

Meeting	POLICY DEVELOPMENT GROUP
Time/Day/Date	6.30 pm on Wednesday, 19 September 2018
Location	Council Chamber, Council Offices, Coalville
Officer to contact	Democratic Services (01530 454512)

All persons present are reminded that the meeting may be recorded and by attending this meeting you are giving your consent to being filmed and your image being used. You are kindly requested to make it known to the Chairman if you intend to film or record this meeting.

The Monitoring Officer would like to remind members that when they are considering whether the following items are exempt information under the relevant paragraph under part 1 of Schedule 12A of the Local Government Act 1972 they must have regard to the public interest test. This means that members must consider, for each item, whether the public interest in maintaining the exemption from disclosure outweighs the public interest in making the item available to the public.

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	
To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Support Services.	
4. MINUTES	
To approve and sign the minutes of the meeting held on 27 June 2018.	3 - 8
5. 2018/19 QUARTER 1 PERFORMANCE REPORT	
Report of the Chief Executive	9 - 62

6.	DRAFT COMMERCIAL STRATEGY	63 - 76
	Report of the Head of Legal and Commercial Services	
7.	SPORTS AND LEISURE PROJECT UPDATE	
	Report of the Head of Community Services	77 - 212
8.	RECYCLE: MORE FOR NORTH WEST LEICESTERSHIRE	
	Report of the Head of Community Services	213 - 216
9.	HS2 UPDATE	
	Report of the Head of Economic Regeneration	217 - 244
10.	CUSTOMER EXPERIENCE STRATEGY	
	Report of the Head of Customer Services	245 - 282
11.	COUNCIL TAX CHANGES	
	Report of the Strategic Director of Housing and Customer Services	283 - 288
12.	ANNUAL SCRUTINY REPORT	
	Report of the Strategic Director of Housing and Customer Services	289 - 296
13.	ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME	
	To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.	297 - 312

Circulation:

Councillor R Ashman
 Councillor N Clarke
 Councillor T Eynon
 Councillor G Houl
 Councillor P Purver
 Councillor V Richichi
 Councillor A C Saffell
 Councillor S Sheahan
 Councillor N Smith (Deputy Chairman)
 Councillor M Specht (Chairman)

MINUTES of a meeting of the POLICY DEVELOPMENT GROUP held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 27 JUNE 2018

Present: Councillor M Specht (Chairman)

Councillors R Ashman, T Eynon, G Hoult, V Richichi, A C Saffell, S Sheahan and N Smith

In Attendance: Councillors J Legrys

Officers: Mrs T Bingham, Mr J Knight, Mrs M Long, McHendry, Mr M Murphy, Mr P Sanders, Mrs B Smith and Mrs R Wallace

1. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors P Purver and N Clarke.

2. MINUTES

Consideration was given to the minutes of the meeting held on 8 May 2018.

It was moved by Councillor N Smith, seconded by Councillor T Eynon and

RESOLVED THAT:

The minutes of the meeting held on 8 May 2018 be approved and signed by the Chairman as a correct record.

3. DECLARATION OF INTERESTS

There were no declarations of interest.

4. PUBLIC QUESTION AND ANSWER SESSION

None.

5. NORTH WEST LEICESTERSHIRE HEALTH AND WELLBEING STRATEGY

The Leisure Services Team Manager presented the report and introduced Mr D McHendry, Consultant from KKP Ltd.

Councillor V Richichi asked who would be targeted with the strategy. Mr D McHendry explained that there were key groups of people including those who were unhealthy, not active, and had no access to facilities. The information on these groups had been compiled by Sport England over the last ten years and was still ongoing.

Councillor S Sheahan commented that when attempting to target groups it was important to consider the two main barriers which was motivation and convenience. It was also important to consider the different levels of social interaction required by individuals. Mr D McHendry reported that previous consultation raised the issue of isolation as a key challenge for people to be active. Councillor S Sheahan added that social interaction was important but a leisure centre setting could be intimidating for some. The Leisure Services Team Manager felt that it was important to take a holistic approach when deciding on what to offer, both in the leisure centre and the community.

Councillor N Smith raised the importance of holding activity classes for cardiac patients, as in his experience there was nothing available within the District. He felt it was

important to include this group of people and to involve GP surgeries so that information was available to all.

Councillor T Eynon commented that activities such as dog walking was not included on the list, it was generally sporting activities only. Mr D McHendry confirmed that activities such as dog walking were included but for the purpose of the report only the top activities were listed. Councillor T Eynon felt that it would be hard to motivate some people as they may not want to go to a leisure centre. She also hoped that all forms of activities including community groups, Zumba, dancing, walking and gardening would be mapped during the process. She felt it was very important to include less expensive forms of activity and to make the community aware of them.

Councillor T Eynon asked if employers would also be targeted to encourage an active workforce. The Leisure Services Team Manager felt that work place health was very important and it would form part of the strategy.

Councillor A C Saffell felt that more education on food choices should also be included as many people lived on junk food. He also felt that the Council should be clamping down on the number of fast food establishments being opened as they had an impact.

The Chairman raised the point that there was specific reference to smoking within the presentation but no mention of alcohol consumption. He was aware of the impact alcohol had on people's physical and mental health and believed it should be included.

The Leisure Services Team Manager invited Members to engage in the wider consultation in due course.

It was moved by Councillor N Smith, seconded by Councillor T Eynon and

RESOLVED THAT:

- a) The process and timelines to develop a North West Leicestershire Health and Wellbeing Strategy be noted.
- b) The engagement of the consultation process be noted.

6. PROVISION OF SCRUTINY TRAINING

The Democratic Services Team Manager presented the report to Members.

It was moved by Councillor M Specht, seconded by Councillor T Eynon and

RESOLVED THAT:

The proposed scope of scrutiny training be received and noted as set out in the report.

7. LEISURE VAT IMPLICATIONS

The Head of Finance presented the report to Members.

Councillor S Sheahan felt that the subject matter was hard to understand as there were no figures included for comparison. The Head of Finance stated that it would take approximately one to two weeks to collate the information requested and agreed to provide the figures for each case as detailed in table 1 of the report. Councillor S Sheahan felt that it was important for Cabinet to also have the information before making its decision.

As several Members sought clarification on the subject matter, the Head of Finance provided further explanation on the review of the outsourcing business case, the “test of significance” relating to the VAT level and the “peppercorn lease” arrangement as detailed within the report.

Members had a brief discussion on the possible disadvantages of the outsourcing business case and were concerned that the Council could incur more costs if that option was taken. The Head of Finance assured Members that a lot of work had been undertaken on the matter and due to the total number of advantages, on balance, outsourcing was more favourable.

In response to a question from Councillor T Eynon, the Head of Finance confirmed that the peppercorn lease arrangement was a necessary part of the outsourcing agreement. Councillor T Eynon stated that she was uncomfortable with the proposed arrangements, especially as she would have to explain to constituents that a huge amount of money was being spent on a new leisure centre that we would lease to another service provider in the proposed way.

The Chairman asked if the service providers currently involved in the procurement process were happy with the proposal and open to the peppercorn lease arrangement. The Head of Community Services confirmed that they were and it would be covered in a report to Cabinet in due course.

It was moved by Councillor R Ashman, seconded by Councillor A C Saffell and

RESOLVED THAT:

Comments made by the Committee regarding the issue of VAT exemption on sporting services be provided to Cabinet and Council when considering the report.

8. REVIEW OF PENSIONS DISCRETIONS

The Head of Human Resources and Organisation Development presented the report to Members.

In response to a question from Councillor S Sheahan, the Head of Human Resources and Organisation Development explained that the consultation process with the Trade Unions was currently ongoing and therefore an official response was not included within the report. The Chief Executive assured Members that the results of the consultation would be available before a decision was made.

Councillor N Smith asked who would be making the decisions on the individual cases, as the report refers to ‘the Council’ making decisions. The Head of Human Resources and Organisational Development confirmed that it would be the Chief Executive as Head of Paid Service and himself, in consultation with other officers on a case by case basis.

Councillor A C Saffell commented that the same approach was used at his previous employer and it worked very well.

Councillor V Richichi raised concerns that some cases may result in the Council incurring further costs, especially if more employees were required to cover a possible gap in the service. The Head of Human Resources and Organisation Development stressed that each case would be considered on an individual basis and if it was not beneficial or cost effective for the authority, then the request would be refused. The Chief Executive agreed and added that the discretions would allow more flexibility when considering each request.

Councillor R Ashman felt that it was important to have a flexible approach as it made the Council a responsible employer balancing the needs of employees and the business.

It was moved by Councillor A C Saffell, seconded by Councillor M Specht and

RESOLVED THAT:

Comments made by the Committee be provided to Council when considering the report.

9. WORKFORCE AND AGENCY COSTS

The Chief Executive informed Members that this report was on the agenda because of a request made at Full Council during the setting of the budget. She also reminded Members that the issue fell under the responsibility of the Chief Executive as the Head of Paid Service and was not a Member decision.

The Head of Human Resources and Organisation Development presented the report to Members.

Councillor V Richichi raised concerns about how services would operate fully if the number of agency staff was reduced and staff were retiring early. The Chief Executive commented that she was aware of the need to run the council in an efficient way and felt it was important to employ permanent members of staff rather than agency staff where possible. She assured Members that it was not the intention to reduce staff numbers unless Members decided they wanted to reduce services.

The Chairman asked if the high spend on agency staff in the Housing Service was due to the manual workers in the maintenance team. The Head of Human Resources and Organisation Development confirmed that it was due to the difficulty in recruiting in that particular area. He reported that investigations had been undertaken on pay levels in the market and several changes had been made. Permanent recruitment for the positions was currently in progress.

Concerns were raised regarding some of the terms used within the report as the meaning was unclear. The Head of Human Resources and Organisation Development took the comments on board and agreed to address this before it was considered elsewhere.

The Chief Executive reported that there would be a change to the proposed recommendation as the report would not be going to Cabinet for consideration as the subject would form part of the People Plan in due course.

Councillor S Sheahan commented that he was disappointed that Members were not being asked to approve any recommendations within the report. Councillor A C Saffell responded that the report had delivered all that he had requested and the purpose of the report was to present information to the committee.

Councillor A C Saffell asked that an update be received on an annual basis.

It was moved by Councillor A C Saffell, seconded by Councillor M Specht and

RESOLVED THAT:

The report be noted.

10. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

In reference to the Local Heritage Assets report which was requested at the previous meeting, Members were informed that this would be considered at the Local Plan Committee and therefore had been removed from the work programme.

RESOLVED THAT:

- a) The following items be placed on the work programme for the meeting on 19 September:
 - Recycling More
 - The People Plan
- b) The following items be moved from the meeting on 19 September to the meeting on 14 November:
 - Use of Bailiffs Review
 - The Council's Approach to Fly Tipping

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 8.05 pm

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 9 OCTOBER 2018

Report Title	2018/19 QUARTER 1 PERFORMANCE MANAGEMENT REPORT
Key Decision	a) Financial - No b) Community - No
Contacts	<p>Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 bev.smith@nwleicestershire.gov.uk</p> <p>Strategic Director of Place 01530 454555 james.arnold@nwleicestershire.gov.uk</p> <p>Strategic of Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p>
Purpose of report	The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for quarter 1 (Q1) (Apr-June 2018).
Reason for Decision	The report is provided for members to effectively monitor the organisation's performance.
Council Priorities	The report addresses performance against each of the Council's five priorities for 2018/19.
Implications	
Financial/Staff	The report contains summary performance data on staff management and financial information.
Link to relevant CAT	The report links to the work of all Corporate Action Teams.
Risk Management	Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register.
Human Rights	No direct implications.

Transformational Government	No direct implications
Comments of Head of Paid Service	The report is satisfactory.
Comments of Deputy Section 151 Officer	The report is satisfactory.
Comments of Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team
Background papers	Council Delivery Plan 2018-2019
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 1 PERFORMANCE REPORT (APRIL– JUNE 2018).

PERFORMANCE SUMMARY FOR QUARTER 1

1 Introduction

1.1 The Planning and Performance Management framework helps the Council

- Clearly articulate our priorities and desired outcomes
- Prioritise what gets done within the resources available
- Provides and demonstrates value for money
- Provide good services and satisfaction for our local community
- Improves organisational performance
- Motivates and manage our staff

1.2 Its purpose is to deliver the best outcomes and service in relation to our priorities and statutory responsibilities within available resources, and to create an 'early warning system; where this is not the case. To do this we need to be intelligence focused and take action in response to actual performance to make outcomes better that they would otherwise be.

1.3 Performance is managed at a strategic, service, operational and individual level, with each informing the other.

1.4 At a strategic level, Members and the Corporate Leadership team need to ensure that services are provided meeting the needs of the community, both now and in the future. Members and the leadership team also need to ensure that there are appropriate and meaningful measures underpinning our vision and objectives so that they can be assured that we are making good progress towards our vision, priorities and objectives published in our Corporate Plan.

- 1.5 At a service level, Heads of Service need to monitor performance against service plans. These include all tasks, projects, measures and risks relating to their own service objectives and from any other source, e.g. external inspectorate recommendations such as the planning peer review and internal audit recommendations etc.
- 1.6 At an operational level, individual work plans may be in place to monitor and report on team and individual performance to feed up into the service plans. This then informs individual performance appraisals.
- 1.7 Performance is monitored against our five Corporate priorities
- Value For Money
 - Home and Communities
 - Building Confidence in Coalville
 - Business and Jobs
 - Green Footprints
- 1.8 The quarterly performance reports will seek to recognise good performance, share best practice across the organisation and also to identify 'performance gaps' highlighting if and where action is required to meet targets. Once these gaps are identified, time bound intervention plans will be created or adapted to improve performance towards the target. This will be part of a continual cycle of review and action.

2 Review of Performance Measures

- 2.1 During the autumn there will be a review of the current performance measures and use of benchmarking data in conjunction with the development of an organisational development plan which will ensure that the council is continuously challenging and improving its performance. This will be presented to members alongside quarter 2 performance.

3 Summary of Performance Quarter 1

- 3.1 This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, and finance and sickness absence management.
- 3.2 A high level exception report of the Council's performance for Q1 is included in Appendix 1.

4 VALUE FOR MONEY

- 4.1 Six of the seven actions are on track or within tolerance to achieve the milestones set with some good progress in financial management and the delivery of the leisure services project. One action has fallen below target, that of customer satisfaction levels. The recognition of the need to improve the approach the council takes to its customers was reflected in the corporate restructure and the creation of a new Head of Customer Service post, with progress detailed below.
- 4.2 The performance indicators show out of 17 indicators, 13 are on target or within tolerance and again the five that are falling below target, one related to leisure income and four are related to Customer Service.
- 4.3 An intervention plan for the Leisure Income and Customer Service targets are attached as Appendix 2.

5 Customer Service

- 5.1 The 2018/19 Council Delivery Plan, under the Value for Money theme, confirms the Council's commitment to placing customers at the heart of the organisation, linking to the points '*right service, right time, right price*'.
- 5.2 In Q1 progress has primarily focused around the appointment to a new post, the Head of Customer Services. The Head of Customer Services has the corporate responsibility to champion and raise the profile of the customer within the organisation, generating an organisational culture of customer centricity and modernising the council's approach to customer experience through the line management of the Customer Service, ICT and Digital Transformation teams. The role was successfully recruited to in Q1, with Tom Shardlow, filling the post from 11 June 2018.
- 5.3 The current customer experience for customers contacting North West Leicestershire is inconsistent, with significant variance across the authority, dependent on the team, channel and type of contact made. Performance for the Council's Customer Service contact centre highlights a high percentage of abandoned calls and extended wait times.
- 5.4 The Value for Money theme, outlines three key measures of performance in the context of Customer Service:
- 5.5 Start our Customer First Programme to improve our customer service.

Work has begun on the 'Customer First Programme', an initial priority being to produce a Customer Experience Strategy that will outline the Council's approach to customer service over 2018-2021. The strategy aims to place North West Leicestershire District Council's customers back 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.

The strategy outlines the key themes of work across the authority to achieve this and is progressing through the Council's governance process, being presented to Policy Development Group in September 2018.

- 5.6 Give customers the ability to access at least 50 transactions online 24/7

Work in the digital transformation arena has largely been focused on the implementation of Firmstep's Achieve and Self platforms, with the associated improvement to customer and business processes. There have been various governance and management changes resulting in some challenges.

At the time of line management transfer to the Head of Customer Service, NWLDC's digitalisation programme was progressing in a phased approach of primarily Firmstep linked digitalisation.

A revised schedule of go live dates has been drafted and looks to complete phase one in December 2018.

- 5.7 Increase overall customer satisfaction by 10%

Corporately, customer experience or satisfaction is not consistently measured, but will form a core metric as the Customer Experience strategy is defined.

Some baseline work was completed through initial satisfaction surveys in August 2018, within Customer Services. It is also noted that several departmental areas do measure and respond to customer feedback, such as Housing, and Environmental Services. Work needs to be done to standardise the approach and measures to generate a consistent customer experience view.

6 Financial management update

- 6.1 At the end of the first quarter of the financial year the General Fund and Housing Revenue Account budgets are being managed effectively.
- 6.2 The General Fund forecast surplus outturn (as represented by the contribution to General Fund Balance) is £576k compared to a budget of £299k. This is due to a number of positive movements, with the net position being a forecast £277k additional surplus. As part of setting the annual budget on 27 February 2018, the council committed to transferring the surplus income over expenditure in 2018/19 to the Self-Sufficiency reserve. Currently, the Self-Sufficiency Reserve stands at £2.76m. As part of the Journey to Self-Sufficiency Programme and development of the council's Commercial Strategy, members will be presented with proposals to utilise this fund for investing in income generating opportunities.
- 6.3 Income in respect of Business Rates is forecast to be £4.96m compared to a budget of £4.86m. The movement on business rates is as a result of accounting differences that have a favourable impact on the level of business rates retained by the authority – this is despite an increase in the appeals provision for 2018/19 in readiness of appeals against the 2017 rating list, and a £1m forecast reduction in gross rates for the year, compared to the budgeted level stated in the council's NNDR1 return. The council retains a separate earmarked reserve of £614k as an additional provision against the financial risk of future losses arising on appeals against the 2017 rating list. This reserve has not been utilised to date and the Head of Finance will continue to monitor the need to utilise this reserve for the remainder of the year. There is forecast to be £369k of salary underspends across the General Fund, with £115k of this amount relating to the phase 1 Senior Management restructure that was approved and implemented in February 2018. Future General Fund salary savings are anticipated as a result of the phase 2 restructures across the organisation and these will be reported during Quarter 2.
Other favourable movements include additional taxi licencing income of £27k, reduction in business rates payable on car parks and commercial properties of £15k and £19k, additional rental income on commercial properties of £17k, and an increase in trade refuse income and recycling income of £13k and £49k respectively.
- 6.4 On the adverse side there is an increased forecast in the Leisure Centre deficit of £68k, an increase in refuse and recycling salaries and fuel of £45k and £17k respectively, an increase of £13k for finance system software licences and increases of £29k and £12k within the benefits service for hardship payments and rent rebates.
- 6.5 Coalville Special Expenses forecast outturn remains at £527k net expenditure as per the approved budget. Similarly, the Housing Revenue Account forecast outturn surplus remains at £2.9m.

7 Leisure Income Update

- 7.1 Membership income was £45,000 below target in the first quarter. This is a factor of the poor gym offer in both leisure centres currently and the high quality of nearby gyms that are now providing superior facilities, equipment and programmes. The

Council's current dialogue procurement process will ultimately address this matter in Q1 of 2019/20

8 HOMES AND COMMUNITIES

- 8.1 All actions are showing good progress against the milestones and only one of the nine performance indicators is below target.
- 8.2 In June 2018, we were delighted to accept the handover of eight new council houses at the Nursery Fields development at Atherstone Road, Measham. The new homes were gifted to the Council as part of a s106 agreement with David Wilson Homes, and were in addition to two homes handed over in an earlier phase.
- 8.3 After the award of a construction contract by NWLDC to Westleigh Developments, the former police station on Ashby Road, Coalville was demolished. Groundworks then began and this site will see 24 council owned homes for rent, with the first completions by March / April 2019.
- 8.4 The Council also finally acquired the site of the old Cocked Hat site on Cropston Drive, Greenhill and will now be able to regenerate this derelict piece of land in a prominent location. Subject to planning, NWLDC is hoping to build 10 – 12 homes on this site and a smaller adjacent site, and ground investigation works are currently being carried out.
- 8.5 Whilst the total number of new affordable homes delivered across the district in the first quarter was below target, this temporary shortfall was due to the timing of new properties being handed over, including a delay to ten new council properties at Linford Crescent, Coalville due to problems with the installation of utilities.
- 8.6 Rental income continues to be maximised through the efficient reletting of empty homes. The average turnaround time at quarter end was 29 days, a slight reduction from the 30 days out-turn for 2017/18. The target for year end of 2018/19 is a challenging 25 days and further improvement is expected in quarter 2 to ensure progress towards meeting this target is maintained.
- 8.7 Good performance on turning around empty homes also ensured that our rent loss performance exceeded the target, coming in at 0.9% against a 1% target (reduced from a 1.2% target the previous year).
- 8.8 Quarter 1 saw the continuation of our Air Source Heat Pump programme which will see the replacement by Everwarm of all solid fuel systems across the Council's housing stock. An upgraded specification to also include an electric fire as an option to retain the fireplace / hearth was agreed, and work proceeded at St Matthews Avenue, Wornington.
- 8.9 A new Pay and Productivity Agreement was signed with craft operatives in our Internal Repairs Team, covering pay and terms and conditions. This will help build on recent increases in productivity and flexibility by our operatives, and allow the repairs service to move several existing operatives from temporary (agency) contracts into permanent roles.
- 8.10 With the in-house repairs team now completing works under our Homes Improvement Programme (formerly Decent Homes), the new agreement will also allow the expansion of the team to deliver up to £19m worth of works between 2018/19 and 2022/23.

- 8.11 Other items of note in the first quarter were a 100% performance on gas servicing with all gas checks up to date, a new materials supplier (Travis Perkins) for our supply chain was put in place, and parking improvement works at Cropston Drive and Hamilton Road, Greenhill were completed resulting in over 20 new parking spaces for residents. Tenders for the refurbishment of the corporate CCTV control room were returned and are currently being considered. It is planned to relocate the CCTV control room to the council offices (from the Belvoir Centre), and suitable space has been identified, which will require new cabling to be installed.

