs (under investigation).
Corporate Assets	Brocks Hill Move	0	83,371	Moving costs, utilities and maintenance of new conferencing system.

Service Area	Team	Underspend OR Income over-recovery (-) £	Overspend OR Income under-recovery (+) £	Key reasons for forecast variance
Corporate Assets	Brocks Hill	(2,954)	0	Underspend due to reduction in supplies and services costs.
Corporate Assets	Land Drainage	(93)	0	N/A
Depot	Domestic Refuse Collection	0	47,907	Overspend due to contractual payments for working bank holidays.
Depot	Recycling Collection	0	12,668	Overspend due to contractual payments for working bank holidays.
Depot	Recycling Disposal	(1,201)	0	Increased income from recycling and textiles collection.
Depot	Waste Minimisation	0	1,802	Overspend due to contractual payments for working bank holidays.
Depot	Garden Waste Collection	0	3,648	Lower revenue from garden waste.
Depot	Mechanics Workshop	(1,027)	0	Vacancy saving
Depot	Oadby Depot	0	1,777	Underspends in services and supplies.

Service Area	Team	Underspend OR Income over-recovery (-) £	Overspend OR Income under-recovery (+) £	Key reasons for forecast variance
Depot	Fleet Management	0	11,508	Unexpected vehicle repairs.
	Net Forecast (Under)/Overspend	(106,865) 902,238	1,009,193	

6 Customer Service & Business Transformation

Service Area	Underspend OR Income over-recovery (-) £	Overspend OR Income under-recovery (+) £	Key reasons for forecast variance
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Information & Public Relations	(23,435)	0	Event programme delivered under anticipated budget. Less need for external communications expertise/graphic design skills than anticipated.
Customer Services	(28,670)	0	Savings resulting from reduction in provision for software.
Head of Customer Services & Transformation	0	3,321	Pay Award pressure.
Customer Service Improvement	0	517	Pay Award pressure.
Telephones	0	7,837	Increase in calls.
Mobile Phones	0	2,504	Increased contract cost subject to contract review.
Human Resources	(4,385)	0	Salary/corporate training savings.
Net Forecast (Under)/Overspend	(56,490)	14,179	
	(42,312)		

7 HRA Recharges

Service	Variance £'000	Reason for variance
HRA Recharges	-	Not applicable – balanced position

8 Capital Financing

Service Area	Forecast Underspend OR Income over-recovery (-) £	Forecast Overspend OR Income under-recovery (+) £	Key reasons for forecast variance
Capital Financing	(418,998)		Savings in capital financing charges due to £(343)K MRP savings, £(29)K savings from interest payable due to slippage, £(47)K additional interest receivable due to interest rate increases.
Net Forecast (Under)/Overspend	(418,998)	-	

APPENDIX 1.2: Movements from Q3 to Q4

Service	Variance at Q4	Variance at Q3	Q3 to Q4 Movement	Adverse /Favourable Movement
Senior Leadership Team	(35,013)	(65,537)	(30,525)	adverse
Finance & Resources (Including Corporate Budgets)	359,520	491,196	131,677	favourable
Law & Democracy	50,210	65,553	15,344	favourable
The Built Environment	(352,402)	(208,324)	144,078	favourable
Community & Wellbeing, Corporate Assets, Depot	902,328	729,963	(172,365)	adverse
Customer Service & Business Transformation	(42,312)	(33,865)	8,447	favourable
Capital Financing	(418,998)	(415,728)	3,270	favourable
Total	463,333	563,258	99,926	favourable

Service	Team	Variance at Q4	Variance at Q3	Q3 to Q4 Movement	Adverse /Favourable Movement	Comment
Senior Leadership Team	Corporate Costs	5,028	(33,718)	(38,746)	adverse	Cost brought forward from previous COVID marshal expenses.
	Senior Leadership Team	(40,041)	(31,820)	8,221	favourable	Savings on Strategic Director posts due to changes in post holders.
Finance & Resources (Including)	Corporate Management	68,514	58,984	(9,530)	adverse	£18K Health insurance £18K, sundry debt write offs etc £36K, £6K apprentice levy underbudgeted.
	Vacancy Target	166,099	119,299	(46,800)	adverse	Corporate vacancy savings target removed.

Service	Team	Variance at Q4	Variance at Q3	Q3 to Q4 Movement	Adverse / Favourable Movement	Comment
	Non-Distributed Costs	(5,789)	0	5,789	N/A	Pension added years from LGPS
	Internal Audit	(4,050)	0	4,050	favourable	Savings on costs
	Finance	(30,210)	19,488	49,698	favourable	£(37)K vacancy savings, £6K professional service costs (CIVICA, LG Futures)
	Photocopiers	(14,499)	(1,685)	12,814	favourable	
	Postage	814	(100)	(914)	adverse	Postage slightly greater than expected.
	Emergency Callout	1,940	2,050	110	favourable	
	Insurance	36,808	0	(36,808)	adverse	Impact of inflation
	Council Tax	18,904	15,744	(3,160)	adverse	Hired staff to cover for vacancies after promotion and a resignation.
	Non-Domestic Rates	(35,678)	(36,460)	(782)	adverse	Vacancy savings
	Housing Benefit	(1,725)	(9,364)	(7,639)	adverse	Excess new Burdens Grant received.
	Benefits Team	24,398	5,272	(19,127)	adverse	Pay award and team restructure.
	Net Cost of Benefit	264,140	354,659	90,519	favourable	Mainly homeless costs for temporary accommodation offset by improved recovery of overpayments
	Head of Finance, Revenues & Benefits	(39,809)	(20,180)	19,629	favourable	Improved savings on salaries due to team restructure, including travel costs.
	ICT	(39,478)	39,210	78,688	favourable	Vacancy savings
	Systems Administration	(27,236)	(30,151)	(2,916)	adverse	Vacancy savings (post frozen from August 2023).
	Corporate Projects	(23,624)	(25,569)	(1,945)	adverse	Salary savings from part-time working.

Service	Team	Variance at Q4	Variance at Q3	Q3 to Q4 Movement	Adverse /Favourable Movement	Comment
Law & Democracy	Non service-specific	32,000	32,000	0	N/A	The full cost of staff in the Environmental Health Admin & Enforcement budget was not fully reflected. As reported previously.
	Environmental Health Administration / Enforcement	22,511	17,422	(5,089)	adverse	£12K Unbudgeted Apprentice post and £2K Pay Awards, £8K overspend on Air Quality equipment.
	Environmental Protection	(7,373)	(1,000)	6,373	favourable	Savings due to fewer vehicles being abandoned than expected.
	Pest Control	0	0	0	N/A	N/A
	Dog Control	(119)	0	119	favourable	N/A
	Health and Safety	2,024	1,657	(367)	adverse	Pay Award pressure and additional costs for First Aiders.
	Local Land Charges	403	400	(3)	adverse	Inflationary increase in cost of outsourcing service not budgeted for.
	Democratic Representation & Management	1,258	9,939	8,681	favourable	Mostly Pay Award
	Register of Electors	(21,919)	(15,034)	6,885	favourable	Savings achieved from postage recharges.
	Election Expenses	4,726	18,955	14,230	favourable	Increased staff costs at polling station to assist with introduction of voter ID offset by gov't grants provided elsewhere (Finance).
	Externally funded elections	0	0	0	N/A	N/A
	Legal & Admin Service	(2,535)	(6,637)	(4,103)	adverse	Professional costs offset by cost awards made.
	Taxi Licences	(37,422)	(28,373)	9,049	favourable	Additional income from new drivers' licences.

Service	Team	Variance at Q4	Variance at Q3	Q3 to Q4 Movement	Adverse / Favourable Movement	Comment
	Other Licences	(830)	(4,550)	(3,720)	adverse	Exceeded expectations on some of the minor licences.
	Alcohol and Entertainment Licences	(27,549)	(30,090)	(2,541)	adverse	Mostly due to recovery of historical uncollected premises licences.
	Gambling Act Fees	3,293	1,108	(2,185)	adverse	Refund of duplicated payment from 22/23
	Selective Property Licensing Scheme	121,477	112,357	(9,120)	adverse	Mainly from underachieved income from Private Landlord Property licences.
	Licensing Service	(39,736)	(42,601)	(2,865)	adverse	Due to £(32)K salary, £(2)K grant funding and £(5)K subscription changes recharged elsewhere.
The Built Environment	Environment Strategy	(43,344)	0	43,344	favourable	Correction of revenue overspend in previous years due to incorrect split between capital and revenue grant funding.
	Building Control	1,000	0	(1,000)	adverse	No cost, no income.
	Building Control Section	36,152	15,493	(20,659)	adverse	Due to economic downturn and cost of living crisis there is a shortfall in anticipated income resulting from contributions to the delegated Leicestershire Building Control Partnership.
	Planning Control	58,504	76,120	17,616	favourable	Mostly £43K from unachieved planning income, and £15K salary pressures and minor variances.
	Planning Policy	(63,750)	(7,626)	56,124	favourable	Surplus arose from grant to fund expenditure across difference services.
	Planning Section	(2,853)	(933)	1,921	favourable	Savings on professional fee payments for planning section.

Service	Team	Variance at Q4	Variance at Q3	Q3 to Q4 Movement	Adverse /Favourable Movement	Comment
	Economic Development	(96,331)	(82,938)	13,392	favourable	£(73)K due to some salary capitalisation not achieved, pressure from Pay Award mitigated by vacancy savings on Economic Regeneration Manager and 2x Officers, and £(18)K savings from costs charged elsewhere, £(6)K savings on town events being funded.
	UK Shared Prosperity Fund	0	0	0	N/A	N/A
	Private Housing	25,000	0	(25,000)	adverse	Management part of Lightbulb Project costs covered by the Council.
	Climate Change **new	583	1,682	1,100	favourable	Shared service costs.
	Homelessness	(281,378)	(226,757)	54,622	favourable	Mainly from additional homeless grants income and housing benefit receipts.
	Belmont House Hostel	5,878	8,990	3,111	favourable	£3K overspend on gas central heating. £1K overspend on maintenance of fire & security alarms. £2K overspend on management & supervision costs.
	Rent Plus	96	(609)	(705)	adverse	Retained management fee.
	Improvements for People with Disabilities	0	0	0	N/A	N/A
	Boulter Crescent Flat	1	0	(1)	adverse	N/A
	Cleaning Contract	8,041	8,254	214	favourable	Pressure from salary increases and travel between sites.

Service	Team	Variance at Q4	Variance at Q3	Q3 to Q4 Movement	Adverse /Favourable Movement	Comment
Community & Wellbeing, Corporate Assets, Depot	Non service-specific	118,000	118,000	0	adverse	Error in the detailed budget setting when the transfer of the Community Wellbeing function to Blaby was reflected (the cost of transferring the service to Blaby remains as previously presented and agreed by members). This was reported at Q1.
	Community Development	22,363	10,437	(11,926)	adverse	Underachievement of Community Lottery income which started in July but budgeted for full year.
	Health Promotion	(4,600)	(4,600)	0	adverse	Savings: service outsourced
	Grants	(14,814)	(12,944)	1,870	favourable	Fewer than expected grant payments to 3rd parties.
	Recreation & Leisure	1,630	10,755	9,125	favourable	Shortfall in funding to BDC for Physical Activity/ Health Work.
	Multicultural	(300)	0	300	N/A	N/A
	Swimming Pools & Leisure Centre	463,442	260,206	(203,236)	adverse	Income shortfall on the leisure management fee income previously reported an overspend external contractor costs.
	Crime and Disorder Partnership	(58,448)	(10,647)	47,801	favourable	Unbudgeted cumulative CSP funding for 2021-24 and £(51)K and £(22)K saving on OPCC Youth prevention work.
	Civil Contingencies and Emergency Planning	952	(548)	(1,500)	adverse	Contribution to the local resilience forum.
	Children and Young Persons	(1,500)	3,936	5,436	favourable	Overspend on youth boxing sessions which will be fully funded by YEA grant in grants reserve.
	Sports & PA Comm Working Budget	0	0	0	N/A	N/A
Allotments	(1,744)	(1,351)	393	favourable	Savings: lower water consumption in winter months.	

Service	Team	Variance at Q4	Variance at Q3	Q3 to Q4 Movement	Adverse / Favourable Movement	Comment
	Sports Grounds	19,202	19,753	551	favourable	Overspends mainly from higher utility costs and a reduced hire income.
	Freer Community Centre	21,505	12,358	(9,147)	adverse	Overspends mainly from higher utility costs and a reduced hire income.
	Sheila Mitchell Pavilion	1,323	909	(414)	adverse	Higher utility costs.
	Walter Charles Centre	(2,094)	985	3,079	favourable	Higher utilisation
	Cemeteries	53,652	57,140	3,488	favourable	Mostly from reduced fees income.
	Public Conveniences	1,144	(1,023)	(2,167)	adverse	Higher utility costs.
	Car Parks	(10,749)	4,359	15,108	favourable	Slightly higher parking income than expected.
	Borough Engineering	(4,932)	(4,007)	925	favourable	Reactive maintenance for various items of street furniture. Low demand this year.
	Street Cleansing	8,133	1,317	(6,816)	adverse	Overspends on supplies and services.
	Grounds Maintenance	13,011	13,751	740	favourable	Mainly salary overspends: pay award and overtime costs.
	Facilities Management Holding Account	45,884	9,035	(36,849)	adverse	Salary costs: SLT approved recruitment of Manager mostly financed by savings from an apprentice vacancy and services/supplies savings.
	Structural Maintenance	(2,409)	(15,100)	(12,691)	adverse	Underspend on repairs now that Bushloe House vacant.
	Bushloe House Offices and Grounds	76,270	70,654	(5,615)	adverse	Delays in sale, incurred utility costs (under investigation).
	Brocks Hill Move	83,371	72,205	(11,166)	adverse	Moving costs, utilities and maintenance of new conferencing system.

Service	Team	Variance at Q4	Variance at Q3	Q3 to Q4 Movement	Adverse /Favourable Movement	Comment
	Brocks Hill	(2,954)	136	3,090	favourable	Underspend due to reduction in supplies and services costs.
	Land Drainage	(93)	0	93	favourable	N/A
	Domestic Refuse Collection	47,907	60,375	12,468	favourable	Overspend due to contractual payments for working bank holidays.
	Recycling Collection	12,668	18,882	6,214	favourable	Overspend due to contractual payments for working bank holidays.
	Recycling Disposal	(1,201)	(916)	285	favourable	Increased income from recycling and textiles collection.
	Waste Minimisation	1,802	1,520	(283)	adverse	Overspend due to contractual payments for working bank holidays.
	Garden Waste Collection	3,648	7,325	3,677	favourable	Lower revenue from garden waste.
	Mechanics Workshop	(1,027)	1,165	2,192	favourable	Vacancy saving
	Oadby Depot	1,777	(12,917)	(14,694)	adverse	Underspends in services and supplies.
	Fleet Management	11,508	38,813	27,305	favourable	Unexpected vehicle repairs.
Customer Service & Business Transformation	Information & Public Relations	(23,435)	(25,553)	(2,118)	adverse	Event programme delivered under anticipated budget. Less need for external communications expertise/graphic design skills than anticipated.
	Customer Services	(28,670)	(11,462)	17,208	favourable	Savings resulting from reduction in provision for software.
	Head of Customer Services & Transformation	3,321	5,924	2,603	favourable	Pay Award pressure.
	Customer Service Improvement	517	2,738	2,221	favourable	Pay Award pressure.
	Telephones	7,837	0	(7,837)	adverse	Increase in calls.

