

Meeting	CABINET
Time/Day/Date	5.00 pm on Wednesday, 14 November 2018
Location	Board Room, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary.	
3. PUBLIC QUESTION AND ANSWER SESSION	
4. MINUTES	
Minutes of the meeting held on 9 October 2018	3 - 6
5. CUSTOMER EXPERIENCE STRATEGY	
Report of the Strategic Director of Housing and Customer Services Presented by the Leader	7 - 28
6. DISPOSAL OF PROPERTY - CONFIRMATION OF URGENT ACTION	
Report of the Strategic Director of Housing and Customer Services Presented by the Housing Portfolio Holder	29 - 32
7. MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY	
Report of the Strategic Director of Place Presented by the Community Services Portfolio Holder	33 - 42

Circulation:

Councillor R D Bayliss

Councillor R Blunt (Chairman)

Councillor T Gillard

Councillor T J Pendleton

Councillor N J Rushton

Councillor A V Smith MBE

MINUTES of a meeting of the CABINET held in the Board Room, Council Offices, Coalville on TUESDAY, 9 OCTOBER 2018

Present: Councillor R Blunt (Chairman)

Councillors R D Bayliss, T Gillard, N J Rushton and A V Smith MBE

In Attendance: Councillors J G Coxon, D Everitt, G Houlton, S Sheahan and M Specht

Officers: Mr J Arnold, Mrs T Bingham, Mrs C Hammond, Mr G Jones and Miss E Warhurst

36. APOLOGIES FOR ABSENCE

Apologies were received from Councillor T J Pendleton.

37. DECLARATION OF INTERESTS

There were no interests declared.

38. PUBLIC QUESTION AND ANSWER SESSION

There were no questions received.

39. MINUTES

Consideration was given to the minutes of the meeting held on 18 September 2018.

It was moved by Councillor R Blunt, seconded by Councillor A V Smith and

RESOLVED THAT:

The minutes of the meeting held on 18 September 2018 be approved and signed by the Chairman as a correct record.

Reason for decision: To comply with the Constitution.

40. LEICESTER AND LEICESTERSHIRE AUTHORITIES' JOINT STRATEGIC GROWTH PLAN

The Leader presented the report to Members.

He reminded Cabinet that the Council had been working with other local authorities and the LLEP to prepare a Strategic Growth Plan for Leicester and Leicestershire, and that various consultations had been undertaken since 2015. He advised that following the most recent consultation the Member Advisory Group, who had been overseeing the preparation, had approved a final version for sign off by all partners.

He stated that the Growth Plan would set out the collective ambitions for future growth across the area up to 2050 and was one of the first collaborative approaches to planning in the country, adding that the Plan was not just about providing enough homes and employment but ensuring the correct infrastructure was provided.

Councillor R Blunt stated that he was very proud of the Plan and as North West Leicestershire was an area of immense growth a plan was needed.

It was moved by Councillor R Blunt, seconded by Councillor R D Bayliss and

RESOLVED THAT:

Council be recommended to:

1. Approve the revised Strategic Growth Plan (SGP) "Leicester and Leicestershire 2050: our Vision For Growth"; and
2. Authority be delegated to the Chief Executive (or equivalent) of each SGP Partner Authority, following consultation with the Leader of that Authority and the Joint Strategic Planning Manager for the SGP, to agree, prior to publication, any final minor amendments to the SGP which would not significantly change the overall content or purpose of the document.

Reason for decision: To enable Cabinet to form a view.

41. COMMERCIAL STRATEGY

The Corporate Portfolio Holder presented the report to Members.

He advised Members that following consideration by the Policy Development Group at its last meeting, some minor changes had been made to the Strategy which Cabinet had been asked to note which included the amendment of the forecast future deficit which had been amended from £6.5m to £6.1m.

It was moved by Councillor N J Rushton, seconded by Councillor A V Smith and

RESOLVED THAT:

1. The Council's Commercial Strategy be approved
2. Authority be delegated to the Chief Executive to make minor amendments to the Strategy.

Reason for decision: For Cabinet to review and formally adopt the new Commercial Strategy which sets out how the Council's approach to the delivery of its functions will evolve so as to take full advantage of a wide range of opportunities that may arise.

42. 2018/19 QUARTER 1 PERFORMANCE MANAGEMENT REPORT

The Leader presented the report to Members.

He advised Members that a review was being undertaken on the current performance measures and the information in the report to ensure that it continued to be fit for purpose.

He informed Cabinet that 60 indicators were detailed in the report drawn from the Council's priorities of which 65% were on track or above target, 20% were within agreed tolerances or under control and 15% were below target. He stated that the areas where performance was below target are now examined in more detail and the relevant Heads of Service prepare interventions plans to accompany the report to outline measures or explanations to raise the performance.

In relation to finance, The Leader highlighted that the General Fund forecast surplus outturn was £576K (against the budgeted figure of £299k), the self-sufficiency reserve stood at £2.76m, and the business rates income forecast was £4.96m (£100k more than budgeted). He stated that there were a number of positive financial movements including additional taxi licencing income, reduction in business rates payable on car parks and commercial properties and additional income from trade refuse and recycling. However

there were some adverse movements that included the Leisure Centres deficit, salary increases in refuse and recycling, software licence increases and increased costs in the benefits service.

He informed Members that the sickness absence rate in Q1 was 2.39 days against a target of 2.12 days and that 73% of the absence was a result of long term absences and all cases were being managed with support of the Senior HR advisors.

Councillor A V Smith highlighted that the Leisure Centres income was down, which was mainly a result of loss of membership and that the sickness absence in waste management was high due the manual nature of the work.

Councillor N J Rushton reiterated the financial performance as outlined by the Leader and that he was looking forward to seeing how the self-sufficiency reserves would be invested. He expressed concerns over the number of the days that had been lost due to sickness.

Councillor R Bayliss highlighted that the performance in relation to new affordable homes was below target due to the delay in the handover from developers and utility issues on the Linford & Verdon Crescent site. He noted the good performance in relation to repairs and rent income.

Councillor T Gillard stated that the report was very positive for the business focus team, highlighting that support to a number of market traders to help expand to retail units was continuing and that following the success of the start-up and digital workshops, the business focus team would be redelivering the events for local business. He advised Cabinet that prior to the start of the meeting he had attended the district's Jobs and Skills Fair at Stephenson's College which had over 35 local organisations showcasing thousands of local jobs.

In response to questions from Councillor N J Rushton, the Deputy Chief Executive advised Members that, in relation to customer satisfaction, there had been no agreed corporate method of measuring performance of the whole council and currently individual services monitored satisfaction levels within their areas. This issue will be addressed through the Customer Experience Strategy which Cabinet will consider next month. Members noted the high number of abandoned calls going into the corporate contact centre and the Deputy Chief Executive explained that work was being carried out to address this and Members would see an improvement in Q2. Furthermore, the target of customers being able access 50 types of transactions online was a realistic target for now but would increase as the online service was developed.

By affirmation of the meeting it was

RESOLVED THAT:

The Quarter 1 Performance Report (April-June 2018) be received and noted.

Reason for decision: The report is provided for Members to effectively monitor the organisation's performance.

43. EXCLUSION OF PRESS AND PUBLIC

RESOLVED THAT:

In pursuance of Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the remainder of the meeting on the grounds that the business to be transacted involves the likely disclosure of exempt information as defined in Paragraph 3

of Part 1 of Schedule 12A to the Act and that the public interest in maintaining this exemption outweighs the public interest in disclosing the information.