9 BUILDING CONFIDENCE IN COALVILLE

- 9.1 All five actions are on target or within tolerance to deliver against the milestones set, however the performance indicator relating to businesses engaged in the shop grant scheme and the number of grants awarded has fallen short in quarter 1 of the target. An intervention plan for this indicator has been developed and is set out in Appendix 2.
- 9.2 Work is progressing well on the key regeneration projects for Coalville, including the market redevelopment, Marlborough square, and building of new homes at the Old Police station site and the progress on redeveloping the bus station.
- 9.3 Enterprising Town Centres grants - In Q1 Bella Rose Boutique in Ashby were supported and secured a grant award through the Council's Enterprising Town Centre grant programme. The investment will help the business move into larger premises in Ashby and purchase new operational equipment. Publicity visits were also held with other grant recipients Zamani's in Ashby and Insomnia in Coalville.
- 9.4 Business Focus have also supported grant recipient Mmm Bread and Moonstone Magic to relocate from Coalville market into a vacant retail unit on Hotel Street in Coalville. The move will see the business increase its trading space, increase trading hours, introduce a new tea room café/deli and begin trading 6 days a week.
- 9.5 Arriva Bus Depot - Business Focus continue to work with the owner of the former bus depot on Ashby Road to deliver the regeneration project to convert the derelict building into an active commercial property. In Q1 works restarted onsite. Once building and fitting out works have been completed, Desirable Car will relocate their headquarters to Coalville.

10 BUSINESS AND JOBS

- 10.1 All five actions are on target or within tolerance to deliver against the milestones set and all performance indicators above target.
- 10.2 Construction skills workshop - In Q1, Business Focus, in Partnership with Hinckley & Bosworth Borough Council and the Construction Industry Training Board (CITB), delivered a workshop to support local construction companies. The event provided businesses with details of shared apprenticeships opportunities, advice on accessing grant funding and on how to increase business exposure to emerging construction contracts across the region.
- 10.3 East Midlands Gateway Segro Logistics Park - Business Focus are leading a project with the Leicester and Leicestershire Enterprise Partnership, Leicestershire County Council, Stephenson College and the Job Centre Plus to compile a soft landing package of support for future occupiers at the East Midlands Gateway Segro Logistics Park. In Q1 Business Focus met with three business relocating to the Park

to discuss their immediate and long term skills and recruitment needs, and to collaborate on promoting logistics as a progressive career path for schools, colleges and graduates.

- 10.4 Start your own Business Event - In Q1, Business Focus worked with the LLEP, Coalville Job Centre, Leicestershire County Council, Stephenson College and the Princes Trust to deliver a Starting Your Own Business event in Coalville. 15 delegates attended the event and feedback suggested 100% satisfaction. As an outcome, a series of detailed business support workshops will be scheduled for later in 2018.
- 10.5 HS2 - Business Focus continue to keep in contact with all of the businesses that are adversely impacted by the HS2 route. Impacted businesses were contacted in Q1 to offer advice on alternative commercial premises and to promote the HS2 information days being held in North West Leicestershire in June and July.
- 10.6 Enterprising North West Leicestershire – Business Focus are supporting FC Cartons in Castle Donington as part of their business growth plans. The business had outgrown the capacity of their existing premises in Castle Donington but were keen to stay local. FC Cartons have now consolidated their operations into a new 20,000sq.ft. unit on Langham Park in Castle Donington. The relocation will enable the increase efficiencies with increased space to develop the business and accommodate new jobs.
- 10.7 Digital High Streets workshops – In Q1 the Business Focus team commissioned Clockwork City to deliver a programme of hands on digital training for town centre businesses in our six retail centres. The workshops have been funded entirely by the LLEP and Leicestershire County Council. The intensive four day programme was delivered twice, once in Coalville and once in Ashby. In total there are 23 delegates from 19 retail business from across our towns enrolled on the programme and each business received a focused 1:2:1 session. Feedback from businesses has been incredibly positive and as a result a substantial waiting list has been created for businesses who want the programme to be re-run. Business Focus are looking to relaunch the programme again later in the year.

11 GREEN FOOTPRINTS

- 11.1 All actions and performance indicators above target or within tolerances with good progress being made on the development of a recycling strategy and fly tipping campaign.
- 11.2 Recycling strategy – this has been branded 'Recycle More'. Officers have met with Parishes and a report is being presented to PDG in September. We are currently at the data gathering stage which will help form the baseline to the strategy.
- 11.3 Good media coverage of the Countywide fly tipping campaign was obtained. The Environmental Protection team have been using social media to raise awareness of fly tipping, littering and dog fouling enforcement work. Social media was also used to cover the work of the team at the Download event in June 2018.

12 Sickness absence management update

- 12.1 In Q1 there were 1079 FTE days lost due to sickness - the equivalent of 2.39 days per FTE. This is 0.40 FTE/day higher in comparison with the same period last year.

- 12.2 Our annual target is 8.5 days per FTE for the full year, so if this level of sickness is replicated in the remaining quarters, the end of year figure will be 9.56 days lost per FTE.
- 12.3 Legal & Support Services (2.11 days/FTE), Community Services (3.08 days/FTE) and Customer Services (4.23 days/FTE) were the sections with the highest levels of sickness in the quarter.
- 12.4 73% of all sickness was long term sickness (10 days or more) while 27% was short term ad-hoc sickness.
- 12.5 In comparison with Q1 2017/18 there were notable increases in sickness in the Waste Services and Leisure services teams, while further analysis shows that sickness in Leisure services was inflated by long term sickness.
- 12.6 Waste services had twelve employees on long term sickness during the quarter. Eight of the twelve have now returned to work, one is due to return on a phased basis and two are in the process of leaving the Authority. One employee remained on long term absence at the end of the quarter.
- 12.7 There were 600 FTE days lost due to musculoskeletal an Operation/post op recovery (55% of all sicknesses), over 70% of this occurred in Waste Services and was mainly due to long term sickness.
- 12.8 The Senior HR Advisors are working with the team managers to manage all long term sick employees back to work. During the quarter across the Council three employees were returning from long term absence employees on phased returns or amended duties, while a further eleven employees on long term sickness were being managed to a situation where they left, or were due to leave, the Council's employment through resignation, ill health retirement or contract termination.

13 Priority Dashboards - Appendix 1

- 13.1 Appendix 1 sets out the following items:
- Detailed statistics of CDP actions and performance indicators
 - Details of actions plans where indicators are red
 - Finance
 - Management of Absence
 - Customer Service Call Centre Statistics

Status definitions used in Appendix 1



Performance on track (milestones) or performance on or above target

(PI's)













Performance under control (milestones)





Performance failing (milestones) or performance below target (PIs)

2 PERFORMANCE DASHBOARD – VALUE FOR MONEY

Progress against CDP milestones			Progress against CDP Performance Indicators		
3  Green	3  Amber	1  Red	7  Green	5  Amber	5  Red

Action	Update	Status
Delivery of the Leisure Project. Procure a new contractual partnership with an external leisure provider to build a new leisure centre in Coalville and make improvements to Ashby Leisure Centre	Competitive dialogue has commenced with the 4 potential contractors. This will continue to take place until the 20th July deadline when detailed bids will thereafter be assessed, and the contractors will be shortlisted down to 2 or possibly 3 bidders to take through to the next stage of procurement.	
The Council's financial resources are aligned with its priorities and the council achieves self-sufficiency	Consultation with services areas will be undertaken by Finance Business Partners as part of the Period 3 Finance Clinics. Training on finance business partnering scheduled for the 5 July 2018 and a second session on the 7 September 2018. Quarterly performance reports to CLT and Cabinet on target for Q1.	
Placing customer at the heart of the organisation.	The cultural change to achieve this is only just beginning. Current work is focused around the production of the Customer Experience Strategy, which will underpin this change. The customer experience for customers contacting North West Leicestershire in Q1 2018/19 is variable with significant variance across the authority, dependent on the team, channel and type of contact made. Performance for the Council's Customer Service contact centre highlights a high percentage of abandoned calls and extended wait times.	
Start our Customer First Programme to improve our customer service.	Some initial work has been done such as recruiting the Head of Customer Services and the initial drafting of the Customer Experience Strategy. However this programme is not yet fully mobilised.	
Give customers the ability to access at least 50 transactions online 24/7.	This metric has technically been achieved, however online transactions have been delivered in the absence of proper customer experience consideration and therefor are unlikely to lead to significant changes in customer behaviour.	

	A new work stream within the Digital Transformation programme will begin from September 2018 to review and improve the customer journey. It is recommended that this action is linked back to customer behaviour as a % of migration to online services, to measure value for money.	
Increase overall customer satisfaction by 10%.	Customer experience is not currently measured across the organisation in a consistent way and as a result there is not a single view of satisfaction levels. This will form a core metric of the Customer Experience strategy as it is defined.	
To promote the chargeable service offered by Waste Services	Special collections are going well although these have not been actively promoted due to staff performance issues which are in the process of being resolved. Trade services are to commence plastic collections in chargeable bins, and officers are contacting current customers regarding the change.	

Performance Indicators	Q1 Target	Q1 Actual	Status
Combined benefits performance	11	8.8	😊
Processing of new claims	16.9	17.3	😊
Processing of change of circumstances	10.3	7.8	😊
Council Tax in year collection rate	28.6%	28.7%	😊
Non-domestic rates in year collection rate	29%	29%	😊
HB overpayments collection rate	11%	10%	😐
Percentage of customers very satisfied or satisfied with the Planning Service	90%	91%	😊
Percentage of major planning applications determined within 13 weeks or a timetable agreed with the applicant	85%	76.20%	😐
Percentage of minor planning applications processed within 8 weeks or a timetable agreed with the applicant	85%	72.83%	😐
Percentage of other planning applications determined within 8 weeks or a timetable agreed with the applicant	85%	85.24%	😊
Leisure Centre Membership income	£249,212	£204,236	😞
Leisure Facility Usage Levels (cumulative)	229,500	248,989	😊
Start our Customer First Programme to improve our customer service	Started	Initial work	😐
Give customers the ability to access at least 50 transactions online 24/7	50 transactions online	52	😐
Increase overall customer satisfaction by 10%	Not set	Not measured	😞
Rate of abandonment – the number of customer phone calls that hang up before they can be answered.	N/A – not set	8,080	😞
Average wait time – the length of time on average that a customer has to wait before their phone call is answered.	N/A – not set	00:03:06	😞
Average queue time – the length of time on average that a visitor has to wait before they are seen.	N/A – not set	00:10:30	😞





2 PERFORMANCE DASHBOARD – HOMES AND COMMUNITIES

Performance Indicators	Q1 Target	Q1 Actual	Status
Percentage rent arrears of current tenants	2.29%	2.2%	😊
Percentage of rent loss	1.1%	0.9%	😊
Percentage of tenants satisfied with the allocation and lettings process	95%	No update	-
Average re-let times (days)	30	28	😊
Number of properties empty and unavailable	1% (43 properties)	1% (43 properties)	😊

Progress against CDP milestones			Progress against CDP Performance Indicators		
3 😊 Green	0 😐 Amber	0 😞 Red	4 😊 Green	0 😐 Amber	1 😞 Red







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Action	Update	Status
Develop a Health and Wellbeing Strategy - the wellbeing of people in North West Leicestershire is improved	KKP, the council's consultants, have had meetings with Team Managers from various services including Environmental Protection, Safer and Stronger Communities, Planning, Cultural Services, Environmental Health and Housing. It is anticipated that, following the production of the strategy, these services will form the cross service group to drive forward the agenda once the strategy has been adopted.	😊
Refurbish the CCTV system – Modernise Coalville CCTV to tackle anti-social behaviour	In order to complete the tender evaluation process, some further questions requiring clarification have been sent out to all potential providers.	😊
To devise and publish and implement a statement of licensing policy to reduce crime and improve public safety	Existing policy has been reviewed and a revised draft devised. A consultation process has commenced.	😊

Percentage of customers satisfied with the repairs service	98%	100%	
Percentage of all repairs completed within target	87%	96%	
Average length of time taken to repair empty homes to achieve the lettable standard	25 days	25 days	
Number of new affordable homes delivered (Annual target 100)	50	36	

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2 PERFORMANCE DASHBOARD – BUILDING CONFIDENCE IN COALVILLE







Progress against CDP milestones			Progress against CDP Performance Indicators		
3  Green	1  Amber	1  Red	0  Green	 Amber	2  Red
Action		Update			Status





<p>To deliver programmes that enhance the district's unique town centres and make the town attractive to residents and developers</p>	<p>Business Focus are currently conducting a mid-point evaluation of the Coalville Frontages scheme. It is intended that the evaluation will provide a statistical overview of the programme to date and also identifies ways the scheme delivery can be improved and encourage further applications. In addition, grant applications are still being developed on behalf of five shop fronts in the town centre. In June 2018 grant assisted works began at 50 High Street in Coalville (Kats Antiques).</p> <p>Business Focus, working with the Procurement and Commissioning Officer, have completed a procurement exercise to shortlist and appoint InTechnology Wi-Fi to deliver free to access Wi-Fi in both Ashby and Coalville town centres.</p> <p>As part of the successful tender, InTechnology will provide a robust Wi-Fi system and also a new reliable footfall counting mechanism for both Ashby and Coalville. Works are anticipated to be completed in Ashby by Autumn 2018.</p>	
<p>Establish and maintain an events programme in our public spaces, including the redesigned Marlborough Square</p>	<p>Engagement continues with the project management team for the Marlborough Square refurbishment regarding the placement of facilities to support events. Detailed event planning is not progressing at present due to uncertainty around timescales, and this work will be progressed in due course in liaison with the Environment Protection service area.</p>	
<p>Public realm improvements for Ashby Road, Coalville</p>	<p>This is being programmed for implementation after 1st April 2019 in order to avoid multiple road closures in Coalville Town Centre associated with the Marlborough Square work.</p>	
<p>Public realm improvements for Marlborough Square</p>	<p>This is now being managed by a Project Officer employed by the Council and reporting direct to the Head of Economic Regeneration and work is programmed to commence in early October and complete in spring 2019.</p>	
<p>To deliver programmes that support SME businesses and entrepreneurial activity in our towns</p>	<p>No new grant awards were made in June 2018. The grant scheme has closed to new applicants to allow the Business Focus team to review the availability of funds. A decision as to whether the scheme will reopen for grant applications will likely be made in the Summer. Also in June, Stage 1 monitoring and publicity visits were undertaken with successful grant recipients Alma's Café and Insomnia both based in Coalville town centre. No new Enterprising Town Centre workshops were delivered in June. Throughout Quarter 1 a total of seven business workshops were held with over 72 businesses delegates</p>	


	attending. The Enterprising Town Centres programme in May and June saw a total of 8 two hour 1:2:1s take place with eligible local businesses.	
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Performance Indicators	Q1 Target	Q1 Actual	Status
Impact of Coalville shop fronts	10	8	
- Number of businesses engaged (Annual target 40)	2	0	
- Number of grant awards (Annual target 8)	-	0	
- Value of grant awards	N/A	N/A	
- Private sector leverage			

2 PERFORMANCE DASHBOARD – BUSINESS AND JOBS

Progress against CDP milestones			Progress against CDP Performance Indicators		
4  Green	1  Amber	0  Red	4  Green	0  Amber	0  Red

Action	Update	Status
Develop a tourism strategy that promotes, encourages and enhances the visitor experience	The NWL Tourism Blueprint and Action Plan has been signed off by members of the NWL Tourism Partnership Board. This will be included as part of the wider consultation through the development of the tourism strategy.	
Increase numbers of people attending events in our district year on year	There has been active social media activity to promote many NW Leicestershire events in April, May and June. High priority has been given to district council organised and supported events, notably Music in the Park, Picnic in the Park and Ashby de la Zouch Arts Festival. Picnic in the Park this year attracted very high Facebook and Twitter activity.	
To facilitate and deliver programmes that support businesses to grow	<p>Business Focus have supported 41 businesses in Q1. In June the Portfolio Holder was invited to visit successful grant recipients Zamani, Fuel Café and Insomnia who have all demonstrated growth following receipt of an Enterprising Town Centre grant. In addition, the portfolio holder has been invited to attend a meeting with construction companies across the district and region as part of a support workshop for the construction sector. The workshop is being delivered jointly by North West Leicestershire District Council (NWLDC), Hinckley and Bosworth Borough Council (HBBC) and the Construction Industry Training Board (CITB).</p> <p>Work has also begun to review and update the top 200 business by turnover following the publication of the latest performance data from De Montfort University. The first joint service meeting took place with 'Number 22', a growing business who have been supported to relocate from Coalville Market into a larger retail unit in Coalville Town Centre.</p> <p>The Business Champions and Green Footprints have been reviewed to ensure they are still active as businesses contacts and are disseminating messages through their own business networks. A number of new Champions have been added to the Champions list to help expand the Council's engagement with local businesses and wider business networks. Six briefings were issued through the Champions in Q1.</p>	
To deliver regulatory services in a way that supports business growth	A number of businesses showing indications of growth have been identified. Joint visits have been made to Zamani Restaurant and No22, High Street in Coalville.	

Develop an options appraisal for the future development of the Moira Furnace site	Work on this initiative continues with Q1 focussing on the building improvements programme. Work has commenced on the options appraisal brief through researching previous studies and collating this information. Discussions have taken place with relevant partners.	
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Performance Indicators	Q1 Target	Q1 Actual	Status
Number of business enquiries received and support (Establish baseline and method of reporting)	40	41	
Level of inward investment in NWL (Establish baseline and method of reporting) - Number of businesses (Annual target 12) - Approx. £ value investment £544,211,000.00	3	12	
Impact of Enterprising Town Centres - Number of businesses engaged (80) - Number of businesses supported (60) - Number of grant awards - Value of grant awards - Private sector leverage	20 15 N/A N/A N/A	80 82 2 £9,999 £25,043	 




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2 PERFORMANCE DASHBOARD – GREEN FOOTPRINTS

Progress against CDP milestones			Progress against CDP Performance Indicators		
5  Green	0  Amber	0  Red	3  Green	0  Amber	0  Red

Action	Update	Status
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Work with Highways England on their network in our district to reduce fly tipping	Contact with Highways England has resulted in a Fly Tipping Launch to take place on 15th August at Donington Services 12-2pm Cllr Smith invited. Working with Street Cleansing Team to replicate a fly tip.	
Carry out a feasibility study for introducing electric vehicle charging points in Council owned Car Parks	Feasibility completed and a pilot is being developed for Ashby Cultural quarter car park with a target of March 2019 to agree preferred provider. Discussions will be held with providers to identify the most suitable delivery option for an initial two charging points during Q2. Timescale for delivery subject to detailed discussions with providers and cost analysis.	
Be a key stakeholder in the All Party Parliamentary Group litter strategy for North West Leicestershire – through engagement with haulage companies and snack wagons to raise awareness of roadside litter and aim to reduce it	Work commenced with the three main hauliers with project on track to deliver communication plans during 'Love your Lorry week' in September.	
Replace solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP)	18/19 is the first year of a 3 year programme to replace coal heating systems and where there is no gas, with an air source heat pump. During the first year, our aim is to install 312 new systems, giving a quarterly target of 78. During Q1 the number of systems completed was 83.	
Develop a recycling strategy that encourages more households to recycle using the kerbside collection service	A presentation was given at the recent Parish Liaison meeting. Key areas of investigation have been identified along with a project plan. The first phase of the plan is to gather data on recycling rates across the district in order to provide a starting point. PDG in September will receive an update at their September meeting.	

Service Performance Indicators	Q1 Target	Q1 Actual	Status
Percentage of household waste recycled	46.25	53.62	
Kgs of household waste sent to landfill per household (Annual target 510)*	511.5	122	
Number of homes where ASHPs installed (Annual target 312)	78	83	

*increases in residual waste as a result of improved economy are expected. A trend, which does not result in an increase in waste to landfill, is considered good performance. NWLDC's waste to landfill is the highest in Leicestershire and is attributed in part to high number of households still on solid fuel heating owing to the free coal subsidy in the district. However, NWLDC recycles more waste per household than Melton BC, Charnwood, and Oadby & Wigston. NWLDC collects the second highest tonnage of total household waste behind Harborough DC.

3 FINANCE UPDATE

This section sets out the projected financial position of the Council for the quarter ending 1 July 2018. The Council set its General Fund Revenue Budget at £13,502,753 and the Housing Revenue Account budgeted surplus of £2,946,140 on 27 February 2018.

General Fund – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
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AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	13,503	13,599	(96)
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Special Expenses – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	527	527	0

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	(2,946)	(2,946)	0

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved Budget for the Year	3,137	50	10,085	13,272
C/F from 2016/17	2,071	0	1,730	3,801
Approved projects in year	965	6	0	971
Slippage Identified in Year		0	0	0
Total budget for 2017/18	6,173	56	11,815	18,044
Likely outturn for 2017/18 (provisional)	6,176	56	11,815	18,047
Variance	3	0	0	3

Comments on General Fund Variances

- £277k net increase in the contribution to General Fund balance as a result of:
 - £115k salary savings across the General Fund as a result of implementation of Phase 1 restructure
 - £254k of other salary savings across the organisation
 - Additional rental income of £17k and a reduction in NDR rates of £19k associated with the council's commercial property
 - Additional taxi licencing income of £27k
 - Increased hardship payments of £29k and rent rebates £12k
 - Increased annual cost of finance system licences £13k
 - Increase in the projected net deficit of the Leisure Centres of £68k and increase
 - Increased costs due to Sports Action Plans £26k

- Reduced NDR payable on car parks £15k and reduced car parking income £38k
- Increase in trade refuse income of £13k
- Increase in refuse and recycling in respect of salaries of £45k and fuel £17k offset by an increase in recycling income of £49k
- £96k favourable movement in anticipated Business Rate income as a result of accounting differences in the way that business rates are distributed to preceptors and central Government.

Comments on Special Expenses Variances

- None

Comments on HRA Variances

- None

Comments on Capital Budget

- All carry forward amounts have been incorporated into the General Fund (£2.07m) and HRA Capital Programmes (£1.7m)
- The approved projects in year net figure of £0.97m consists of:
 - Inclusion of the Marlborough Square scheme into the capital programme (+ £1.1m funded by EMR)
 - A review of the Fleet replacement programme has identified a net overspend (+ £22k funded from the Transport Account)
 - Expenditure in 2017/18 of a revenue element of the DFG scheme reduced the carry forward reported in the capital programme (-£53k EMR)
 - Hood Park LC car park Ashby – resurfacing: Scheme identified as no longer required and reflected in underspends (-£15k Unsupported Borrowing)
 - Linden Way Depot Workshop Extension (for 8 wheelers): Scheme identified as no longer required and reflected in underspends (-£90k Unsupported Borrowing)
 - Owen Street – Football Floodlights: Increase in expenditure identified (+ £6k to be met by S106 funding)

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4 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec	Community Services	Customer Services	Economic Development	Finance	Housing Services	HR&OD	Legal & Support Services	Reg & Planning	All Directorates
Sickness days lost	0 long 0 short	538.28 long 114.85 short	164.07 long 39.3 short	0 long 16 short	0 long 10.14 short	25.31 long 58.52 short	0 long 4 short	57.5 long 32.41 short	0 long 19.25 short	786.17 long 294.37 short

Total days lost in qtr	0	653.13	203.37	16	10.14	83.83	4	89.91	19.25	1079.63
Number of FTE's	12.65	212.25	48.09	11.29	10.00	85.76	6.19	42.57	22.71	451.59
Average no of days lost per FTE	0	3.08	4.23	1.42	1.01	0.98	0.65	2.11	0.85	2.39

5 CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 1

	Apr 17/18	Apr 18/19	+/-	May 17/18	May 18/19	+/-	Jun 17/18	Jun 18/19	+/-	Total 17/18	Total 18/19	+/-
Received*	8923	10427	1504	8284	7871	-413	9586	9639	53	26793	27937	1144
Answered	6512	6353	-159	5874	5695	-179	7380	6740	-640	19766	18788	-978

Answered in 30 secs	3096	2415	-681	2445	2129	-316	2913	1887	-1026	8454	6431	-2023
Answered in 60 secs	3490	2712	-778	2772	2386	-386	3318	2242	-1076	9580	7340	-2518
Abandoned**	2373	3233	860	2316	2057	-259	2106	2790	684	6795	8080	1285
Rejected***	38	417	379	94	119	25	92	109	17	224	645	421
										Average 17/18	Average 18/19	
Handling Time	04:49	04:43	-00:06	05:05	04:48	-00:57	04:43	04:49	+00:06	04:52	04:47	-00:05

There are 30 dual way phone lines council wide

* Calls received are direct to the call centre and does not include council wide or other direct calls to individual extensions.