Service	Team	Variance at Q4	Variance at Q3	Q3 to Q4 Movement	Adverse /Favourable Movement	Comment	
	Mobile Phones	2,504	0	(2,504)	adverse	Increased contract cost subject to contract review.	
	Human Resources	(4,385)	(5,512)	(1,126)	adverse	Salary/corporate training savings.	
Capital Financing		0	(418,998)	(415,728)	3,270	favourable	Savings in capital financing charges due to £(343)K MRP savings, £(29)K savings from interest payable due to slippage, £(47)K additional interest receivable due to interest rate increases.
TOTAL		463,333	563,258	99,926			

	Service	Variance at Q4	Variance at Q3	Q3 to Q4 Movement
Variance by Service area	Senior Leadership Team	(35,013)	(65,537)	(30,525)
	Finance & Resources (Including Corporate Budgets)	359,520	491,196	131,676
	Law & Democracy	50,210	65,553	15,344
	The Built Environment	(352,402)	(208,324)	144,078
	Community & Wellbeing, Corporate Assets, Depot	902,328	729,963	(172,365)
	Customer Service & Business Transformation	(42,312)	(33,865)	8,447
	Capital Financing	(418,998)	(415,728)	3,270
	Total	463,333	563,258	99,925

Service	Team	Variance at Q4	Variance at Q3	Q3 to Q4 Movement	Comment
SLT	Corporate Costs	5,028	(33,718)	(38,746)	Reversal of an purchase order goods received but not required.
	Senior Leadership Team	(40,041)	(31,820)	8,221	Additional 3 months saving on Strategic Director post
Finance and Resources	Corporate Management	68,514	58,984	(9,530)	Profiling Variances
	Vacancy Target	166,100	119,299	(46,801)	Additional 3 months saving removed
	Non-Distributed Costs	(5,789)	0	5,789	Pension costs unknown until year end
	Internal Audit	(4,050)	0	4,050	Savings on costs
	Finance	(30,210)	19,488	49,698	£(37)K vacancy savings, £8k Grant income plus other minor variances
	Photocopiers	(14,499)	(1,685)	12,814	Lease charge for Photocopiers
	Postage	814	(100)	(914)	Postage costs greater than expected.
	Emergency Callout	1,940	2,050	110	
	Insurance	36,808	0	(36,808)	Insurance renews annually in January
	Council Tax	18,904	15,744	(3,160)	Hired staff to cover for vacancies after promotion and a resignation.
	Non-Domestic Rates	(35,678)	(36,460)	(782)	
	Housing Benefit	(1,725)	(9,364)	(7,639)	
	Benefits Team	24,398	5,272	(19,127)	Reduced grant income
	Net Cost of Benefit	264,140	354,659	90,519	Confirmation of Homelessness accomodation costs lower than forecast.
	Head of Finance, Revenues & Benefits	(39,809)	(20,180)	19,629	3 additional months of savings on salaries due to team restructure, including travel costs.
ICT	(39,478)	39,210	78,688	Salary Savings on 2 posts	
Systems Administration	(27,236)	(30,151)	(2,916)	Additional months of salary costs	
Corporate Projects	(23,624)	(25,569)	(1,945)		
Law & Democracy	Non service-specific	32,000	32,000	0	
	Environmental Health Administration / Enforcement	22,511	17,422	(5,089)	Further costs for unbudgeted post
	Environmental Protection	(7,373)	(1,000)	6,373	Savings due to fewer vehicles being abandoned than expected.
	Health and Safety	2,024	1,657	(367)	
	Local Land Charges	403	400	(3)	
	Democratic Representation & Management	1,258	9,939	8,681	
	Register of Electors	(21,919)	(15,034)	6,885	Continued savings
	Election Expenses	4,726	18,955	14,230	3 additional months of budget to reduce the overspend
	Legal & Admin Service	(2,535)	(6,637)	(4,103)	Continued reduction in income
	Taxi Licences	(37,422)	(28,373)	9,049	Additional income from new drivers' licences.
	Other Licences	(830)	(4,550)	(3,720)	Reduced income during Q4
	Alcohol and Entertainment Licences	(27,549)	(30,090)	(2,541)	Reduced income during Q4
	Gambling Act Fees	3,293	1,108	(2,185)	Reduced income during Q4
	Selective Property Licensing Scheme	121,477	112,357	(9,120)	Mainly from underachieved income from Private Landlord Property licences.
Licensing Service	(39,736)	(42,601)	(2,865)	Minor variations	
The Built Environment	Environment Strategy	(43,344)	0	43,344	Correction of revenue overspend in previous years due to incorrect split between capital and revenue grant funding.
	Building Control	1,000	0	(1,000)	No income received
	Building Control Section	36,152	15,493	(20,659)	Additional costs for the final quarter.
	Planning Control	58,504	76,120	17,616	Overspend reduced over remaining 3 quarters.
	Planning Policy	(63,750)	(7,626)	56,124	23/24 BNG grant received £27k, £13k funding from reserves.
	Planning Section	(2,853)	(933)	1,921	Further quarter of savings
	Economic Development	(96,331)	(82,938)	13,392	Salary savings for Q4
	Private Housing	25,000	0	(25,000)	Management part of Lightbulb Project costs covered by the Council.
	Climate Change **new	583	1,682	1,100	
	Homelessness	(281,378)	(226,757)	54,622	Additional grants received Q4
	Belmont House Hostel	5,878	8,990	3,111	Overspend spread over 4th qtr
	Rent Plus	96	(609)	(705)	
	Cleaning Contract	8,041	8,254	214	

Community & Wellbeing	Non service-specific	118,000	118,000	0	
	Community Development	22,363	10,437	(11,926)	Underachievement of Community Lottery income which started in July but budgeted for full year.
	Health Promotion	(4,600)	(4,600)	0	
	Grants	(14,814)	(12,944)	1,870	Fewer than expected grant payments to 3rd parties.
	Recreation & Leisure	1,630	10,755	9,125	Shortfall in funding to BDC for Physical Activity/ Health Work.
	Swimming Pools & Leisure Centre	463,442	260,206	(203,236)	Reconciliation of prior year contract amendments and further amendments for 23/24
	Crime and Disorder Partnership	(58,448)	(10,647)	47,801	Additional savings and continued reduction on expenditure.
	Civil Contingencies and Emergency Planning	952	(548)	(1,500)	Contribution to the local resilience forum.
	Children and Young Persons	(1,500)	3,936	5,436	Grant funding for Youth Boxing
	Allotments	(1,744)	(1,351)	393	
	Sports Grounds	19,202	19,753	551	
	Freer Community Centre	21,505	12,358	(9,147)	Continued overspend from higher utility costs and a reduced hire income.
	Sheila Mitchell Pavilion	1,323	909	(414)	Higher utility costs.
	Walter Charles Centre	(2,094)	985	3,079	Higher utilisation
	Cemeteries	53,652	57,140	3,488	Overspend reduced over Q4
	Public Conveniences	1,144	(1,023)	(2,167)	Higher utility costs.
	Car Parks	(10,749)	4,359	15,108	Recharge of management salaries and higher income
	Borough Engineering	(4,932)	(4,007)	925	Continued lower expenditure
	Street Cleansing	8,133	1,317	(6,816)	Overspends on supplies and services.
	Grounds Maintenance	13,011	13,751	740	
	Facilities Management Holding Account	45,884	9,035	(36,849)	Salary overspend
	Structural Maintenance	(2,409)	(15,100)	(12,691)	Additional expenditure in Q4 reducing variance
	Bushloe House Offices and Grounds	76,270	70,654	(5,615)	Continued Utility costs
	Brocks Hill Move	83,371	72,205	(11,166)	Moving costs, utilities and maintenance of new conferencing system.
	Brocks Hill	(2,954)	136	3,090	Underspend due to reduction in supplies and services costs.
	Land Drainage	(93)	0	93	
	Domestic Refuse Collection	47,907	60,375	12,468	Overspend reduced over Q4
	Recycling Collection	12,668	18,882	6,214	Overspend reduced over Q4
	Recycling Disposal	(1,201)	(916)	285	
	Waste Minimisation	1,802	1,520	(283)	
	Garden Waste Collection	3,648	7,325	3,677	Income levels improving
	Mechanics Workshop	(1,027)	1,165	2,192	Vacancy saving
	Oadby Depot	1,777	(12,917)	(14,694)	Additional overtime costs and savings not achieved Q4
Fleet Management	11,508	38,813	27,305	Lower costs for repairs Q4 reducing overspend	
Customer Services	Information & Public Relations	(23,435)	(25,553)	(2,118)	Reduction in savings in Q4
	Customer Services	(28,670)	(11,462)	17,208	Further quarter of savings
	Head of Customer Services & Transformation	3,321	5,924	2,603	Additional quarter reducing overspend
	Customer Service Improvement	517	2,738	2,221	Additional quarter reducing overspend
	Telephones	7,837	0	(7,837)	Reconciliation of Telephone costs
	Mobile Phones	2,504	0	(2,504)	Increased contract cost subject to contract review.
Human Resources	(4,385)	(5,512)	(1,126)	Reduced savings in Q4	
Capital Financing					Additional income received.
		(418,998)	(415,728)	3,270	
		-	-	-	
		463,333	563,258	99,507	

Statement of Movement on Reserves

	Opening Balance at 1st April 2023	Approved Contributions	Approved Withdrawals	Approved Balance at 31 December 2023	Requiring approval Contributions	Requiring approval Withdrawals	Forecast Closing Balance as at 31 March 2024
	£	£	£	£	£	£	£
<u>General Fund Earmarked Reserves</u>							
Contingency Reserve	-139,207			-139,207			-139,207
Budget Carried Forward	-27,051		20,189	-6,862		6,862	0
Council Priority Reserve Balance (Corporate Challenge)	-58,400		58,400	0			0
Disabled Facilities	-22,450		22,450	0			0
Land Valuation Reserve	-1,000			-1,000			-1,000
COVID-19 Reserve	-44,683		43,600	-1,083		1,083	0
Elections Reserve	-57,500		50,000	-7,500		7,500	0
GF Cost Of Living Reserve	-41,738			-41,738			-41,738
Lottery Reserve	0			0	-6,349		-6,349
Local Plan Reserve	-203,346			-203,346		13,261	-190,085
Total GF	-595,375	0	194,639	-400,736	-6,349	28,706	-378,379
<u>General Fund Grants</u>							
Section 31 Grant Reserve	-446,000			-446,000			-446,000
Earmarked Revenue Grants Reserve	-577,695			-577,695		401,666	-176,028
Grounds Maintenance Reserve Balance	-256,480		34,800	-221,680	-241,677		-463,357
Total GF Grants	-1,280,175	0	34,800	-1,245,375	-241,677	401,666	-1,085,386
<u>General Fund Reserve</u>							
	-1,179,520	-72,912	586,187	-666,245	-1,611,486	478,495	-1,799,236
<u>Total General Fund Revenue Reserves</u>							
	-3,055,069	-72,912	815,626	-2,312,355	-1,859,512	908,867	-3,263,001
<u>General Fund Capital Receipts Reserve</u>							
	-639,986	0	65,000	-574,986	-59,553	191,434	-443,105
<u>HRA Revenue Reserves</u>							
Major Repairs Reserve Balance	-1,296,381	-1,500,000	1,520,000	-1,276,381		60,126	-1,216,255
Regeneration Reserve	-361,443			-361,443			-361,443
Budgets Carried Forward HRA Reserve Balance	-8,500			-8,500			-8,500
HRA Cost Of Living Reserve	-50,000			-50,000			-50,000
Total HRA	-1,716,324	-1,500,000	1,520,000	-1,696,324	0	60,126	-1,636,198
<u>HRA Reserve</u>							
	-1,418,379			-1,418,379	-7,690		-1,426,069
<u>Total HRA</u>							
	-3,134,702	-1,500,000	1,520,000	-3,114,702	-7,690	60,126	-3,062,267
<u>HRA Capital Reserves</u>							
1-4-1 Housing Reserve	-1,059,354	0	0	-1,059,354	-336,097	127,079	-1,268,372

	Q4 Outturn variance to Budget	Q3 Forecast variance to Budget	Movement between Q3- Q4	Detail of variance
Salaries & other related costs	-247,550	-106,617	-140,933	Due to back funded pension charges to service and unbudgeted capitalisation of salaries.
Other Supervision & Management costs	28,053	51,744	-23,692	Forecast of £11K in legal fees relating to disrepair claim settled in 24/25 £2.5K additional savings from our work on resident involvement. The remainder are made up of savings in travel expenses, subscriptions and overtime which were no longer required.
Sheltered Schemes & Communal Services	14,318	-66,387	80,705	Variance due to energy costs for communal areas at our estates being higher than expected.
Council Tax on Voids	4,004	1,902	2,103	
Debt Management Charges	-7,934	0	-7,934	Lower debt managements fees for the year.
Provision for Bad Debts	-50,658	0	-50,658	Due to £30K of debts written off in year and arrears not increasing by more than expected.
Computer Software	10,700	10,608	92	
Repairs & Maintenance	-121,547	21,500	-143,047	Majority of planned maintenance work to be carried out once we receive the stock condition survey. Some capitalisation of void property repair costs. £21K in additional temporary boiler hire costs for Chartwell House.
Recharge from General Fund	107	0	107	
Depreciation & Impairment	963,838	0	963,838	Accounting adjustment.
Social Housing Decarbonisation Fund	14,697	0	14,697	Externally funded. Capital works to commence in 24/25.
Rental - Dwellings	-23,812	0	-23,812	Additional rental income from having fewer void properties.
Rental - Non-Dwellings	22,678	26,807	-4,129	Additional income from new lease agreed for a shop.
Service Charges	328	2,896	-2,567	
Misc Income	6,835	45,056	-38,222	£28K grant income for SHDF Admin. £6K recharge of salaries to SHDF. Remainder is new burdens funding and reimbursement from insurance claims.
Interest Payable	-10,017	-6,077	-3,940	
Interest Receivable	-59,133	-26,000	-33,133	Due to higher interest rates.
	544,908	-44,568	589,475	