Reason for decision: To enable the consideration of exempt information.

44. AN UPDATE ON THE PROCUREMENT PROCESS FOR THE SPORT AND LEISURE PROJECT

The Community Services Portfolio Holder presented the report to Members.

She highlighted to Members the process that had been taken to evaluate the bids and informed Members of the outcome following the receipt of the bids and the next stage of the process. She advised that the update had been considered by the Policy Development Group at its last meeting and there were no issues raised.

It was moved by Councillor A V Smith, seconded by Councillor R Blunt and

RESOLVED THAT:

1. The progress made to date in the procurement process in order to secure a Leisure Partner be noted.
2. The next stage of procurement; and the fact that the shortlisted bidders, as outlined within annex A, had been invited to submit final tenders, be noted.

Reason for decision: To ensure that Members are informed about the progress being made on this highly confidential procurement exercise involving the bidding organisations.

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.24 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – WEDNESDAY, 14 NOVEMBER 2018

Title of report	CUSTOMER EXPERIENCE STRATEGY
Key Decision	a) Financial No b) Community Yes
Contacts	Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk Head of Customer Services Tel: 01530 454753 tom.shardlow@nwleicestershire.gov.uk
Purpose of report	To present the draft Customer Experience Strategy to Cabinet members for review and approval.
Reason for decision	To mobilise a programme that delivers against the themes and principles of the Customer Experience Strategy to improve customer experience.
Council priorities	Value for Money / Customer First
Implications:	
Financial/Staff	The work arising from the strategy may have financial and staff implications. These are to be established and detailed separately as each work stream progresses. Where additional funding is required there will be a subsequent submission to cabinet as appropriate.
Link to relevant CAT	N/A
Risk Management	A risk register will be maintained in line with programme management methodology.
Equalities Impact Screening	Equalities is addressed as a theme within the strategy.
Human Rights	N/A

Transformational Government	The strategy if approved will give rise to an ambitious transformation / change programme, which is in line with the ethos of Transformational Government.
Comments of Head of Paid Service	Report is satisfactory
Comments of Section 151 Officer	Report is satisfactory
Comments of Monitoring Officer	Report is satisfactory
Consultees	CLT Extended Leadership Team Wider Organisation Customer Services Public Consultation Revenue and Benefits Partnership Policy Development Group 19 September 2018
Background papers	Customer Experience Strategy document
Recommendations	THAT CABINET APPROVES THE STRATEGY FOR DELIVERY TO TRANSFORM THE CUSTOMER EXPERIENCE OF NWLDC CUSTOMERS.

1.0 INTRODUCTION

- 1.1 North West Leicestershire District Council has made a commitment in its Council Priorities 2018/19 to establish a Customer First Programme. This was done to raise the profile of the customer and place the customer at the centre of the organisation.
- 1.2 This commitment was reflected in the establishment of the new post of Head of Customer Services. The draft Customer Experience Strategy is submitted by the Head of Customer Services, to provide; the vision, principle and a blueprint of the work required to deliver this commitment.

2.0 BACKGROUND / BASELINE

- 2.1 The customers of North West Leicestershire District Council currently experience varying degrees of customer service depending on how they access services. When contacting us by phone, customers may experience extended call wait times. When visiting us, they will experience outdated and tired face to face reception areas. Our corporate Customer Service department has a low profile within the organisation.
- 2.2 New technology has presented both a huge opportunity to streamline our customer contact and has also generated an increasing customer demand for digital self-service. Initial

progress has been made around providing services digitally via the Firmstep product but this is still in its foundation stages.

- 2.3 Organisationally, we do not always place our customers at the centre of what we do, and satisfaction and experience is not routinely or consistently measured across the authority. When we receive complaints, we cannot consistently demonstrate how we have learned from them, and there is more that we can do to analyse trends or patterns to deliver service improvement.
- 2.4 Some initial work has been done, with the Customer First concept being explored by the Corporate Leadership Team in late 2017, however this was paused, pending the Head of Customer Services being appointed. The Customer Experience strategy presented to Cabinet encompasses these previous concepts.

3.0 STRATEGY OVERVIEW

- 3.1 North West Leicestershire District Council is transforming the way that it interacts with its customers. This strategy provides the strategic vision and principles for this transformation.
- 3.2 To achieve this, the strategy gives recommendation to launch six principle linked work streams, reporting into a newly established Customer Experience Board. The board will be chaired by the Strategic Director for Housing and Customer Services.
- 3.3 Each work stream will be led by a senior manager or Head of Service. The strategy will be sponsored by the Strategic Director for Housing and Customer Services and will report into the corporate portfolio holder – Cllr Richard Blunt (Leader).
- 3.4 Where significant spend, investment or decision occurs, this will be made in line with the Council's constitution / delegation.
- 3.5 The strategy outlines the scope and ambition of a significant change programme that will transform the way in which customers interact with North West Leicestershire District Council.

4.0 CONSULTATION

- 4.1 Consultation has been completed both internally, through; Corporate Leadership Team, Extended Leadership Team and wider organisational engagement, as well as an external consultation for members of the public and partners.
- 4.2 Consultation has provided consistently positive feedback which has been carefully reviewed, and where appropriate reflected in the final version of the strategy.
- 4.3 A draft copy of the strategy was submitted to the Policy Development Group (PDG) on 19 September 2018. PDG members recognised the need to improve customer experience and were broadly supportive. An extract of the minutes has been enclosed.
- 4.4 As ideas are refined through the mobilisation of the various work streams associated with the strategy, then there will be further opportunity to gain customer feedback to inform new operating models. A key principle of the strategy, is using customer feedback and satisfaction data to shape service outcomes.

5.0 NEXT STEPS

- 5.1 If approved, the lead officer, the Head of Customer Services, will mobilise the various work streams and associated governance to support the delivery of the Customer Experience Strategy.

Customer Experience Strategy

North West Leicestershire District Council – 2018 - 2021

August 2018

Tom Shardlow

Head of Customer Services

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Executive Summary

- a) North West Leicestershire District Council is transforming the way that it interacts with its customers. This strategy provides the vision and principles for this transformation and in doing so, outlines our ambition and appetite to meet our customers' needs.
- b) The strategy is titled as an **experience** strategy, in recognition that the effective management of a customer relationship is not only about how responsive, efficient and technologically advanced services are, but is also equally about the emotion, feeling and impression that an individual experiences when interacting with an organisation.
- c) The strategy enables the authority to move away from a view that customer service is the responsibility of a team or department, but instead recognises that it is a cross cutting theme that spans the full organisation and links intrinsically with our wider plans. It enables customer experience to become part of our core vision and values framework that each and every officer subscribes too. The strategy raises the profile of the customer from the top to the bottom of the organisation and ensures that our plans, decisions and business actions, are customer centric.
- d) We are aware that both the technology landscape and our customers' preferences are changing at an ever accelerating pace. This is at a time when the resources available to Local Government are decreasing. We now need to find new, innovative and efficient ways of enabling our customers to interact with the Council, whilst at the same time releasing our capacity to support those customers that really need us.
- e) The strategy outlines how we will deliver this change, and reinforces our commitment to providing fair and open access to our services. This strategy provides the mandate to mobilise an ambitious change programme that will transform the authority's approach to customers.