** Calls on the holding line in the queueing system where the caller has hung up

*** Calls that are not able to access the holding line where the system has rejected the call due to no free lines

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The high volume of calls received in April 2018 was due to Council Tax Annual Bills sent out in March with a due date of 1st of month. Due to the early Easter break, the first working day back for customers to contact us was 3 April and therefore this increased the number of calls to Customer Services regarding customers wishing to pay.

In addition, a Council Tax reminder was sent on 25 April for those still owing for the April payment, advising that the payment due on 1 May would also be required, causing an increase of calls on 30 April. This was a message sent in error.

The new Head of Customer Services, has now joined the business and will be looking at the Customer Service team, performance and supporting improvements as a priority area of his work.

Appendix A

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS - Leisure Centre Income

Reference No.		Description	Leisure Centre Membership income													
Lead Officer		Jason Knight	Date Plan Completed	05/09/18												
Performance Out-turn		2015/16					2016/17					2017/18				
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
Overall Measure	Target															
	Actual															
Explanation of Current Performance 		<p>Hermitage and Hood Park Leisure Centre Membership income (Annual target £941,540, quarterly target £494,958) Despite significantly improved membership sales and revised budget figures closer to the end of the 2017/18 financial year, income is still falling short of target and it is not anticipated that it will recover by year end.</p>														
		<p>Actions taken to try and improve sales and retention include the launching of revised and new membership packages in April 2018, the launching of Join at Home to allow customers to sign up online, a more targeted approach to marketing and promotions using detailed demographic data and targeting school teachers, local companies, new housing developments, and a focus on social media to generate leads including being the first council service to use Instagram.</p>														
		<p>In addition, new fitness equipment has been purchased, fitness classes have been rebranded and new classes added to the programme, and there has been a focus on improving customer service and cleanliness within the fitness suites.</p>														
		<p>The gyms at both centres and associated studios are suffering in competition with high quality nearby gyms in the area. The Council's current dialogue process with leisure bidders will clearly address in mid to late 2019 with Hood Park Improvements specifically and the new Coalville Leisure Centre in late 2020</p>														

<div>34</div> <div>Interventions in the last 3 months and evaluation of impact</div>	<div></div> <div>The net result of this is that membership levels saw an increase of 30 in Q1 as compared to a loss of 57 in the same period in 2017/18, 355 memberships were sold as compared to 245 in the same quarter the previous year.</div>

	INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS							
	Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention

1	New Fitness Memberships - We launched new and more flexible packages and rebranded all packages to align with our main 'Active Fitness'. This was launched in April 2018. (eg Active Gym, Active 60+ etc)	April 2018	Emma Knight	Officer time £1000 rebrand material	Migration of those on Active Memberships moving across to lower cost memberships	Class only lower cost membership saves VAT therefore minor loss if migrate over. Longer term gains of fitness members should outweigh the loss of migration.	Reporting procedures in place – daily sales reports, monthly monitoring of attrition, number of members and income.	Increase in total number of fitness members.
2	Launched Join At Home – this gives a customer the ability to join our membership packages online, opening a new and more flexible approach to joining members.	May 2018	Emma Knight / Mark Bates	Officer time One off cost of £7454 £2500 pa £1500 training	Return on investment not being achieved 12 memberships per year to realise annual return. 35 to meet one off cost.	Selling more than 10 fitness memberships online will see a return on investment, this is a target that will be met very quickly.	Daily reporting on number that join online.	Increase in sales. Transfer over to digital for the user. Reduced staff contact therefore allowing review of staffing levels in certain sections.
3	Join at Home available in the leisure centres – Join at Home is currently being tested 'on site' by our Customer Advisor team. Once we are comfortable with the process our in house tablets will be secured in the reception area so that customers can	September 2018	Emma Knight	Officer time – Training staff £1250 for tablets	Customer ability to use the system, staff reliance on the system.	Training for staff, review pf process.	Monitor sales through Join at Home	Increased digital sales

access the system themselves and join onsite. This also allows customer advisors to bypass reception at busy times speeding up the process and giving a more slick professional feel to the member's journey.							
<p>Recruitment - We have just recruited a new Customer Advisor meaning a full compliment.</p> <p>We have just recruited fitness class instructors and are going back out again to further recruitment</p> <p>We have recruited to contracted Health and Fitness Instructors taking on some high quality staff.</p> <p>We are in the process of recruiting to cover Health and Fitness Instructors.</p>	Summer 2018	Emma Knight	Officer time – Training time for new starters	New staff do not perform	Probation period	Induction/ probabtion	Good quality staff on duty increasing customer retention levels

<p>Equipment - We added some new equipment to both Fitness Suites. Due to 3 cycles coming to the end of their life we have introduced 2 uprights to directly replace them and an Airdyne assault bike to add more variety to training at Hermitage. Also an accessible rower at each site. Not only has this helped many customers access they rower that would not otherwise have been able to, the fact that it is new and therefore very smooth and nice to use has made this a hit with most of our members. We have on order new dumbbells and kettlebells for classes as a result of customer feedback</p>	April 2018	Emma Knight	£6200 equipment cost	No return on investment	NA	Customer Feedback through feedback mechanisms	Better retention and customer satisfaction in classes.
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	Reporting - We have implemented some new reporting processes to help monitor memberships better	June 2018	Emma Knight	Officer time	NA	NA	Reports printed and submitted monthly	Improved retention / sales
	Studios – We have had a real focus on the studios at each site with regards cleanliness. We have new cleaning processes in place and are due to paint in the spinning studio New equipment ordered as mentioned above.	Ongoing	Emma Knight / Adam Knight	Officer time £2500 equipment cost	Processes are not followed	Processes reinforced	Check the checker	Improved customer satisfaction and retention levels

<p>Rebranding – fitness classes have been rebranded, new classes added to the timetable, the Health and Fitness brochure has been amended for a fresh and slick look with better descriptions grouped into class types with imagery. The fitness class web page has also had a similar, yet more radical makeover. With some high quality imagery, grouped classes, new descriptions and videos of our classes and some branded releases so the prospective customer can get a real feel of what we offer. https://www.nwleics.gov.uk/pages/fitness_classes</p> <p>We have had professional footage shot of our classes being used both on the web and via social media.</p>	Summer 2018	Emma Knight	<p>Officer Time</p> <p>£150 per video for professional footage</p>	NA	NA	Check quarterly and amend info to remain up to date	<p>More exciting and enticing look and feel. Sell more memberships, encourage repeat visits to other classes.</p>
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<p>Social media – A big push on our social media accounts continues in an attempt to generate leads. We have launched Instagram. We did some research showing that the majority of member's leaving us were 18-30 years old. We noticed we had no real communication tools with this age group and launched Instagram which is the most popular platform they use. Since launching in May Hood has 249 followers and Hermitage 142. However Hermitages follower to follower ratio is much better. (hermitage only following 100 whereas Hood following over 400)</p> <p>Facebook was showing monthly engagements of around 1000 per month. This has continued to grow</p>	ongoing	Emma Knight is the lead	<p>£500 for training</p> <p>Officer time to attend training</p> <p>Officer time to grow social media interactions</p>	That content is correct to grow the right market.	Review and amend content where applicable	Lead officer to monitor quality and report on engagement monthly/quarterly	Increased fitness membership leads and sales, digital transfer, more awareness of our centres publically, re-engage 18-30 year market.
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seeing Hermitage peak at over 8000 engagements and Hood peaked at over 19000 in July. This is a whole new way of communicating with our customers, and they are communicating back.							
Marketing streams – leafletting targeted both using demographic or new estates, promos out to schools and teachers, continues contact with companies and reciprocal marketing, Social media, monthly offers and flash sales, aggressive marketing eg only gym to have an outdoor pool etc. In house marketing, web page rebrand membership page redesigned, Gov radio in house promoting the memberships, appeared on TV/news for pool, contacting all previous customers (in	Ongoing	Emma Knight and Business Development Manager	Officer time £200 in leaflets	That we do not reach the desired market to generate the leads required.	Further analysis and marketing	Business Development Manager and Health and Fitness Manager to monitor sales and income directly related to the marketing.	Increased lead generation and sales.

line with GDPR) for new offers, contacting all those that have left us to re-join with offers.							
Discount Booklet – We have liaised with a company named Concept Publishing. We are using this company to offer discounts to our fitness members to access goods/services by reputable companies. This booklet will be NWL branded and is used by other reputable organisations such as Bannatynes and Halo Leisure.	Autumn 2018	Emma Knight	Small amount of officer time, the e-booklet is free.	Not utilised by members	NA we would not renew the contract if unsuccessful	Report from Concept Publishing on who has utilised the codes.	More customer satisfaction and increased levels of retention

	Fitness Membership Welcome / Discount Booklet – In house printing of a welcome booklet with all the information required for joining the membership, welcome note from the advisors and contact details, Boditrax booking card, bring a buddy, free swim etc	September 2018	Emma Knight / Customer Advisors/ Business Development Manager	Ongoing printing cost and offer time to create	Staff do not utilise the tool properly.	Reinforce procedure	Monitor through new starter feedback questionnaires	Improved customer satisfaction and retention.

<p>Digital User Survey's – Fitness class survey first</p> <p>A more in depth Fitness Class Questionnaire with all aspects of the member's journey. This will be sent out via the app to, a pilot produced a good return rate.</p>	September 2018	Emma knight	Officer time	Uptake is poor	In house questionnaire	Reports created	Actions from feedback result in a better service, increased user satisfaction, and improved levels of retention
<p>Mystery Visit and Benchmarking</p> <p>We have commissioned a number of mystery visits at both sites to concentrate specifically on the sales procedure.</p> <p>As part of these visits we have access to national benchmarking of the sales process, where others perform particularly well or poorly.</p>	Ongoing – quarterly	Emma Knight	£125 per visit – total of £500 for 2018/19	No improvement seen from previous visit	Further training	Reporting on the feedback from the visits.	Improvement in sales processes and procedures. Issues highlighted so they can be addressed.

Benchmarking – Customer advisor team to mystery visit and benchmark against 1 private operator, 1 trust and 1 local authority for sales process to pick up on best practice and ‘what not to do’	Bi-annually	Customer Advisor Team / Emma Knight	Officer Time	NA	NA	Reporting on the feedback from the visits.	Improvement to sales processes.
Sales Re-training for all staff. Sales training for all front line staff will be delivered in September and October	Annually	Emma Knight	Officer and training time	Staff are not receptive to training and do not put the training into practice.	Monitoring and further training	Mystery visits	Improved sales service and increased sales.
Sponsored Posts on Social Media Explore again the possibility of using sponsored posts on social media. This is the ability to put out targeted paid for advertising campaigns on social media streams gaining us	October 2018	Emma Knight	Cost per campaign is circa £30 per site.	Return on investment is not achieved.	Just one joining from a campaign would cover the cost of over 6 campaigns.	Reporting on uptake directly from campaigns.	Increased sales and net gain of fitness memberships.

<p>exposure far beyond our follower base. We can set metrics such as – this post will be shown to anyone in a 10mile radius who is female and between the age of 18-30 allowing us to really target the market.</p> <p>It is a tool we have piloted in the past seeing positive uptake of memberships as a result. However we have been unable to implement it long term due to financial security implications.</p> <p>This is a stream of advertising that our competitors are using and capitalising on in our absence in this advertising market.</p>							
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	In order to offset the financial impact of reduced membership income, a number of other interventions are being put in place:-							
	Duty Manager Rotas Following a reduction in the number of DM's, the rotas are being reviewed with a view to reducing the number of FTE's. This process cannot be completed until the Business Development Manager and Operations Manager posts have been recruited to	November 2018	Duncan Gibb	Estimated in year saving is £6,000	None	NA	NA	Reduced levels of staffing expenditure

Business Development Manager Role A delay in recruiting to this post has led to a saving	September 2018	Duncan Gibb	Estimated in year saving is £4,500	None	NA	NA	Reduced levels of staffing expenditure
Swim Academy Price Increase An increase to Swim Academy prices 48	November 2018	Duncan Gibb	Estimated in year increase in income of £6,000	Officer time to implement – notification of customers, amendments to Gladstone MRM	Children leave the scheme	Justify the price increase to customers	Increased income

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Appendix A - INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS Public realm Ashby Road

Reference No.		Description	Building confidence in Coalville – Public realm improvements for Ashby Road, Coalville													
Lead Officer		Mark Fiander	Date Plan Completed		5.9.18											
Performance Out-turn		2015/16					2016/17					2017/18				
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
Overall Measure	Target															
	Actual															
Explanation of Current Performance		With changes soon to be implemented at Marlborough Square and measures to improve traffic flow along the A511 in development it will be advantageous to review the outcomes of this work before preparing detailed designs for Ashby Road.														
Interventions in the last 3 months and evaluation of impact		Work on Marlborough Square has been prioritised as road works both there and at Ashby Road at the same time would significantly impact on access into Coalville town centre.														

	INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS							
	Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
1	Design and consult	Spring '19	Leicestershire CC with NWLDC	Existing resources	Local public opposition to proposals	Adapt scheme if required following consultation	Reports to Coalville Project Board	Proposals approved by local stakeholders
2	Implement proposals	Summer '19	Leicestershire CC	Existing resources	Tenders above budget	Undertake value management if required,	Reports to Coalville Project Board	Improved traffic flow.

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Appendix A – Shop Frontage Improvement Scheme

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS

- Shop Frontage Improvement Scheme

Reference No.		Description	Building confidence in Coalville – shop frontage improvements (companies engaged)													
Lead Officer		Mark Fiander	Date Plan Completed	5.9.18												
Performance Out-turn		2015/16					2016/17					2017/18				
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
Overall Measure	Target															
	Actual															
Explanation of Current Performance		8 companies against a target of 10 have been engaged in Q1 in relation to shop front grants. This is because the scheme has not been actively promoted to enable a review of processes to take place. This review has sought to ensure that companies are provided with a high quality service and has identified the need for a number of small changes. These changes are being put in place so that, subject to member approval, the scheme can be relaunched in early 2019.														
Interventions in the last 3 months and evaluation of impact		Scheme halted to enable review (but with the three applications that had already been submitted being considered via the existing process to avoid delaying them)														

	INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS							
	Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
1	Complete changes to scheme processes	Complete changes to scheme processes	Dec. '18	Business Focus	Internal staff resource	Lack of staff resource	Prioritise work	Business Focus work plan updates to HoS.
2	Relaunch scheme	Relaunch scheme	Jan. '19	Business Focus	Internal staff resource	Member approval	Consult members before finalising scheme	Member approval followed by quarterly reports

Appendix 2

INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS – Customer Service Performance

Explanation of Current Performance	<p>Customer Service Team Performance</p> <p>Work within the Customer Service area for the first quarter has been limited, in the absence of a dedicated corporate lead. The level of performance experienced in Q1 is typical of that of performance over recent years, with various operational and strategic barriers to performance.</p> <p>The authority's approach and attitude towards customer service has been variable for a long time and the transition from the present state to that of a customer centric organisation, will take considerable cultural and organisational change.</p> <p>The immediate barriers to performance can be summarised around; human resource management, corporate profile and relationships and staff engagement.</p> <p>Digital Transformation</p> <p>The Head of Customer Service has spent time with the team and also reviewed the programmes management, drawing from this several identifiable barriers to success, particularly around programme controls and project management mechanisms.</p> <p>In addition, although there is now a volume of processes that are available online, work is required around the associated customer journey, in ensuring that this is fit for purpose, easy to use and likely to result in customers returning to the digital channels.</p>
Interventions in the last 3 months and evaluation of impact	<p>Customer Services</p> <p>Thirteen quick wins have been identified by the Customer Service Management Team (CSMT) which outline immediate or short term actions that will improve customer experience. These actions are shared between head of service and operational levels, with progress against them being mapped.</p>

	<p>In addition, further actions have been identified:</p> <p>Request for Change Process:</p> <p>The service is consistently impacted by changes to service area policies, procedures, new initiatives or campaigns. Unfortunately due to a lack of wider communications the notice provided to Customer Services is frequently limited, or at times, with immediate effect. In an operational environment this is difficult to respond to, particularly where maintaining performance is already a challenge. CSMT have begun to manage this via a request for change process, which offers a basic form for a service area to complete, giving detail of the intended change and appropriate notice, which will then be reviewed by CSMT before acceptance and an agreed implementation date.</p> <p>Account Management and SLAs:</p> <p>CSMT will identify the key stakeholders to Customer Services (waste, environment, licensing, planning, building control etc.) and establish a regular cadence of account meetings, in view of the client relationship that exists with Customer Services. These account meetings will have an initial view to standardise the provision of service and desired performance through Service Level Agreements, with a view to the maintenance of service standards going forwards.</p> <p>Call Handling:</p> <p>The service will introduce 'skills based routing' enabling the service to give certain call types to certain officers – i.e. enabling a new agent to only get switchboard or waste calls. Skill based routing takes the menu selection chosen by the customer when calling (i.e. option 1 for Waste), associates this call with a 'Waste Skill' and then only gives this call to the agent who has the corresponding waste skill. This will support the deployment of short term or agency resource to bolster service levels.</p> <p>Digital Transformation</p> <p>CLT have been asked to support a series of immediate actions to improve programme control around governance, project management, gateway management and development, with the Head of Customer Service overseeing programme management as an interim measure.</p>
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	INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS
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	Key Interventions in Place to Achieve Performance	By When	By Who	Resource Implications	Most Significant Risk to Achievement of Intervention	Contingency Intervention for Most Significant Risk	Monitoring Process	Outcomes expected from intervention
1	Quick wins within Customer Services have been identified and are in progress.	In progress – Started July 2018 – Delivery End Sept 2018	Tom Shardlow, CSMT	This consumes management time.	Management resource and also supplier resource availability.	This work is planned and tracked through a regular cadence of management team meetings. Where items slip they are to be re-planned.	This work is planned and tracked through a regular cadence of management team meetings.	This work will have an immediate impact on customer experience and should lead to a notable improvement in call centre performance.
2	Further improvements within Customer Service to manage; change, relationships and resource.	In progress – Started Aug 2018 – Delivery End Sept 2018	Tom Shardlow, CSMT	This consumes management time.	Management resource and also supplier resource availability.	This work is planned and tracked through a regular cadence of management team meetings. Where items slip they are to be re-planned.	This work is planned and tracked through a regular cadence of management team meetings.	This work will have an immediate impact on customer experience and should lead to a notable improvement in call centre performance.

3	Digital Transformation programme re planned with structure and controls introduced.	In progress - Started Aug 2018 – ongoing.	Tom Shardlow	This is a significant draw on HoS time.	There is a skills gap within the organisation to manage this.	HoS taking a leading role and DT team supported in growing capabilities. Supplier relationship also managed vigorously.	Ongoing, conference call with supplier, regular dialogue with DT. Project office function established.	This will lead to a plan that can be followed in a sequential manner, with improved quality of outputs and better use of resource.
4	Customer Experience Strategy	In draft. View to taking to PDG Sept 2019, Cabinet thereafter.	Tom Shardlow	This is a big piece of work and is balanced with competing priorities of HoS.	Slippage due to key information not being available.	Time is planned and work underway for key information sources.	Progress reported into the Strategic Director of Housing and Customer Services	This product will give a blue print for Customer Experience going forwards. This will lead to a significant change programme across the Council.

5	Customer Satisfaction mechanisms.	To follow Customer Experience Strategy. However short term measures are in progress to measure satisfaction with specific areas.	Tom Shardlow	Various – across the authority.	Customer Experience strategy sign off.			This will give a consistent view of satisfaction across NWDLC, enabling benchmarking and comparison of services.
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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP - WEDNESDAY, 19 SEPTEMBER 2018

Report Title	DRAFT COMMERCIAL STRATEGY
Contacts	<p>Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Chief Executive 01530 454500 bev.smith@nwleicestershire.gov.uk</p> <p>Head of Legal and Commercial Services 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk</p>
Purpose of report	To request that Policy Development Group consider and comment on the draft commercial strategy prior to consideration of the document by Cabinet on 9 October 2018.
Council priorities	<p>Value for money</p> <p>Building confidence in Coalville</p> <p>Homes and communities</p> <p>Business and jobs</p>
Implications:	The financial outcomes of the commercial strategy will be monitored via the MTFS to Cabinet.
Financial/Staff	Existing staff resources can cover the development of the commercial strategy and the set up of small commercial initiatives. It is likely that additional resources will be needed in connection with bigger pieces of work, for example, in connection with business development, marketing or legal advice as work progresses. Requests for resources will be considered by the Project Board, Corporate Leadership Team or Cabinet as appropriate.
Link to relevant CAT	
Risk Management	The development of significant commercial initiatives will be done utilising the corporate project management framework.
Equalities Impact Screening	Equality impacts will be continuously monitored and taken into account for individual projects.
Human Rights	None discernible at this time.
Transformational Government	The Council may need to consider other models of service delivery.

Comments of Head of Paid Service	Report is satisfactory.
Comments of Section 151 Officer	Report is satisfactory.
Comments of Monitoring Officer	As author of the report, the report is satisfactory.
Consultees	CLT, Strategy Group.
Background papers	None.
Recommendations	THAT POLICY DEVELOPMENT GROUP COMMENT ON THE DRAFT COMMERCIAL STRATEGY.