Project Code Reference	Scheme	Budget Holder	Responsible Person	2023-24 Proposed	2023-23 Budgeted CF	2023-24 Approved Budget	2022-23 Final CF	Additions/Removals/Transfers	2023-24 Total Budget	Actual to 31st March	Variance	Comments	
	Funding Available Bf Estimated Additions In Year			£	£	£	£	£	£	£			
	Total Funding Available												
	Housing Revenue Account												
50029	New Housing Initiatives	Chris Eyre	Chris Eyre	0	2,430,000	2,430,000	13,225	(265,000)	2,178,225	254,158	(1,924,067)	Preparation of the Outline Business Case is in the final stages for the Horsewell Lane Residential Development. Commitments to be in place next financial year once Council ratify recommended option. Indicative costs for the Horsewell Lane Scheme mean that this budget is likely to have some capacity to develop other potential housing schemes.	
	Acquisition of Existing Property			0	0	0	0	245,000	245,000	0	(245,000)	Purchase of one property using RTB receipts and reserves.	
	Decarbonisation of Housing Stock	Chris Eyre	Chris Eyre	0	514,142	514,142	0	247,000	761,142	0	(761,142)	Social Housing Decarbonisation Fund (SHDF) project to improve the energy performance of our housing stock. This will be undertaken between April 2024 to September 2025. £580k in funding has been requested and we are awaiting a formal award letter. Project team has now been fully established.	
50047	Housing Block Improvements	Chris Eyre	Marlin Crowther	250,000	212,000	462,000	7,020	(19,020)	450,000	533,966	83,966	The main electrical supply into the block at Boulter Crescent, Bennett Way and Junction Road needs to be upgraded to remain compliant. Contractors are now in place to perform this work but it has been suspended until the end of April due to not wanting to cut off the electricity supply for tenants during the winter months. Replacement of the caretaker sheds at Boulter Crescent, Bennett Way and Junction Road are currently underway. This will be fully completed by February.	
50003	Central Heating	Chris Eyre	Marlin Crowther	250,000	35,000	285,000	28,500	302,500	614,000	298,938	(315,062)	We currently have 56 boiler replacements that are due to be performed. The contractor expects this to be completed by the end of March or April at the latest if there are any delays. Estimate for phase one of boiler replacement work at Chartwell House E384K. Project suspended for 23/24. Pick up as part of 24/25 programme. We still need to get a contractor in place.	
50006	Front & Rear Doors	Chris Eyre	Marlin Crowther	100,000	0	100,000	622	(83,338)	17,284	22,152	4,868	Budget will be fully spent by year end. Decent homes works are currently being performed at a number of our void properties.	
50009	Fire Safety	Chris Eyre	Marlin Crowther	0	0	0	5,633	(5,633)	0	0	0	All major adaptation works have been completed for the year.	
50016	Decent Homes Work	Chris Eyre	Marlin Crowther	250,000	50,000	300,000	(47,261)	192,277	445,016	240,527	(204,489)	We have a lot of fire risk assessment work that needs to be performed but we do not have a contractor in place. The procurement process has now been started so we can perform this work next year. No further expenditure is expected besides the replacement of some fire doors at Chartwell House to ensure compliance. £30k.	
50017	Major Adaptations	Chris Eyre	Marlin Crowther	200,000	200,000	200,000	23,254	(23,254)	200,000	216,530	16,530	Works in revenue are eligible for capitalisation that are directly attributable to the Horsewell Lane Residential Development. This includes costs such as professional fees, initial survey work and other directly attributable expenses.	
50019	Fire Safety	Chris Eyre	Marlin Crowther	200,000	0	200,000	80,655	(30,655)	250,000	111,568	(138,432)	We will use this to drive the capital programme going forward. Currently the specification and pricing schedule has been completed and sent over to EEM Procurement. Slip into 24/25.	
50021	Window Replacement	Chris Eyre	Marlin Crowther	0	65,000	65,000	10,000	(75,000)	0	0	0	Works in revenue are eligible for capitalisation that are directly attributable to the Horsewell Lane Residential Development. This includes costs such as professional fees, initial survey work and other directly attributable expenses.	
50024	Ventilation Insulation	Chris Eyre	Marlin Crowther	0	0	0	4,182	(4,182)	0	0	0	Works in revenue are eligible for capitalisation that are directly attributable to the Horsewell Lane Residential Development. This includes costs such as professional fees, initial survey work and other directly attributable expenses.	
50030	Communal Heating System	Chris Eyre	Marlin Crowther	250,000	0	250,000	0	(250,000)	0	0	0	No work to be performed this year.	
50046	Kitchen Replacements Decent Homes, incl Bathrooms 2018/19	Chris Eyre	Marlin Crowther	0	0	0	(11,361)	11,361	0	0	0	Works in revenue are eligible for capitalisation that are directly attributable to the Horsewell Lane Residential Development. This includes costs such as professional fees, initial survey work and other directly attributable expenses.	
50048	Asset Management System Upgrade	Chris Eyre	Chris Eyre	0	0	0	23,420	(23,420)	0	0	0	Works in revenue are eligible for capitalisation that are directly attributable to the Horsewell Lane Residential Development. This includes costs such as professional fees, initial survey work and other directly attributable expenses.	
50049	Horsewell Lane housing development, Modular Build	Chris Eyre	Chris Eyre	0	0	0	0	20,000	20,000	40,726	20,726	Works in revenue are eligible for capitalisation that are directly attributable to the Horsewell Lane Residential Development. This includes costs such as professional fees, initial survey work and other directly attributable expenses.	
	Stock Condition Survey			100,000	0	100,000	0	0	100,000	0	(100,000)	We will use this to drive the capital programme going forward. Currently the specification and pricing schedule has been completed and sent over to EEM Procurement. Slip into 24/25.	
	HRA Other Subtotal			1,350,000	150,000	1,500,000	111,462	39,020	1,650,482	936,663	(713,819)		
	Total - HRA			1,600,000	3,306,142	4,906,142	131,707	247,000	5,284,849	1,724,787	(3,560,062)		
	General Fund - Service Delivery												
56085	New Council Offices	Adrian Thorpe	Ben Wilson		300,000	300,000	199,413	63,183	562,596	927,949	365,353	£28k supplementary budget for Call6. £35.2k of budget transferred from obsolete IT projects. Oversight of £362 approved by Capital Projects Sub-Committee on 30/08/2023.	
54133	Replacement RCV	David Gill	Brian Kew		0	0	212,710	212,710	212,710	0	(212,710)	Vehicle delivered in October.	
54162	Vehicle Refurbishment	David Gill	Brian Kew/Mark Westkamp	510,000	415,000	925,000	27,103	(596,776)	355,327	70,403	(284,924)	One refuse vehicle refurbished, another expected before year end. Order will be raised for new vehicle, but due to long lead times, we do not expect to receive it before year end.	
54164	7.5 Tonne Box Lorry	David Gill	Brian Kew		0	0	72,708	72,708	72,043	(665)	(665)	7.5 Tonne Box Lorry to be delivered early February.	
54165	3.5 Tonne Dropside Van	David Gill	Brian Kew		0	0	48,152	48,152	48,152	0	0	3.5 Tonne Dropside Van delivered in November.	
54166	Two Small Vans	David Gill	Brian Kew		0	0	35,851	35,851	35,851	0	0	Housing and clinical waste vans both delivered in November.	
54167	23/24 Refuse Vehicles	David Gill	Brian Kew		0	0	214,254	214,254	214,254	0	0	Vehicle delivered in October.	
	Vehicle Refurbishment Subtotal			510,000	415,000	925,000	27,103	(596,776)	339,002	65,413	(285,589)		
54522	Uplands Park Tennis Courts	David Gill	Stuart Martbrook		145,000	145,000	0	145,000	10,637	(134,363)	(134,363)	Professional fees. Planning permission sought. Work being commissioned in 24/25 once permission approved.	
	Cricket Nets at Uplands Park	David Gill	Stuart Martbrook		40,000	40,000	0	40,000	0	(40,000)	(40,000)	Slip to 24/25	
	Football Goals	David Gill	Stuart Martbrook		7,221	7,221	0	7,221	0	(7,221)	(7,221)	Slip to 24/25	
	Pitch Improvement Equipment	David Gill	Stuart Martbrook		30,000	30,000	0	30,000	0	(30,000)	(30,000)	Slip to 24/25	
	Skatepark and Parkour or BMX facilities	David Gill	Stuart Martbrook		220,000	220,000	0	220,000	0	(220,000)	(220,000)	Slip to 24/25	
	Residue of reassigned sports budgets held as hedge against cost inflation.	David Gill	Stuart Martbrook		52,779	52,779	0	52,779	0	(52,779)	(52,779)	Slip to 24/25	
	Sports Facilities Improvement Programme Subtotal			0	495,000	495,000	0	495,000	10,637	(484,363)	(484,363)		
52050	Daddy Pool Housing Project	Adrian Thorpe	Adrian Thorpe		36,000	36,000	0	36,000	51,899	15,899	15,899	We've commissioned ex Group to continue to progress the sale and disposal of the Oadby Pool site. Costs will be deducted from sale proceeds. Actual to date includes purchase order raised for expenditure next year.	
52095	Railway Corridor	Adrian Thorpe	Adrian Thorpe		0	0	0	0	(5,927)	(5,927)	(5,927)		
53095	Local Authority Delivery	Adrian Thorpe	Baljit Raskar		0	0	0	0	651,328	651,328	651,328	Grant funded.	
53097	UKSPF Bell Street Bins	Adrian Thorpe	Adrian Thorpe		0	0	4,500	4,500	4,483	(17)	(17)	Supplementary budget funded from UK Shared Prosperity Fund capital allocation	
53097	UKSPF Christmas Tree Sockets	Adrian Thorpe	Adrian Thorpe		0	0	12,800	12,800	12,750	(50)	(50)	Supplementary budget funded from UK Shared Prosperity Fund capital allocation	
53098	UKSPF Digital Highways	Adrian Thorpe	Adrian Thorpe		0	0	76,200	76,200	74,546	(1,654)	(1,654)	Supplementary budget funded from UK Shared Prosperity Fund capital allocation	
53099	UKSPF Shop Front Scheme	Adrian Thorpe	Adrian Thorpe		0	0	29,500	29,500	19,714	(9,786)	(9,786)	Supplementary budget funded from UK Shared Prosperity Fund capital allocation	
54010	Play Area Refurbishments	David Gill	Stuart Martbrook		0	8,400	0	8,400	0	(8,400)	(8,400)	Equipment identified by play area and contractor has been contacted and awaiting quotations. Likely slip into 24/25.	
54017	Xmas Decoration Infrastructure	Adrian Thorpe	Mark Hyniwi	7,500		7,500	0	7,500	7,488	(12)	(12)	Work completed	
54103	Digital Scanning Equipment	Bev Bull	Ben Wilson		0	0	12,000	12,000	3,970	(8,030)	(8,030)	Presently seeking quotations for the work. Slip into 24/25	
54114	Car Park Refurbishing	David Gill	Stuart Martbrook		21,976	21,976	0	21,976	20,402	(1,574)	(1,574)	Tarmac GRNed for £13k and the rest of the commitment (£7k) still to be delivered.	
54147	Recycling Wheelie Bins	David Gill	Brian Kew		0	0	13,101	13,101	12,675	(426)	(426)	Possibly additional costs this year. Demand for replacement bins before year end.	
54150	CCTV Cameras	David Gill	Mark Smith		0	0	0	0	85,855	85,855	85,855		
54151	Air Monitoring Equipment	David Gill	Jon Wells	5,600		5,600	0	5,600	4,800	(800)	(800)	Nearly complete. Remaining work planned for Feb and March.	
54154	Kilby Bridge Canal & Towpath	Adrian Thorpe	Ed Morgan		0	0	12,372	12,372	0	(12,372)	(12,372)	Project complete. No costs this year.	
54159	Pay & Display Scheme	David Gill	Stuart Martbrook		0	0	0	0	15,753	15,753	15,753	Upgrading of pay and display machines to increase security of cash boxes	
54160	Peace Memorial Park Bowls Green- replace steps to bowling green	David Gill	Stuart Martbrook		0	5,000	0	5,000	0	(5,000)	(5,000)	Completed in May '23. No further costs this year. Savings of £2,615. Transferred to revenue	
54566	Brocks Hill Additional Play Equipment	David Gill	Stuart Martbrook		82,000	82,000	0	82,000	82,000	0	(82,000)	Designs and quotations previously obtained, recontacted contractors to confirm current costs prior to scheme going ahead. Likely slip into 24/25.	
54576	Repairs to play area surface various play areas	David Gill	Stuart Martbrook		12,730	12,730	0	12,730	12,730	0	(12,730)	Latest quotations awaited before work commencement. Slip to 24/25	
54578	Town Centre Wi-Fi	Adrian Thorpe	Mark Hyniwi		23,752	23,752	0	23,752	0	(23,752)	(23,752)	Main contract complete. Air monitoring element delayed until 24/25.	
54581	Wigston Town Centre Car Parks	Adrian Thorpe	Adrian Thorpe		100,000	100,000	0	(100,000)	0	0	0	Match funding to levelling up fund bid submitted 2nd August 2022. Outcome of bid not successful.	
54582	Blaby Road Pavilion Sewage Pumping System	David Gill	Don Rudd		5,500	5,500	0	5,500	4,212	(1,288)	(1,288)	Installation complete. £1,288 saving.	
54585	Wigston Cemetery - entrance drive resurfacing and disabled parking	David Gill	Stuart Martbrook		12,000	12,000	0	12,000	11,361	(639)	(639)	Presently seeking quotations for the work. Slip into 24/25	
54586	Repairs to Roll of Honour (All Saints Churchyard)	David Gill	Stuart Martbrook	5,000		5,000	0	5,000	5,000	0	(5,000)	Completed. £2,868 saving. Transferred to revenue	
54587	Fluke's Lane	David Gill	Stuart Martbrook		20,000	20,000	0	20,000	18,000	(2,000)	(2,000)	Project complete. £2k saving.	
56010	IT Replacement Programme	Bev Bull	Ben Wilson		6,515	6,515	0	6,515	0	(6,515)	(6,515)	Obsolete IT project budget. Budget transferred to Brocks Hill	
56055	Document Management System Software	Bev Bull	Ben Wilson		6,454	6,454	0	6,454	0	(6,454)	(6,454)	Obsolete IT project budget. Budget transferred to Brocks Hill	
56056	Server / Network Hardware Replacements	Bev Bull	Ben Wilson		7,198	7,198	0	7,198	0	(7,198)	(7,198)	Obsolete IT project budget. Budget transferred to Brocks Hill	
56068	Upgrade Uniform Database	Adrian Thorpe	Adrian Thorpe		0	0	0	0	6,550	6,550	6,550	Obsolete IT project budget. Budget transferred to Brocks Hill	
56069	Licensing Software Review	David Gill	David Gill		0	0	0	0	15,940	15,940	15,940		
56072	South Wigston Shop Fronts	Adrian Thorpe	Mark Hyniwi		6,100	11,309	17,409	0	17,917	17,917	0	0	Castledine Motorbikes shop front replacement after car accident. Will be entirely funded by developer contribution on Premier Drum. Supplementary budget request put in to use remaining funding
56076	Windows server migrations	Bev Bull	Ben Wilson		5,000	5,000	0	5,000	0	0	0	Obsolete IT project budget. Budget transferred to Brocks Hill	
56081	IT Transition	Bev Bull	Ben Wilson		0	0	0	0	5,250	5,250	5,250	Programme completed. £382 saving.	
56087	Oadby Depot Refurbishment	David Gill	Don Rudd		4,552	4,552	0	4,552	4,570	18	18	Laptops renewed every three years. Budget for ad-hoc laptop purchases for new starters.	
56092	Laptop Renewal	Bev Bull	Ben Wilson		6,710	6,710	0	6,710	3,150	(3,560)	(3,560)	Slip into 24/25	
54094	Website accessibility	Trish Hutton	Robert Hellwell		0	0	0	0	0	0	0	Slip into 24/25	
56095	Invest to Save	David Gill	Ben Wilson	300,000	300,000	0	0	300,000	240,494	(59,506)	(59,506)	Flexible Use of Capital Receipts - Customer Service Transformation & Service Transformation Costs. Uniform Upgrade. Refuse Project Consultancy and Integre Upgrade	
56096	Capital Maintenance Brocks Hill	David Gill	Stuart Martbrook	10,000	10,000	0	0	10,000	8,721	(1,279)	(1,279)	Capital works completed moved from 56085 (Move to Brocks Hill)	
56097	Depot Health & Safety Works	David Gill	Brian Kew	0	0	0	20,000	20,000	18,434	(1,566)	(1,566)	System being built off-site and it will be installed in March. Electrical costs on installation will take up the balance left between the amount already spent and the budgeted figure.	
	Replacement of Grounds Maintenance Dennis bowling green mower	David Gill	Brian Kew	6,000	6,000	0	0	6,000	0	(6,000)	(6,000)	Slip to 24/25	
	Replacement of Grounds Maintenance Vehicle FG9 XOT	David Gill	Brian Kew	30,000	30,000	0	0	30,000	0	(30,000)	(30,000)	Procurement planned for after April	
	Replacement of Grounds Maintenance Vehicle FG12 MVN	David Gill	Brian Kew	33,000	33,000	0	0	33,000	0	(33,000)	(33,000)	Procurement planned for after April	
	Data Centre	Bev Bull	Ben Wilson	0	16,500	16,500	0	16,500	0	(16,500)	(16,500)	Obsolete IT project budget. Budget transferred to Brocks Hill	
	Finance System Upgrade	Bev Bull	Ben Wilson	80,000	80,000	0	0	80,000	0	(80,000)	(80,000)	Project progressing. Expected upgrade summer 2024.	
	New Internal Website	Trish Hutton	Robert Hellwell	0	10,000	10,000	0	(1					

TO FOLLOW



Policy, Finance and Development Committee	Tuesday, 18 June 2024	Matter for Decision
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Report Title: **Climate Change Strategy**

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

Purpose of Report:	To recommend approval of the Council’s Climate Change Strategy.
Report Summary:	<p>Oadby & Wigston Borough Council is committed to playing its part in responding to the growing evidence that urgent action is required to respond to climate change. The Climate Change Strategy provides a longer-term road map for tackling climate change both internally and in the wider borough.</p> <p>This strategy will supersede the current Environment Strategy and Action Plan, to have more focus on climate change.</p> <p>It will be underpinned by short-term delivery plans, working with communities and partners to tackle climate change through mitigation and adaptation internally and in the wider borough.</p> <p>The draft Climate Change Strategy has been drawn up after consideration of other council strategies and plans, government legislation, and organisations working to tackle climate change. There has also been input from Council staff, Senior Leadership and the Environment Working Group. The Strategy went out for public consultation on the Council’s website for 6 weeks from Monday 22 January 2024 until to Monday 4 March 2024.</p> <p>It is important that the Council leads on climate action by decarbonising its own operations, and influencing and facilitating action on climate change in the wider community; however, it cannot control or lead in all aspects of this, particularly given the resource constraints of local government.</p> <p>We all have a responsibility to reduce our environmental impact, and for a fair transition those who are most vulnerable or least able to afford should be considered for support.</p> <p>To deliver on the Council’s commitment to tackle climate change it is recommended that the finalised Climate Change Strategy be approved.</p>
Recommendation(s):	That the finalised Climate Change Strategy, Appendix 1 to this report, be approved.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Adrian Thorpe (Head of Built Environment) (0116) 257 2645 adrian.thorpe@oadby-wigston.gov.uk</p> <p>Christopher Harrison (Climate Change Officer) (0116) 257 2892</p>

	christopher.harrison@oadby-wigston.gov.uk
Strategic Objectives:	Our Council (SO1) Our Communities (SO2) Our Economy (SO3) Our Environment (SO4) Our Partners (SO5)
Vision and Values:	Customer & Community Focused (V1) Collaborative & Creative (V3) Resourceful & Resilient (V4)
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:	Reputation Damage (CR4) Organisational / Transformational Change (CR8)
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 directly 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 draft Climate Change Strategy went out for public consultation on 22 January 2024 until midday 4 March 2024
Background Papers:	None.
Appendices:	1. Finalised Climate Change Strategy