Linked Strategies

- f) The Customer Experience Strategy links to the following other core Council strategies:
 - a. Council Delivery Plan
 - b. Communications Strategy (in draft)
 - c. People Plan (in draft)
 - d. Commercialisation Strategy (in draft)
 - e. Medium Term Financial Strategy

Introduction

- 1.1 The 'Customer Experience Strategy' places our customers at the heart of the organisation. It seeks to modernise and improve the authority's approach to customer service, through investing in material, human and technological resources, in response to a rapidly changing customer expectation.
- 1.2 To date the authority has made targeted attempts at improving customer experience through various programmes and initiatives; significant investment has been made in developing digitalisation and the online customer experience.
- 1.3 The strategy builds upon this previous work, encompassing the 'Customer First' and 'One Council' concepts, to deliver the systemic change required to transform customer experience and realise the benefit of previous investment.
- 1.4 The experience strategy outlines the underlying principles, foundation, design and recommended approach to transforming the way in which we interact with our customers. Its adoption will enable the systemic change required to transform the organisation's customer experience offer over the period 2018 – 2021.

Customer First Experience Vision 2018- 2021

Vision Statement

- 2.1 By 2021 all appropriate transactions will be 'digital by default', placing a greater emphasis on customer choice, and offering seamlessly integrated digital experiences. Our call centre and face to face environments will have released capacity that will enable our skilled officer time to be invested into those customers, circumstances, opportunities or transactions that benefit from human contact.
- 2.2 Our physical and digital customer environments, will be safe, secure, modern, accessible, welcoming and fit for purpose. Our officers across the authority will be invested in and will understand what good customer experience means, their unique contribution in rendering this and the expectations upon them. Our points of access, whether physical or digital will offer consistent, inclusive and linked customer experiences.
- 2.3 Our plans will be customer data led, seeking to link customer feedback and experience to specific areas or transactions and react accordingly, in a cycle of continuous internal improvement. Our customer experience objectives will be linked to measurable outputs, and decisions will be made against business cases that seek to deliver a continued return on investment.

- 2.4 By 2021 North West Leicestershire District Council will offer a modern, efficient, customer experience that the organisation and its customers can be truly proud of.

Principles

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

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

Our Customers

Customer Experience

4.1 We do have basic information about how customers contact us. In 2016, the ways in which customers accessed the Council were:

Number of telephone calls to the Customer Services Team	116,835
Number of letters the Council sent out (Council wide)	178,148
Number of face to face interactions	22,792

4.2 In addition the Council has around 11,000 users signed up (July 2018) to its online account, where customers can access a limited range of services.

4.3 In context, the Society of IT Managers (SOCITM) compared the average costs of customer interactions as follows:

Face to face interactions - £8.62

Telephone interactions - £2.83
Digital (online) interactions - £0.15*

*This figure assumes a fully integrated experience that does not require any officer handling.

- 4.4 The Council has made some progress in improving customer experience and over recent years has invested in improving the digital experience, by undertaking an ambitious programme to bring services online through eforms and a self-service customer account.
- 4.5 However analysis, provided by the former Interim Director of Resources in late 2017 found that :
- *Customers are having to wait unacceptable periods of time to contact the contact centre by phone.*
 - *The reception area and customer services facilities require improvement. There is also a lack of good-standard meeting / interview rooms that staff can use when meeting with the public.*
 - *The number of services that can be accessed online through the website is very low. Only a minority of customers interact with the Council through electronic means.*
 - *A new website is being implemented. It then needs to be developed to ensure its content is relevant, up-to-date and accessible; and that it is a portal to our services.*
 - *Customer services standards are unclear and, where they do exist, are not always consistently followed.*
 - *In most areas, the Council does not have a comprehensive picture of customers' needs – nor does it have the ability to track and record these.*
 - *There is no clear customer strategy and vision to guide the Council in its quest to improve customer access and the quality of services delivered to customers.*
 - *Corporate customer service performance indicators have a low profile and do not receive sufficient scrutiny.*
 - *There is an uneven culture of customer service across the organisation.*
 - *We cannot demonstrate how we learn from complaints.*
- 4.6 Though some progress has been made, particularly around digitalisation, the analysis provided in late 2017 is still largely reflective of the organisation's current position.

Customer Profile & Demographic

- 5.1 Local Government customer experience is becoming increasingly digital, which is driven by a supply of new technology and capabilities, combined with an increasing customer demand to interact digitally.

- 5.2 The Council has an estimated 98,000 residents with a wide variety of needs spread across 279.2km². In an ONS study the number of adults (aged 16 years and over) was given at 78,159.
- 5.3 Data from the ‘Get Digital Heat Map’ produced by the Local Government Association and the London School of Economics and Political Science (LSE), in association with Lloyds Banking Group (2017), provides an indication of Digital Inclusion at a Local Authority Level.
- 5.4 Digital inclusion is an indicator of the ability for a group of individuals or customers to be able to access information or services digitally.
- 5.5 Data specific to North West Leicestershire:
- **Age** -19.7% of adults in North West Leicestershire are **over 65**
 - **Income** - £25,200 is the **average income per taxpayer** in North West Leicestershire
 - **Education** - 39.20% of adults in North West Leicestershire have **no qualifications and/or no Level 1 qualifications**
 - **Health** - 18.1% of adults in North West Leicestershire have **long-term illness or disability**.
 - **Infrastructure** – Broadband 10mbs - 2.00% of households in North West Leicestershire **do not receive broadband speeds of at least 10 megabits per second (Mbps)**.
 - **Infrastructure** – Broadband 2mbs - 0.00% of households in North West Leicestershire **do not receive broadband speeds of at least 2 megabits per second (Mbps)**.
 - **Infrastructure** – 4G Mobile Data - 21.48% of households in North West Leicestershire **do not receive 4G mobile data from all providers**.
 - **Offline** - 11.7% of adults in North West Leicestershire have **not been online within the last 3 months**.
 - **Basic Digital Skills** - 78% of adults in North West Leicestershire have **all five Basic Digital Skills**.
 - **Basic Digital Skills Used** - 46% of adults in North West Leicestershire have **used all five Basic Digital Skills in the last three months**.
- 5.6 The likelihood of overall digital exclusion in North West Leicestershire is **Medium**.
- 5.7 This compares negatively against the digital exclusion likelihood in neighbouring Local Authorities:

Table 2: Likelihood of Digital Exclusion Leicestershire

Local Authority Area	Likelihood of Digital Exclusion
----------------------	---------------------------------

North West Leicestershire District	Medium
Hinckley & Bosworth Borough	Low
Blaby District	Low
Oadby & Wigston Borough	Low
Harborough District	Low
Melton Borough	Medium
Leicester City	Medium

5.8 This data gives a baseline position of our customers and highlights some of the barriers that our customers may face when interacting with us. Our plans as we move forward need to proactively consider these challenges and barriers, to ensure that the services we provided do not exclude the most vulnerable in our community.