1. BACKGROUND

- 1.1 Despite managing its finances well over many years, we know that the Council will face a budget deficit in 2023. The cost of providing Council services is increasing, the revenue support grant from Government will cease in 2023 and the Council will be increasingly reliant on local income.
- 1.2 It is currently estimated that the budget deficit will be £5m by 2023 and the Council has committed to reducing the reliance on New Homes Bonus by 25% or £1.5m by 2023. This takes the total deficit which the Council needs to plan for to £6.5m. This figure is based on certain financial assumptions and variables and may change. Members will be kept informed and updated via the Medium Term Financial Strategy (MTFS) which is regularly reported to Cabinet. For the purposes of future planning it is important to have a target figure, whilst understanding that this figure may change over time.
- 1.3 To set the commercial strategy in context it may be helpful to understand the structure of the Council's programme of work.
- 1.4 The Council has established a Corporate Portfolio of Programmes:
 - People
 - Place
 - Journey to Self Sufficiency
 - Customer First
- 1.5 These arrange the work that is being done, across the Council on the current corporate priorities, into a clear framework with appropriate project and corporate governance. This work together with team business plans feeds into the Council Delivery Plan (CDP).
- 1.6 The Journey to Self Sufficiency Programme is the Council's plan to manage the budget deficit. The commercial strategy is part of that programme of work. It also includes other key pieces of work such as saving £200k to manage the corporate impact of leisure outsourcing, the development of the Asset Investment Strategy and reviewing fees and charges.

- 1.7 The Strategic Director of Housing and Customer Services is leading on the Journey to Self Sufficiency Programme (J2SS). The Head of Legal and Commercial Services is leading on the commercial strategy.

2. NWLDC APPROACH TO COMMERCIALISM - BEING MORE BUSINESS-LIKE

- 2.1 Policy Development Group is requested to review and comment on the draft commercial strategy prior to its consideration by Cabinet on 9 October 2018.
- 2.2 The draft commercial strategy is attached in Appendix 1.
- 2.3 The draft strategy sets out the context of the organisation, the financial challenge, what a commercial approach means for NWLDC and the broad principles of how we will generate additional income. The strategy is as much about cultural change as it is about income generation. The document recognises that, for NWLDC being more commercial is not just about making money. It is also about how we work and provide our services. It will become increasingly important for the organisation to work in a more business-like way; thinking more about why and how we are doing things and whether we are being as efficient as possible whilst not losing the core public sector ethos. The document, entitled "Being More Business-like", seeks to foster, embrace and embed a one-council approach which engenders shared accountability for the financial sustainability of the organisation together with the empowerment of staff. It will enable staff to make small changes which make efficiencies and improve services as well as set the framework for significant pieces of work or projects, such as investment in commercial property, developing existing commercial activities, or exploring new ways to earn extra income.
- 2.4 A 3-5 year action plan is being developed alongside the strategy which will establish ownership for actions with clear timescales next to the delivery of key themes identified in the document. For example, knowing our costs, identifying opportunities for further trading, reviewing our fees and charges for services, asset investment, looking at other models for service delivery and exploring company structures where it makes sense to do so.
- 2.5 The approach taken and language used in the draft document in the draft commercial strategy aligns with the communications strategy, the emerging people plan and customer services strategy. This reflects the desire for a collaborative and empowered organisation with engaged managers and teams.

3. NEXT STEPS

- 3.1 The commercial strategy will be presented to Cabinet on 9 October 2018.

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Being more business-like



Introduction

North West Leicestershire District Council (NWLDC) will stop receiving some grants from central Government in 2019 and needs to be prepared to provide services to our communities from locally generated income.

Council income

Council Tax Business rates	Paid by our residents and businesses
⌘ Paid for services	Like planning, pest control and building control
New Homes Bonus	Grants paid by Government when new houses are built in the district or we bring empty homes back into use
From our industrial units and other assets	Rent from our business tenants
Rent from council housing	Can only be spent on the housing service

The budget deficit

Despite managing our finances well over many years the cost of providing our services is increasing.

We estimate that this will lead to a budget deficit of in the region of £5 million by 2023.

In addition to our projected deficit, we have said that we will reduce our reliance on New Homes Bonus Grant by 25% by 2023. This equates to the need to save an extra £1.5 million between now and 2023 by 2023.

The total deficit we need to plan for is £6.5 million.



How will we face the challenge of reducing budgets?

We won't simply cut costs by cutting services.

Many of the services we provide are statutory (we have to provide them and carry out certain functions) and we also provide valuable services to our communities, both residents and businesses.

Self sufficient. Business-like. Commercial.

We have established a self-sufficiency reserve which now stands at £2.76 million (at 31 March 2018). This reserve will be used to cover the upfront costs associated with **commercial initiatives** and a programme of change.

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To bridge this budget gap we need to generate additional income and make savings.

Taking a more business-like and commercial approach will give us the opportunity to continue to deliver the excellent cost effective services that our residents and businesses depend on and also to deliver income generating services to external customers.

This approach will help ensure the council's financial sustainability.

This means:

We will be more business-like in how we provide services and with the decisions we make. We will identify ways to reduce our costs and earn extra income.

We will not:

Take unnecessary risks with public money or lose our core public sector ethos.



Coalville by the Sea event

What does being more business-like mean for NWLDC?

Our business-like, commercial approach is about:



Knowing our business - how much it costs us to run our services. This allows us to properly price for commercial opportunities so our costs are covered, we include overheads and we make a surplus.

Identifying **opportunities for trading and charging** for services to external customers in the commercial market place.



Reviewing our **fees and charges**.

Ensuring we procure goods and services and **manage contracts effectively**.



Promoting and encouraging investment in the area to generate employment and business rate income.



Making the most of our assets

Our land, buildings or commercial properties, like industrial units, need to work well for us. A new property investment strategy may include reviewing rental and lease arrangements to ensure a proper commercial return is being achieved, selectively disposing of assets or changing their use to secure a better return. We will also consider acquiring assets which realise a future income stream.

Considering the use of **trading companies** or other business models where it makes sense to do so.



Understanding our customers and the new markets we could operate in. This could mean marketing our services in a range of sectors locally, regionally and nationally.



Effectively **marketing our services** as a trusted business partner of choice.

One council, one team - thinking differently together



Recognising that there is **no monopoly on a good idea** - staff will be empowered to come up with and implement good ideas, large or small, which will save time, make money or improve services.



Investing to save, where there is a clear business case.

Supporting our staff to **develop the skills** needed to deliver successful commercial outcomes.



Understanding that **every penny counts!**

We will encourage and embed a culture of business-like thinking and shared accountability for the finances sustainability for the organisation.

To be effective, our business-like, commercial approach should be organisation wide and this document should be read alongside other key documents:

- Council Delivery Plan
- Medium Term Financial Strategy (MTFS)
- Asset Management Strategy
- Treasury Management Strategy
- Communications Strategy
- Corporate Portfolio of Programmes and Projects.



We will approach commercialisation in line with the following core principles.

Values:	<p>Our values will continue to align with the council's values:</p> <ul style="list-style-type: none"> • Deliver agreed quality • Be fair and proud • Listen carefully • Support what is possible • Spend our money wisely • Or new values? 	Customer first	Our decisions will put the customer at the heart of what we do.
		Risk	<p>We will understand, manage, and be prepared to take calculated risks.</p> <p>We will use our existing project management framework and governance structures to provide appropriate control and support to the work we do.</p> <p>We will use external professional support if needed.</p>
Income and improvement	Although income generation will be a key focus of our work, we will also look at how we can do things more efficiently and effectively and improve services.		
Proactive	<p>Innovation is not something we do when we have finished our day's work; it's how we work!</p> <p>We will be bold and prepared to do new things.</p> <p>We understand that not everything will succeed but it is the overall success of the commercial approach which is important.</p>	Our ethos	<p>Being a public sector body means that we need to work within legislation, regulation and a political framework.</p> <p>It can sometimes limit the scope of what we want to do. However as well as continuing to do amazing things for the benefit of our local community, our commercial approach will allow us to bring in additional external income to protect front line services.</p>

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How will we know we've been successful?

We are already doing great work, providing services and managing our assets on a commercial basis in a number of areas including:

Assistive technology	Providing lifeline services.
Grounds maintenance	Providing grass cutting and other services to parish councils and development companies.
Legal services	Providing legal services to other councils, colleges and academies.
Industrial units	Providing good quality office and unit space in the district.
Recycling	Thanks to our residents we can sell the recycling we collect for a good price.

But we want to do more.

We have identified some simple, short, medium and long term goals against which we can measure our progress.

Investment income	Investing our money on short, medium and long term basis to generate a return.
Trade waste	Providing efficient trade waste collection service to our businesses.

Short term - within six months we will:

- Identify two income generating opportunities and develop these to implementation stage
- Identify which of our current commercial activities can be developed
- Identify what our staff think a 'commercial culture' is
- Communicate the commercial strategy to staff and members
- Establish the governance structure for the commercial strategy.

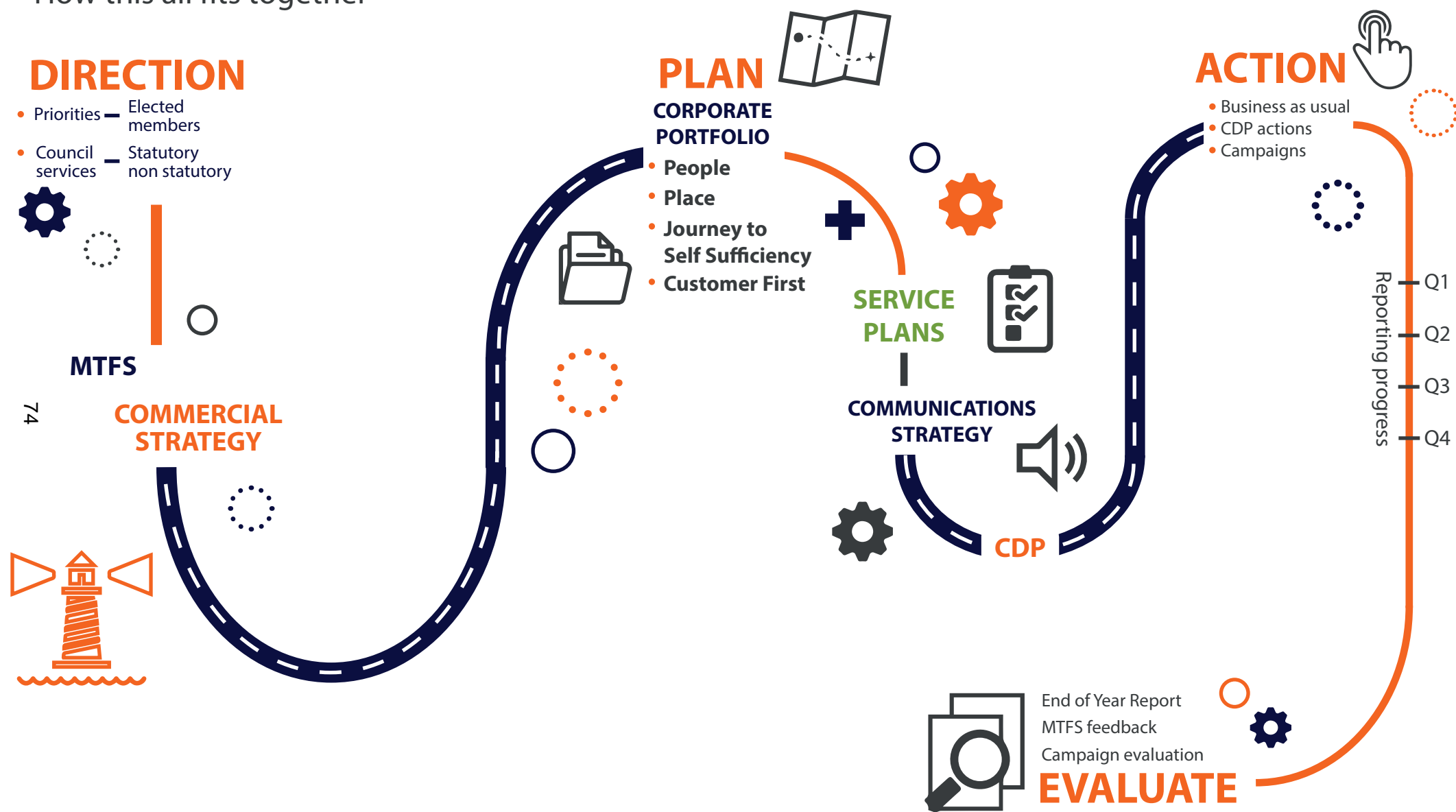
Medium term - within 12-18 months we will:

- Identify a further three income generating opportunities and develop these to implementation stage
- Generate surplus income from our commercial activities
- Reinvest additional income in commercial opportunities.

Long term - within five years we will know that our work has been successful if:

- We are able to generate more local income and meet the £6.5 million budget deficit by 2023. We will report our progress to Cabinet via the MTFS.
- We have successfully embedded a business-like, commercial culture within the organisation. We measure this by looking at the ideas that have come forward from staff and also through staff surveys in 2020

How this all fits together





Values
One council, one team

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP - WEDNESDAY, 19 SEPTEMBER 2018

Title of report	AN UPDATE ON THE PROCUREMENT PROCESS FOR THE SPORT AND LEISURE PROJECT
Key Decision	a) Financial No b) Community No
Contacts	<p>Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk</p> <p>Strategic Director of Place Tel: 01530 454555 james.arnold@nwleicestershire.gov.uk</p> <p>Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk</p>
Purpose of report	To update members on the latest procurement position to secure an operator to manage and invest in leisure centre provision in Coalville and Ashby including the construction of a new Coalville Leisure Centre and invest in Hood Park.
Reason for decision	To ensure that members are informed about the progress being made on this highly confidential procurement exercise involving four bidding organisations.
Council priorities	Bidders have responded directly to how they would meet the Council's priorities through 17 Method Statements as well as responding to specific questions posed by the all member briefing held on 3rd April 2018 . Most notable contributions are made to: Value for Money, Business and Jobs, Homes and Communities and Green Footprints Challenge.
Implications:	
Financial/Staff	The financial implications are outlined within the presentation at the meeting but clearly reflecting the confidential nature of the continuing competitive dialogue process.
Link to relevant CAT	None
Risk Management	A detailed risk register is being actively managed and is available on request

Equalities Impact Screening	Equality of opportunity is a key consideration of both building design as well as the programming of activities to meet a number of target group's needs. There will also be a "Changing Place" facility within the new Coalville centre which is funded by Leicestershire County Council. An EIA will be completed at the preferred bidder stage
Human Rights	None discernible
Transformational Government	Not applicable
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	Councillors, staff and key users
Background papers	<ul style="list-style-type: none"> • Cabinet Report: "Sport and Leisure Project" dated 1/11/17 (Confidential) • Council Report: Leisure Services Project" dated 21/11/17
Recommendations	<p>THAT POLICY DEVELOPMENT GROUP:</p> <ol style="list-style-type: none"> 1. NOTES THE PROGRESS MADE TO DATE IN THE PROCUREMENT PROCESS IN ORDER TO SECURE A LEISURE PARTNER 2. NOTES THE NEXT STAGE OF PROCUREMENT AND THAT THE SHORTLISTED BIDDERS AS OUTLINED WITHIN ANNEX A HAVE BEEN INVITED TO SUBMIT FINAL TENDERS

1.0 BACKGROUND

- 1.1 Cabinet, at its meeting on 1st November 2017 gave approval for the management and operation of Hood Park Leisure Centre and Hermitage Leisure Centre (including the design and construction of a new Coalville Leisure Centre) to be market tested.

SUPPLIER SELECTION STAGE: EXPRESSION OF INTEREST

- 1.2 Following the agreed Sport England procurement template and best practice toolkit for the procurement of a Design, Build, Operate and Maintain contract (DBOM), the opportunity was published across Europe through the Official Journal of the European Union (OJEU). Bidders were invited to submit a Supplier Selection Questionnaire SSQ (or an expression

of interest) setting out their suitability to be considered to progress to the next stage of procurement.

- 1.3 The SSQ set out the minimum standards required by the council across a range of considerations including economic and financial standings, organisational type, technical and professional ability, insurance, approaches to skills and apprentices, health and safety, environmental management and equality and diversity.
- 1.4 All members were provided with an update on the SSQ stage of procurement through a members drop in session held on **5th February 2018** between 9am and 6pm. Various draft documents were available for members and queries could be dealt with. The key documents included:
 - A Descriptive Document that sets out what the council is seeking to achieve with the project
 - A draft Technical Specification, which sets out the minimum standards required in terms of the new build leisure centre
 - A draft Facilities Requirements Specification that sets out the standards that meet best practice in terms of design including Sport England and building regulations standards for the new centre
 - A draft Design, Build, Operate and Maintain Contract that would bring together the project as one legal arrangement with the council
 - A draft Services Specification with minimum performance, service and facility standards
 - A range of background information

Members subsequently received a further update through the members' bulletin on 9th February 2018.

- 1.5 Four bidders submitted fully compliant SSQ's by the required deadline of **23rd February** representing a strong and experienced portfolio of operators who operate on a national level but also who all operate leisure facilities on behalf of a number of local authorities in Leicestershire (Charnwood has Fusion Leisure as their partner):

Hinkley & Bosworth Borough	Places Leisure
Melton Borough	SLM
Harborough District	Serco
Blaby District	SLM
Oadby and Wigston	SLM
Broughton Astley Parish (also Rushcliffe Borough Council)	Parkwood Leisure (Contract signature late August 2018)

- 1.6 All members received a presentation on **3rd April 2018** setting out the results of the SSQ stage of procurement with detailed highlights provided in terms of the bidder's profiles against the required pass standards. Members also set out their required health, social and community outcomes which the bidders would be required to respond to at the next stage of procurement. The 7 outcomes were:

- Improved health and wellbeing outcomes(emerging strategy)

- Increased participation levels and opening hours
- Social Value
- Innovative and balanced programmes of use
- Pricing, user protection and free use
- User and stakeholder meetings
- What kind of investments required and the design of the new centre

The presentation and outcomes required were provided to members through the councillor bulletin on **11th May 2018**.

- 1.7 The four bidders were all informed that they had passed the SSQ and they were asked to then start to develop their detailed solution bids for a submission date of 20th June 2018.

2 DETAILED SOLUTION BIDS

- 2.1 In the development of their bids a number of confidential dialogue meetings and site visits were held in June and July with each bidder where clarifications, questions, issues and outcomes were discussed. Over 288 clarification questions were responded to by officers through the councils' online tender portal up until **6th July 2018**.

- 2.2 Operators requested a further month to develop their solutions and the submission date was adjusted to **20th July** at which date 4 bids were submitted.

- 2.3 The Project Team, consisting of officers representing legal, property, human resources, finance, leisure, planning, urban design, procurement, Opun (Design East Midlands) and Leicester – Shire and Rutland Sport carried out a detailed assessment of the bids submitted.

- 2.4 The tender package was based upon a 50:50 Quality: Price split. The following key areas were the basis of the specification and evaluation:

- Services (e.g. deliverability/added value/customer service)
- Technical (e.g. the capital build and investment plan)
- Commercial (e.g. price, commercial terms and contract)

These are underpinned by a range of detailed criteria within a “weighting” framework for each of the areas as follows:

Tier 1	Tier 1 Weighting	Tier 2	Tier 2 Weighting	Tier 3	Tier 3 Weighting
Services	40%	Delivery against Outcomes Framework	20%	Outcome Focussed Delivery	5%
				Service Development Plan	5%
				Annual Marketing Plan	3%
				Participation Targets	4%
				Innovation	3%
		Quality and Customer care	5%	Quest Accreditation	2.5%
				Customer Care	2.5%
		Operational Delivery and Service Development	15%	Pricing Requirements	1%
				Opening Hours	1%
				Programming	3%
				Mobilisation and TUPE	1%
				Staffing	2%
				Health and Safety Management	2%
				Equipment	1%
				Routine and Reactive Cleaning	1%

				Environmental and Energy Management	2%
				Catering and Vending	1%
Technical	10%	Capital Development & Design	5%	Development Opportunities	2%
		Planning Risk	2%	Design and Proposals	3%
		Maintenance Proposals	3%		
Commercial	50%	Relative NPV	25%		
		Gain Share	5%		
		Qualitative Assessment of Business Plan	15%		
		Contract Acceptance	5%		

2.5 Scoring was made using the following criteria:

Score	Criteria for Awarding Score
0	Completely Unsatisfactory/unacceptable response - No response to the question or serious deficiencies in meeting the required standards
1	Poor response - The response is partially compliant with some shortfalls in meeting the required standards
2	Acceptable Response - The response is compliant and meets the basic contract standards. Any concerns are only of a minor nature.
3	Good Response - The response is fully compliant and clearly indicates a full understanding of the contract and ability to consistently deliver all required contract standards.
4	Excellent Response - The response is fully compliant and indicates the ability to exceed the required standards of the contract.

2.6 Responses to the Health, Social and Community Outcomes required by the all member workshop on 3rd April have formed part of the bidder's quality submissions and can be found at **Annex A (confidential)**.

DELIVERY OF SERVICE OUTCOMES (TECHNICAL CAPACITY)

2.7 This aspect formed 40% of the overall evaluation and bidders had to submit method statements setting out in detail how they would meet the requirements of the draft services specification that the council had issued. These method statements cover the following areas: Outcomes, Pricing Requirements, Opening Hours, Programming, Health and Safety Management, Marketing, Equipment, Staffing, Catering and Vending, Routine and Reactive Cleaning, Environmental Management, Customer Care, Reporting, Quest Accreditation, Participation Targets, Mobilisation and TUPE and Innovation.

TECHNICAL AND COST

- 2.8 This aspect formed 10% of the overall evaluation and bidders had to submit method statements setting out in detail how they would meet the facility requirements and design proposals for the new Coalville Leisure Centre and also their proposals for investment in Hood Park Leisure Centre. Their proposals set out their design and approach to planning, together with their approach to maintenance throughout the life of the contract.

COMMERCIAL/PRICING/THE CONTRACT

- 2.9 This aspect formed 50% of the overall evaluation and bidders had to submit their pricing proposals, which included their capital requirements and future revenue projections as well as their gain share proposals. This provided a Net Present Value (NPV) calculation of their financial submission for evaluation and also the business plan was assessed for its qualitative performance. They also provided commentary on the legal contract which was evaluated based on the extent that bidders had moved the risk profile away from that set out in the Sport England standard contract.

OVERALL OUTCOME OF THE EVALUATION

- 2.10 All of the bids received were of good quality, submitted by organisations with significant track records in the industry in both operating and developing new, relevant facilities. All bidders have presented solutions to deliver the Design, Build, Operate and Manage leisure contract in accordance with the Council's requirements which includes:
- Delivery of a new leisure centre for Coalville, which replaces Hermitage Leisure Centre and delivers the Council's core facility requirements. They have all presented additional commercial facilities for the new facility.
 - Investment in the refurbishment of Hood Park Leisure Centre to develop the activities and facilities to create a more financially sustainable facility
 - Delivery of the key outcomes in the specification which includes the development of programmes and activities to improve the health and wellbeing of the population and increased participation in sport and physical activity.

Bidder A, C and D scored significantly higher than bidder B (circa 16 -18%). Bidder A, C and D all score within 2.4% of each other. Detailed evaluations by bidder can be found at **Annex B**

3 NEXT STEPS: INVITATION TO SUBMIT FINAL TENDERS

- 3.1 Bidder A, C and D will be invited to submit final tenders and bidder B will be provided with feedback as to why they have been unsuccessful on this occasion. The detailed solution bids will be submitted to the council by mid-to-late November 2018.