1. Background

- 1.1 The release of carbon dioxide and other greenhouse gases into the atmosphere through human activities has resulted in global warming and changes to our climate. The latest assessment from the Intergovernmental Panel on Climate Change reports a 1.1 degree global temperature rise with unprecedented changes to the earth's climate systems and widespread adverse impacts such as more extreme weather events, damage to natural habitats and increased health problems. Greenhouse gas concentrations continue to rise and action is required now to cut emissions to avoid the most damaging climate change impacts.
- 1.2 The Environment Strategy and Action Plan (2019) 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, and this continues in to the new strategy

- 1.3 The Council has worked with APSE (Association of Public Service Excellence) Energy to produce a Climate Change Baseline Study (February 2023) 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.
- 1.4 As a local authority we have a leadership role to play and we are taking action to reduce carbon emissions from our own assets and operations. However, tackling climate change cannot be done alone and we also have a role in working locally to reduce the wider borough's emissions, influencing local residents and businesses and encouraging a partnership approach involving a range of stakeholders.
- 1.5 As reported to Service Delivery Committee June 2023 following the Environment Working Group (EWG) held March 2023, the baseline study would feed in to a review of the current Environment Strategy and Action Plan with a greater focus on climate change actions. The EWG Chair considered that it was important that the whole Council owns the actions and assumes responsibility for their contribution to ensuring that the Council meets its targets.
- 1.6 The development of the draft Climate Change Strategy referenced national legislation, Council plans and strategies, links to Leicestershire County Council Net-Zero Strategy as well as current climate partnership work through Green Living Leicestershire. It involved discussions with and input from other Council Officers and was presented to SLT and EWG October 2023 for consideration and amendments.
- 1.7 The Strategy went out to public consultation January 2024 for 6 weeks. The outputs from the consultation and recommended changes were presented to the EWG April 2024. Further amendments were then made to the document before it was finalised for approval at this Policy, Finance and Development Committee meeting

2. Main Considerations

- 2.1 Local Authorities are typically responsible for between 2-5% of local emissions directly. However, potentially they influence more than a third of emissions in their area through their policies and partnerships. The Climate Change Strategy (**Appendix A**) provides a longer term road map for tackling climate change both internally and in the wider borough.
- 2.2 The Strategy provides a framework to 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.
- 2.3 The Strategy links to existing policy and plans and sets out the Council's Vision, achievable Goals and Key Action Areas, and given finite resources help prioritise climate action in future delivery plans. The 6 Action Areas help tackle climate change internally and in the wider Borough through both mitigation and adaptation to create a more sustainable and resilient place to live:
 - Buildings and Energy – support energy efficiency, low carbon heat and renewable energy actions; and help create a climate resilient built environment;
 - Transport – encourage and support sustainable transport alternatives;
 - Resources and Waste – support action to move towards a more circular economy by using our resources better and reducing waste;
 - Local Economy – working with businesses and partners to collectively reduce our

- environmental impact;
- Communities – facilitate residents and communities to take local action to tackle climate change; and
- Nature and Land Use – help protect and enhance natural landscapes and wildlife to support biodiversity, carbon storage and climate resilience

- 2.4 The Climate Change Strategy will evolve over time to be amended and updated to reflect changing circumstances such as government policy, climate science, new technology and following evaluation of climate change initiatives. The long term goals will be reviewed every 5 years.
- 2.5 A progress report on the action plans and update will be provided annually to the Service Delivery Committee to subsequently be published on the Council’s climate change webpage.
- 2.6 It is important that the Council leads on climate action by decarbonising its own operations, and influencing and facilitating action on climate change in the wider community; however, it cannot control or lead in all aspects of this, particularly given the resource constraints of local government. We all have a responsibility to reduce our environmental impact, and for a fair transition those who are most vulnerable or least able to afford should be considered for support.

3. Consultation

- 3.1 The Climate Change Strategy went out for public consultation on the Council’s website for 6 weeks from Monday 22 January 2024 until to Monday 4 March 2024. It was also promoted through the email subscription service and went out to 2749 people on the Council’s consultations and surveys mailing list.
- 3.2 12 survey questions on the Strategy were asked with a mixture of closed and open responses allowed. In total there were 20 respondents. There were questions on the following areas: Strategy Vision, Goals, Key Principles and Key Areas for Action.
- 3.3 All comments from respondents have been read and where appropriate have been considered for changes to the Strategy. The consultation analysis and recommendations to amend the document were reported to and considered by Environment Working Group Members in April 2024 before finalisation of the Strategy.
- 3.4 It was reported that there were a small number of respondents and any changes made to the draft Strategy based on their comments needed careful consideration. Therefore, only minor revisions were recommended, given previous input from Members and Staff. The Strategy is high level with broad aims and objectives. A common theme from respondents was wanting specific actions with some mention of cost implications over timeframes; the Climate Change Strategy will be underpinned by delivery plans to include a programme of projects prioritising action as set out within the principles of this strategy to help achieve the Council’s climate goals.

4. Financial Implications

- 4.1 Any projects that meet the Strategy objectives will have legal and financial implications for that project’s service area/department, not directly related to the Strategy. OWBC will need to seek opportunities to deliver the climate change agenda by bidding and accessing available funding sources and by considering and maximising on opportunities to support the climate change agenda when taking all decisions. It may not always be possible to accelerate climate action and commit to all the actions needed to reduce emissions.
- 4.2 The Council will continue to work with partners to call for the scaling up of the provision of

climate finance from national government and other organisations to enable us to take the urgent steps required to tackle climate change during this critical decade.

5. Next steps

- 5.1 A number of specific climate initiatives described in the strategy are already ongoing, are in development or planned. The delivery plans in development will include a programme of projects prioritising action as set out within the principles of this strategy to help achieve the Council's climate goals.

6. Recommendation

- 6.1 Given the urgency to take climate action the Climate Change Strategy will supersede the current Environment Strategy and Action Plan, to have more focus on climate change.
- 6.2 It will be underpinned by short-term delivery plans, working with communities and partners to tackle climate change through mitigation and adaptation internally and in the wider community.
- 6.3 It is intended the Strategy will encourage others in the wider Borough to take climate action and develop their own plans.
- 6.4 The Strategy includes principles of securing wider co-benefits, such as health and wellbeing, green jobs, reduced energy costs and nature recovery, and emphasising that benefits of climate action should be shared widely and those who are most vulnerable or least able to afford should be considered for support.
- 6.5 One of the 5 strategic objectives of the Corporate Plan is 'Our environment' where the Council commits to:
- To ensure that we are a carbon conscious borough; and
 - To be seen to be 'green'
- 6.6 The Climate Change Strategy has been drawn up with input from Council staff, Senior Leadership, the Environment Working Group and has been out for public consultation.
- 6.7 Given the above it is therefore recommended that the Climate Change Strategy is approved.

Climate Change Strategy

2024

Foreword

The release of carbon dioxide and other greenhouse gases into the atmosphere through human activities has resulted in global warming and changes to our climate. The latest assessment from the Intergovernmental Panel on Climate Change reports a 1.1 degree global temperature rise with unprecedented changes to the earth's climate systems and widespread adverse impacts such as more extreme weather events, damage to natural habitats and increased health problems. Greenhouse gas concentrations continue to rise and urgent action is required to cut emissions to avoid the most damaging climate change impacts.

Oadby and Wigston Borough Council is committed to playing its part to tackle climate change, both internally and through its influence in the wider community helping to create a more sustainable and resilient place to live. We have already taken action by securing grant funding for energy efficiency measures to homes, installing EV chargepoints and working with partners on projects such as installing solar panels and supporting community action to tackle climate change. This work can also bring wider co-benefits including better health and wellbeing, green jobs, reduced energy costs and nature recovery. There is clearly more to do and we recognise that where possible we need to accelerate climate action.

This Strategy provides a longer term road map for tackling climate change both internally and in the wider borough. Linking to existing policy and plans it sets out the Council's Vision, achievable Goals and Key Action Areas. It is important that the Council leads on climate action by decarbonising its own estate and operations, but it also has a role to influence and facilitate action on climate change in the wider community; however, it cannot control or lead in all aspects of this, particularly given the resource constraints of local government. We all have a responsibility to reduce our environmental impact, and for a fair transition those who are most vulnerable or least able to afford should be considered for support.

This living document will evolve and develop over time, to be amended and updated to reflect changing circumstances. Climate action will be prioritised through shorter term delivery plans, maximising the benefits from available resources and setting measurable goals. Climate change is one of the most pressing issues of our time, but by co-ordinating action and working together we can be far more effective in managing and reducing its future impacts.

Cllr Ian Ridley

Chair Environment Working Group

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1 Introduction

1.1 Climate Change Challenge

Climate change is the long term changes to temperatures and weather patterns which can be natural, but the current increase in global average temperatures is mostly due to human activities from burning fossil fuels such as coal, oil and gas, releasing carbon dioxide and other greenhouse gasses into the atmosphere.

A 'Special Report on Global Warming of 1.5°C' was published by the Intergovernmental Panel on Climate Change (the United Nations body for assessing the science related to climate change) in October 2018. It found that we are already seeing the consequences of 1°C of global warming through more extreme weather, rising sea levels and diminishing Arctic sea ice, among other changes. The report highlights a number of climate change impacts that could be avoided by limiting global warming to 1.5°C but that this requires rapid and far-reaching transitions in land, energy, industry, buildings, transport, and cities. Global net human-caused emissions of carbon dioxide would need to fall by about 45 percent from 2010 levels by 2030, reaching 'net zero' around 2050.

1.2 Net Zero definition

Cutting greenhouse gas emissions to as close to zero as possible and offsetting the remaining hard to remove emissions through tree planting and land based PV for example.

1.3 Local Impacts

Climate risks are set to increase over time even if global warming is limited to 1.5°C and so not only is it vital to reduce greenhouse gas emissions (mitigation) but we will also need to adapt to current and future effects of climate change so people and places are safer and more resilient, particularly for those who are more vulnerable.

Potential localised impacts of climate change include:

- Increased flood risk due to wetter winters and more frequent destructive storms
- Strain on water availability due to drier, longer summers
- Expectation that rain storms will be heavier and more prolonged. Where heavy rain cannot be absorbed fast enough by land this leads to localised flooding and potential flash floods
- Disruption to transport
- Overheating in houses and other buildings
- Damage to natural habitats
- Increased health issues

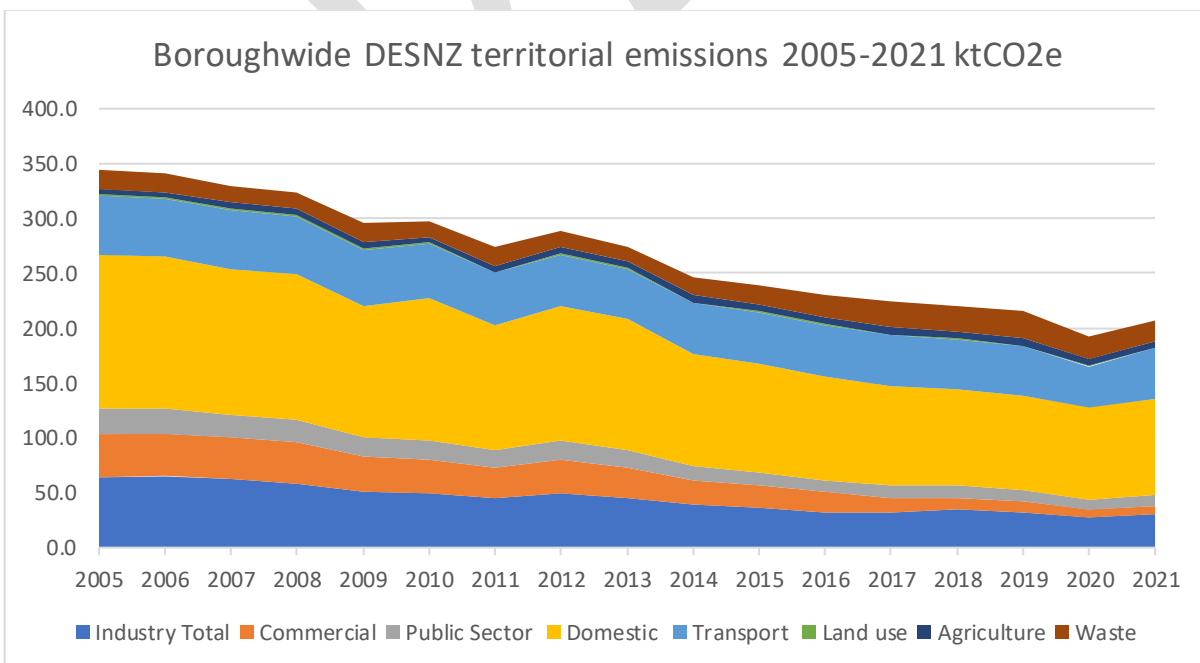
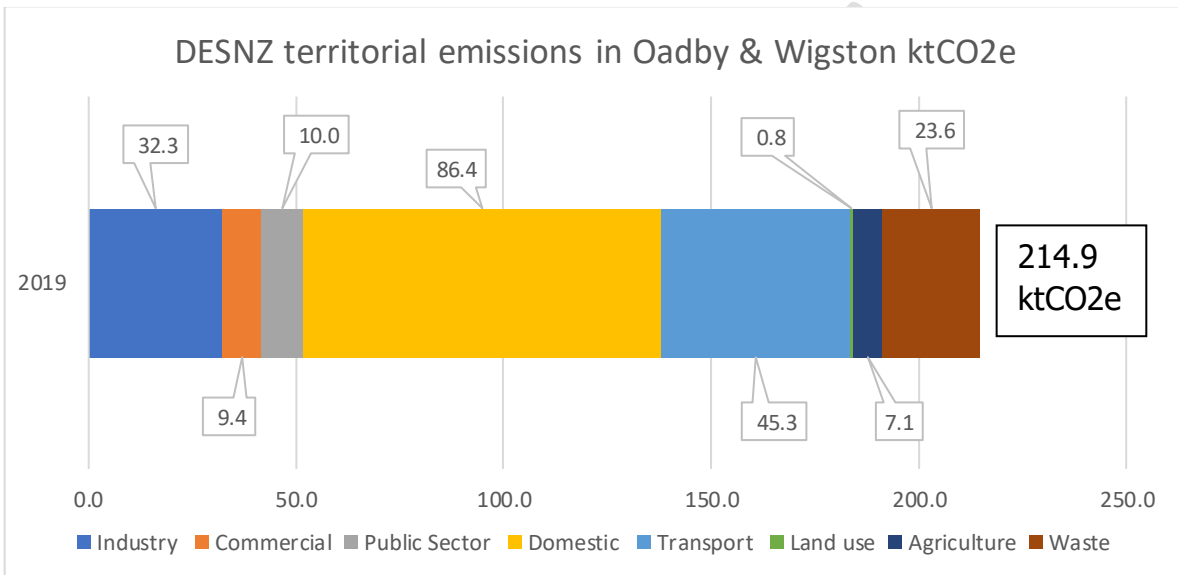
However, by taking action on climate change a range of economic, social and environmental **co-benefits** can be realised such as:

Saving money on energy	Creation of green jobs	Greater health & wellbeing
Community cohesion	Reduced air pollution	Increased biodiversity

1.4 Emissions and sources

The government publishes estimates for **local authority** territorial emissions annually which provide the most reliable and consistent breakdown of greenhouse gas emissions produced within the borough for carbon dioxide (CO₂), methane and nitrous oxide.