Delivery of the Vision

Principles Explored

- 6.1 Putting the **customer first** or at the heart of the organisation are phrases often used but rarely realised. However it's not that complicated, and in practice it means remembering that as a local authority, our purpose is to provide public services to the residents, businesses and visitors to the district and therefore every decision, business action or procedure should be in support of this.
- 6.2 Through a workforce development work stream, we will grow our organisational capabilities to enable staff and managers to be empowered to provide their very best level of customer service. We will provide support, training and guidance around our customer values and the expectations upon staff to live and breathe these values. This will give our trusted colleagues the professional discretion and flexibility to treat our customers as individuals, tailoring our services to meet their needs.
- 6.3 Equally work will be done to understand and map our customer journeys and actively seek to improve them, promoting an ethos of getting things right, on time, first time.
- 6.4 We will carry out a review of the way in which **customers access** our services, exploring the opportunities to providing modern, fit for purpose environments, whether they are face to face, or digital. We will provide space, opportunities and support for our customers to self-serve and access digital services. We will do this through establishing a working group that will review and redesign our customer service environments and front door offer.

- 6.5 This will be extended to our Customer Service Team, reviewing the structure, role and functions within the team to ensure that they are best equipped to successfully meet our customer demand. Our staff will be friendly, professional, welcoming, and be pleased to serve, assist or signpost.
- 6.6 Our digital spaces will be safe, secure, easy to use and fit for purpose. The language used will be plain and simple to understand, and information will be provided in bite size pieces and give consideration to our customers' language needs. Our webpages and applications will be up to date, modern and responsive to customer feedback. We will provide a consistent look, feel and experience to all of our online content, with a clearly identifiable brand. We will benchmark our environments with our peers and other organisations and learn from this to continually improve customer access to our services.
- 6.7 We're committed to providing our **customers** with **choice** about the way in which they access our services, through understanding their needs and matching them to the most appropriate contact channel. As an organisation we provide a variety of contact channels, such as face to face, telephony, online, self-service and post, and will continue to offer a comprehensive range.
- 6.8 In response to an increasingly digital age and reflecting our customer appetite, we will establish a preferred hierarchy of contact channels, dependant on the need, circumstance, capability, and the cost of delivery. This approach means that our officer time can be dedicated to those customers, contacts or situations that benefit from our skilled officer input; and those that are able and want to, can self-serve through non mediated channels.

Contact Channel	Hierarchy Explanation
Self Service (Digital)	This is a preferred channel for most contact. Ideal for noncomplex, high volume or routine contact or applications. Allows access 24/7/365 and gives customers the most efficient route through to our services.
Assisted Self Service (Digital)	For those customers who want to or should access our services digitally but need support in doing so. This may be through new contact channels such as web chat, or assistance provided from floor walkers in face to face environments.
Telephony	At present this is the primary contact channel, offering convenience, rapid access and a human touch. However telephony demand can overwhelm our contact centres and a channel shift needs to occur for those that are able to self-serve.
Face to Face	The traditional contact channel of face to face is expensive to provide and is inconvenient for many customers. It is best reserved for those customers with

	complex, urgent needs or vulnerability that render other channels inappropriate.
Post, email, fax and Other	Written correspondence is used widely but creates delays for customers in resolving their enquiry. The authority should promote other channels over this, and where written submission is required, explore the use of technology to automate contact handling.

- 6.9 Customer experience will be increasingly **digital by default** meaning that we will design our processes with self-service and digital access in mind as the preferred contact channel. We will support the organisation, through a digitalisation programme to provide digital services that are the contact channel of choice. When interacting with customers, our default channel will be digital, providing access 24 hours a day 365 days a year. We will ensure that our processes are designed with the customer in mind, so that the digital channels offer a better, faster and improved experience to traditional contact channels. To access a service online should feel like an added convenience - a better, easier way of engaging with us.
- 6.10 We'll also make sure that our services are **inclusive** and we will engage with equalities leads, customers and partners to ensure that all of our customers receive fair access to our services in line with our public sector equality duty.
- 6.11 In recognising our diverse customer profile, we are able to tailor our plans to ensure that our customers have a fair, open access to our services and to prevent those that need our services, from being excluded.
- 6.12 The inclusion work within the customer experience programmes will link in closely to our corporate commitment to equalities. We will treat our customers as individuals and be flexible in how we deliver our services, empowering our staff to make human decisions to provide adjustment and support.
- 6.13 Though we'll promote our services digitally, we will address digital exclusion and identify barriers to accessing our services upfront, and work hard to support our customers in overcoming these. We will provide tools, help, advice and environments that enable all customers to access our services. We will also sign post to agencies and partners that can support customers to develop new skills.
- 6.14 Our plans will be informed by **customer insight** analysis whereby we will look to review customer data, satisfaction and feedback to deliver customer led service improvements.
- 6.15 We will review our sources of customer data and seek to generate a consistent measure of customer experience across the authority. We will actively obtain

customer feedback and explore the opportunity to continually measure satisfaction through technology.

- 6.16 We will listen to our customers and involve them in our plans through direct engagement, survey or consultation, providing customer centred decision making.
- 6.17 We will review the way in which we manage our customer complaints, consistently recording them, treating them as opportunities to learn and then reviewing the trends and patterns to identify areas of focus and development. We will use this knowledge to design and re-engineer customer pathways and services to meet our customers' needs, as well as giving business areas direct accountability to the customer satisfaction within their business area.
- 6.18 Through a data plan, we will review what customer data we already collect, exploring further opportunities to measure customer experience. In this plan we will identify our data sources, link these to our customer experience standards and establish a consistent measure and view of customer satisfaction across the authority, irrespective of channel or business area. This will enable managers and staff to understand their own unique contribution to customer experience, understand their customers' needs and tailor their services to the feedback of our customers.
- 6.19 Whatever we do, we'll work hard to ensure that it is value **for money, efficient and offers a return on investment**. We are not immune to the financial pressures upon Local Government and the authority has a duty to manage public funds wisely.
- 6.20 Through a reduction in mediated contact, digitalisation and technology offers an opportunity to reduce our cost profile for some types of customer contact. This means that we can redistribute our resources to those customers, service areas or transactions that have the greatest need. There will be other benefits, such as an increase in customer satisfaction, a greater use of digital services and a more responsive, easier to access call centre. We will establish success criteria's with clear, time linked and measurable outputs of what is to be achieved.
- 6.21 Investment will be carefully managed to ensure that there is a clear business case and benefit, whether this is financial or experiential. For future investment we will establish a mechanism to ensure that our outputs will be measured and tracked against the forecasted benefits. Investment decisions will only be made where they continue to make business sense.

Work Streams

7.1 Drawing upon the vision and principles the strategy devolves into six core work streams.

Work Stream	Work Required	Outputs	Benefit	Corporate Lead(s)
Customer Service Department	<ul style="list-style-type: none"> • Redesign of the front of house / accommodation • Review of the roles and team capability. • Contact / customer service technology review. • Review of organisations points of customer contact. 	<ul style="list-style-type: none"> • New Customer Service Centre • Self Service – front of house. • New operating model. • Application of new technology. • Consolidation of points of contact. • Profile of Customer Service Dept. raised. 	<ul style="list-style-type: none"> • Reduction in human handling time from efficient processes (£) • Migrated contact to self-service (£) • Service able to respond to 21st century customer demands. • Self-sustainable structure, driving continuous internal development. 	<ul style="list-style-type: none"> • Tom Shardlow – Head of Customer Services
Workforce Development & Corporate Customer Experience	<ul style="list-style-type: none"> • Gap analysis between current position and requirement. • Work to align required position to corporate HR frameworks. • Wider organisational engagement / promotion and buy in. • Establishment of Customer leads such 	<ul style="list-style-type: none"> • Establishment of corporate Customer Experience Standards and capabilities. • Adoption and adaption of corporate standards into capability / competency frameworks. • Corporate launch. 	<ul style="list-style-type: none"> • Organisational cultural change. • Every officer understands the Council's commitments to customer experience and their contribution to it. 	<ul style="list-style-type: none"> • Mike Murphy – Head of Human Resources and Organisational Development • Tom Shardlow – Head of Customer Services