4 IMPLICATIONS

4.1 Policy

This tender is consistent with the adopted council strategies namely the Council Delivery Plan and the emerging Health and Wellbeing Strategy that is currently in a draft form.

4.2 Resources and Risk

This proposed management arrangement transfers significant risk for the care, maintenance and upkeep of the facilities for a period of 25 years. With a fixed price contract (subject to indexation) the council has cost certainty within its financial planning. It should however be noted that some of the bidders are proposing benchmarking of their performance, which means there is the opportunity for the management fee to change if

performance does not meet expectations. This is an option within the Sport England model which, if properly calibrated, can allow better value because bidders do not need to price for revenue risks over 25 years (meaning the Council would pay for them whether or not the risks crystallise). However it does mean that costs could increase or reduce at five-year intervals following an independent benchmarking procedure.

4.3 Financial

The affordability of the contract clearly demonstrates that the commitment is within revenue parameters and compares favourably with the current business as usual cost of the service to the council.

4.4 Staffing

Significant advice has been obtained from Human Resources and the Council's appointed solicitors and will continue to be referred to throughout the procurement process as well as contract mobilisation and handover phases.

4.5 Property, Insurance and Capital Investment

The freehold ownership of Hood Park and Hermitage Leisure Centres as well as the new Coalville Leisure Centre will remain with the council with leases being granted accordingly. The council will retain responsibility for buildings insurance and the operator will be fully responsible for repairs and maintenance. The operator will provide for a number of fit out items including fitness equipment as set out within their method statements on equipment which follows industry norms and is what is expected from the council's brief

4.6 The prices submitted as part of the operator's wider proposals include an allowance (set by the project team) for the required infrastructure works to connect the new site with the A511, specifically a new vehicular bridge; new bell-mouth and associated adaptations as required by the Highways Authority (Leicestershire County Council); there is ongoing engagement with the Highways Authority in this regard and officers will continue to mitigate any risk associated with these works. North West Leicestershire District are currently owning this risk as it would be unreasonable to pass this on to the operators at this stage. Once further investigation and design works are undertaken the risk will be borne by the operators.

4.7 Members should also note that there are some levels differences across the site and there is the presence of overhead electricity cables and an underground drain, both of which cut diagonally across the site. The operators are incorporating measures within their proposals to address these site features and further information will be provided during the next stage of procurement.

4.8 Contract Commencement

The new management contract is due to start on 1st May 2019.

4.9 Legal

All of the facilities and services within this contractual arrangement are discretionary despite having a significant and central part to play in delivering on wellbeing outcomes within the district. The contract procurement process has followed the Public Contracts Regulations 2015 and has been advertised through the Official Journal of the European Union (OJEU) as required.

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Part 1 of Schedule 12A of the Local Government Act 1972.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

POLICY DEVELOPMENT GROUP - WEDNESDAY, 19 SEPTEMBER 2018

Report Title	RECYCLE MORE... FOR NORTH WEST LEICESTERSHIRE
Contacts	<p>Councillor Alison Smith MBE 01530 835 668 alison.smith@nwleicestershire.gov.uk</p> <p>Paul Sanders, Head of Community Services 01530 454 832 paul.sanders@nwleicestershire.gov.uk</p> <p>Claire Preston, Waste Services Team Manager 01530 454 663 claire.preston@nwleicestershire.gov.uk</p> <p>John Bright, Waste Services Development Officer 01530 454 712 john.bright@nwleicestershire.gov.uk</p>
Purpose of report	To update the Policy Development Group on the development of a new campaign entitled Recycle more... The campaign's objective is to increase the district's recycling rate to 50% by 2020.
Council priorities	Green Footprints and value for money
Implications:	Full engagement with all key necessary stakeholders both externally and internally
Financial/Staff	The development of this new approach will be funded from existing budgets although a number of initiatives once identified will require additional funding
Link to relevant CAT	Green Footprints
Risk Management	Fortnightly project update meetings to ensure project is on track and achieving the required progress.
Equalities Impact Screening	None
Human Rights	None
Transformational Government	Ensuring the current in-house management of the refuse, recycling and garden waste collections are efficient, streamlined and best value for our customers, whilst achieving the maximum potential of income generation from the sales of recyclables.
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	<p>Portfolio Holder for Community Services and Members.</p> <p>Internal services including the following teams - Communications, Facilities and Estates, Customer Services, Housing, Leisure, Development Control, Planning, Performance, Community Focus, Business Development, Grounds Maintenance and Environmental Protection.</p> <p>External contacts will include - WRAP (Waste and Resources Action Programme), Environment Agency (EA), parish/town councils, schools/colleges, housing associations e.g. East Midlands Housing, Waterloo Housing, volunteers groups e.g. Friends of Thringstone, recycling re-processors, and other local authorities within Leicestershire, including Leicestershire County Council.</p>
Background papers	Recycle more presentation to be presented to Members during this session
Recommendations	POLICY DEVELOPMENT GROUP NOTES THE PROCESS AND TIMELINE TO DEVELOP A NEW RECYCLING STRATEGY THROUGH THE RECYCLE MORE... CAMPAIGN AND ENGAGE IN THE CONSULTATION PROCESS

1.0 CONTEXT

- 1.1 A key task within the NWLDC (North West Leicestershire District Council) Delivery Plan 2018/19 is to develop a recycling strategy which encourages more households to recycle, increase dry recycling by 100 tonnes over the next 3 years and generate £500,000 by selling the dry recycling we collect. The Recycle more campaign will support and commit to the delivery of these 3 objectives.
- 1.2 The campaign's main aim is to increase the recycling rate from the current 46.7% to 50% by 2020. Over the last 5 years it's plateaued been between 46% and 47%.
- 1.3 North West Leicestershire (NWL) currently has the lowest recycling rate in Leicestershire excluding the City Council. However the district is only 1% behind Melton Borough Council and 1.2% behind Blaby District Council.
- 1.4 Nationally the reduction of plastic is being looked at following the success of the charging for carrier bags initiative. In addition the UK is required to achieve a national recycling rate of 50% by 2020 which is set by the EU. Whilst it's unknown how Brexit will affect the UK's obligation to meet this target, it is felt that this is an appropriate and achievable figure for the district.
- 1.5 As a result of the campaign, residents and other interested key stakeholders will be engaged to recycle more often and more materials through the existing kerbside recycling scheme. The campaign will provide a clear and comprehensive plan of actions including

continuous engagement and education with the residents of NWL to create a change in recycling behaviour and ultimately a culture shift.

- 1.6 Primarily the campaign will assist in reducing the volume of waste to landfill, whilst increasing material sent for recycling.
- 1.7 Another outcome of the campaign will be income generation. NWLDC successfully retained the value of its own recycling material from Leicestershire County Council (LCC) in April 2018 for 7 years. Therefore additional recycling collected will result in an increase of income which is in turn invested back into services provided by the council

2.0 TIMESCALES

- 2.1 The campaign is currently in its infancy and has completed a data gathering stage. This has involved determining the recycling participation of pre-selected streets in nearly every town/village/area of the district over two consecutive recycling collections.
- 2.2 These streets were selected using a multitude of indicators including; housing type, wards and economic status. The campaign is designed to run until at least the end of the 2020/2021 financial year, as the recycling participation will be measured to establish if NWL has successfully met a recycling rate of 50% by 2020.

3.0 POLICY DEVELOPMENT GROUP

- 3.1 A presentation will be made to the Policy Development Group highlighting the context and process for the development of the Recycle more... campaign.
- 3.2 The meeting will be used as an opportunity to commence the engagement process with members.
- 3.3 There will be further opportunities for members to be engaged as part of the consultation process.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**POLICY DEVELOPMENT GROUP - WEDNESDAY, 19 SEPTEMBER 2018**

Report Title	HS2 UPDATE
Contacts	<p>Councillor Trevor Pendleton 01530 569746 trevor.pendleton@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>
Purpose of report	To advise on work undertaken by and on behalf of the Council with respect to HS2, with a focus on work undertaken since the Council Motion of 12 September 2017
Council priorities	<p>Business and Jobs</p> <p>Homes and Communities</p> <p>Green Footprints</p>
Implications:	
Financial/Staff	A specialist rail consultant is providing staff resource to provide advice to the Council and support Parish Councils and communities consider route mitigation. The consultancy costs are being supported by HS2 Ltd.
Link to relevant CAT	Not applicable
Risk Management	HS2 Ltd is responsible for the design and implementation of the HS2 project and as such are responsible for equalities, human rights and risk management related to the project.
Equalities Impact Screening	Not applicable
Human Rights	Not applicable
Transformational Government	Not applicable
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	Motion to Council on 12 September 2017
Recommendations	<p>THAT THE POLICY DEVELOPMENT GROUP:</p> <ol style="list-style-type: none"> 1. CONSIDERS ITS POSITION ON HS2 IN LIGHT OF THE DECLARED FINAL ROUTE THROUGH NORTH WEST LEICESTERSHIRE AND PROVIDES COMMENTS FOR CONSIDERATION BY COUNCIL 2. NOTES THE EXTENSIVE ENGAGEMENT THAT HAS BEEN, AND CONTINUES TO BE UNDERTAKEN, BY AND ON BEHALF OF THE COUNCIL, WITH AFFECTED COMMUNITIES, BUSINESSES AND OTHER ORGANISATIONS ALONG THE NORTH WEST LEICESTERSHIRE SECTION OF THE ROUTE

1.0 CONTEXT

- 1.1 HS2 Limited published maps of the proposed route in July 2017 and they are available in two sections (Birchmoor to Tonge and Tonge to Long Eaton) at: <https://www.gov.uk/government/collections/hs2-phase-2b-crewe-to-manchester-and-the-west-midlands-to-leeds>
- 1.2 A summary of the anticipated impacts resulting from HS2 is provided in the first attachment.
- 1.3 The Council, on 12 September 2017, resolved to review its position on HS2, in light of the Government's decision not to proceed with the proposed electrification of the Midland Mainline, and to engage with local affected communities and businesses along the route.

2.0 ENGAGEMENT

- 2.1 The Council, at that time, had already undertaken extensive engagement with HS2 itself, as well as residents and businesses along the route who would be directly affected, and the groups which had formed. This engagement can be broadly summarised as follows:
 - i) Businesses along the route were contacted by the Business Focus team on the day of the route announcements, to ensure they were aware, and to let them know that the Council was offering advice and support to them. This offer was publicised in the local media (press and BBC radio).
 - ii) A series of formal and informal meetings have been held with organisations which formed to represent directly affected communities (such as MAPA, which has now disbanded, and other groups around Packington and Measham in particular), in order that common issues could be identified and options available could be considered.

- iii) Other individual meetings and conversations with individuals who are directly affected by the route.

- 2.2 SLC Ltd, a specialist rail consultant, has been engaged by the Council to provide support and technical expertise to communities to facilitate effective engagement with HS2. This includes looking at opportunities for mitigation and the work outlined below (section 5). It has also included support on responding back to the most recent (May 2018 HS2) engagement and design reviews arranged by HS2 Ltd.
- 2.3 The engagement continues particularly with parish councils, on an on-going basis, by elected Members, the Chief Executive and other officers of the Council, as well as SLC Ltd. acting on the Council's behalf.
- 2.4 Officers are engaging with the HS2 East Midlands Strategic Board and its sub-groups to maximise the benefits to the District and in particular to seek to improve public transport to the proposed station at Toton. There are also opportunities for local businesses to provide goods and services to help to construct, operate and maintain the line.

3.0 THE GOVERNMENT'S DECISION CONCERNING THE ELECTRIFICATION OF THE MIDLAND MAINLINE

- 3.1 The Government's decision was considered by the Council on 12 September 2017, and the report and appendices, including the consultation response which was made, are hyperlinked as background papers to this report. A summary of the implications is provided within the second attachment to this report which provides background for any further consideration of HS2's declared final route.
- 3.2 Without electrification the classic compatible link is not viable and the benefits to Leicestershire are much reduced. However there have been government comments that suggest that electrification is best considered to be in abeyance rather than entirely abandoned.

4.0 THE COUNCIL'S POSITION CONCERNING HS2, IN LIGHT OF THE FINAL ROUTE

- 4.1 Since the final route announcement was made, SLC Rail has been asked to refresh the evidence base which was prepared to inform the Council of the impacts of the route. This is provided in the first appendix. Since the Council's consideration (12 September 2017) the route has changed, notably in the wider Measham area, and moving to run between Kegworth and the M1 instead of tunnelling underneath the airport. The Policy Development Group is therefore invited to make any observations it may have concerning the final route through the district on the basis of the updated plans and information. These comments can then be considered by Council who may wish to inform HS2 Ltd of these considerations.

5.0 IMPACT ON COMMUNITIES

5.1 Published route and its implications

Appendix one provides SLC Ltd's summary of the impacts on communities within the District. Compensation is available to affected properties; Maps showing the compensation available can be seen at:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/629047/HS2_PH2B_LeegsLeg_PropertySchemes_July2017_Volume1_WATER.pdf

5.2 Measham and Route 4

5.2.1 The District Council, as well as Leicestershire County Council and the two affected parish councils, was requested by the Secretary of State for Transport to comment on the most appropriate route for HS2 between the following two options:

- The existing route mapped through Measham
- “Option 4” which moves the route further west to avoid the proposed Measham Wharf development site

5.2.2 The Secretary of State will make the decision on the most appropriate route for HS2, drawing on the technical information which has already been presented and the views of communities which are likely to be directly affected by any change to the proposed route.

5.2.3 HS2 have carried out some preliminary feasibility work on “Option 4” and they have concluded that the Measham Land Company’s (MLC) proposed route is not compliant with current high-speed rail design standard, and that the impacts of Option 4 are different from those assessed by MLC.

5.2.4 The timescale constraints meant that it was not possible for the Council to undertake a detailed assessment of an alternative route, but a broad comparison of the two routes is provided below:

5.3 Existing Route at Measham

The existing proposed route, which has been known for more than 12 months, has a number of key impacts:

- It will affect dwellings and businesses in Measham as a result of demolition or falling within the Safeguarding Zone.
- Affected properties (defined for compensation purposes as up to 300m from the line) include 76 properties owned by the District Council.
- There will be a viaduct of significant size on the southern approach to the village
- The route will cross the SAC/SSSI area of the River Mease
- Some Public Rights of Way will be lost in the channel between the A42 and HS2
- Some residents will be very close to the railway; Dysons Close and Amersham Way will be particularly affected
- The upper portion of the Measham Wharf development will be crossed by the railway, causing blight. This affects Section 106 monies for the Measham Leisure Centre and Ashby Canal
- The New Street Bridge will be rebuilt to accommodate the road and the railway, and the A42 will be realigned at this point. Parts of Parker’s Wood will be lost
- The construction period will impact on residents and businesses

5.4 Option 4 at Measham

5.4.1 These impacts have been assessed against the material supplied to us by the Measham Land Company (MLC) and may not take into consideration any necessary amendments which have been made by HS2 Ltd in their initial technical assessment

- The route will cut closer to J11 of the M42. The Appleby Park Hotel and the service station nearby will be impacted
- The route crosses the north-western part of the Westminster Industrial Estate. Kent Pharmaceuticals and the Wolseley Distribution Centre will be directly impacted

- There will be a viaduct of significant length that will cross the River Mease
- Dysons Close and Amersham Way would not be affected
- The Measham Wharf site would be cleared of blight, which would enable development of the site and the associated regeneration of the centre of the village
- The line will swing closer to Oakthorpe. This will lead to some demolitions, and previously unaffected properties falling into the Safeguarding Zone
- The line will not affect Parker's Wood
- The railway will still cross New Street at the Oakthorpe end, requiring a separate bridge crossing
- The amended route will affect Oakthorpe, a community who have previously been untouched by HS2.

5.4.2 In the timeframe given, the District Council was not able to comment on the following areas without further specialist advice:

- HS2's technical assessment and necessary amendments to MLC's proposal, although it is understood that the overall costs will be 10-20% higher
- Possible impacts on the River Mease
- Numbers of jobs and/or residents directly affected
- Measham Land Company's economic benefits projections
- Feasibility of the Ashby Canal restoration project and its links with the Wharf development
- Effects on Public Rights of Way
- Detailed impacts upon Oakthorpe; it is a small community and proportional impacts will be necessarily higher

5.5 Measham options - conclusions

5.5.1 Whichever route is chosen by the Secretary of State, the Council will seek assurances that planned regeneration is not adversely affected by HS2, and that regeneration in the immediate area is enhanced by making the most of opportunities arising from HS2 to facilitate appropriate future development. We will welcome constructive work with HS2 to enable us to regenerate Measham. The District Council will also expect that:

- adverse impacts resulting from HS2 will be minimized and appropriately mitigated for all affected communities and businesses
- the chosen route should have a minimal impact on the River Mease SSSI/SAC and that detailed assessments are undertaken on biodiversity and the natural environment to inform HS2 on appropriate actions
- the chosen route should have a minimal impact on the existing economy and jobs in the area
- there will be transparency in the Secretary of State's decision making process, and that evidence considered should be made freely available in the public domain to enable further dialogue and comment.

5.5.2 If the alternative route is to be taken forward then the District Council will press HS2 for a comprehensive consultation process before a final decision is made and before the project progresses to the Hybrid Bill stage. This will create uncertainty, and ultimately delays, but it is a necessary part of the process which cannot be bypassed. Whichever route is taken the District Council will seek to minimise the effect on communities and has, for example, asked HS2 if there could be a cut and cover tunnel rather than the proposed cutting at Amersham Way.

5.6 Appleby

HS2 attended the June Parish Council meeting in Appleby. Items of discussion included with the Parish Council included:

- Impact on the Old Rectory (Georgian, Grade II listed) at J11. It will be surrounded during the construction period and will be left with a substantial visual impact to the front of the building
- Ecological planting between the HS2 and the road
- Impacts on Salt Street (ancient way)
- Visibility of the railway from the west side of the village. The railway is in cutting at this point, but the new maps do not show gradients so cannot assess if the overhead electrical line (OLE) will be visible
- Disruption to Rectory Lane/Measham Road during construction. This is the favoured route out of the village
- Impacts on houses; A444, Rectory Lane etc.

5.7 Ashby

Ashby Town Council have been sent the commentaries on HS2's maps and factsheets but there have been no other requests for support. Ashby Canal Trust is awaiting the outcome of the Measham Land Company's proposed amendment

5.8 Breedon and Tonge

Breedon and Tonge PC and TABAG (Breedon action group) have written to HS2 to confirm that their main points are:

- Construction compound to be placed alongside the down ramp to the A42
- Satellite construction compounds off Stocking Lane (opposite Cloud Hill Quarry), another close to the disused railway line west of Cloud Hill Quarry and east of Worthington lane near Hill House Farm. A further location is marked as "under development" to the north of Long Mere Farm
- Local road running from A42 junction/Gelscoe Lane to Belton will be closed, but maps indicate that two new replacement links will be built
- New public rights of way to be created linking Breedon Brand to the area of Breedon Lodge Farm, around Hill House Farm and linking it to Worthington Lane.

5.9 Kegworth

- 5.9.1 A key issue for Kegworth PC is the use of £120k s106 money which is allocated for much needed football pitches and where the land is no longer available due to HS2. A review of possible sites is being carried out in conjunction with the Parish Council.
- 5.9.2 Other items discussed included the new maps and the placement of the construction compounds and (later) the major electrical transfer station (AFTS), together with the possible impacts on the village.
Legal advice on this point may be useful if an impasse is reached with HS2.
- 5.9.3 There has been concern about cycle paths and the possibility that there might need to be a sizeable tunnel through the embankment that is planned between Kegworth and J24 of the M1 but it is understood from HS2 that provision can be made without the need for a tunnel.

- 5.9.4 There has been a concern about the balancing pond which is to be built close to Kegworth could block a new access route to Refesco however HS2 have verbally stated that the exact location of the pond is sufficiently flexible to enable this access.

5.10 Rural Areas

The impact on other areas is limited but advice and support is being offered by SLC Ltd. to all the relevant Parish Councils.

6.0 NEXT STEPS

- 6.1 The current programme for Phase 2b (the section of HS2 that runs through the District) is outlined below. This includes the recent announcement that the Hybrid Bill will now be deposited in 2020 rather than 2019. It should be noted that this may change if the Secretary of State decides to consider Option 4 further.

To 2019	Carry out Environmental Impact Assessment and produce the Environmental Statement
2020	Deposit Hybrid Bill
2022	Royal Assent for the Hybrid Bill
2023	Commence construction
2033	Commence train services

- 6.2 Comments from Policy Development Group will be provided to Council for consideration at the next available meeting. The District Council will continue to support local communities, seek further mitigation where appropriate and work with stakeholders to maximise the benefits. In some cases additional compensation to communities would be appropriate and work with HS2 will continue. The District Council will also continue to seek creative ways to gain benefits from the HS2 project.

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North West Leicestershire District Council

Potential Impact of High Speed 2 – REVISED VERSION

This is a revised version of the original document which was prepared by SLC Rail based on the 2013 route. Since then, HS2 Ltd consulted on two route amendments in November 2016, which were:

- To move the line to the east of Measham, away from the M42/A42 road corridor
- To remove the line from tunnel underneath East Midlands Airport and run it east of the A42 through the rest of the District, passing close to the western side of Kegworth

The revised route was announced in July 2017; the proposition to move the line east of Measham was dropped, but there was a minor amendment to avoid the Plastic Omnium development (with further knock-on effects to this area which are discussed below). The proposed northern amendment towards Kegworth was retained.

However, it is worth noting that HS2 Ltd state on their website that the final route of Phase 2b is **not confirmed** and therefore could be subject to further minor alterations.

Summary of key points:

- **Environmental impacts on the River Mease and National Forest**
- **Opportunities for regeneration in Measham (via government compensation) – but loss of Measham Wharf and associated S106 benefits in the short term**
- **Impacts on Kegworth through loss of development sites and S106 benefits**
- **Current scheme for works on J13 of M42 to be disrupted by HS2 route**
- **Disruption to M1 J24 (with knock on effects to East Midlands Airport/freight interchange site and Donington Park)**
- **Road access for HS2 users via M42/A42 to Birmingham Interchange. Information needed from Highways England and HS2 Ltd**
- **Information needed on HS2's plans for rights of way, e.g. footpaths, cycle ways**
- **Improvements to M42/A42 likely to be needed to manage increased traffic to Birmingham Interchange/Toton. Liaison needed with Highways England and HS2 Ltd**

Introduction

The potential effects of the proposed HS2 alignment through North West Leicestershire have been assessed against the following headings:

1. Landscape and Visual
2. Ecology and Wildlife
3. Noise
4. Roads and Traffic
5. Development and property (Development in first version)
6. Heritage
7. Public Amenities
8. Water and flooding

In view of the strength of local opinion on HS2, a further section has been added to this second edition of our impact assessment:

9. Community

The route was divided into three geographical sections, which have been redefined for the revised version of this document. For most of its length through the area of interest, the proposed route for HS2 runs parallel, and in close proximity, to the A42 trunk road. It will be necessary to view disadvantages from the railway placement in the context of existing visual, noise and other intrusions from the heavily-used trunk road.