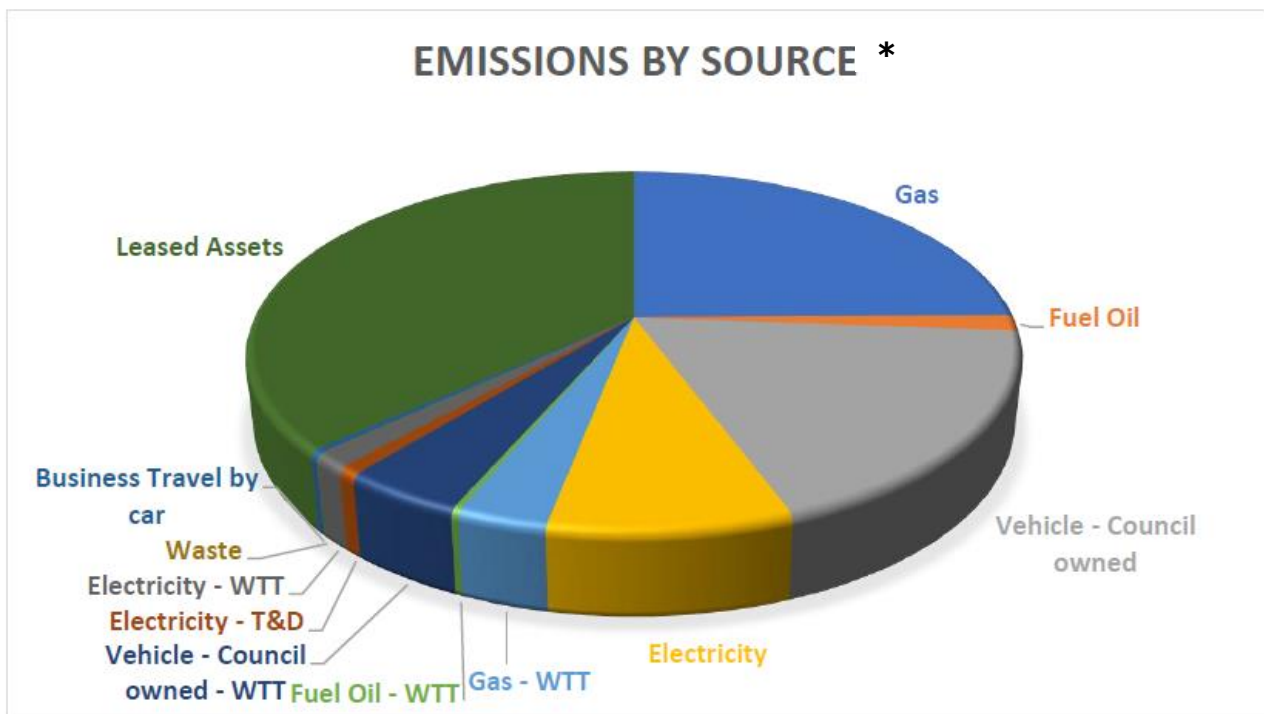
Department for Energy Security and Net Zero datasets estimated emissions in Oadby & Wigston for a 2019 (pre-covid) baseline year were **214.9 ktCO₂e**¹. Since 2005 emissions in the borough have declined from 344.3 ktCO₂e to 207.2 ktCO₂e in 2021. The rebound in emissions since 2020 follows the effects of the pandemic and a warmer than average winter.



¹ 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. Kt or kiloton is equal to 1000 tons

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 future emissions. It also provides a trajectory report to include decarbonisation scenarios and recommendations for net-zero.

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. A breakdown of emissions sources can be seen below:



*Emissions associated with the production, extraction, refining and transport of the fuel before their use are known as Well-to-tank (WTT), and Transmission and distribution (T&D) factors are used to report the emissions associated with electricity grid losses.

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 Council owned vehicles (18%)

The total emissions from all sources are not known to date, including from the Council’s housing stock, as it was not practically possible to accurately access this level of detail. 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.

1.5 We are already taking action...

- Relocating the main Council Offices to Brocks Hill which should realise significant energy and cost savings due to the building's design standards and smaller size
- Promoting remote and agile working to reduce employee commuting
- Using Local Plan policies to promote higher levels of sustainability in development
- Encouraging local schools to sign up to active travel initiatives
- Introducing live streaming of Council meetings and facilitating the move to paperless committee meetings
- Securing grant funding for private sector housing to make energy efficiency improvements and install solar PV panels
- Using grant funding and Council investment to improve the energy efficiency of our Council housing stock.
- Exploring the use of electric vehicles for fleet and installing more EV chargepoints
- Campaigns for reducing waste
- Under the Treescapes Scheme the Council planted 1200 whips and 40 larger trees across the borough for 2022.

We collaborate with other Leicestershire Authorities on climate related projects under the Green Living Leicestershire partnership



1. With other key partners we have signed **The Leicestershire Climate and Nature Pact** which stands as a statement of intent on the County's climate action pledges
2. A toolkit has been developed to help community groups to tackle climate change
3. We take part in the Solar Together group buying scheme which brings households in Oadby & Wigston together to get high-quality solar panels at a competitive price
4. Funding has been secured, to create a face-to-face service, to support hard to reach households across Leicestershire access trusted energy efficiency advice and grants
5. Funding is available for a leisure centre to go through an energy audit which will show what steps are needed to take the building to net zero
6. Funding has been secured to increase electric vehicle charging infrastructure in the borough to support the transition to electric vehicles

1.6 Financial Risks and Implications

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 climate change. For our Climate Change Baseline Study a 2030 net zero trajectory was selected for discussion purposes; many other councils have a 2030 target for council assets and operations, and this report will allow for an evidence-based discussion on what is the best future course of action for the Council. The forecast capital cost to achieve the 2030 net zero goal under the recommended scenario is approximately £13.3million. The installation of heat pumps to buildings and the transition to electric vehicles involves significant capital costs, although there will likely be cheaper low carbon options available in the future.

Given the resource constraints of local government, and although we actively seek further funding and resources it is not always possible to accelerate climate actions and commit to all the actions needed to reduce emissions. The Council will determine decarbonisation actions in line with available resources and look to utilise further funding opportunities when they arise. We will continue to work with partners to call for the scaling up of the provision of climate finance from national government and other organisations to enable us to take the urgent steps required to tackle climate change during this critical decade.

1.7 Next Steps

Local Authorities are typically responsible for between 2-5% of local emissions directly. However, potentially they influence more than a third of emissions in their area through their policies and partnerships. This Strategy provides a longer term road map for tackling climate change both internally and in the wider borough. Linking to existing policy and plans it will set out the Council's Vision, achievable Goals and Key Action Areas, and given finite resources help prioritise climate action in future delivery plans. It will provide a framework to 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.

2 Strategic Framework

2.1 Overarching Context

Oadby and Wigston Borough Council Corporate Plan 2019-2024

Responding to climate change and reducing carbon emissions is essential in enabling the existing corporate objectives to be delivered. The new Corporate Strategy will be a living document and will be updated to include environmental actions and any additional actions in its annual review. However, a new Vision has been created by Members and has been in place since July 2022.

The vision is 'our borough, the place to be'. The purpose is to provide a sustainable Council by listening, being engaged, and putting the customers first enabling us to focus on local needs and priorities.

Contained within the vision are five strategic objectives:-

- Our Council
- Our communities
- Our economy
- Our environment
- Our partners

Of particular importance to this strategy is 'Our environment' where the Council commits to

- To ensure that we are a carbon conscious borough
- To be seen to be 'green'

2.2 National and International Context

Paris Agreement 2015 (COP21)

The Paris Agreement is an International Treaty on Climate Change signed by the UK government and is an ambitious deal to reduce carbon emissions, recognizing that accelerated action is required to limit global temperature rises to 1.5°C.

UK government Climate Change Act 2008 (Amended 2019)

The UK has legally binding targets to reach net-zero by 2050 to end its contribution to global warming and cutting greenhouse gas emissions by 78% by 2035 compared to 1990 levels.

2.3 Local Context

Local Plan 2011-2031

The Borough Council adopted its Local Plan in April 2019 which sets out the approach to delivering the sustainable growth and development in the borough. The Local Plan requires a development to contribute towards reducing greenhouse gas emissions; reducing flood risk, both existing and future; and, achieving sustainable waste management. It seeks to actively encourage travel planning, working from home, cycling, walking and access to fast, frequent and affordable public transport. Whilst encouraging the reduction of private car use, it seeks to improve the highway network within the borough to ensure as reliable and free flowing movement of vehicular traffic as possible.

Environment Strategy and Action Plan 2019-2023

This Strategy and Action Plan sets out how Oadby and Wigston Borough Council contributes towards reducing carbon emissions both in terms of actions that it can take as an organisation in its own right and in terms of the Council's role in influencing local residents and businesses and encouraging a partnership approach involving a range of stakeholders.

Following consultation with Senior Leadership and Members of the Environment Working Group it was agreed to review this document and develop a Strategy and Action Plan to have a stronger focus on climate change and reducing carbon emissions.

Net Zero Carbon Emissions Trajectory for Oadby & Wigston Borough Council 2023

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.

Oadby and Wigston Borough Council Medium Term Financial Strategy

The Medium Financial Term Strategy provides the financial strategic framework and approach to achieve long term financial sustainability whilst delivering the organisational priorities. Oadby and Wigston is facing significant challenges in terms of its financial sustainability and therefore is limited in the resources available to deliver the climate change agenda. The Council will need to seek opportunities to deliver the climate change agenda by bidding and accessing available funding sources and by considering and maximising on opportunities to support the climate change agenda when taking all decisions. Examples of where this has been achieved to date include accessing the Social Housing Decarbonisation Fund, moving to new offices which have reduced our carbon footprint, and securing grant funding for the installation of EV Chargepoints.

Net Zero Leicestershire Strategy and Action Plan from 2023

This strategy sets out Leicestershire County Council's approach to delivering its ambitions to work with others to achieve net zero carbon emissions in Leicestershire by 2045 or before. It's accompanied with an action plan which demonstrates the actions the County Council

will lead on and those where they ask and influence others to deliver action, including district and borough councils.

Green Living Leicestershire

This is a partnership between Leicestershire Authorities including Oadby & Wigston Borough Council and Leicestershire County Council to deliver projects supporting sustainability and net zero. Co-ordinated planning and action between organisations on climate change is crucial to achieve maximum impact and reduce duplication and gaps in climate action.

The Council signed the **Leicestershire Climate & Nature Pact in 2023** agreeing to the core requirements to include the need to act quickly on reducing the impacts of climate change, reducing carbon emissions to net zero, halting ecological decline, supporting climate recovery, and working together to deliver effective action on climate change.

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3 Strategic vision

Oadby & Wigston Borough Council will play its part in taking the urgent action required to tackle climate change, both internally and through its influence in the wider community, helping to create a more sustainable and resilient place to live.

3.1 Goals to achieve the vision

We will

1. lead by example to decarbonise Council operations and commit to accelerate and take decisive action on climate change
2. contribute towards reducing carbon emissions to net zero in the wider community by 2050 (or earlier) through our role in influencing local residents and businesses and encouraging a partnership approach involving a range of stakeholders
3. work with others to reduce the impact of climate change by adapting to its present and future consequences

3.2 Principles to enable delivery

Leadership – we will play our part in tackling climate change

Collaboration and Engagement – we will work with others to reduce the wider borough's emissions

Fair Transition – climate action should be fairly delivered

Access Funding - priority should be given to climate action that offers good value

Optimise co-benefits - climate action should secure wider co-benefits

Evidence based – we need to learn from successful approaches used elsewhere

3.3 Key areas for climate action

Buildings and Energy – support energy efficiency, low carbon heat and renewable energy actions; and help create a climate resilient built environment

Transport – encourage and support sustainable transport alternatives

Resources and Waste – support action to move towards a more circular economy by using our resources better and reducing waste

Local Economy – working with businesses and partners to collectively reduce our environmental impact

Communities – facilitate residents and communities to take local action to tackle climate change

Nature and Land Use – help protect and enhance natural landscapes and wildlife to support biodiversity, carbon storage and climate resilience

3.4 Principles

A set of principles will enable the delivery of this strategy by the Council so that climate action is fair, evidence based, good value and involves a collective effort to secure wider benefits for the local community.

Leadership	Collaboration and Engagement	Fair Transition
<p>As a local authority we have a leadership role to play and will take action to raise awareness of climate change across the organisation and reduce carbon emissions from our own assets and operations</p>	<p>Tackling climate change cannot be done alone and we have a role in working locally to reduce the wider borough's emissions, engaging with and supporting local residents, organisations and businesses, and working in partnership with a range of stakeholders</p>	<p>Everyone will be impacted by climate change and so all voices should be heard, including young people. The benefits of climate action should be shared widely and those who are most vulnerable or least able to afford should be considered for support</p>
Access Funding	Optimise Co-benefits	Evidence Based
<p>Priority should be given to climate action that offers good value and provides wider benefits. We will look to access funding from government and other sources to further deliver on climate action and call upon</p>	<p>Climate action should secure wider co-benefits to include health and wellbeing, green jobs, reduced energy costs and nature recovery. This will increase support for action and involve us working across the council and with partners to think strategically and long term</p>	<p>We need to focus our resources on delivering climate actions that will have maximum impact by implementing successful approaches used elsewhere such as following the Emissions Mitigation Hierarchy. We will make connections and share and learn from others, including being aware of new technologies</p>

4 Key Areas for Action

Action	Objectives
<p>Buildings and Energy (BE)</p> <p>Aim to support energy efficiency, low carbon heat and renewable energy actions; and help create a climate resilient built environment</p> <p>Domestic and public, sectors contributed approximately 97 kt CO₂e (47%) of the borough's emissions in 2021 with those in and around the home being the highest proportion at around 87 kt CO₂e (42%). As the national grid has decarbonised over time domestic emissions have fallen, however to reach net-zero it is important to address energy efficiency in buildings, install low carbon heat and increase renewable energy. Furthermore we should make changes to our homes and buildings adapting them to changing climate impacts including overheating and flooding</p>	<p>BE1 Secure funding and work with others to deliver retrofit programmes to increase energy performance of homes across the borough</p> <p>BE2 Decarbonise buildings through energy efficiency measures and low carbon heat projects</p> <p>BE3 Enforce private rented Minimum Energy Efficiency Standards regulations</p> <p>BE4 Work with others and engage people to help them understand what decarbonisation measures are required in their home</p> <p>BE5 Support planning policy to reduce emissions from buildings and infrastructure and mitigate current and future climate risks</p> <p>BE6 Work collaboratively to plan for and increase renewable energy generation and storage</p>
Action	Objectives
<p>Transport (TP)</p> <p>Aim to encourage and support sustainable and resilient transport alternatives</p> <p>Transport accounts for a significant proportion of the borough's emissions estimated at 46 kt CO₂e (22%) in 2021. The majority of these emissions are from road transport on minor roads. Emissions have declined over time but remain high, and so increasing take-up of low carbon transport alternatives including active travel and transition to electric vehicles should be a priority. Furthermore, new transport infrastructure should take account of</p>	<p>TP1 Support planning policy to reduce the need to travel by car for essential services and to help reduce congestion</p> <p>TP2 Support and promote walking, cycling (including e-bikes), shared and public transport options</p> <p>TP3 Work with others to plan for and install electric vehicle infrastructure</p> <p>TP4 Encourage and support the uptake of ultra-low emission vehicles</p> <p>TP4 Support opportunities to deliver goods more sustainably</p>

climate change impacts such as increased flooding	TP5 Support planning policy to increase resilience in transport networks
Action	Objectives
<p>Local Economy (LE)</p> <p>Aim to work with businesses and partners to collectively reduce our environmental impact</p> <p>The borough's industrial and commercial emissions in 2021 are around 38kt CO2e (19%). Industrial and commercial emissions have increased since 2020 due to the rebound effect since the pandemic, however, over the long term they have declined. Businesses with support have an important role to play in tackling climate change. This includes the sharing of best practise and fostering active environments to increase cycling and walking. Achieving net zero will also bring new economic opportunities with investment in the low carbon sector creating green jobs</p>	<p>LE1 Work with others to support new business opportunities and jobs in the green economy</p> <p>LE2 Facilitate the sharing of best business practice, including creative industries, on reducing carbon emissions and adapting to the impacts of climate change</p> <p>LE3 Address supply chain sustainability to reduce the carbon footprint of goods and services</p> <p>LE4 Work with partners to investigate new ways to capture and store carbon</p>
Action	Objectives
<p>Resources and Waste (RW)</p> <p>Aim to support action to move towards a more circular economy by using our resources better and reducing waste</p> <p>Emissions resulting from waste produced in the borough are estimated at approximately 20 kt CO2 (9%) in 2021 with significant proportion being methane from landfill. There is a need to use our resources better, reduce waste and keep materials circulating in the economy for as long as possible. This will reduce carbon emissions and help create more resilience places</p>	<p>RW1 Support and work with others to deliver the Leicestershire Resources and Waste Strategy which aims to prevent waste and keep resources in circulation for as long as possible, through reuse, repair and recycling</p> <p>RW2 Consider electrification of Council refuse collection vehicles and the installation of required charging infrastructure</p> <p>RW3 Consider the frequency of the Council's refuse and recycling collection service</p> <p>RW4 Raise awareness of the waste hierarchy and support initiatives, including new behaviour change approaches, to increase recycling, reuse and prevent waste</p>

	<p>RW5 Support and encourage people to grow their own food and buy more local seasonal produce</p> <p>RW6 Encourage residents, businesses to reduce water consumption and support water efficient new homes</p>
Action	Objectives
<p>Communities (CM)</p> <p>Aim to facilitate residents and communities to take local action to tackle climate change</p> <p>Climate change impacts us all and we all have a part to play in reducing carbon emissions. This includes lifestyle choices and action taken by local community groups to create better places to live. People need to feel engaged and supported to make sustainable choices so that changes are informed, impactful, long-lasting and fair</p>	<p>CM1 Explore opportunities to increase training, education and events to raise awareness of climate change</p> <p>CM2 To support and develop tools and guidance to help communities and local groups work together to reduce carbon and adapt to climate change</p> <p>CM3 Share information on local businesses to encourage residents to “shop local”</p>
Action	Objectives
<p>Nature and Land Use (NL)</p> <p>Aim to help protect and enhance natural landscape and wildlife to support biodiversity, carbon storage and climate resilience</p> <p>Tree cover and grassland has resulted in emission removals across the borough. Although the borough is net-gain in land use greenhouse gas emissions, this has decreased over time to 0.8 Kt CO₂e in 2021 due to changes in settlement land use. Nature recovery is vital in our efforts to tackle climate change. The borough is a compact and a predominately urban area but there are opportunities to increase tree planting and improve biodiversity to increase carbon storage, create connected green spaces and support climate resilience</p>	<p>NL1 Work with others to deliver nature recovery actions including increased tree planting and carbon storage</p> <p>NL2 Support planning policy to protect and enhance the natural environment securing the best possible net gain outcomes</p> <p>NL3 Promote the use of nature based solutions and connected green spaces to secure wider benefits including increased biodiversity and climate resilience</p> <p>NL4 Support local groups to engage with and improve nature and biodiversity</p>

5 Delivering the Strategy

5.1 Delivery Plans

The Climate Change Strategy sets out the strategic direction for climate action in Oadby and Wigston and what we want to achieve, focusing in particular on the major changes required. It will be underpinned by policies and **delivery plans** to measure progress. A number of specific climate initiatives described in the strategy are already ongoing, are in development or planned. The delivery plans will include a programme of projects **prioritising** action as set out within the principles of this strategy to help achieve the council's climate goals.