Work Stream	Work Required	Outputs	Benefit	Corporate Lead(s)
	as champions in each service area.			
Digitalisation Programme	<ul style="list-style-type: none"> • Development of existing digitalisation programme. • Establishment of corporate governance / standards of digitalisation • Business analysis to identify scope of opportunity and progress against it. • Customer Experience (Digital) Mapping and audit. 	<ul style="list-style-type: none"> • Digitalisation Road Map. • Reviewed Firmstep programme. • Channel Shift / migration plan. • Customer Experience (Digital) Target Operating Model. • My Account republish 	<ul style="list-style-type: none"> • Reduction in human handling time (£) • Digital channel becomes channel of choice. 	<ul style="list-style-type: none"> • Tom Shardlow – Head of Customer Services • Sam Outama – ICT Team Manager • Partner ICT Leads (i.e. RB Partnership)
Customer Insight & Data	<ul style="list-style-type: none"> • Establishment of information sources. • Establishment of information requirement. • Identification of where customer data can support decision making. 	<ul style="list-style-type: none"> • Data lead recommendation. • Data / customer insight ownership. • Responsive improvement cycle. 	<ul style="list-style-type: none"> • Culture of customer excellence. • Learning from mistakes, leading to genuine service transformation. 	<ul style="list-style-type: none"> • Tom Shardlow – Head of Customer Services • Sam Outama – ICT Team Manager • Mike Murphy – Head of Human Resources and Organisational Development

Work Stream	Work Required	Outputs	Benefit	Corporate Lead(s)
Inclusion & Choice <small>23</small>	<ul style="list-style-type: none"> • Equality impact assessment. • Digital skills audit. • Establishment of inclusion partners and agencies. 	<ul style="list-style-type: none"> • Digital inclusion planning. • Links to community support. • Opportunity to digitally up skill provided. 	<ul style="list-style-type: none"> • Social society boost of digitally skilled adults. • Public sector equality duty met. • Choice leads to improved customer relations. • Ensures that everyone can access Local Government services. 	<ul style="list-style-type: none"> • Tom Shardlow – Head of Customer Services • Mike Murphy – Head of Human Resources and Organisational Development
Returned Investment, Efficiency & Benefit	<ul style="list-style-type: none"> • Benefit potential established. • Realised benefit captured. • Establish sources of data. • Tolerance levels defined. • Commercial opportunity identified. 	<ul style="list-style-type: none"> • Benefit statement produced. • Target profile agreed. • Work streams linked to benefits. • Success criteria established. 	<ul style="list-style-type: none"> • Clear understanding of why the programme has been undertaken. • Assessment of success criteria. 	<ul style="list-style-type: none"> • Tom Shardlow – Head of Customer Services • Tracy Bingham – Head of Finance

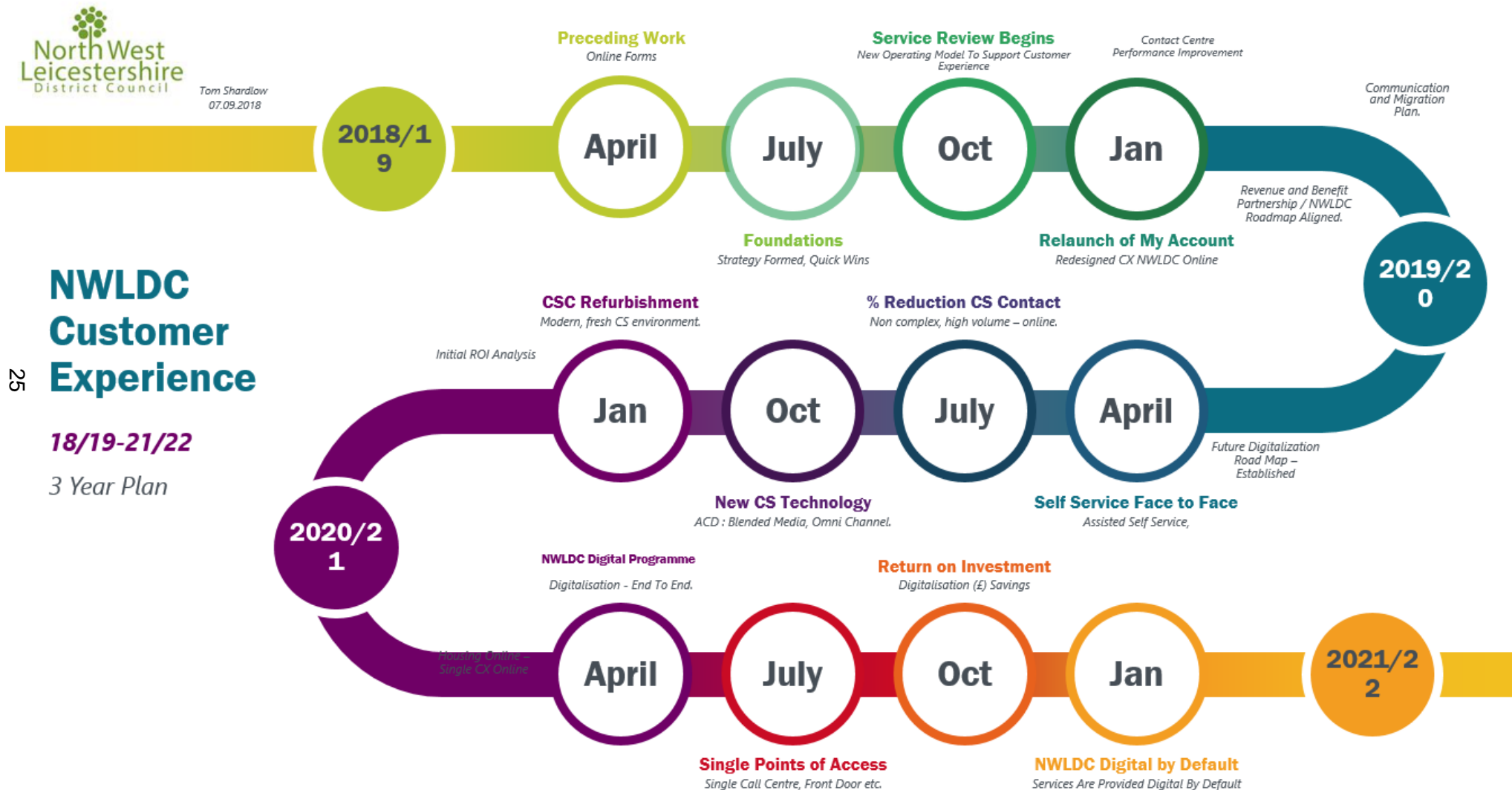
Governance & Approach

- 8.1 The lead officer for the strategy will be Tom Shardlow Head of Customer Services.
- 8.2 The strategy will be sponsored by Glyn Jones, Strategic Director for Housing and Customer Services and will report into the Corporate Portfolio Holder – Cllr Richard Blunt (Leader).
- 8.3 Where spend, investment or significant decision occurs this will be made in line with the Council's constitution / delegation of power.
- 8.4 In its delivery the Experience Strategy will operate a hierarchical governance model, reporting into a Customer Experience Board chaired by Glyn Jones, Strategic Director for Housing and Customer Services.
- 8.5 The board will seek advisories as required, from the extended project team: Communications, Finance, Legal Services, HR, Partner Organisations and Information Security.