When HS2 carry out their own Environmental Impact Assessment work in Spring 2018, their categories will include the following:

- Agriculture, forestry and soils
- Air quality
- Climate change
- Community
- Ecology
- Electromagnetic interference
- Health
- Historic environment
- Land quality
- Landscape and visual
- Major accidents and disasters
- Socio-economics
- Sound, noise and vibration
- Traffic and transport
- Waste and material resources

This impact assessment may be used as a starting point for the District's responses to the Environmental and Equality Impact Assessments, and to help formulate a strong mitigation plan to help achieve the best results for the community.

A. General impacts applying to all areas of the route

Landscape and Visual	<ul style="list-style-type: none"> • Review all landscape and visual impacts when the route is confirmed • The County has produced a list of sites whose view will be impinged by HS2, particularly if the vertical alignment of the route stays the same. These have been included in the appropriate sections below.
Ecology and Wildlife	<ul style="list-style-type: none"> • Trees affected by the railway construction must be replaced, and there may be opportunities for new planting to mitigate visual issues or noise. It may be worth attempting to lobby for some planting to be done in advance of construction starting to allow time for tree growth • HS2 are unlikely to want deciduous planting near to the railway to minimise leaf fall. It would be useful to consult with an ecologist to consider the impacts on flora and fauna in areas where there is a substantial variation in the proportion of deciduous trees to evergreens, and also the effects of felling large numbers of mature native trees.
Noise	<ul style="list-style-type: none"> • Noise is subjective and may be a very contentious issue to some residents, particularly those in the rural areas of the District. It is already proving to be a major issue for some residents, and it is unlikely that their fears will be easy to deal with. Community engagement will be a very necessary part of dealing with this impact • However, railway noise will be intermittent and unlikely to occur 24 hours a day, except when overnight maintenance or other engineering work is taking place (road noise is more likely to be continuous). Effects of noise will be clearer when the HS2 timetable is published. • HS2 Ltd have already published some noise maps, and it is worth noting that affected areas are often outside the compensation zones, which is likely to cause discontent • It is important to note that HS2 will be considering the cumulative effects of noise (and other factors) when preparing their Environmental Statement for the Hybrid Bill • Continue to review as more information becomes available. Ensure that there is appropriate community engagement to address concerns
Roads and Traffic	<ul style="list-style-type: none"> • Increase in road traffic likely during construction period • Temporary closures or restrictions may be required on local roads and new temporary access roads may be required for construction purposes. This will cause disruption during the construction period and diversions will be required. • It is hoped that there will be a beneficial effect from improvements to the M42/A42, helping to manage the increased traffic load to stations when HS2 begins operations • Ensure that road closures and diversions are appropriately mitigated to ensure access to schools, medical services etc. Ensure there is appropriate liaison with HS2 Ltd, Highways England and the County
Public Amenities	<ul style="list-style-type: none"> • A considerable number of Public Rights of Way will be affected, some permanently. • The County Council must develop plans for diversion, closure or other appropriate measures

	<ul style="list-style-type: none"> • See note above on woodland areas • Review information as more detailed plans become available – recommend early liaison with the County and other relevant bodies
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Section 1. Appleby Parva to Ashby de la Zouch

Landscape and Visual	<ul style="list-style-type: none"> • Most of the route in this section follows the A42 closely, and will be at grade with the existing highway where this is feasible. Cuttings/embankments are likely to mirror those already provided for the road • Some of the deeper cuttings from Appleby Parva to Appleby Magna will help to lessen visual impact and noise • The line will rise out of cutting to an embankment and then on to a viaduct to cross the River Mease. The present projections show that this viaduct will be some 20m high and will have a significant visual impact on the village, including the church of St Lawrence and listed buildings on the High Street • The area of line from just before J11 to after Measham is relatively straight, which will appeal to HS2 for engineering and timetabling reasons. It leaves the village and continues towards Packington, mostly in cutting • The route will run past Packington's Conservation Area and the viaduct over Gilwiskaw Brook is estimated to be some 8m high. The combination of the deep cutting and viaduct will significantly impact the landscape views in and out of the village on the Mill Street side. Three listed buildings and the Church of the Holy Rood are noted as being visually affected • The Ashby Canal will be visually affected at Oakthorpe • The churches of St Helen and Holy Trinity Kilwardby in Ashby will be visually affected, along with Park Farm and Ashby de la Zouch Castle • Overhead line equipment (OLE) will be visible except where cuttings are very deep, but absence of junctions should avoid the need for large support structures and complicated wiring runs • HS2 engineers may consider more aesthetically pleasing OLE designs, but there may be a need to lobby appropriately for this (may need information as to whether there will be any sort of design guide for OLE in rural areas?) • It is unknown whether power feed points are planned on this section, which would require substantial support structures and lineside electrical equipment • Will need further review as HS2 Ltd move into the detailed planning phase; suggest this is carried out at regular intervals following release of information from them
Ecology and Wildlife	<ul style="list-style-type: none"> • The River Mease is a Special Area of Conservation and a Site of Biological Interest. It is important as a wildlife habitat and corridor, and for flood mitigation. Notable species include the water plants <i>Ranunculus fluitantis</i> and <i>Callitriche-Batrachian</i>. The river is also a known habitat for <i>Cobitis taenia</i> (Spined Loach) and <i>Cottus gobio</i> (Bullhead). • River flow and bank habitats must be conserved during and after railway construction. Special attention must be paid to protected species

	<ul style="list-style-type: none"> • Other local areas, particularly woodlands, provide amenities for residents and will be habitats for other wildlife, which although not all protected species, contribute to the local ecosystem as a whole • Measham lies within the National Forest and there has been significant tree planting along the A42 in recent years. See also general notes on tree planting above
Noise	<ul style="list-style-type: none"> • The proposed route will be nearer to Appleby Parva, Appleby Magna and Measham than the A42; passing trains will cause additional intermittent noise • There may be occasional noise at night from engineering works • Ensure timetabling information is kept under review
Roads and Traffic	<ul style="list-style-type: none"> • A444, Rectory Lane and Tamworth Road will all need to be realigned to cross HS2 • The viaduct section of the River Mease will also cross Repton Road, Huntingdon Way and Burton Road • The A42 may need to be diverted to the west of the existing road in the Oakthorpe area to provide more space for the railway and limit the effect on properties in Measham. If confirmed, appropriate mitigation measures must be carefully planned to minimise impact on A42 traffic during construction • Passing Ashby on the eastern side, the line will have to intersect with both Ashby Road and Leicester Road. It is not yet marked on HS2's maps how this will be engineered (i.e. road passing under or over the railway) • HS2 will also cross the existing (freight) railway line at Ashby • J13 of the A42 will require some significant work as the route crosses the A511 and A512 on the eastern side of the interchange • Traffic on A42/M42 corridor may increase after 2026 when Birmingham Interchange opens. Engagement with Highways England required in relation to mitigation measures/capacity enhancements • Ensure there is regular liaison with Highways England and the County on all relevant road/traffic issues
Development and Property	<p>The July 2017 route directly affects the following developments:</p> <p>Residential properties</p> <ul style="list-style-type: none"> • David Wilson Homes – 56 residences, Leicester Road, Ashby de la Zouch. These are now almost complete and many of them are in the compensation zones <p>Mixed development</p> <ul style="list-style-type: none"> • The Measham Wharf Development (Measham Land Company Ltd) – up to 450 residences and reinstatement of 1.1km of canal, provision of public open space and vehicle/emergency/footpath access at Waterside, Burton Road, Measham. Section 106 monies earmarked to provide canal rebuild and refurbishment/extension of Measham Leisure Centre. Site now blighted <p>Commercial</p> <ul style="list-style-type: none"> • Lounge site – line runs across the upper portion of the site, and the cabling to the wind turbine may be affected during the construction period. Harworth and Gazeley are in direct discussions with HS2 Ltd. Blighted • Appleby Park Hotel at J11 of the M42, which will require demolition and rebuild. A suitable alternative site will need to be identified. Blighted

	<ul style="list-style-type: none"> Meridian Tank Works (Ashby) – demolition and rebuild will be required. <p>Blighted</p> <p>Existing property</p> <p>Of existing properties identified as either blighted or in the compensation zones, the following require special note:</p> <ul style="list-style-type: none"> A number of farms will be severed* by the line Properties in Dysons Close, Measham, which are populated by elderly tenants The Measham Viaduct will pass directly over a number of commercial properties which will cause disruption during the construction period and further possible impacts afterwards Line still passes very close to Plastic Omnium and may affect part of their car parking facilities Keep under review when further details of HS2 plans become available and the route is confirmed. Ensure there is appropriate liaison with affected businesses as well as residents <p>*severed farmland: this will either mean that HS2 will pass through a farm's lands, in which case some form of occupation of accommodation access will have to be provided to maintain access to isolated parts of the farm, or external access (i.e. from public highways) is severed, which would require an alternative access route to be provided.</p>
Heritage	<ul style="list-style-type: none"> No designated ancient monuments, listed buildings or known historical sites lie within the Safeguarded Area However, there are a number of listed buildings noted above in the Landscape and Visual effects section Construction work may uncover artefacts or sites of historical interest. The legal authority for HS2 construction should include details of company actions in these circumstances
Public Amenities	<ul style="list-style-type: none"> HS2 will affect public rights of way including footpaths and bridleways, of which there are many in this section. The County Council must develop plans for diversion, closure or other appropriate measures The Ivanhoe Way is an important walking and cycling route, and this will also be affected during the construction phase See note above on woodland areas Review information as more detailed plans become available – recommend early liaison with the County and other relevant bodies
Water and Flooding	<ul style="list-style-type: none"> All rivers in the area have identified flood plains; as far as is known, none of these are major flood mitigation areas Flooding has affected Packington in the past; avoid increased risk here, particularly during construction phase. Note that the viaduct height over Gilwiskaw Brook is projected to be 8m, far above the 1m flood limit which has been recorded in the last 100 years (flood information from Packington Action Group). This is a significant issue for this action group and they have made representations to HS2 Ltd There are no known aquifers or other groundwater sites

Community	<p>Residents of Appleby Parva and Appleby Magna have already raised significant concerns about the effects of HS2 on their communities. These include:</p> <ul style="list-style-type: none"> • Access to public amenities during and after the construction period • Access to schools, medical services etc. during the construction period due to closure/diversion of minor roads • Effects on house prices <p>Although the District has identified regeneration benefits for Measham, the 2017 route will have the following negative effects on the village community:</p> <ul style="list-style-type: none"> • Loss of development opportunities as detailed above • Disruption during the construction period • Negative longer-term effects on the community if regeneration is not properly secured • Negative longer-term effects on community health if the Leisure Centre redevelopment does not go ahead. North West Leicestershire has been identified as the unhealthiest district of the county therefore it should be a priority for this to be addressed <p>Packington – residents have raised many concerns about the effects on their community, including the following:</p> <ul style="list-style-type: none"> • Loss of access to schools and medical facilities in Ashby during the construction period • Negative effects on the local school during construction due to reduced access from neighbouring villages • Negative effects on community health during construction period from loss of access to Ashby Road (runners, walkers, cyclists) • Effects of cumulative noise from HS2 and A42 when the railway is in operation <p>Ashby – the growth of the community could be affected if the loss of development sites is not appropriately mitigated. The Ashby 20 Road Race is run every March around the area, and will include some of the roads marked for disruption during construction. Forward knowledge of the construction programme will enable race organisers to cancel or reschedule as appropriate. There could be a future economic impact from loss of development opportunities at the Lounge site</p> <p>Oakthorpe – could be affected by the A42 realignment, or if the railway route shifts any further west through Measham when the route is confirmed. Suggest a review of the effects on this community when more information is available.</p>
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Section 2. Ashby de la Zouch (A42 Junction 13) to A42 J14 (Tonge)

Landscape and Visual	<ul style="list-style-type: none"> • Land contours suggest that deep cuttings and high embankments will not be required, but the proposed route is further from the A42 than section 1. The route will be a new transport corridor which will cut into farmland • Three listed buildings in Coleorton likely to be visually affected, including the Church of St Mary. Coleorton Hall Park and Gardens will also have HS2 near to their landscape. There is also a Scheduled Monument at Coleorton, the coal mining remains at Birch Coppice and Rough Park. • There are additional coal mining remains (also Scheduled Monuments) at Lount Wood, Staunton Harold and south of Smoile Farm, Worthington
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	<ul style="list-style-type: none"> • Also in Worthington, the Church of St Matthew and The Old Farmhouse, Worthington Field Farm are likely to be affected visually • From the top of Breedon Hill, the current plans show that the railway will be beyond the road corridor, which may lessen some of the visual impact. However, it is likely that OLE will still be visible, and the line will cause visual impacts to The Bulwarks (earthworks), the church of St Mary and St Hardulph, and the medieval moated lodge at Breedon on the Hill. • The railway now does not cross the A42 near Breedon Lodge Farm, but stays on the eastern side of the A42 and moves towards J14. This will cause visual impacts on the farmhouse and cottage, which are listed buildings
Ecology and Wildlife	<ul style="list-style-type: none"> • Part of this section is within the National Forest, and there is tree planting which must be replaced if affected by HS2 construction • See comments about deciduous planting in general comments above • Breedon Cloud Wood and Quarry (near Worthington) is a Site of Special Scientific Interest (SSSI) for biological and geological reasons and is now nearer to the route since the July 2017 announcement. The proposed line now appears to clip the upper edge of the quarry • Pasture Wood and Asplin Wood are also SSSIs and are less than 1Km east of Cloud Wood. These are now nearer the path of the line than the 2013 route • Other SSSI's near the proposed route are on the western side and unlikely to be affected. However, consideration may need to be given to protective measures for Lount Meadows to prevent potential adverse effects on drainage of the grasslands • Continue to review the impacts on the SSSIs in this section of the route and maintain communications with HS2 Ltd to provide the best mitigation for these sites • Suggest an ecological review of the effects on Breedon Cloud Wood and Quarry following the route change
Noise	<ul style="list-style-type: none"> • Lount, Newbold and Worthington lie along this section, but are smaller than the centres of population noted in section 1. There are other small settlements and isolated houses • Noise intrusion on the various SSSI locations may give rise to objections • This section of the route is close to East Midlands Airport, and additional railway noise must be looked at in the context of existing noise generated by aircraft
Roads and Traffic	<ul style="list-style-type: none"> • See general notes on roads and traffic above • The route passes close to J13 of the A42, with a major impact on the junction itself and the associated road network. Current plans show HS2 occupying the line of the A512 to the north-east of the junction, requiring major works to this section of road. Temporary restrictions on and around the junction will be required during the construction phase. The County Council has already contacted HS2 and expressed its concerns on the impact to J13 as it is a major connection point to other locations in the County • The railway will cross Long Hedge Lane, Breedon Lane and Doctor's Lane and access to these roads and nearby agricultural land will be disrupted during the construction period

	<ul style="list-style-type: none"> • Boden's Brook and the associated floodplain will be crossed by a 170m long and approximately 10m high viaduct and the line will continue on embankment for another c.500m • Construction work will affect J14 of the A42, which provides access to Tonge and Breedon on the Hill. Top Brand will also be intersected by the railway • Increased traffic levels towards Birmingham Interchange are likely to be less on this section • There may be some increase in traffic towards Toton Interchange for Leeds and the North East, but these are likely to be significantly less than for Birmingham to London traffic 				
Development and Property	<p>Development</p> <p>The District SHLAA includes two sites designated for residential development within 1Km. of the railway alignment:</p> <table border="0"> <tr> <td>Newbold</td> <td>198 houses</td> </tr> <tr> <td>Worthington</td> <td>24 houses</td> </tr> </table> <p>As far as can be ascertained, there are no major commercial or residential development applications currently in the planning system on this section of the route</p> <p>Existing property</p> <ul style="list-style-type: none"> • A number of farms will be affected (blight and/or severance) 	Newbold	198 houses	Worthington	24 houses
Newbold	198 houses				
Worthington	24 houses				
Heritage	<ul style="list-style-type: none"> • There are two sites of historical interest within about 1Km of the proposed alignment: <ul style="list-style-type: none"> ○ Moat at Breedon Lodge Farm (and Grade II listed building) ○ Breedon Hill • Any further eastwards adjustments of the route will increase the effects on The Moat at Breedon Lodge Farm • See Landscape and Visual section above for listed buildings, Scheduled Monuments and other sites which may be visually affected • It can reasonably be assumed that the likelihood of uncovering archaeological finds on this section are greater than the section of route south of J13 				
Public Amenities	<ul style="list-style-type: none"> • The proposed route crosses the "Cloud Trail", part of National Cycle Network Route 6, running from Derby to Cloud Quarry near Worthington. A suitable bridge will need to be provided • Other public rights of way in the area are likely to be affected – see general notes above • See notes in Ecology and Wildlife section for affected woodlands. Plans for complementary planting will need to be considered in this area 				
Water and Flooding	<ul style="list-style-type: none"> • There is a flood plain on the stream around Worthington which is intersected by the proposed route and may be affected. Mitigation measures to prevent damming may be required • There are no known aquifers or other groundwater sites 				
Community	<ul style="list-style-type: none"> • The area is more rural than the Measham/Ashby area, but residents will still need access to other villages in the areas for schools, medical services etc during the construction period 				

	<ul style="list-style-type: none"> • Disruption to the East Midlands Airport and Donington Park sites during construction may impact on workers who live in the area • It will be important to ensure that this section of the community has an equal opportunity to engage on impacts and mitigation, even though a lower number of residents and businesses are directly affected • Community engagement needed in this area – Parish Councils have not responded to email contacts so far
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Section 3. A42 J14 (Tonge) to Lockington Grounds (District Boundary)

Note: The route through this section of the District takes a completely different course to that proposed in 2013 and has been revised accordingly

Landscape and Visual	<ul style="list-style-type: none"> • The amended route is above ground for the entirety of this section, other than a short tunnel underneath East Midlands Airport's runway lights • Visibility of the railway is therefore a new impact for this section • The new route remains on the eastern side of the A42 and is close to the road corridor from J14 to the M1/A42/A453 interchange • There are three listed buildings which could be affected in Long Whatton and Diseworth, and a Scheduled Monument (moated site with fishponds etc.) • The line is on a similar profile to the road corridor, and rises on to embankment to clear Westmeadow Brook and its floodplain • From the intersection, the route moves away from the road corridor and then towards Kegworth, where there is a broad curve to enable it to pass the village on the western side, where it and OLE will be clearly visible • There are likely to be visual affects on St Andrew's Church Kegworth • At the northern edge of Kegworth, the route will cross the A6 and then rise on to a long viaduct over the A453 and out of the District through farmland • There are two Scheduled Monuments at Lockington-Hemington; a Cropmark site, SE of Dunster Barn, and a Roman villa and associated remains. These may be impacted visually by HS2
Ecology and Wildlife	<ul style="list-style-type: none"> • The route will run through Diseworth Gorse as it moves away from J14 of the A42 and appropriate mitigation will be needed on this site • Much of this section of the route runs through farmland, although aquatic wildlife may be affected by the line passing through or near to watercourses • From Kegworth until the point that the line passes out of the District, it runs on to major floodplains for the Rivers Soar and Trent; there may be ecological considerations to constructing the railway through this area • Continue to review ecological implications when the route is confirmed, and when further information is released by HS2 Ltd
Noise	<ul style="list-style-type: none"> • There may be noise issues for residents on the west side of Kegworth village • This section of the route is close to East Midlands Airport, and additional railway noise must be looked at in the context of existing noise generated by aircraft and the trunk road network. See general note above cumulative noise above • Kegworth is also near the M1, A453 and A6. The A6 bypass could have mixed effects on noise levels, as although traffic will be diverted around the village,

	<p>more vehicles may opt for this route when it is a quicker alternative, increasing the background noise from the road</p>
Roads and Traffic	<ul style="list-style-type: none"> As the route leaves J14, it runs alongside Gelscoe Lane and it is likely that there will be severe disruption to this road during construction. This is more likely to affect agricultural traffic and joggers/walkers The line will run on a viaduct approximately 700m long x 12 m high over The Green, Diseworth Brook and the M1. The Green is one of the minor feeder roads to the East Midlands Airport site and also connects Long Whatton to the A42 and motorway There will be disruption to the M1 during construction of the viaduct near J23a Construction work will affect access to Donington Park Motor Racing Circuit. Disruptions will need to take account of the racing calendar where possible. A Kegworth bypass is scheduled to move the A6 around the village, but work on this is likely to be completed before HS2 construction starts Construction works at J24 are likely to affect access to the Rail Freight Terminal and East Midlands Airport. Appropriate mitigation will be a priority Suggest liaison with East Midlands Airport, Donington Park and the rail freight terminal's constructors to assess impacts and mitigation required
Development and Property	<ul style="list-style-type: none"> Residential properties – two housing development sites on the western sites of Kegworth are blighted by the amended route. Discussions with Kegworth Parish Council have revealed that sizeable alternative sites are not available in the village. It may be possible to provide some of the housing via smaller land parcels, but there are flood plains areas to the north and east of the village which is a further complication. Section 106 monies to provide sports pitches are also lost with the blight of these developments Commercial properties - The East Midlands Gateway site is under construction and represents a significant expansion on the East Midlands Airport site. The site boundaries run close to the A453/M1 and it is inevitable that there will be disruption when construction moves to this part of the District. The works at J24 are likely to affect access to the airport and the freight terminal and alternative access must be a priority Existing properties – (note that the East Midlands Gateway will be an existing property by the time construction starts, so see notes above). Farm land is likely to be severed
Heritage	<ul style="list-style-type: none"> See heritage sites listed above in the Landscape and Visual section The possibility of archaeological finds during construction cannot be discounted; an important Bronze Age hoard was found at Lockington in 1994 and there are two Scheduled Monuments in the area
Public Amenities	<ul style="list-style-type: none"> With the revised route now above ground, public rights of way will be affected by the route, particularly around Long Whatton and Kegworth on the east side, and Tonge/Breedon on the Hill on the west
Water and Flooding	<ul style="list-style-type: none"> The line will also pass near to Westmeadow Brook, but it is noted that this section of line is on embankment, which may be sufficient to mitigate any flood risk

	<ul style="list-style-type: none"> • The great majority of the area to the north of Castle Donington and Kegworth is a major flood plain for the Rivers Soar and Trent, and whatever final route is chosen, appropriate mitigation will be needed. See ecology and wildlife notes above • There must be appropriate measures to ensure that the free flow of flood water is not affected by the railway
Community	<ul style="list-style-type: none"> • Although Tonge and Breedon on the Hill are now on the opposite side of the A42 to the railway line, access to these communities is likely to be affected by road closures and diversions during the construction period. This could affect commuter and community activities • Long Whatton will be affected by the closure/rerouting of The Green (running into West End), to include commuting, leisure and community activities • Kegworth is the most severely affected community in this section of the route: <ul style="list-style-type: none"> ○ Loss of development sites – see notes in development and property section above. This will affect growth as the village’s “envelope” is limited ○ Loss of sports pitches which were to be provided from Section 106 monies. There is already a lack of provision for the area and a number of teams are not able to play home matches. This situation is likely to continue for some time without interim measures and another solution is needed urgently ○ Noise from construction and railway operations (see above) ○ “Islanding” by roads and HS2, particularly after the Kegworth bypass is complete. Read this in conjunction with the loss of development sites • Suggest more detailed liaison with Kegworth PC to assist them in working out a mitigation plan

The Midland Main Line and the influence of HS2

A short report for North West Leicestershire District Council

1. Introduction

Concerns have been raised recently about the relationship between the Midland Main Line (MML) and HS2, and whether the high-speed line is likely to have adverse effects on the existing network. At first sight, these concerns do not appear unreasonable in the context of recent Network Rail/Department for Transport decisions:

- There will be no electrification north of Kettering as this work has been halted in this and other locations. This raises a question about the viability of the Classic Connection with HS2 at Toton
- The new East Midlands contract will be 7+2, reducing the incentive for a new train operator to invest in new rolling stock;
- HSTs are scheduled to come out of service by 2019; possible replacements will not be able to attain the same speeds and this could adversely affect journey times.