Although the Council will provide leadership on climate action we all have a role to play in tackling climate change. The Council will use its powers to influence and facilitate action on climate change in the wider community but it cannot control or lead in all aspects of this. Internally this means avoiding the position where a single person or team is considered the sole area of responsibility and knowledge for this agenda

5.2 Communication

The Council will engage all its communication channels to support and encourage climate action in Oadby & Wigston. These include but are not limited to press releases, virtual newsletters, the Council website and social media. Email subscribers can also sign up to receive communication on environmental topics such as recycling and waste.

5.3 Governance Structure

The Council has established a cross party Working Group which reports to the Service Delivery Committee and will seek to implement this Action Plan and co-ordinate the Council's response to Climate Change.

5.4 Monitoring and Reporting

The Climate Change Strategy will be a key consideration of the Council's decision making process and how it delivers its services. It will evolve over time to be amended and updated to reflect changing circumstances such as government policy, climate science, new technology and following evaluation of climate change initiatives. The long term goals will be reviewed every 5 years.

We will provide a progress report on the Action Plan and update annually to the Service Delivery Committee to subsequently be published on the Council's climate change webpage.

The Council will track changes in greenhouse gas emissions from a pre-covid baseline year of 2019/20 and will use annual statistics published by Department for Energy Security and Net Zero to calculate local authority territorial (production) emissions for:

- Domestic, commercial, industrial and public buildings
- Road and rail transport

- Waste management
- Agriculture
- Land use, land use changes and forestry

For measuring carbon reduction internally the council will use the LGA Greenhouse Gas Accounting Tool developed by Local Partnerships with the aim of calculating at least scope 1 and 2 emission sources² every 2 years.

²The council's 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

6 Glossary

Adapting – changing the way we do things to respond to current and future climate change impacts

Biodiversity – the variety of life such as plants and animals in an area

Carbon footprint – the amount of greenhouse gas emissions produced from our actions

Carbon storage – the amount of carbon stored for example in the wood of the tree, removing carbon dioxide from the atmosphere

Climate change - the long term changes to temperatures and weather patterns

Decarbonise – reducing carbon footprint from operations

Emissions - from burning fossil fuels such as coal, oil and gas, releasing carbon dioxide and other greenhouse gasses into the atmosphere.

Global warming - the current increase in global average temperatures mostly due to human activities from burning fossil fuels

Mitigation - doing everything we can to cut emissions

Nature recovery – enhancing the natural environment for wildlife and people

Net Zero - cutting greenhouse gas emissions to as close to zero as possible and offsetting the remaining hard to remove emissions through tree planting and land based PV for example.

Resilient – being able to cope and recover more easily from climate change impacts

Sustainable – places and communities that are greener, healthier, safer and more prosperous

Agenda Item 9



Policy, Finance and Development Committee	Tuesday, 18 June 2024	Matter for Information and Decision
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Report Title: **Damp, Mould & Condensation Policy (2024)**

Report Author(s): **Chris Eyre (Housing Manager)**

Purpose of Report:	To seek the Committee's approval to adopt and bring into effect a new Damp, Mould & Condensation Policy.
Report Summary:	This Policy outlines the Council's approach to the prevention, management, and rectification of instances of damp, mould and condensation in council owned homes. The aim of this policy is to underpin a zero-tolerance approach and to amplify that tenants will be treated in a fair and consistent way and provided with a safe and healthy internal environment to live in.
Recommendation(s):	That the Damp, Mould & Condensation Policy (as set out at Appendix 1 to this report) be approved.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Teresa Neal (Strategic Director) 0116 257 2642 teresa.neal@oadby-wigston.gov.uk</p> <p>Adrian Thorpe (Head of The Build Environment) (0116) 257 2645 adrian.thorpe@oadby-wigston.gov.uk</p> <p>Chris Eyre (Housing Manager) (0116) 257 2726 chris.eyre@oadby-wigston.gov.uk</p> <p>Sunny Basran (Strategy and Performance Officer) (0116) 257 2853 sunny.basran@oadby-wigston.gov.uk</p>
Strategic Objectives:	Our Council (SO1)
Vision and Values:	Customer & Community Focused (V1)
Report Implications:-	
Legal:	There are no implications directly arising from this report.
Financial:	There are no implications arising from this report.
Corporate Risk Management:	Damp and mould primarily affect the airways and lungs, but they can also affect the eyes and skin. The respiratory effects of damp and mould can cause serious illness and, in the most severe cases, death. Private and social landlords must adhere to several regulations related to damp and mould. A lack of compliance can place a landlord at risk of prosecution or financial penalties.

Equalities and Equalities Assessment (EA):	There are no implications arising from this report. Initial EA Screening (See Appendices)
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:	<ul style="list-style-type: none"> • Senior Leadership Team • Members • OBWC Staff • OBWC Tenants, Leaseholders and Residents • Local MP • Helping Hands
Background Papers:	Housing Ombudsman Service – Spotlight on: Damp and Mould
Appendices:	<ol style="list-style-type: none"> 1. Damp, Mould & Condensation Policy 2024 2. Equality Assessment Damp, Mould & Condensation Policy

1. Background

- 1.1 The Council is committed to maintaining its homes to a high standard which adds value to the homes and their surroundings. Maintaining high quality, secure homes can improve the lives of our customers and achieve high levels of customer satisfaction. The Council's homes give people the space and security to create meaningful lives and the foundation to build the best possible life.
- 1.2 This policy attached as Appendix 1 has been written to ensure that wherever possible, tenants are not adversely affected by the causes of damp and mould and drives forward an agenda of proactive action to tackle/manage the causes of damp and mould.
- 1.3 This policy and associated procedure will take into account recommendations made in the Housing Ombudsman Service Report – Spotlight on: Damp and Mould – Oct 2021.

2. Damp, Mould & Condensation Policy

- 2.1 The tragic case of Awaab Ishak, who died in 2020 of a respiratory condition caused by mould in his home, focussed attention on the responsibility of all social housing providers to ensure that the homes they provide are well-maintained and of a decent standard.
- 2.2 In 2021, the Housing Ombudsman Service published a Spotlight report on Damp and Mould, which highlighted the potential serious health issues for residents living in homes with damp and mould as they are more likely to have respiratory problems, allergies, asthma and other conditions that impact on their immune system. The report set out 26 recommendations that housing providers should consider in their response to damp and mould.

- 2.3 The Council's policy sets out our approach to dealing with reports of damp, mould and condensation within a council owned home or associated building.
- 2.4 The policy has been developed to ensure we encompass the renewed focus on the 26 recommendations identified within the Housing Ombudsman Service Spotlight Report on Damp and Mould.
- 2.5 Key points of the policy are:
- that tenants will be treated in a fair and consistent way
 - a partnership approach with our tenants to ensure safe and healthy internal environments
 - Housing Officers managing reports of damp and mould in homes will undertake effective investigations and implement all reasonable remedial repair solutions and improvements to eradicate damp
 - customers have access to and/or are provided with comprehensive advice and guidance on managing and controlling damp and condensation
 - The Housing team will seek to enhance the Council's understanding of the stock in relation to damp and mould through annual inspections and periodic stock condition surveys.
 - Housing officers will be trained to identify issues of damp, mould and condensation and the team will procure the services of appropriately qualified contractors to deliver solutions and remedies to eradicate damp, mould and condensation in the Council's housing stock.
- 2.6 Induction and refresher training will be provided for all housing staff and contractors to make sure that they are aware of this policy.

3. Consultation

- 3.1 As part of the Council's duty as a landlord the policy has been circulated for consultation.
- The Consultation opened on the 15th February 2024.
- 3.2 The purpose of the consultation was to include tenants in the proposals and to ensure their voice, opinions and views were taken into account in framing the policy. The consultation ended on the 13th March 2024. There were no issues raised as a result of the consultation and no significant amendments to the policy were required.

Damp, Mould & Condensation Policy (2024)

Document Version Information	
Policy Owner	Property Services Manager
Date Approved by Housing Service Manager	
Committee	Policy, Finance and Development
Committee Approval Date	
Implementation Date	
Review Date	
Version	1

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1. Introduction

1.1 This purpose of this policy is to set out Oadby and Wigston Borough Council's approach to dealing with reports of damp, mould and condensation within a council property or building.

1.2 The purpose of this policy is to ensure:

- tenants are treated in a fair and consistent way
- compliance with statutory requirements and good practice
- the Council works in partnership with tenants to provide a safe and healthy internal environment
- the Council carries out effective investigations into reports of damp, mould and condensation
- the Council implements all reasonable remedial repair solutions and improvements to eradicate damp including, managing, and controlling condensation
- tenants are provided with comprehensive advice and guidance on managing and controlling damp, mould and condensation
- the Council's budgets are used effectively and efficiently to deal with damp, mould and condensation problems
- the fabric of our property is protected from deterioration and damage resulting from damp, mould and condensation

2. Types of Damp Covered by this Policy

2.1 Rising Damp

The movement of moisture from the ground rising up through the structure of the building (through capillary action).

2.2 Penetrating Damp (including internal leaks)

Water penetrating the external structure of the building or internal leaks causing damp, rot and damage to internal surfaces and structures. The cause of penetrating damp can be the result of:

- Water ingress due to defective or poor original design/workmanship of the structure
- Defective components for example roof coverings, external walls, doors and windows
- Defective or blocked rainwater gutters and pipes
- Defective or leaking internal waste pipes, hot and cold water and heating systems
- Flooding due to burst pipes

2.3 Condensation Damp

Condensation occurs when moisture held in warm air comes into contact with a cold surface and then condenses producing water droplets. This can take two main forms:

- Surface condensation arising when the inner surface of the structure is cooler than the air in the room

2.3.1 Additional factors causing condensation could include:

- Inadequate ventilation (e.g. natural opening windows and trickle/background vents and mechanical extraction in bathrooms and kitchens)
- Inadequate heating (e.g. undersized boilers and radiators, draught stripping)
- Inadequate thermal insulation (e.g. missing or defective wall and loft insulation)
- High humidity (e.g. presence of rising and penetrating damp)
- Poor building design and construction (e.g. specific cold areas (bridging) which are integral with the building construction)

2.3.2 Mould is a natural organic compound that develops in damp conditions and will only grow on damp surfaces. This is often noticeable and present in situations where condensation damp is present.

3. Legal and Regulatory Expectations

3.1 Oadby and Wigston Borough Council comply with relevant legislation and regulation including but not limited to:

- Housing Act 1985
- Homes (Fit for Human Habitation) Act 2018
- Landlord and Tenant Act Section 11 – Repairs and Maintenance
- Housing Act 2004 – Housing Health and Safety Rating
- Social Housing (Regulation) Act 2023
- Decent Homes Standard

4. Service Standards

4.1 We will treat residents reporting damp, mould and condensation with respect and empathy.

4.2 We will ensure that our response to reports of damp, mould and condensation are timely and reflect the urgency of the issue.

4.3 We will investigate to determine the cause of damp, mould and condensation and carry out remedial repairs and actions in accordance with the tenancy agreement and repairs standard. This may include examining neighbouring properties to ensure our response is as effective as possible.

4.4 We will promote and provide general advice and guidance on how to manage damp, mould and condensation. All residents reporting damp, mould or condensation will receive a copy of our latest guidance.

- 4.5 We will inform the tenant of the findings of the investigations following a home visit. This will include identifying possible causes of damp, mould and condensation; recommending effective solutions and all necessary remedial works and actions; and, the estimated timescales to complete the works. This will be communicated to the tenant and we will keep them up to date through the process until the works are completed.
- 4.6 The Council will complete any remedial works/actions within a reasonable timescale. This will be dependent on the severity and urgency of the problem and on the complexity of the solution of the remedial works/actions required.
- 4.7 The Council is responsible for the insulation within the tenant's home in accordance with the Decent Homes Standard to help reduce the likelihood of condensation occurring.
- 4.8 The Council is responsible for maintaining a tenant's home to avoid penetrating and rising damp and for carrying out remedial action if these do occur.
- 4.9 The Council will undertake reasonable improvement works required to assist in the management and control of condensation damp, for example, installation of mechanical extraction fans, fresh air vents, repairing existing insulation etc.
- 4.10 Remedial works will only be carried out where it is reasonable and practical to do so. The Council will have regard to the constraints of the existing building design and structure and will take a pragmatic approach in finding appropriate solutions.
- 4.11 The Council will make good internal surfaces following any remedial work carried out ensuring that the surfaces are prepared to a condition ready for the tenant to redecorate.
- 4.12 In some cases, remedial work may not be necessary. Additional support and advice will be provided to the tenant on managing and controlling the occurrences of damp, mould and condensation. This could include recommendations on lifestyle changes and purchases.
- 4.13 We will ensure that all relevant front-line staff (including contractors) have training to enable them to apply and implement this Policy and to identify and report early signs of damp, mould and condensation.
- 4.14 We will ensure that specialist contractors are employed to carry out any works and that the tenant's possessions are adequately protected during the works.
- 4.15 We will review the number of missed appointments by the tenant in relation to damp, mould and condensation cases and consider what steps may be required to reduce them. We will make reasonable attempts to access the property to inspect and carry out the works.
- 4.16 We will not be able to control damp, mould and condensation where it is unreasonable or impractical to do so or if remedial action would be ineffective for example:

- Poor construction/design – in these situations the Council will put into place a management plan in conjunction with the tenant
- Out-buildings/sheds that have been converted including linking buildings between the house and outbuilding and other add-on structures
- Unheated/uninsulated semi external storerooms

4.17 Where internal conditions within a home (for example overcrowding and/or excessive hoarding of personal belongings) are having an effect on health and wellbeing of the tenant(s) or are preventing inspections or remedial works being carried out, we will provide support and assistance to review the tenant's options which may include moving to more appropriate alternative suitable accommodation. Effective remedial action will not be possible in these instances until the situation(s) has been resolved.

4.18 It is unsafe for the tenant(s) to remain in the property while the works are carried out, alternative accommodation arrangements will be made. This may be on a day-by-day basis or a temporary decant to another property. The tenant(s) will be supported through this process.

4.19 Where a new tenant is signed up to a tenancy or an existing tenant is involved in a mutual exchange, we will inform them of any known damp, mould and condensation concerns within the property.

4.20 We will review the information, materials and support provided to our tenants to ensure that these are effective in helping tenants to avoid damp, mould and condensation in their properties.

5. Tenant Improvements

5.1 Where we believe that damp, mould and condensation has occurred as a result of a tenant carrying out alterations or home improvements, we will advise the tenant on how to address the problem or it may be necessary for the council to instruct a contractor to carry out alterations to meet current building regulations.