Next Steps

- 9.1 The strategy will provide mandate to mobilise and establish the Customer Experience Board, with the associated work streams.
- 9.2 The programme will establish financial requirements at the mobilisation stages, with a view to securing reserve funding on a respective benefit / investment based business cases.
- 9.3 The strategy will seek to deliver incremental gains, at the earliest viable opportunity, with improvements to the customer experience being delivered as each piece of work concludes, generating a constantly evolving offer to the customer.
- 9.4 With customer demand, the local government landscape and technology changing at an ever accelerating pace the strategy is to be a working document, revisited periodically to plan for the next period. The strategy will next be reviewed in 2020.

Indicative / Illustrative Timeline



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Extract of the MINUTES of a meeting of the POLICY DEVELOPMENT GROUP held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 19 SEPTEMBER 2018

Present: Councillor M Specht (Chairman)

Councillors R Ashman, N Clarke, T Eynon, P Purver, V Richichi, A C Saffell, S Sheahan and N Smith

In Attendance: Councillors J Geary, R Johnson, J Legrys, Ms K Smith and A V Smith MBE

Portfolio Holders: Councillors A V Smith MBE

Officers: Mr J Bright, Mr M Fiander, Mr G Jones, Mr M Murphy, Mr P Sanders, Mr T Shardlow and Mrs R Wallace

20. CUSTOMER EXPERIENCE STRATEGY

The Head of Customer Services introduced the report and gave a presentation to Members.

Councillor S Sheahan asked what the digital service would look like as at 15p per transaction, he felt that costs were low. The Head of Customer Services explained that 15p per transaction would be the optimum cost if there was no interaction at all. He wanted to make customers want to use the service rather than contact the call centre and therefore it needed to be a good, easy to use, system. In response to a further question, the Head of Customer Services felt that it was important to change the current culture amongst all staff so that everyone understands they are part of customer service delivery, and to take ownership of an issue rather than to pass it around. He assured Members that this had started to be addressed already and he was looking into the introduction of service level agreements. He assured Members that they should start seeing a difference in the service over the next year, especially in relation to reduced numbers of abandoned calls.

Councillor T Eynon expressed her concerns regarding equalities issues with accessing services online. The Head of Customer Services explained that the digital approach would free up staff to be available to help customers who came in to the offices, including guidance on how to self-serve at stations in the building. Also he would explore the opportunity to work with partners to address training needs of residents out in the District.

From past experience, Councillor N Clarke felt that the service provided after the initial contact was made, needed to be examined as contact details were not always being taken and therefore follow up calls could not be made. The Head of Customer Services reported that this had already been identified and he was currently in the process of mapping out the customer journey to help improve the service.

In response to a question from Councillor V Richichi, the Head of Community Services assured Members that there would always be staff available to deal with telephone and face to face enquiries for as long as it was required. However, he felt it was important to do as much as possible to enable people to self-serve on-line if they were able to.

The Chairman felt it was important to investigate the use of text messaging as well as emailing as this was some people's preferred method of communication.

It was moved by Councillor R Ashman, seconded by Councillor V Richichi and

RESOLVED THAT:

Comments made by the Committee be provided to Cabinet when considering the report in November 2018.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 9.23 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**CABINET – WEDNESDAY, 14 NOVEMBER 2018**

Title of report	DISPOSAL OF PROPERTY – CONFIRMATION OF URGENT ACTION
Key Decision	Financial – No Community - No
Contacts	<p>Councillor Roger Bayliss 01530 411055 roger.bayliss@nwleicestershire.gov.uk</p> <p>Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p> <p>Head of Housing and Property 01530 454780 chris.lambert@nwleicestershire.gov.uk</p>
Purpose of report	To seek Cabinet confirmation of a decision taken by the Strategic Director of Housing and Customer Services (acting as Chief Executive) and Leader under the urgency provisions within the HRA Disposal Policy. This was necessary to accept an alternative offer for the property after the previous purchaser significantly reduced their offer prior to exchange of contracts.
Reason for decision	The proposal to dispose of the property was in accordance with the HRA Disposal Policy, which was approved by Cabinet on 3 March 2015, to generate a capital receipt to meet the needs of the HRA Business Plan.
Council priorities	Value for Money, Homes and Communities.
Implications:	
Financial/Staff	The proceed of sale will contribute towards the annual income from sales target (of £400,000) within the approved Housing Capital Programme
Link to relevant CAT	None
Risk Management	None

Equalities Impact Screening	Due to the high number of refusals and inability to let 58 Ramscliffe Avenue, it was not possible to rehouse a family from the Housing Register in this property.
Human Rights	None
Transformational Government	Active asset management is an important part of our HRA Asset Management strategy, to ensure we spend our money wisely, and deliver the agreed quality of Council housing for tenants.
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	Corporate Asset Management Group (AMG).
Background papers	Report to Cabinet 3 March 2015 – HRA Disposals Policy Report to Cabinet 18 September 2018 - Disposal of Property – confirmation of urgent action
Recommendations	THAT CABINET CONFIRM THE DECISION OF THE STRATEGIC DIRECTOR OF HOUSING AND CUSTOMER SERVICES (ACTING AS CHIEF EXECUTIVE) AND LEADER OF THE COUNCIL TO ACCEPT AN OFFER OF £65,000 FOR THE FREEHOLD SALE OF 58 RAMSCLIFFE AVENUE DONISTHORPE.

1.0 REPORT

- 1.1 On 18 September 2018, Cabinet confirmed the decision of the Chief Executive and Leader of the Council to accept an offer of £73,900 for the freehold sale of 58 Ramscliffe Avenue Donisthorpe. The reasons for selling the property were explained in the previous report referred to in the “Background papers” section.
- 1.2 On reviewing the material supplied by the Council as part of the local search process, the proposed purchaser reduced his offer from £73,900 to £49,000. This was prior to exchange of contracts.
- 1.3 The level of the reduction of the offer was significant, and when previously advertised other offers in excess of the revised figure had been received. The decision was therefore taken to readvertise the property for a short period to test the market again.

- 1.4 Following a number of viewings an offer of £65,000 was received from a Mr Hitchcox, which was subsequently accepted under the delegated powers provisions of the HRA Disposal Policy. This delegation was exercised by the Strategic Director of Housing and Customer Services as the Chief Executives was on leave.
- 1.5 This exercise of delegated powers requires a further report to Cabinet to seek confirmation of the action taken.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – WEDNESDAY, 14 NOVEMBER 2018

Title of report	MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY
Key Decision	<p>a) Financial No</p> <p>b) Community No</p>
Contacts	<p>Councillor Alison Smith MBE 01530 835668 alison.smith@nwleicestershire.gov.uk</p> <p>Strategic Director of Place 01530 454555 james.arnold@nwleicestershire.gov.uk</p> <p>Head of Economic Regeneration 01530 454752 mark.fiander@nwleicestershire.gov.uk</p> <p>Head of Community Services 01530 454832 paul.sanders@nwleicestershire.gov.uk</p>
Purpose of report	To consider the recommendations made by the Coalville Special Expenses Working Party.
Reason for decision	To progress Coalville Special Expenses projects and programmes.
Council priorities	Value for Money
<p>Implications:</p> <p>Financial/Staff</p> <p>Link to relevant CAT</p> <p>Risk Management</p> <p>Equalities Impact Screening</p> <p>Human Rights</p> <p>Transformational Government</p>	<p>As set out within the budget.</p> <p>None.</p> <p>N/A</p> <p>None discernible.</p> <p>None.</p> <p>None.</p>