These points together make depressing reading, and it is understandable why there is a feeling that the MML is being sacrificed in favour of HS2 to make it a more attractive prospect for this part of England.

The relationship between the MML and HS2 is an important one in the District, and currently it is finely balanced. The Council has been broadly supportive of the scheme because of the economic benefits that will follow on from the construction and operation of HS2, but there is a danger that this could change, particularly if continued opposition from residents and businesses alters the view of the elected members. However, the project is moving towards the deposition of the Hybrid Bill in 2019 and renewed opposition from the District will only divert valuable time and resources from the larger matters of obtaining the best possible value out of HS2. It is therefore vital that we use our energies profitably.

To assist with this and to help to rationalise some of the current thinking about the MML issues, this short report details how the two lines do (and don't) mesh together, and poses a number of questions to be raised with HS2 and the successful East Midlands franchisee.

2. Electrification

In the year 2000, the Great Western Line and the Midland Main Line were the last two major railway lines using diesel trains as the main source of locomotive power. The initial announcement to electrify the Great Western Line was made in 2009 and the claim was that the project would pay for itself over a 40-year period, but since then there have been two general elections. Following the 2010 election, the coalition government placed all major government capital expenditure on hold pending a return-on-investment review. The contract for the work was eventually awarded in 2012.

The Hendy Review examined Network Rail's CP5 period of works (2014-2019) and identified that the cost of the Great Western project had tripled. In November 2016, the government announced that electrification work on the branches from Oxford to Didcot Parkway, Bristol Parkway to Bristol Temple Meads, Thingley Junction to Bath Spa and Bristol Temple Meads, and lines in the Henley and Windsor

are had been indefinitely deferred (The Guardian, Wednesday 9th November 2016). In July 2017 it was announced that the Cardiff-Swansea electrification project had been cancelled and that bi-mode trains would be used on the route.

It is evident that the Department for Transport found the Great Western electrification project a sobering experience; costs spiralled and there were many overruns, leading to a major rethink on the feasibility of this and other large-scale electrification projects elsewhere.

In addition to this, there has been a policy shift towards the use of bi-mode (electric and diesel) trains. This is the brainchild of Chris Grayling and the use of these trains is going to be in the forefront of government thinking about rail at least as long as he is Transport Secretary. The thinking behind the use of bi-mode trains is that:

- There will be less disruption to passengers by changing rolling stock rather than the extensive infrastructure works that would result from electrification;
- There will still be a net gain from the use of bi-mode trains as they will only burn diesel for part of their journey and in any case, there is a planned shift away from diesel road vehicles;
- Bi-modes may be a transitional solution, as other technologies are being developed; these include the use of battery trains and hydrogen power;
- Infrastructure costs are reduced; therefore electrification can be reserved for lines where there are genuine* benefits to passengers.

*the assumption is that these would be calculated by BCR, although recently the government has started to state that these are “sensitive information”, when previously they were not. The reasons for this are currently unclear. (Rail 832).

However, it is important to note that electrification has not been completely ruled out. Network Rail’s Chief Executive, Mark Carne, stated on September 13th 2017 that, “I don’t see a shift away from electrification, I see thought into where is the best to do it?”. (Rail 836). In practice, this will mean that there will be more evaluation of the economic benefits of electrification against other methods of improving the rail service, a practice that Carne termed “economic rationality”. He also announced that there will be three different methods for third party funding of projects, which are:

- Third party **delivery** of Government/Network Rail funded activity (NR will be able to decide to put the delivery of projects/activities out to market if it will offer better value for money);
- Third party **funded** projects (third party to take on responsibility for funding, design and build with NR advising on standards and ensuring compatibility);
- Third party **financed** schemes, using the considerable private sector appetite to invest in assets such as railways.

It is therefore also possible that a future electrification project on the Midland Main Line could fall into one of these categories.

3. The Classic Connection

Without electrification, the Classic Connection is not viable. However, this assertion needs to be taken in context with the following:

- The business case for it was apparently reasonably well-received by the Department for Transport, and it may be enough for some sort of passive provision of it to be included in the

Hybrid Bill (i.e. that there will be enough leeway in the infrastructure to enable it to be worked into the detailed design);

- The government has already stated that electrification will be considered when there is a “genuine benefit” to passengers, and it should be possible to produce a strong business case to link HS2 with the Midland Main Line;
- The section of the line between Clay Cross (approx.) and Meadowhall (approx.) will be electrified to accommodate HS2, therefore these costs are already accounted for, leaving more scope for cash to be available for electrification of the remaining sections which would link to HS2 at Toton.

Therefore, it seems best to consider the Classic Connection as in abeyance, rather than impossible, particularly when put in the context of recent government remarks about electrification being used when it is appropriate.

4. Rolling Stock and the New Franchise

Although it is already known that the length of the new contract will be 7+2 (and therefore not producing any useful overlap with HS2), the fact remains that the HSTs currently in use on the London-Sheffield route will have to be replaced by 1st January 2020, unless they are fitted with plug or side doors, controlled emission toilets, improved access and passenger information screens. The current owner of the HSTs has declined to state what the alternative fleet option would be, and it is unknown whether they will be the winner of the new franchise.

For the new operator, withdrawal of the HSTs means that some investment in rolling stock will be inevitable as there will simply not be enough trains to run the services once the HSTs are taken out of the equation.

The expectation is that the choice will be bi-mode trains as these are the government’s “weapon of choice”, although there are some issues which will need to be addressed by the new franchisee:

- How much investment to make, i.e. whether to replace only the HSTs, or to buy/lease additional units which will enable the still-serviceable Class 222 Meridians to be used elsewhere
- How to address issues with journey times, as the Class 800/802s are only capable of a top speed of 100mph on diesel traction. Chris Grayling has been asked for a meeting on this issue, but at the time of writing no reply has been received



The Class 802 has already been ordered by Transpennine and GWR (Photo: Rail Technology Magazine)

The preservation of the current 60-minute Leicester-London journey time has been presented as one of the major asks to the new franchisee, and remains an essential requirement going forward to the HS2 operational period.

The issue of the potential time loss from bi-modes cannot be answered with any precision as we do not yet know a precise specification for the trains. The uprated Class 802s that are being purchased for Great Western have a similar power/weight ratio to an HST. Two colleagues from SLC Rail have attempted to work out the possible effects upon train timings using two existing trains in the current working timetable as a comparison. Both have the same calling pattern and run non-stop between London and Leicester.

Station	1F50 – Class 222 (1558 St Pancras to Sheffield)	1F70 - HST (19.55 St Pancras to Leeds)	Run Time difference
St Pancras International	1558	1955	
Leicester arr.	1659½	2101	
Leicester dep.	1701½	21p03	HST -3½ mins

*p= advertised departure time is earlier

Moving further north, the HST continues to lose time and there is another 5-minute deficit on the journey times of both to Sheffield. This differential would worsen by about ½ minute per additional stop because of the poorer acceleration profile of the HST.

As bi-modes are limited to 100 mph, this could add a further 1 to 1½ minutes to the HST times between London and Leicester. However, there are two offsetting factors:

- Better acceleration under electric power between London and Kettering
- The impact of the works at Market Harborough (which we can't currently assess)

But – this analysis shows that there is a level of risk to journey times and this will need to be addressed with the DfT/new franchisee.

5. Opinion

The view of colleagues in the railway industry is that it is unlikely the government will do a u-turn on electrification any time soon. Chris Grayling is not known for changing his mind and bi-mode is the solution that he is championing for the reasons already stated above.

Bi-mode trains are therefore the current solution of choice, but there are a number of issues with their uptake on the MML:

- The sustainability argument is not as good as electrification; these trains will still use diesel power when they leave the electrified track. This may become a subject for lobbyists as it could be interpreted as the government stepping back from their commitment to reducing carbon footprint in the rail industry;
- There are shortcomings with the bi-mode trains most likely to be supplied (Class 800/802) as their maximum speed is 100mph;

- The Class 222 (Meridian) units are relatively young in rolling stock terms and will remain in service after HSTs are withdrawn. These are diesel powered and do have a maximum speed of 125 mph, but the same issues with carbon footprint apply.

Is there really a case for bi-mode trains using electric traction for less than half the journey between London and Sheffield? If there is, then is the Class 800/802, with all its known shortcomings, necessarily the best option? It may not be more logical to treat the Midland Main Line fleet renewal as a separate issue under the franchise renewal process rather than linking it to the electrification project.

Another point for consideration is the **nature** of the Midland Main Line without full electrification. The decision to terminate the wires at Corby has radically changed the scheme from a true main-line electrification scheme to an extension of the London Suburban network. Looking at bi-mode trains from this perspective makes the idea look slightly lacking, to say the least, as these trains will only use electric power for some 45% of their journeys from London to Sheffield.

But governments, ministers and policies are not permanent, and it is possible that this thinking could change before the arrival of HS2 in 2033. However, if electrification is revisited, the route with the most political capital would be re-extension to Bristol rather than Kettering – Sheffield (or even Kettering – Leicester).

To temper the above, Network Rail have stated that electrification is not completely off the table, but will depend more on the appropriateness of the scheme and whether there are better alternatives. A good argument could be constructed in favour of electrification from Corby northwards to enable the Midland Main Line to link with HS2, particularly in the context of a plan to “wire” Clay Cross to Mexborough.

On another positive note, the political landscape could be very different by the mid-2020s when HS2 is under construction. By that point, infill electrification from Kettering to Clay Cross, or wherever HS2 will join the Midland Main Line to get to Sheffield, might just make more economic sense. This may also come into play with the Classic Connection (see above).

It is unlikely that there is any plan to deliberately run down the MML to bolster the case for HS2, for the following reasons:

- Timescales – Network Rail are dealing with the more immediate future, and it would make no sense whatever to run down a line in anticipation of HS2 beginning operations in 2033 (or, as some of the naysayers would have it, not at all)
- Money - There is no financial overlap between NR and HS2; they are completely separate entities. It is far more likely that money from electrification has been hived off into other current NR projects, such as Crossrail 2.

What is more likely to happen to the MML is that its **character** will change, along with the other classic main lines that will overlap with the HS2 route. The MML and West Coast Main Lines could become more suburban in nature as the London commuter belt continues to move northwards, and train paths are freed up to serve the expanding market. In the longer term and as commuter demand grows, cities such as Leicester and Coventry may see rolling stock change to that of an outer-suburban line with catering trolleys rather than restaurant cars. However, any reduction in perceived on-train quality would be offset by a reduction in journey times, and an increase in frequency.

6. Summary

- Although both HS2 and the MML are ultimately government entities, they are independent of each other financially;
- Both HS2 and the MML are run according to very different timescales, meaning that it is very unlikely that current decisions about the MML are made in the light of HS2;
- Electrification is off the table for the MML right now, but the government has left the door open for it to be revisited with appropriate economic/passenger benefits and funding. Future decisions about the viability of connecting HS2 and the classic network could feed into such a business case;
- The classic connection is not viable without electrification, but this could be part of the larger timescales allocated to the development of the HS2 project;
- There are other possible rolling stock solutions outside large-scale electrification, including bi-mode, battery trains and hydrogen power. Bi-mode may not be the permanent, or only solution, and could in fact be a medium-term interim measure until more sustainable technologies are developed;
- The new franchisee will have to invest in some new rolling stock because of the short shelf-life of the HSTs. The amount and type of this is unknown at the moment;
- It is essential to maintain good lines of communication with both HS2 Ltd, the DfT and the new franchisee to ensure the best outcomes for the District.

7. Questions for the DfT and HS2 Ltd

DfT:

1. Is there really a case for the use of bi-mode trains on the MML when they will use electric traction for only 45% of their journeys between London and Sheffield?
2. If there is, are the Class 800/802 necessarily the best option?
3. Is there another viable rolling stock solution which will have less adverse effects upon journey times?
4. How can the obvious sustainability issues with bi-mode trains be compensated for? The forward policy of phasing out petrol and diesel cars by 2040 may not be enough of a payoff for environmentalists
5. If the new franchisee makes only a modest investment in new rolling stock, how will this be addressed in the preparations for the next franchise period to ensure that the MML's rolling stock does not become run-down?
6. Are the economic effects of increased journey times to and from London fully understood?

HS2:

1. How much interface is there with MML at the moment, and planned for the future as HS2 goes into the construction phase?
2. When would be an appropriate time to revisit discussions about the Classic Connection and electrification works on the MML to enable this?
3. Is there another projected solution to the Classic Connection to enable a meaningful interface between the two rail networks that will bring economic benefits to the East Midlands and Thames Valley areas?

8. References

Electrification cost overruns: The Guardian, November 9th 2016

<https://www.theguardian.com/business/2016/nov/08/great-western-electrification-branch-lines-oxford-bristol>

A week of extremes (Richard Clinnick): Rail 832, August 2nd 2017, and Network Rail Funding Special from the same issue.

Carne doesn't rule out electrification in the future (Richard Clinnick): Rail 836, September 27th 2017, and Stock shortfall fears if HSTs miss disability deadline from the same issue.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**POLICY DEVELOPMENT GROUP - WEDNESDAY, 19 SEPTEMBER 2018**

Report Title	CUSTOMER EXPERIENCE STRATEGY
Contacts	<p>Councillor Richard Blunt 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Strategic Director of Housing and Customer Services 01530 454 819 glyn.jones@nwleicestershire.gov.uk</p> <p>Head of Customer Services 01530 454753 tom.shardlow@nwleicestershire.gov.uk</p>
Purpose of report	To present the draft Customer Experience Strategy to PDG members for review and comment.
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.
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	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	Customer Service Management Team, June 18.

	Customer Service Team, July 18. Extended Leadership Team, July 18. Circulated to CLT, August 18. Public engagement – consultation (live at time of writing), Sept 18 Wider organisational engagement / staff roadshows, September 18
Background papers	Draft Customer Experience Strategy document Overview PowerPoint presentation.
Recommendations	THAT POLICY DEVELOPMENT GROUP PROVIDES COMMENT AND FEEDBACK AHEAD OF THE REPORT PROGRESSING TO CABINET IN NOVEMBER 2018.

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 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 PDG 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 spend, investment or significant 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 NEXT STEPS

- 4.1 PDG are asked to provide comment and feedback on the draft strategy, ahead of the strategy being presented to cabinet for review and approval in November 2018.
- 4.2 Public and organisational consultation and engagement will continue in September 2018.

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Customer Experience NWLDC

Tom Shardlow – Head of Customer Services

Executive Summary

- We are transforming the way that we interact with our customers.
- The technology landscape and our customers' preferences are changing at an ever accelerating pace.
- The resources available to Local Government are decreasing.
- We need to find new, innovative and efficient ways of enabling our customers to interact with the Council.
- The strategy builds upon previous work and enables customer experience to become part of our core vision and values framework that each and every officer subscribes too.
- Its adoption will enable the systemic change required to transform the organisation's customer experience offer over the period 2018 – 2021.

Our Business

Volumes

- | | |
|---|---------|
| • 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 |
- 201
- 11,000 users signed up for an online account (July 2018)

Estimated average costs of customer interactions:

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

Current Customer Experience

- Customers wait unacceptable periods of time to contact the contact centre by phone.
- The reception area and customer services facilities require improvement.
- 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.
- 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 and we cannot demonstrate how we learn from complaints.



Our Customers

- **Age** -19.7% of adults in North West Leicestershire are **over 65**
- **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 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**.

Digital Customers

- The likelihood of overall digital exclusion in North West Leicestershire is **Medium**.
- This compares negatively against the digital exclusion likelihood in neighbouring Local Authorities
- This highlights some of the challenges or 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 provide do not exclude.

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

Our Vision 2021

- '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 reinvested.
- Our customer environments, will be safe, modern, accessible, welcoming and fit for purpose.
- Staff will be invested in, understand what good customer experience means and the expectations upon them.
- Our plans will be customer insight led, in a cycle of continuous internal improvement.

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

Principles of Customer Experience

The strategy presents seven key principles of customer experience:

- 256 • **Customer First:** Placing customers at the heart of the organisation.
- **Customer Access:** A modern, fresh approach to customer experience and spaces.
- **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.
- **Customer Insight:** Establishing our customer data sources and learning from this to improve our services.
- **Value for Money, Efficiency and Return on Investment:** Business minded decision making.

Customer First

- Putting the customer first or at the heart of the organisation.
- Our purpose is to provide public services - every decision, business action or procedure should be in support of this.
- Staff and managers will be empowered to provide their very best level of customer service.
- Support, training and guidance to staff around our customer values
- Understand and map our customer journeys to improve them - **getting things right, on time, first time.**

Customer Access

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- Provide modern, fit for purpose environments, whether they are face to face, or digital.
- Review and redesign our customer service environments and front door offer.
- Customer Service Team - review the structure, role and functions to reflect customer demand.
- Online environments that are safe, easy to use and fit for purpose, with a clearly identifiable brand.
- Benchmark with our peers and other organisations.

Customer Choice

- We will provide our customers with choice.
- We will understand our customers' needs and match them to the most appropriate contact channel.
- We provide a variety of contact channels such as face to face, telephone, online, self-service and post, and will continue to offer a comprehensive range.
- A preferred hierarchy of contact channels, dependant on the need, circumstance, capability, and the cost of delivery.

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 undesirable.
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.

Digital by Default

- Customer experience will be increasingly digital by default.
- Our default channel will be digital, providing access 24 hours a day 365 days a year.
- 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.



Home Services

Take charge of your world!

Welcome to North West Leicestershire District Council's service request site. On this site you can manage your accounts with us and request and keep track of your services.

Inclusion

- Our services will be inclusive.
- Fair, open access to our services to prevent those that need us, from being excluded.
- 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.
- We will address digital exclusion and identify barriers to accessing our services upfront, and work hard to support our customers in overcoming these.

Customer Insight

- Review customer data, satisfaction and feedback to deliver customer led service improvements.
- Review our sources of customer data and seek to generate a consistent measure of customer experience across the authority.
- Actively obtain customer feedback, complaints and explore the opportunity to continually measure satisfaction through technology.
- Talk to our customers and involve them in our plans, through direct engagement, survey or consultation, providing truly customer centred decision making.
- Review the way in which we manage our customer complaints, treating them as opportunities to learn, reviewing the trends and patterns to identify areas of focus and development.

Value for Money, Efficiency and 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.
- Technology offers an opportunity to reduce our cost profile for some types of customer contact.
- Redistribute our resources to those customers, service areas or transactions that have the greatest need.
- Other benefits: increase in customer satisfaction, a greater use of digital services and a more responsive, easier to access call centre.
- Success criteria's with clear, time linked and measurable outputs of what is to be achieved.

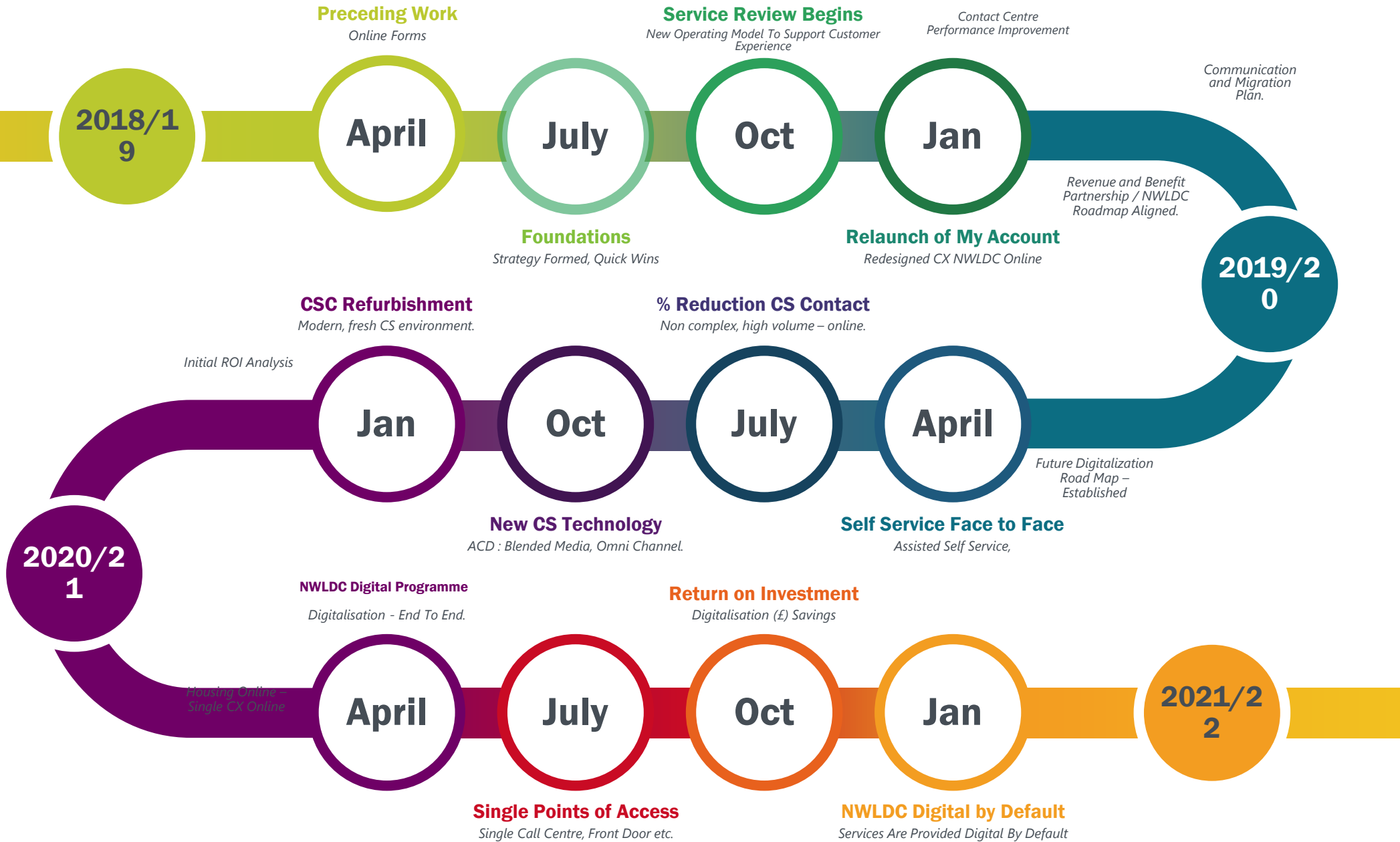
Delivery

- Lead officer - Tom Shardlow Head of Customer Services.
- Series of principle linked work streams, led by senior officers.
- Sponsor - Glyn Jones, Strategic Director for Housing and Customer Services
- Report into the Corporate Portfolio Holder – Cllr Richard Blunt (Leader).
- Where spend, investment or significant decision occurs this will be made in line with the Council's constitution / delegation of power.
- Reporting into a Customer Experience Board chaired by Glyn Jones, Strategic Director for Housing and Customer Services.