5.2 We will consider if any action is necessary as part of our Recharge Policy if the alterations or home improvements were:

- carried out without the Council's permission
- not carried out to the required standard, or
- not maintained or allowed to become unsafe

6. Everyone has Responsibility

6.1 Everyone has responsibility to identify and report damp, mould and condensation where it may be present. This includes but is not limited to:

- Tenants
- Contractors

- Officers of the Council
- Elected Members

6.2 Any potential damp, mould or condensation issues should be reported to the Council either by email or telephone using the contact details set out below:

- Email: repairsadmin@oadby-wigston.gov.uk
- Telephone: 0116 288 8961

7. Appeals

7.1 A tenant can request a review of an inspection and the diagnosis and proposed works to be carried out.

7.2 A tenant can raise damp, mould and condensation concerns in their property with a local councillor or MP.

7.3 A tenant who is not satisfied with our approach in assessing and managing their damp, mould, and condensation concerns can make a formal complaint under the Council's Compliments, Comments and Complaints procedure. Complaints can be made in the following ways:

- Online - www.oadby-wigston.gov.uk/pages/compliments_comments_and_complaints
- Telephone - 0116 288 8961
- Email - csc@oadby-wigston.gov.uk
- Post – Oadby & Wigston Borough Council, Brocks Hill Council Offices, Washbrook Lane, Oadby, Leicester, LE2 5JJ

7.4 Any customer who is not satisfied with the outcome of their complaint can make a complaint to the Housing Ombudsman. Details on how to make a complaint can be found at www.housing-ombudsman.org.uk/make-a-complaint.

7.5 We will share key learning from complaints and the positive impact of changes made as a result with our tenants.



EQUALITY ASSESSMENT

PART 1 - INITIAL SCREENING

Name of Policy/Function:	X	This is new
Damp, Mould & Condensation Policy		This is a change to an existing policy
		This is an existing policy, Function, not previously assessed
		This is an existing policy/function for review

Date of screening	20 th February 2024
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1. Briefly describe its aims & objectives

The Damp, Mould & Condensation Policy sets out Oadby & Wigston Borough Council's approach to dealing with damp, mould & condensation within a council property or building.

The Damp, Mould & Condensation Policy aims are to ensure:

- Tenants are treated in a fair and consistent way
- Compliance with statutory requirements and good practice
- A focus on working in partnership with tenants ensuring that a safe and healthy internal environment is provided
- Effective investigations and implement all reasonable remedial repair solutions and improvements to eradicate damp including, managing and controlling condensation
- That tenants have access to and/or are provided with comprehensive advice and guidance on managing and controlling damp, mould and condensation
- That budgets are used effectively and efficiently to deal with damp, mould and condensation problems
- That the fabric of our property is protected from deterioration and damage resulting from damp, mould and condensation

2. Are there external considerations?

e.g. Legislation/government directive etc

- Housing Act 1985
- Homes (Fit for Human Habitation) Act 2018
- Landlord and Tenant Act Section 11 – Repairs and Maintenance
- Housing Act 2004 – Housing Health and Safety Rating
- Decent Homes Standard

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

The Council;

- to ensure that all Legal and Regulatory Framework is adhered to meet its statutory obligations
- to ensure that our response to damp, mould & condensation are timely and reflect the urgency of the issue
- to carry out investigations to determine the cause of damp, mould & condensation
- to promote and provide advice and guidance on how to manage damp, mould & condensation
- to deliver effective solutions
- to communicate with the tenant to keep them up to date with their enquiry from inception to completion
- to treat residents reporting damp, mould & condensation with respect and empathy
- to identify early signs of damp, mould & condensation
- to consider alternative accommodation arrangements for tenants where it is unsafe to remain in the property
- to inform new tenants or tenants involved in a mutual exchange of any known damp or mould concerns within the property

Tenants/leaseholders;

- to have an awareness of this policy
- to have access to advice, information and guidance on how to manage damp, mould & condensation
- to understand the council's response to reports of damp, mould & condensation

Members;

- to ensure members are aware of the new Damp, Mould & Condensation Policy
- to enable members to explain the introduction of the new policy to their constituents and/or signpost them to the Repairs & Maintenance Team appropriately

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

The Council will want:

- to avoid liability in not meeting its statutory obligations in ensuring properties are well maintained and to a decent standard
- to avoid reports of damp, mould & condensation escalating to a formal complaint stage
- to ensure that its response to damp, mould & condensation is effective and timely
- to ensure that it remains compliant with legislation and regulations

5. Has any consultation/research been carried out?

Yes

- research into Damp, Mould & Condensation policies adopted by local authorities has been completed
- recommendations from the Housing Ombudsman Spotlight Report on Damp and Mould have been taken into account
- a consultation exercise has been completed

6. Are there any concerns at this stage which indicate the possibility of Inequalities/negative impacts?

Consider and identify any evidence you have -equality data relating to usage and satisfaction levels, complaints, comments, research, outcomes of review, issues raised at previous consultations, known inequalities) If so please provide details.

No

7. Could a particular group be affected differently in either a negative or positive way?

Positive – *It could benefit*

Negative – *It could disadvantage*

Neutral – *Neither positive nor negative impact or not sure.*

	Type of impact, reason & any evidence
Disability	Neutral
Race (including Gypsy & Traveller)	Neutral
Age	Neutral
Gender Reassignment	Neutral

Sex	Neutral
Sexual Orientation	Neutral
Religion/Belief	Neutral
Marriage and Civil Partnership	Neutral
Pregnancy and Maternity	Neutral

8. Could other socio-economic groups be affected?

e.g. carers, ex-offenders, low incomes, homeless?

There are no specific groups that would be affected by the Damp, Mould & Condensation Policy.

9. Are there any human rights implications?

Yes/No (If yes, please explain)

No

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

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

Yes

- the consultation exercise the Council will ensure tenants, leaseholders, local residents, members and relevant agencies are aware of the new Damp, Mould & Condensation Policy
- through creating an awareness of the new policy the Council anticipates it will naturally promote equality and good community relations

11. If you have indicated a negative impact for any group is that impact legal?

i.e. not discriminatory under anti-discrimination legislation

N/A

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

No

13. Is a Part 2 full Equality Assessment required?

No

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

N/A

Please note that you should proceed to a Part 2, the full Equality Impact Assessment if you have identified actual, or the potential to cause, adverse impact or discrimination against different groups in the community.

We are satisfied that an initial screening has been carried out and a full equality assessment **is not required*** (please delete as appropriate).

Completed by: Sunny Basran Date: 20th February 2024
(Policy/Function/Report written)

Countersigned by:Date:.....
(Head of Service)

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

Please forward an electronic copy to: veronika.quintyne@oadby-wigston.gov.uk
(Community Engagement Officer)

Equality Assessments shall be published on the Council website with the relevant and appropriate document upon which the equality assessment has been undertaken.



Policy, Finance and Development Committee	Tuesday, 18 June 2024	Matter for Information and Decision
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Report Title: **Draft Organisational Strategy (2024 - 2027)**

Report Author(s): **Sal Khan (Interim Strategic Director)**

Purpose of Report:	To present a draft Organisational Strategy for the Policy, Finance & Development Committee to consider for approval.
Report Summary:	This draft Organisational Strategy sets out a vision for the type of organisation the Council needs to become to deliver the Corporate Strategy and to continue to thrive, given the financial limitations and the external environmental constraints which the Council faces.
Recommendation(s):	That the Draft Organisational Strategy as set out at Appendix 1 to this report be approved.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Anne Court (Chief Executive / Head of Paid Service) (0116) 257 2602 anne.court1@oadby-wigston.gov.uk</p> <p>Sal Khan (Interim Strategic Director) (0116) 257 2635 sal.khan@oadby-wigston.gov.uk</p>
Strategic Objectives:	Our Council (SO1) Our Communities (SO2) Our Environment (SO4) Our Partners (SO5)
Vision and Values:	"Our Borough - The Place To Be" (Vision) Customer & Community Focused (V1) Resourceful & Resilient (V4)
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:	Decreasing Financial Resources / Increasing Financial Pressures (CR1) Political Dynamics (CR3) Reputation Damage (CR4) Regulatory Governance (CR6) Organisational / Transformational Change (CR8)
Equalities and Equalities Assessment (EA):	There are no implications arising from this report.
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:	As the author, the report is satisfactory.
Monitoring Officer:	The report is satisfactory.
Consultees:	<ul style="list-style-type: none"> • Senior Leadership Team • Corporate Management Team • Council employees via staff newsletter
Background Papers:	None.
Appendices:	1. Organisational Strategy (2024 – 2027)

1. Introduction to the Organisational Strategy:

- 1.1 This Organisational Strategy sets out a vision for the type of organisation the Council needs to become to deliver the Corporate Strategy and to continue to thrive, given the financial limitations and the external environmental constraints which the Council faces.
- 1.2 The strategy provides an overarching framework for the future development of the Council as an organisation based upon a set of principles that are both relevant and necessary.
- 1.3 The strategy and its principles are intended as a guide to ensure that the Council can marshal efforts and resources to provide a persistent focus on continued improvement in outcomes, value for money and therefore increasing public value, enabling the Council to become more sustainable in future years.

2. Organisational Vision:

- 2.1 The vision for the future shape of the Council is to be one of:

A more focused Council with an efficient support function, concentrating resources on council service delivery in innovative ways to a set of activities agreed by Members and Officers.

3. Organisational Principles:

- 3.1 Section 3 of the strategy sets out the six key organisational principles required of the Council in order to achieve the vision. These are:
 - Sustained in our focus on outcomes.
 - Strong in providing leadership.
 - Confident with the right sort of partnership working.
 - Confident with change and improvement.
 - Confident with information.
 - Being accountable.

4. Implications for Services:

- 4.1 In delivering on the stated vision and associated principles there also exist underlying service characteristics common to all services within the authority.

4.2 Section 4 of the strategy states that these are:

- Customer shaped, delivering value for money,
- Being professionally guided,
- Able to work across authority functions and organisations,
- Creative, seeking excellence in innovation and the application of organisational learning.

5. Supporting Outcomes:

5.1 There are five key organisational drivers underpinning the delivery of the organisational vision within the context of reinvigorated service requirements.

5.2 Section 5 of the strategy suggests that these are:

- Our workforce,
- Our elected members
- Our systems, processes and technology,
- Our assets,
- Our customer access arrangements.

6. Conclusions and Timescales:

6.1 It is suggested that the strategy will run until June 2027 and all underpinning strategies that are due for a refresh or need to be written will incorporate the principles of the Organisational Strategy.

6.2 There will be a need to ensure that as the requirements from and the demands of Local Government continue to change that the principles considered in this strategy and the underpinning business strategies continue to remain relevant and appropriate.

6.3 This strategy will be reviewed annually to ensure the content and approach is still appropriate and fit for purpose.

Draft Organisational Strategy (2024 – 2027)

Oadby & Wigston Borough Council

1. Introduction

Purpose of the Strategy

This Organisational Strategy for Oadby and Wigston Borough Council sets out a vision for the type of organisation the Council needs to become to deliver the Corporate Strategy and continue to thrive, given the financial limitations and the external environmental constraints which the Council faces.

The strategy provides an overarching framework for the future development of the Council as an organisation based upon a set of principles that are both relevant and necessary. We are at a time of major challenge and change within the authority due to local, regional, and national factors.

The strategy and its principles are intended as a guide to ensure that the Council can marshal efforts and resources to provide a persistent focus on continued improvement in outcomes, value for money and therefore increasing public value, which will also make the Council more sustainable in future years.

Organisational Vision:

The vision for the future shape of Oadby and Wigston Borough Council is to be one of:

A more focussed council with an efficient support function, concentrating resources on council service delivery in innovative ways to a set of activities agreed by Members and Officers.

This proactively supports the Council's vision: **"Our Borough – The place to be"**.

And more specifically the Council's agreed purpose which is to:

"Provide a sustainable council by listening, being engaged, and putting our customers first enabling us to focus on local needs and priorities".

The organisational vision is designed to describe an organisation that is capable of meeting the agreed purpose of the Council which is to "provide a sustainable council by listening, being engaged, and putting our customers first enabling us to focus on local needs and priorities".

This is namely an organisation that better meets the needs of its residents and customers, providing value for money in an environment of significant public finance constraints and limited financial resources.

2. Scope of the Strategy:

The organisational strategy does not sit in isolation but is both an overarching strategy underpinned by a further set of corporate business strategies and a strategy which underpins the Corporate Strategy and the Council's Constitution.

Table 1 – Council Values and Council Business Strategies

Council Business Strategies	Council Values and Behaviours
Medium Term Financial Strategy	Corporate Vision
People Strategy	Corporate Strategy (WIP)
Customer Experience Strategy	Constitution – Members' Code of Conduct
Human Resources Strategies & Policies	Constitution – Officer and Member Relations
Procurement Policy	
Risk Management Strategy	
ICT Strategies and Policies	
Sustainability Programme inc. Asset Review	
Economic Regeneration Strategy	

The strategies listed on the left-hand side of Table 1 are translated into priorities and activities through the Council's annual business planning process, driving the development of service plans to reflect the implementation of the corporate plan.

Diagram 1 – The Positioning of the Organisational Strategy



3. Organisational Principles:

The key principles required of Oadby and Wigston to achieve the vision are listed below:

Sustained in our focus on outcomes -

The Council exists to improve the lives of our residents and customers, and we are driven by a sustained organisational focus on the outcomes delivered to those customers.

This means working (sometimes with others) to modify the shape of services to better achieve continuous and measurable improvement based on well-founded customer intelligence.

Services will be flexible enough to share resources depending on shifts in customer demand and will work collectively to serve residents rather than focus on working in silo-environments.

Strong in providing leadership –

Effective public value and community leadership needs to be supported by strong organisational leadership. The organisational strategy requires the development of leadership skills and capacity at all levels in the organisation including councillors.¹

For officers,

Initiatives such as the People Strategy and its constituent parts will help to deliver this aspiration, seeking to engender leadership capacity as part of a core competency framework for OWBC's staff.

Increasing knowledge around our "generic competencies" will support leadership by valuing innovation, financial management, risk taking and public value. It will develop more entrepreneurial managers capable of working in new and challenging ways set within a strong and appropriate risk management framework.

For members,

Detailed training workshops are provided as part of the Councillor Induction Programme which provide a solid foundation for a broad understanding of Council business.

Regular briefing and training sessions are also undertaken to assist with policy formation.

The Council's adopted "Buddying System" provides each Councillor with direct access to a dedicated senior officer.

Committee Chairs are provided with the opportunity to have detailed briefings on agenda items and topics which are pertinent to the running of the specific committee. In some cases, regular briefing and training sessions will be held subject matters.

Specific training is provided for those members who need it and hold a role attracting a special responsibility allowance.

¹ The recently developed Member and Officer Commitment will be pivotal to the success of this.

The Leader of the Council undertakes political responsibility for proposing and directing the overall strategy, budget, policy arrangements and service reviews; Members contribute to the formation of the Council's policies, budget setting and service delivery.

Strategy development, budget setting, policy arrangements and service delivery all require significant amounts of senior and professional officer contribution.

Leading the authority is very much a partnership between politicians and officers. It is a well-established convention that effective policies and strategies cannot be developed and implemented without co-production and ownership from both parties.

Confident with (the right sort of) partnership working -

The Council already has a good track record in working in partnership with positive examples seen with the Police, Leicestershire County Council, neighbouring Borough and District Councils and the Third Sector.

In delivering better outcomes and value for money to our customers, it is recognised that we cannot operate in isolation. Rather, such outcomes can only be achieved in partnership with public, private, and voluntary organisations, whereby sometimes the most effective role of the council is to facilitate and support other organisations who are better placed to deliver particular services to the community and, where there is a clear benefit, sometimes taking the lead role on behalf of others. Similarly, we may decide to cease certain partnership arrangements if there are no clear benefits to the Council or the borough.

Following a challenging appraisal of selecting the right partners for the right service, we recognise the importance of partnership working and by not duplicating service delivery we provide improved services and to create efficiencies and cost savings.

Confident with change and improvement -

Change and improvement no longer sit apart from the everyday activity of the Council. Our Customer Experience Strategy and our success with the Customer Service Excellence awards recognises the importance of self-challenge and change on an ongoing basis, pro-actively setting out to improve ways of working and raise attainment across all priority areas of council activity.

This will be further embodied through our service review programme. We will continue to drive out waste and non-value activities throughout the Council and provide opportunities for multi-skilling our workforce which will enhance our customer-focused service delivery and also increase the public value that is delivered.

Of significant importance is the need for all officers to be able to work much more flexibly to meet new organisational and external challenges. This is well recognised by elected members and could require officers to learn new skills, take on temporary internal secondments to specific projects and working more regularly in a portfolio² management arrangement.