Comments of Head of Paid Service	Report is satisfactory
Comments of Section 151 Officer	Report is satisfactory
Comments of Monitoring Officer	Report is satisfactory
Consultees	None
Background papers	Agenda and minutes of the meeting held on 16 October 2018
Recommendations	TO NOTE THE RECOMMENDATIONS MADE BY THE COALVILLE SPECIAL EXPENSES WORKING PARTY AS DETAILED WITHIN THE MINUTES AND APPROVE THE RECOMMENDATIONS AS SUMMARISED AT 3.0

1.0 BACKGROUND

- 1.1 The Coalville Special Expenses Working Party meets as often as is required to meet business demands – usually quarterly. As the working party reports directly to Cabinet, all recommendations made are to be sent to the first available Cabinet meeting after the group have met for final approval.

2.0 TERMS OF REFERENCE

- 2.1 To consider budget and financial issues which either solely or predominantly affect the Coalville special expenses area and to make recommendations to Cabinet.
- 2.2 To receive reports and examine possible project options on which recommendations will be made to Cabinet

3.0 RECOMMENDATIONS FROM MEETING ON 16 OCTOBER 2018

3.1 2018/19 Events Update

Christmas Lights

- a) Notification be sent to shop landlords outlining their responsibilities in relation to Christmas tree brackets
- b) Further work on the existing brackets be put on hold pending future developments on High Street

Coalville May Fair 2019

- c) A full traffic management plan to further explore the suitability of hosting a fun fair in Coalville town centre be commissioned

3.2 Capital Projects Update

High Street – Hanging Baskets

- a) The High Street – Hanging Baskets project be put on hold.

Coalville Park

- b) Councillors J Legrys and J Cotterill be appointed as representatives on the Coalville Park community group as the relevant ward members.

3.3 Coalville Special Expenses 2017/18 Outturn & Capital Programme 2018/19 Funding
No recommendations

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MINUTES of a meeting of the COALVILLE SPECIAL EXPENSES WORKING PARTY held in the Council Chamber, Council Offices, Coalville on TUESDAY, 16 OCTOBER 2018

Present: Councillor J Geary (Chairman)

Councillors R Adams, N Clarke, J Cotterill, D Everitt, J Legrys, P Purver, M Specht and M B Wyatt

In Attendance: Councillors T Eynon and S Sheahan

Officers: Mr J Knight, Mrs W May, Mr M Fiander and Mrs M Meredith

11. APOLOGIES FOR ABSENCE

No apologies for absence were received.

12. DECLARATIONS OF INTEREST

Councillor J Geary declared a non-pecuniary interest in item 5 – Capital Projects Update as a regular supporter of Coalville Town Football Club and a founder member of Mantle Lane Arts.

Councillor J Legrys declared a non-pecuniary interest in any reference to Hermitage FM due to his voluntary involvement with the organisation.

Councillor M B Wyatt declared a non-pecuniary interest in any reference to Coalville Town Centre as a business owner.

13. MINUTES OF THE PREVIOUS MEETING

Consideration was given to the minutes of the meeting held on 19 June 2018.

Further to the request for information on the effectiveness of the mobile activated vehicle signage, the Leisure Services Team Manager provided an overview from one of the two machines. He explained that the second machine had broken whilst trying to extract the information and had been returned to the manufacturer. He explained that it was a very laborious task to extract the information from the machine and he encouraged members to consider how they wished to take this forward taking into account the usefulness of the information.

Councillor R Adams asked to be kept informed on progress relating to the return of the machine and requested more information about the manufacturer.

It was moved by Councillor R Adams, seconded by Councillor M Specht and

RESOLVED THAT:

The minutes of the meeting held on 19 June 2018 be approved and signed by the Chairman as a correct record.

14. 2018/19 EVENTS UPDATE

The Cultural Services Team Manager presented the report to members, providing an overview of the events which had taken place and highlighting the one remaining upcoming event in this year.

Music and Picnic in the Park

The Cultural Services Team Manager reported that this had been a very successful weekend. The weather was warm and attendance was good despite clashes with other events such as the world cup. Excellent feedback had been received from the community groups involved in the events and from members of the public. She was pleased to report that the money raised by charity groups at the event had increased from the previous year.

Coalville by the Sea

The Cultural Services Team Manager explained that this had been extended to a two day event with funding from the Coalville Project. She reported that the event had been very well supported and was well received by community groups. She added that holding the event on a Saturday had reached a slightly different audience in that whole family units were able to attend.

Members thanked the staff involved and discussed the feedback received.

Christmas in Coalville

The Cultural Services Team Manager highlighted the planned activities focussing on the Belvoir Centre and Market Hall car park as set out in the report. She explained that the social media campaign had been extended in the last few days and the campaign had reached 22,900 people. She added that the social media promotion had been supported by some paid advertising as well as the comprehensive communications plan that would continue in the run up to the event.

The Cultural Services Team Manager advised that she had considered the options for Memorial Square as requested, however having taking advice, the focus of the Christmas in Coalville event would not be on Memorial Square due to the busy nature of the road network and the fact that the site would still be a building site at the time of the event.

Councillor M B Wyatt commented that the reach on social media did not guarantee a high attendance level. He felt that it would be beneficial to include the walkway at Needhams Walk when considering the new Christmas lights contract for 2020.

2019/20 Proposed Events Programme

The Cultural Services Team Manager drew members' attention to the proposed events programme set out in the report. She sought members' views on including a two day event for Coalville by the Sea.

Members confirmed that they wished to continue to support a two day event for Coalville by the Sea.

In response to a question, the Cultural Services Team Manager advised members that the date for the 2019 Christmas in Coalville event could be set now, however she would feel more confident doing so after seeking guidance from traders.

Councillor J Legrys referred to the artwork unveiling taking place on 27 October 2018, and felt that as members of the Working Party had supported the allocation of funding towards this project, they should make every effort to attend.

In response to a question from a member, the Cultural Services Team Manager advised that the scaffolding in Memorial Square had been scheduled for removal at the beginning of the week, however due to the high winds over the weekend, the contractor had been busy securing live sites. Work was complete on the upper levels and the scaffolding was now due to be removed at the weekend.

Christmas Lights

The Cultural Services Team Manager reported her findings following the request of members to investigate the tree brackets.

Councillor M B Wyatt reported that he had contacted the Co-operative store to see if they would be willing to contribute towards the cost of the hanging baskets as part of their Section 106 Agreement. He suggested that the project be put on hold pending the future developments on High Street.

Members had a lengthy discussion on the issues around ownership of the existing brackets and who would be responsible should the brackets deteriorate. Councillor R Adams stated that he would welcome further legal advice on this point.

In response to questions from members, the Cultural Services Team Manager explained that regardless of who had installed the brackets in Ashby de la Zouch, the Town Council had assumed ownership as they utilised them for other purposes and were the main user of the brackets.

It was agreed that the shop landlords be notified of their responsibilities relating to the existing brackets.

Coalville May Fair 2019

The Cultural Services Team Manager outlined her findings following the request of members to investigate the suitability of High Street to accommodate a fun fair. A desk-based assessment had been undertaken by a traffic management company had identified the areas which were more suitable for a road closure and to accommodate large equipment, as detailed at section 4.2 of the report. The suggested areas to avoid holding a fair due to the size of the roads and the inconvenience of closing them were also set out in the report. Members were asked to consider whether they wished to commission the traffic management company to undertake a full traffic management plan at a cost of £400.

Members discussed the potential timings and location of a fair, and were keen to ensure that residents were consulted on any proposals. It was clarified that undertaking the assessment would not guarantee that permission for such a fair would be granted, however the traffic management company would engage with key stakeholders and support what was possible to mitigate some of the issues which might be raised by the emergency services.

Members agreed that a full traffic management plan be commissioned.

Coalville Commemoratives

The Cultural Services Team Manager reported that the artwork was scheduled for installation week commencing 22 October, which comprised the hole being dug and the equipment being installed to lift the 8 tonne stone into place. Work would then be undertaken by the grounds maintenance team to dress the area. The installation would be secured by Heras fencing and shrouded by interpretive panels and tarpaulin for the grand reveal.

In response to questions from members, the Cultural Services Team Manager advised that once the installation was unveiled, it would be on display immediately. She advised members that the delay with removing the scaffolding had eaten into the contingency for the works, however she assured members they would be completed in time for the unveiling.

It was moved by Councillor J Legrys, seconded by Councillor R Adams and

RESOLVED THAT:

- a) The progress update on 2018/19 events be noted
- b) The initial proposals for 2019/20 events be noted
- c) The information received in relation to Christmas tree brackets and lighting options be noted
- d) The information received from a traffic management company regarding the suitability of hosting a fun fair in Coalville town centre be noted
- e) The progress on the commemorative artwork for the centenary of the end of WW1 be noted

RECOMMENDED THAT:

- a) Notification be sent to shop landlords outlining their responsibilities in relation to Christmas tree brackets
- b) Further work on the existing brackets be put on hold pending future developments on High Street
- c) A full traffic management plan to further explore the suitability of hosting a fun fair in Coalville town centre be commissioned

15. CAPITAL PROJECTS UPDATE

The Leisure Services Team Manager presented the report to members and provided an update on ongoing projects.

Owen Street Recreation Ground Floodlights

The Leisure Services Team Manager reported that the installation was complete and snagging had been undertaken.

Thringstone Miners Social Centre Training Pitch

The Leisure Services Team Manager reported that no further trustee meetings had taken place since the last meeting of the Working Party. An update would be provided at the next meeting.

Coalville Forest Adventure Park

The Leisure Services Team Manager reported that work had commenced and was due to be completed in the next few weeks.

Melrose Road Play Hub

The Leisure Services Team Manager reported that Legal Services had been instructed to progress the Permissive Footpath Agreement.

Coalville Park

Green Flag Award - The Leisure Services Team Manager reported that the improvement works were now ongoing and he thanked the Bardon Community Fund and Councillor M B Wyatt for their support. 26 people had expressed an interest in getting involved in the community group to support the management of the park. The community group would not be a decision-making entity but would make recommendations to officers and members of the Working Party.

The Leisure Services Team Manager invited members to consider whether they wished to have member representation on the group. He highlighted that the member

representative would not have voting rights, however he felt that this could provide a conduit between the group and the Working Party. It was agreed that the relevant ward members should be the appointed representatives on the community group.

The Leisure Services Team Manager reported that a perception survey of Coalville Park had been undertaken and he highlighted the results of this, which would be fed into the community group and utilised to inform the management plan.

The Leisure Services Team Manager advised that he had been approached by the Coalville Education Partnership regarding the management of the community garden and potential funding available. A more robust business case had been requested from the Coalville Education Partnership and further information would be brought to the next meeting of the Working Party.

Councillor J Legrys reported that he had been lobbied by the Coalville Education Partnership about taking over the site and he had expressed his concerns regarding the viability of the trust maintaining it long-term. He commented that public money was being invested into such groups with no return, and the trust relied upon grants which may not be available in future. He added that he would welcome more information from the trust on long term sustainability from the volunteers and how this could integrate with Friends of Coalville Park. He wanted to ensure the investment could be acknowledged in the future. He congratulated staff on achieving the fields in trust status and welcomed working toward the green flag award.

Councillor M Specht stated that he would welcome some provision for people suffering from mental health issues within the service level agreement.

It was agreed that progress updates be reported to the Working Party.

Fields in Trust – The Leisure Services Team Manager reported that Fields in Trust status had now been granted and a photo shoot would be organised once official confirmation had been received.

Lillehammer Drive

The Leisure Services Team Manager reported that the MUGA had now been removed and the area fenced off. Engagement was currently being undertaken with residents on the proposed landscaping. 100 residents had been written to, and 3 responses had been received so far.

The Leisure Services Team Manager advised that the three Section 106 contributions had been received for landscaping, ongoing maintenance and open space, which could be utilised either for further maintenance or another MUGA, or could be used elsewhere with the permission of Barratts. He added that members may want to consider seeking to use some of these monies for the improvements at Coalville park.

In response to questions from members, the Leisure Services Team Manager confirmed receipt of the Section 106 contributions. He advised that the resident consultation would end in the next 2 weeks and the landscaping work would commence imminently, weather permitting. He explained that the equipment had been retained, however he could not confirm its suitability for future use.

London Road Closed Cemetery

The Leisure Services Team Manager reported that work was now ongoing and he thanked Councillor M B Wyatt for his support with the funding application. He explained that the War Graves Commission had confirmed that no funding was available to repair headstones that were not related to war graves, and none of the war graves at the cemetery had been damaged.

Councillor M Specht proposed a vote of thanks to Councillor M B Wyatt for securing the funding.

High Street - Hanging Baskets

Members agreed that this item should be deferred.

Councillor J Legrys asked that his request to extend the scheme to other roads in the town centre be noted.

Members discussed the proposal to locate the baskets on lamp columns as opposed to buildings.

It was moved by Councillor M Specht, seconded by Councillor R Adams and

RESOLVED THAT:

- a) The progress update on the 2018/19 Capital Projects be noted.

RECOMMENDED THAT

- a) The High Street – Hanging Baskets project be put on hold.
- b) Councillors J Legrys and J Cotterill be appointed as representatives on the Coalville Park community group as the relevant ward members.

16. COALVILLE SPECIAL EXPENSES FINANCE UPDATE

The Head of Economic Regeneration presented the report to members, highlighting the forecast overspend in period 5 and the reduced contribution to balances of £3,586. He explained that this was primarily as a result of reduced income from Broomleys Cemetery, but nevertheless the items at section 1.2 of the report could still be afforded and all other items were effectively as forecast. He explained that the revenue budget was forecast at £87,000 although some costs had been recently approved which would reduce this slightly. He added that reserves were available as well as £42,000 in balances.

In response to a question from Councillor P Purver, the Leisure Services Team Manager advised that the majority of the funding relating to the Owen Street Recreation Ground floodlight refurbishment had been allocated from the asset protection fund and was not shown in this report.

The Head of Economic Regeneration advised that the Section 106 funding from the Lillehammer Drive development had not been included in this update but would be shown in future reports.

It was moved by Councillor J Legrys, seconded by Councillor D Everitt and

RESOLVED THAT:

The 2018/19 period 5 actuals and forecasted outturn be noted.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 7.41 pm