² From a Project Management perspective (<https://www.apm.org.uk/resources/what-is-project-management/what-is-portfolio-management/>)

Confident with information -

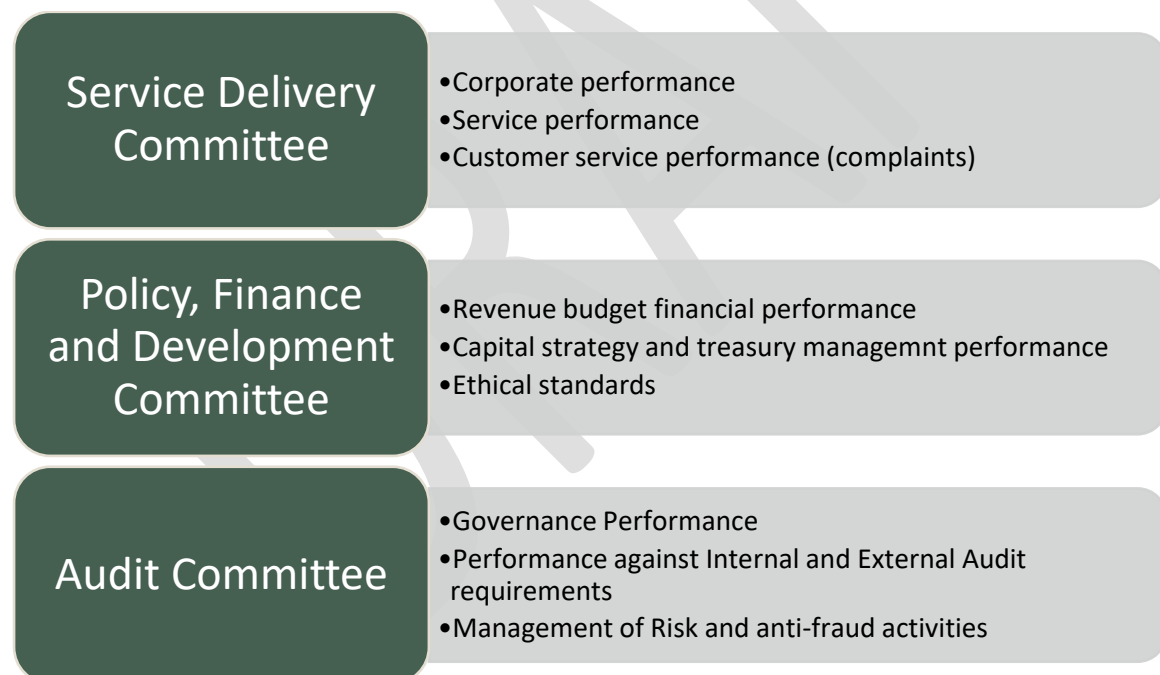
The organisational vision seeks an organisation that is capable of absorbing, assimilating, and sharing information as a key means of directing strategies and achieving outcomes across functions and services. With a confidence with information comes an organisational ability to better understand and meet the needs of our customers, as well as provide better value for money to those customers by redirecting resources to areas of high need and demand.

Our reliance on information and information management grows on a regular basis and we will utilise national and regional surveys and benchmarks as well as our own 'customer insight' information sources to improve our customer knowledge.

Being accountable -

In achieving better service outcomes for its customers, we recognise accountability as a strength. Only through clear and accountable ways of working can the organisational vision be owned and shared by all. Accountability is not seen as an add-on but a fundamental way by which we operate. Officers will continue to provide regular reports on performance to and be held accountable by elected members. Examples of these reports are detailed below:

Diagram 2 – Performance Accountability Examples



4. Implications for Services:

In delivering on the stated vision and associated principles, there also exist underlying service characteristics common to all services within the authority. All services must be:

Customer shaped, delivering value for money:

Customer service information must provide a central basis to enable services to better understand and meet the needs of their customers. Through our mechanisms, such as DASH, services must be able to differentiate between and target customers within a corporate framework of consistently high standard customer care, whilst delivering value for money and therefore increasing public value.

The Service Review Project may require the redefining of the differing roles between the corporate support and frontline service delivery in relation to customer contact between customer service and service delivery professionals across all Council functions.

The use of Demand Capture, Service Reviews, ICT, Project Management and Workforce Planning may necessitate a total redesign in service delivery to meet these requirements.

Being professionally guided:

While recognising the need to be customer shaped, there remains a key role for service areas to maintain the position of professional brokers of information. This is relevant across all areas of the Council and is not restricted to traditional professions. Workforce planning will ensure that we manage skill gaps effectively and are proactive in the training provided.

Able to work across authority functions and organisations:

As stated in the overarching principles, one of the most fundamental on-going organisational changes is the need to work beyond current operational boundaries. These may be internally, within our existing team structures or even across external organisational boundaries. It is increasingly clear that a failure to work in this way is a failure to provide maximum value for money and outcomes for our residents and customers.

Creative, seeking excellence in innovation and the application of organisational learning:

Leadership at all levels and in all roles within the Council, innovation, creativity, and the sharing of knowledge must be celebrated as key values in service delivery. The entrepreneurial application of organisational (and partner-wide) resource represents a key tool in leveraging added value and therefore better meeting the needs of our customers in times of cost pressures and an ever-changing environment.

5. Supporting Outcomes:

There are five key organisational drivers underpinning the delivery of the organisational vision within the context of reinvigorated service requirements. For Oadby and Wigston, these are:

Our Workforce:

- Share the Council's values.
- Being appraised (including flexible working issues) and trained.
- Support new professions (such as Customer service, Project Management, Digital).
- Are dynamic and where appropriate, maybe shared with partners.
- Have communications and liaison skills.
- Ability to transfer skills (personally and to others).
- Are technically and technologically fluent.
- Agile and flexible.

Our Elected Members:

- Share the Council's values.
- Significantly and positively contribute to Policy development.
- Support and challenge service delivery in a constructive manner.
- See the bigger picture, do not get bogged down in operational detail.
- Have communications and liaison skills.
- Are technologically fluent.³

Our systems, processes, and technology:

- Provide information to shape service delivery.
- Are an enabler of change.
- Provide the basis for effective project management.
- Provide the cohesion in a complex and flexible organisational environment.
- Are standardised, reliable technology platforms with ability to tailor.

Our assets:

- Where appropriate are leveraged to maximise value.
- Could be more flexible assets.
- May sometimes not be our first choice if it is more advantageous to make better use of partner arrangements.

Our customer access arrangements:

- Are simplified across the Council.
- Keep pace with digital opportunities.
- Drive value-for-money services.
- Provide intelligence gathering and customer insight.
- Drive service development and improvements.
- Recognise and accommodate the differing needs of different customer groups.

³ Members are required to be technologically fluent to the extent that they are able to engage with residents and undertake their duties as a Councillor.

6. Conclusions and Timescales:

The strategy will run until June 2027 and all underpinning strategies that are due for a refresh or need to be written will incorporate the principles of the Organisational Strategy. Strategies and policies will be revised.

There will be a need to ensure that as the requirements from and demands of Local Government continue to change that the principles considered in this strategy and the underpinning business strategies continue to remain relevant and appropriate.

This strategy will be reviewed annually to ensure the content and approach is still appropriate and fit for purpose.

DRAFT



Policy, Finance and Development Committee	Tuesday, 18 June 2024	Matter for Information
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Report Title: **Standards & Ethical Indicators (Q4 2023/24)**

Report Author(s): **David Gill (Head of Law & Democracy / Monitoring Officer)**

Purpose of Report:	To receive the figures for local determination of complaints and ethical indicators for Q4 2023-24.
Report Summary:	The report provides information in relation to Member Complaints, Corporate and Ombudsman Complaints, Freedom of Information Requests and Anti-Social Behaviour Reports and Resolutions.
Recommendation(s):	That the content of the report and appendix be noted.
Senior Leadership, Head of Service, Manager, Officer and Other Contact(s):	<p>Teresa Neal (Strategic Director) (0116) 257 2642 teresa.neal@oadby-wigston.gov.uk</p> <p>David Gill (Head of Law & Democracy / Monitoring Officer) (0116) 257 2626 david.gill@oadby-wigston.gov.uk</p>
Strategic Objectives:	Our Communities (SO2) Our Council (SO1)
Vision and Values:	Customer & Community Focused (V1)
Report Implications:-	
Legal:	There are no implications arising from this report.
Financial:	There are no implications arising from this report.
Corporate Risk Management:	Political Dynamics (CR3) Reputation Damage (CR4) Regulatory Governance (CR6)
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:	As the author, the report is satisfactory.

Consultees:	None.
Background Papers:	None.
Appendices:	1. Standards & Ethical Indicators (Q4 2023/24)

1. Information

- 1.1 Regular reporting about the Council’s activities under the Regulation of Investigatory Powers Act 2000 is a statutory requirement under the oversight regime of the Investigatory Powers Commissioner. This report to Members covers Quarter (Q4) of 2023/24.
- 1.2 The report also contains other matters which Officers considered would be of interest to Members, including the number and disposal of Member Complaints, the number of Corporate and Ombudsman complaints, the number of Freedom of Information requests and the number of anti-social behaviour reports and resolutions.
- 1.3 The Quarter 4 report for 2023/24 is attached at Appendix 1 for Members’ information.



OADBY AND WIGSTON BOROUGH COUNCIL

STANDARDS AND ETHICAL INDICATORS

QUARTER 4 REPORT

(2023/2024)

1. Introduction

This is the quarterly report to the Policy Finance and Development Committee detailing both the figures for the Ethical Indicators and the figures for the Local Determination of Complaints process for 2023/2024.

For clarification purposes the months covered by the quarters are as follows:

Quarter 1 – 1 April to 30 June
Quarter 2 – 1 July to 30 September
Quarter 3 – 1 October to 31 December
Quarter 4 – 1 January to 31 March

The report is split into two parts for ease of reference; Part 1 refers to the local determination of complaints, part 2 is the table showing the ethical indicators figures.

The report will enable the Policy Finance and Development Committee to build up a picture over time of how many complaints are received and where these are coming from. The parts of the Code of Conduct which have been breached will also be recorded to enable training to be targeted effectively.

2. Part 1 – Local Determination of Complaints

The Monitoring Officer received 0 complaints in Quarter 4 of 2023/2024.

2.1 Source of Complaint

Not applicable.

2.2 Assessment Sub-committee Decisions

There have been No Assessment Sub-committee meetings in this quarter.

2.3 Timeliness of Decision

The Standards for England Guidance stated that the Assessment Sub-committee should complete its initial assessment of an allegation “within an average of 20 working days” to reach a decision on what should happen with the complaint. The Council has taken this standard and adapted it under the new rules to aim to hold an Assessment Sub-committee within 20 working days of notifying the parties that informal resolution is not possible.

2.4 Review Requests

There have been no review requests in this quarter. Review requests can only be made following a decision of ‘No further Action’ by the Assessment Sub-committee where there is submission of new evidence or information by the complainant.

2.5 Subsequent Referrals

None.

2.6 Outcome of Investigations

No formal investigations were concluded in this period.

2.7 Parts of the Code Breached

This section is intended to show where there are patterns forming to enable the Policy Finance and Development Committee to determine where there needs to be further training for Councillors. Targeting training in this way makes it more sustainable and, hopefully, more effective.

So far this year, the following areas of the code were found to have been breached:

Not applicable.

Ref	Performance Indicator Description	Officer responsible for providing information	Q1		Q2		Q3		Q4	
			2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024
LG1	Objections to the Council's Accounts	Head of Finance	0	0	0	0	0	0	0	0
LG2	Follow up Action relating to breaches of the Member/Officer Protocol (Members)	Head of Law & Democracy	0	0	0	0	0	0	0	0
LG3	Disciplinary Action relating to breaches of the Member / Officer Protocol (Staff)	HR Manager	0	0	0	0	0	0	0	0
LG4	Number of Whistle Blowing Incidents Reported	Head of Law & Democracy	0	0	0	0	0	0	0	0
LG5	No. of Recommendations made to improve Governance Procedures/Policies		0	0	0	0	0		0	0
LG6	No. of Recommendations Implemented		0	0	0	0	0		0	0

Corporate Complaints

Ref	Performance Indicator Description	Officer responsible for providing information	Q1		Q2		Q3		Q4	
			2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024
LG7	No. Corporate Complaints received	Customer Service and Improvement Manager	37	56	29	48	32	50	53	37
	No. Corporate Complaints escalated to L2		9	9	5	10	5	2	6	3
	No. Corporate Complaints escalated to Ombudsman		2	1	3	1	0	3	0	2
LG7a	No. Corporate Complaints Resolved at L1		26	47	24	38	27	48	47	34
	No. Corporate Complaints Resolved at L2		7	9	5	10	5	2	6	3
LG7b	No. Corporate Complaints where compensation paid		1	0	2	1	0	0	0	2
	Service Area		Licensing	-	Housing	Council Tax	-	-	-	Housing
LG8	No. Ombudsman complaints received		2	1	2	1	0	3	0	2
	Service Area		-	N/A (General OWBC)	-	Waste	-	Housing, Revenue s, EH	-	Housing
LG8a	No. Ombudsman complaints resolved		0	1	0	1	0	2	1	1
LG8b	No. Ombudsman complaints not yet determined by the Ombudsman		0	0	0	0	0	1	0	1
LG8c	No. Ombudsman complaints where compensation paid		0	0	1	0	0	0	0	1

Freedom of Information Act Indicators

Ref	Performance Indicator Description	Officer responsible for providing information	Q1		Q2		Q3		Q4	
			2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024
LG9a	No. of FOI Requests Compliant	Policy, Compliance, and Data Protection Officer	181	178	116	175	112	161	172	212
LG9b	No. of Non-compliant FOI Requests		11	10	8	7	8	2	16	8
LG9c	No. of FOI Requests still open and within the 20 working days		0	0	0	0	7	4	0	4
LG9d	No. of FOI Requests withheld due to exemptions/fees applied		4	7	2	1	2	3	1	3

Regulation of Investigatory Powers Act Indicators

Ref.	Performance Indicator Description	Officer Responsible for Providing Information	Q1		Q2		Q3		Q4	
			2022/2023	2023/2024	2022/2023	2022/2023	2022/2023	2023/2024	2022/2023	2023/2024
LG10	No. of Directed Surveillance Authorisations granted during the quarter	Head of Law & Democracy	0	0	0	0	0	0	0	0
LG10a	No. in force at the end of the quarter		0	0	0	0	0	0	0	0
LG10b	No. of CHIS recruited during the quarter		0	0	0	0	0	0	0	0
LG10c	No. ceased to be used during the quarter		0	0	0	0	0	0	0	0
LG10d	No. active at the end of the quarter		0	0	0	0	0	0	0	0
LG10e	No. of breaches (particularly unauthorised surveillance)		0	0	0	0	0	0	0	0
LG10f	No. of applications submitted to obtain communications data which were rejected		0	0	0	0	0	0	0	0
LG10g	No. of Notices requiring disclosure of communications data		0	0	0	0	0	0	0	0
LG10h	No. of authorisations for conduct to acquire communications data		0	0	0	0	0	0	0	0
LG10i	No. of recordable errors		0	0	0	0	0	0	0	0

Anti-Social Behaviour Indicators

Ref.	Performance Indicator Description	Officer responsible for providing information	Q1		Q2		Q3		Q4	
			2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024
	No. of Complaints Registered	Head of Law and Democracy	24	1/21	17/34	4/27	11/14	0/10	3/17	0/12
	No. of Disposals		5	1/4	3/10	1/6	6/8	0/4	2/1	0/0
	No. of Complaints still Open		1	1/0	4/0	4/4	5/2	0/5	2/0	0/1
	No Further Action (where suspect identified)		3	0/1	1/8	0/4	0/3	0/1	0/4	0/0
	No Further Action (no suspect identified)		17	0/17	13/22	3/17	5/8	0/7	1/13	0/0

Blue text – Housing

Red text – ASB Officer

ASB Officer Q1 2023/2024 – 2 suspects given a disposal who are named on the same ASB report.

Food Safety Inspections

Ref.	Performance Indicator Description	Officer responsible for providing information	Q1		Q2		Q3		Q4	
			2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024	2022/2023	2023/2024
BPE31	No. of high-risk Inspections	Head of Law & Democracy	3	1	2	3	4	3	1	8
	No. of medium/low inspections		N/A	8	N/A	25	56	18	56	28
	No. new business registered		14	37	9	10	8	13	13	12
	Outstanding medium low risk inspections from 2022.		N/A	30		14		11		11
No. of high-risk Inspections Completed	3		1	2	3	1	6	4	8	
No. of medium risk/low inspections Completed/ closed	N/A		3	23	27	40	9		8	
No. of new business triaged	13		26	7	14	7	2 12		16	
Formal revisit under the food hygiene rating system							2		1	

No. of Inspections Outstanding		0		0	0	3	1	0	0
High risk									
Medium risk		5		N/A	3	16	14	0	20
New businesses		9		3	0	1	12	0	12
D's 2022		2			**4		2**		1

- High risk are A/B risk rating businesses. Medium/ Low are C/D's. **4 premises were found which had not pulled through due to an issues with its scoring. ** 2 premises we are struggling to gain access too.
- New businesses continue to receive a triage call to assess their activities, if High risk then a physical inspection is selected to be carried out. Low risk is not being carried out now but remain under review.

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