NWLDC Customer Experience

2018/19-21/22

3 Year Plan



Questions and comments?

Customer Experience Strategy

North West Leicestershire District Council – 2018 - 2021

August 2018

Tom Shardlow

Head of Customer Services

tom.shardlow@nwleicestershire.gov.uk

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 - NWLDC Indicative Roadmap

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

- 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.			
278 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
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	<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

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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, 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.

Tom Shardlow
07.09.2018

NWLDC Customer Experience

18/19-21/22

3 Year Plan



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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**POLICY DEVELOPMENT GROUP - WEDNESDAY, 19 SEPTEMBER 2018**

Report Title	COUNCIL TAX CHANGES
Contacts	<p>Councillor Nick Rushton 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p>
Purpose of report	To seek the views of PDG on the approach this council wishes to take in relation to the application of council tax discounts and premiums.
Council priorities	Value for Money
Implications:	
Financial/Staff	The net impact of the proposals should see a slight increase in council tax income for NWLDC.
Link to relevant CAT	Not applicable.
Risk Management	Any risks can be managed within the existing corporate risk management framework.
Equalities Impact Screening	The application of some of the discounts are intended to assist a disadvantaged and vulnerable client group.
Human Rights	Not applicable
Transformational Government	The proposals will go some way to harmonising policies across the districts within the Revenues and Benefits Partnership which will allow for more efficient administration.
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	None

Recommendations	THAT PDG PROVIDES FEEDBACK ON THE PROPOSALS FOR COUNCIL TAX EXEMPTIONS AND PREMIUMS FOR CONSIDERATION BY CABINET AT ITS MEETING IN NOVEMBER 2018
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1.0 INTRODUCTION

1.1 The Revenues and Benefits Partnership has highlighted that its three constituent district councils currently have a variety of policies in place with regard to council tax exemptions, discounts and premiums. It is now appropriate that NWLDC reviews the policies it has in place locally, within the context of local and national factors, for implementation from April 2019.

1.2 The report is presented in the context of the following:

- The government's intention that local authorities will have discretion to increase the council tax premium for properties that have been empty for more than 2 years from 50% to 100%.
- The national priority of increasing housing supply, of which encouraging empty homes to be brought back into use forms a part.
- The principal precept authority, Leicestershire County Council has been encouraging district councils to look at how they can maximise council tax collection.
- The Revenues and Benefits Partnership applying a range of different policies across the 3 local authority members which entails additional administration.
- The Council's Medium Term Financial Strategy (MTFS) and the creation of a Self-Sufficiency Fund to address risks around future income from new homes bonus and business rates.

1.3 The current position of discounts and premiums is described in the table below:

Council Tax Discounts and Premiums			
	HBBC	HDC	NWLDC
Second Homes Discount	0%	0%	10%
Premium for Long Term Empty Properties	0%	50%	0%
Discount for Properties Under Major Repairs (up to 12 months)	50%	0%	50%
Discount for Empty Properties (up to One Month)	100%	100%	100%

2.0 PROPOSALS (PROPERTIES)

- 2.1 It is proposed that the 10% discount for Second Homes is withdrawn as there is no longer any justification for granting a subsidy to the owners of such properties.
- 2.2 For uninhabitable properties undergoing major structural repairs it is proposed that the 50% discount for up to 12 months remains in place. Such an approach gives new owners acquiring dilapidated properties a reasonable time to carry out remedial works and incentivises them to do so. After 12 months the full council tax rate is charged, before the proposals described in 2.3 apply.
- 2.3 For long term empty properties (i.e. after 2 years) it is proposed that a 50% premium be charged for the first 12 months, then a 100% premium to be charged thereafter. Similar to the underlying principle applied in 2.2 such an approach delivers a stepped approach, with an incentive to occupy the property, otherwise the council tax charge will incrementally increase.
- 2.4 It is proposed that the one month discount for empty properties remains in place as this is a reasonable timeframe for a landlord to relet an empty home.

3.0 FINANCIAL IMPLICATIONS

- 3.1 For North West Leicestershire, the impact of proceeding with the options below is as follows:
- If a 50% premium is applied to long term empty properties then estimated additional gross income would be up to £118,806
 - If a 100% premium is applied to long term empty properties then estimated additional gross income would be up to £237,612
 - If the second home discount is withdrawn estimated additional gross income would be £20,821
 - The share of the above income that would come to NWLDC is 9.52% (or up to a maximum of £36,000 per annum).
 - The total number of properties affected would be 363.
- 3.2 Although the removal of the 50% discount (up to 12 months) for uninhabitable properties undergoing major structural repairs is not recommended, if implemented, estimated additional gross income would be up to £24,902
- 3.3 Although the removal of the one month discount for empty properties is not recommended, if implemented, estimated additional gross income would be £20,821.
- 3.4 Although council tax policy is essentially a local matter for each local authority and total uniformity is unlikely to be achieved, adopting a more consistent policy across the three local authorities within the Partnership will lead to administrative savings, although these have yet to be quantified.

- 3.5 Implementing the proposed measures would be consistent with the Council's Medium Term Financial Strategy, support central government's agenda of encouraging empty homes back into use, and be welcomed by the precept authorities.

4.0 PROPOSALS (CARE LEAVERS)

- 4.1 The council understands that the transition out of care for young people can be very problematic. Without the support of a family and being inexperienced in managing their own finances, care leavers can be more susceptible to fall into debt. Therefore, as part of a county wide initiative, and implemented through the Revenues and Benefits Partnership, it is proposed that NWLDC give financial support to these young people by giving additional relief, on top of any other reliefs that may be available, to those leaving care by reducing their net liability for council tax to zero until the age of 25.
- 4.2 Under Section 13A(1-3) of the Local Government Finance Act 1992 (as amended), the Council has the power to reduce liability for Council Tax in relation to individual cases or class(es) of cases that it may determine.
- 4.3 It is therefore proposed to create a new class of council tax charge payer known as 'Care Leavers' and to reduce the council tax bill for Care Leavers to zero, after any other national reliefs have been applied.
- 4.4 The following will be assessed when making a decision:
- Care leavers who are solely liable to pay Council Tax in their own right will have their bill reduced to nil. In addition, where a care leaver moves into a household (excluding Homes in Multiple Occupation), the Council Tax bill will also be reduced to nil.
 - The care leaver relief will be given after all other eligible reliefs have been taken into account.
 - The date of the day before the care leaver's 25th birthday determines the last day of the period of the award
 - Leicestershire County Council (or other Council's) Children's or Social Services or other public body or professional organisation have confirmed that the care leaver was in their care (being 'looked after').
 - That NWLDC is the council tax billing authority to whom the care leaver is liable to make council tax payments.
 - The Care leaver is resident in the NWLDC area, if permanent residency in the NWLDC area is discontinued relief will be stopped and require re-application upon return to the area.
 - The individual must have been in care on their 16th birthday and for at least 13 weeks from the age of 14.

5.0 FINANCIAL IMPLICATIONS (CARE LEAVERS)

- 5.1 It is difficult to put a precise figure on the cost of providing the proposed discount to care leavers as applicants will need to make themselves known, the client group in question often move around and are difficult to track down, and may often also be entitled to council tax benefit in any event. We believe the best estimate for the net impact on NWLDC's income could be in the region of £10,000 per annum.

6.0 CONSULTATION

- 6.1 There is a requirement to either publish a notice or consult on the proposed changes as set out below. Officers will arrange for the statutory requirements to be fulfilled.
- 6.2 For the property proposals, the Local Government Finance Act 1992 requires that a public notice of the intended changes will be published in at least one newspaper circulating in the Council's area within 21 days of deciding to make the change. A notice will also be published on the Council's website, and targeted communications will be sent to those likely to be affected by the proposals.
- 6.3 For the care leavers' proposal, there is a requirement under the Local Government Finance Act 1992 to:
 - (a) formally consult with the other precept authorities (note that these have already informally indicated that they are supportive);
 - (b) publish a draft scheme in such a manner as the Council thinks fit; and
 - (c) consult other people as the Council considers are likely to be affected by the change.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**POLICY DEVELOPMENT GROUP - WEDNESDAY, 19 SEPTEMBER 2018**

Report Title	ANNUAL REPORT
Contacts	<p>Councillor Michael Specht 01530 817544 michael.specht@nwleicestershire.gov.uk</p> <p>Strategic Director of Housing and Customer Services 01530 454819 glyn.jones@nwleicestershire.gov.uk</p>
Purpose of report	To present on an annual basis the items and reports considered by PDG and to gauge its impact on Council business, and its effectiveness.
Council priorities	All
Implications:	
Financial/Staff	Part of the remit of PDG is to highlight any financial implications relating to any of the reports it considers that have not been addressed.
Link to relevant CAT	None
Risk Management	Corporate risks are mitigated through effective scrutiny of future strategies, policies and other proposals by PDG.
Equalities Impact Screening	Part of the remit of PDG is to highlight any equalities implications relating to any of the reports it considers that have not been addressed.
Human Rights	None
Transformational Government	After effective scrutiny and feedback has been provided by PDG, better policies and strategies can be put forward for future adoption by NWLDC.
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	Policy Development Group agenda and minutes
Recommendations	THAT PDG PROVIDES ANY FEEDBACK ON THE ANNUAL REPORT FOR PRESENTATION TO COUNCIL ON 13 NOVEMBER 2018.

1.0 BACKGROUND

- 1.1 As part of the process of improving the effectiveness of scrutiny at the Council, a report has been prepared setting out the issues and reports that PDG has considered in 2017/18. This can also be used to gauge PDG's impact on Council business, and its effectiveness.
- 1.2 This report will be presented to Council on 13 November 2018.

2.0 ISSUES AND REPORTS CONSIDERED

28 JUNE 2017

Director of Health Public Health Annual Report 2016

- 2.1 Mike Sandys, Director of Public Health for Leicestershire County Council gave a presentation to the Committee detailing the key findings within the annual report and proposals to improve the health and wellbeing in Leicestershire in the future.
- 2.2 Members raised questions around air quality, prevalence of diabetes and rates of breast feeding, and the report was duly noted.

Update Report on s106 Contributions to Health

- 2.3 The Head of Planning and Regeneration presented the report to Members, which outlined that £1,122,000 of s106 was currently available to spend on health initiatives, and introduced Mr I. Potter, Deputy Chief Operator for the West Leicestershire Clinical Commissioning Group (CCG). Mr Potter gave a presentation to the Committee detailing the work undertaken to secure Section 106 contributions, how they were spent within the District and current proposals. Mr I Potter explained that there were strict guidelines on how Section 106 money could be spent so it could not be put into other general funds. The Head of Planning and Regeneration added that Section 106 Contributions were used to address specific issues caused by a development, therefore the money could only be used for the specific purpose as agreed by all parties.
- 2.4 Members indicated their concerns about the delays in committing expenditure and ensuring the monies were spent effectively on projects which would benefit local people. The Head of Planning and Regeneration explained that the authority tried to be as flexible as possible and could agree to release money in stages rather than wait until completion, helping to move projects forward. Mr I Potter stated that it was important to have a good working relationship with the Council and to have regular discussions on how improvements could be made with officers and GPs.
- 2.5 It was recognised that whilst some progress appeared to be taking place in committing expenditure, there was room for further improvement. The report was duly noted.

Review of Planning Committee Scheme of Delegation

- 2.6 The Head of Planning and Regeneration presented the report to Members, highlighting the proposed changes to the Planning Committee scheme of delegations to improve the openness of decision making. The proposals are summarised below:
- To make it clear that Prior Notification, Prior Approval, extended Permitted Development, Conservation Area Trees, Non Material Amendment, and limited other mechanisms are delegated to the Director of Services;
 - To amend the DEL1 trigger to 10 objections to an application that is recommended to be granted planning permission; and
 - To amend the trigger for automatic call-in of applications submitted by officers and members within the last 5 years to make it clear that this applies only to the applicant and not agents or others, and to amend the subject to be current and not previous officers and members.
- 2.7 After a full debate, the Head of Planning and Regeneration stated that he was happy to look into everything that had been put forward by Members. As the general feeling from the discussion was that Members did not support the current recommendations, the Chairman asked the Head of Planning and Regeneration to reconsider the proposals and discuss them with Members of the Planning Committee before bringing the report back to the Policy Development Group in September. This way forward was agreed by the meeting.

The Balance of the Economy in North West Leicestershire

- 2.8 The Head of Economic Development presented a report outlining how the Business Focus team are creating the first of an annual Economic Profile of North West Leicestershire that will bring together the key economic statistical information into a single document.
- 2.9 The creation of an Economic Profile of North West Leicestershire was identified as a key task by the Business Focus team and has been included within the 2017/18 Business Focus Team Plan. Furthermore, the Economic Profile will also respond to the request made by PDG in January 2017 to research the structure of the North West Leicestershire economy to ensure that it was well-balanced.

The Economic Profile will be published in three different formats:

- A stand-alone, basic fact, one page summary
 - A glossy promotional summary
 - A detailed economic profile including chapters on employment, business, demographics and town centres.
- 2.10 Members welcomed the report as it was good to understand what was happening with the economy locally – questions were raised around working with local colleges on skill shortages, the gap in earnings, and underemployment. The report was duly noted.

Future Work Programme

- 2.11 Some Members felt that it was unfortunate that due to the scheduling of the meetings, the Policy Development Group seemed to be unable to scrutinise big cabinet decisions such as the leisure services review, and the Council Delivery Plan. Officers were asked to look

into the meeting schedule to ensure significant decisions were considered by the Policy Development Group prior to Cabinet. The Interim Director of Resources took the comments on board and agreed to look into the matter further.

3.0 23 AUGUST 2018

Update on the Leisure Project

- 3.1 The Chief Executive gave a presentation to update PDG on the Leisure project and the plans moving forward. This was in advance of future consideration by Cabinet on whether to proceed with building a new leisure centre and sourcing a new provider to run the leisure service.
- 3.2 A full debate took place on the merits of the leisure project and the Chief Executive responded to a full range of questions and queries relating to site location, effect on Coalville, transport implications, impact on staff, the financial model, tax benefits, corporate savings and future use of the Hermitage site. Please see the minutes for further information.
- 3.3 It was agreed that all comments made by PDG be noted and passed to Cabinet for their consideration.

Call-In of Cabinet Decision of 25 July 2017 entitled: Asset Management - London Road Car Park (Restricted Item)

- 3.4 The Interim Director of Resources presented the report to Members, highlighting the decision taken by Cabinet on 25 July 2017 and addressing each of the reasons put forward for the call-in as attached. He reminded Members that a call-in was not about the merits of the decisions themselves, but whether the decisions had been made properly in accordance with the Council's Constitution.
- 3.5 Members discussed the report before them and expressed concerns over the decisions that had been made. It was resolved that
 - a) Cabinet be asked to reconsider its decision in the light of comments from the Policy Development Group.
 - b) Delegation be given to the Chairman to provide the written comments for consideration by Cabinet on behalf of the Policy Development Group.

Future Work Programme

- 3.6 The Chief Executive stated that Quarterly Performance reports would be brought to future meetings.

4.0 20 SEPTEMBER 2017

Community Focus Grants

- 4.1 The Head of Economic Development presented the report to Members, highlighting the processes and a summary of the grants awarded. She informed Members that as suggested, groups that were currently applying for grants had been informed of the possibility of being invited to attend a Policy and Development Group meeting to talk about their activities and how the monies awarded had been spent. The Community Services Portfolio Holder addressed the meeting and explained that she undertook visits

to the community groups and there were photographs taken which were used in the press and social media.

- 4.2 Members expressed their support for how the grants scheme supported community groups and the report was duly noted.

Annual Report

- 4.3 The Interim Director of Resources presented the report to Members highlighting the work of PDG over the previous year and the proposed changes to the meeting schedule. In response to a question, the Deputy Monitoring Officer explained that there was a provision within the Council's Constitution to co-opt individuals to the Policy Development Group with non-decision making powers. It was required for assistance in making decisions or if the committee needed particular expertise. This was not a new addition to the scrutiny procedure rules but as it was rarely used Members may not have been aware of it.
- 4.4 Members believed there had been an improvement in the level of scrutiny since the process had previously been questioned and thanked officers for the report. The Work Programme will continue to be updated to include more items making up the Council's Policy and Budget Framework including: the Council Delivery Plan, the End of Year Report, the Medium Term Financial Strategy and quarterly performance reports. It was agreed to increase the scheduled number of PDG meetings from four to six. In line with the current Constitution, additional meetings can still be arranged if required
- 4.5 It was agreed the annual report for presentation to council on 21 November 2017 be noted.

Update to the Council's Constitution

- 4.6 The Deputy Monitoring Officer presented the report, drawing Members attention to the proposed changes regarding the increase in the number of Policy Development Group meetings (see above), key decisions and contracts. It was explained that a contracts register was available for public viewing. Some Members commented on the length and complexity of the Constitution although it was explained this was sometimes unavoidable due to the need to respond to new legislation.
- 4.7 The proposed amendments to the Council's Constitution, as detailed within the report, were approved to be considered by Council on 21 November 2017.

5.0 10 JANUARY 2019

Developing the Medium Term Financial Strategy

- 5.1 The Financial Planning Team Manager presented the report and referred Members to appendix one which outlined the current financial issues facing the Council to be addressed through the development of the Medium Term Financial Strategy. Members requested further figures and information to be presented at the next meeting of PDG.

Draft Revenue Budget Proposals General Fund and Housing Revenue Account

- 5.2 PDG was invited to scrutinise the General Fund and Housing Revenue Account Budget Proposals and provide any comments for Cabinet to take into account when it agreed final recommendations.

Draft Capital Programmes 2018/19 – 2022/23

- 5.3 PDG was invited to scrutinise the Capital Programme proposals and provide any comments for Cabinet to take into account when it agreed final recommendations.
- 5.4 The various financial reports were noted and agreed that the several comments made be fed back to Cabinet when considering the report on 6 February 2018.

Draft Council Delivery Plan

- 5.5 The Head of Legal and Support Services presented the report to Members, including a draft copy of the 2018/19 Council Delivery Plan, drawing Members attention to the new format to enhance the key points and for clarity of reading, and inviting comments. Questions and issues were raised around the Local Plan, support for local businesses, accessibility of services, anti-social behaviour, local housing company and the design of properties.
- 5.6 It was agreed the report be noted and the comments made be fed back to Cabinet when considering the report on 6 February 2018.

Contract for the Provision of Community Engagement Activities - Building Confidence in Coalville Project

- 5.7 The Head of Economic Development presented the report, drawing Members attention to the key achievements throughout the contract. She welcomed the 'Coalville Heroes', Deana Wildgoose and Julia Burkin to the meeting and thanked them for all the hard work and energy that had gone into the project.
- 5.8 Several Members also put on record their appreciation of the good work carried out in the local community. It was agreed that the outputs and outcomes achieved via the contract for the provision of community engagement activities for the Building Confidence in Coalville Project be noted.

Joint Strategic Growth Plan Consultation

- 5.9 The Head of Planning and Regeneration presented the report to Members, highlighting the key features of the draft growth plan. He reported that the consultation would run for 12 weeks and would include two consultation events within the district, the first being in Ashby. It was noted that Members did not have a physical copy of the draft plan due to the timing of the consultation and unfortunately the online document had still not been released. It was agreed that an all Member briefing be arranged to look into the draft growth plan in more detail at a later date when the consultation has commenced.
- 5.10 Members raised questions around the old Coalville to Burton railway line, affordable housing targets, and highways improvements before noting the report. A pointed discussion took place between a number of Members, in response to a comment from the Chairman, regarding Planning Committee decisions and affordable homes, which due to its political nature was not relevant to the item being considered

Review of Housing Policies

- 5.11 The Head of Housing presented the report to Members, detailing the revisions to the Allocations Policy and the Former Tenants Arrears Policy and explaining that policies were periodically reviewed and updated to provide officers with the best framework for

delivering services. Members raised questions on the former policy around the operation of the choice based lettings system, the use of technology and ensuring access for all to the bidding system.

- 5.12 It was agreed that the comments made be fed into Cabinet when considering the report on 6 February 2018.

6.0 12 FEBRUARY 2018

Medium Term Financial Strategy

- 6.1 The Chief Executive addressed the meeting and thanked Members for attending the rescheduled meeting to fully consider the Medium Term Financial Strategy which detailed a new way of setting the budget by covering a five year period. It also promoted financial self-sufficiency and a clear direction for the Council. The Head of Finance informed Members of a change of wording to the recommendation within the report as follows:

'It is recommended that Policy Development Group comment on the Medium Term Financial Strategy before it is presented to Council on 27 February for endorsement.'

- 6.2 The Head of Finance reported that the new Medium Term Financial Strategy encouraged Members to adopt a long term approach in considering actions to address future deficit years and self-sufficiency targets in respect of the General Fund, and consider financing or alternative actions to address the long range forecasts for the Housing Revenue Account, as well as the medium range five year forecasts for the Capital Programme. She referred Members to further information regarding funding versus budgeted expenditure, General Fund in-year position forecast, Self-Sufficiency Reserve illustration, Self-Sufficiency target forecasts and illustration of savings to be achieved to 2023.
- 6.3 A full debate took place and Members raised questions around how the Self-Sufficiency Fund would operate, the long term position of the HRA, housing stock numbers, policies on council fees, taxes and charges, recycling income, housing maintenance expenditure and the new homes bonus. Please see the minutes for a full summary. Some Members commented they would have appreciated the attendance of the Portfolio Holder to deal with the more political questions. The report was noted.

Housing STAR Survey Report

- 6.4 The Strategic Director of Housing and Customer Services presented the report to Members and highlighted the headline results of the tenants' survey which is conducted every 2 years. Satisfaction levels had improved in the majority of areas since the survey was last conducted in 2015, although improvements were still required regarding communication and keeping tenants informed as well as completing repairs first time. There would also be focus on managing complaints in a better manner and continuing the existing programme of car parking improvements, as the latter remained an important issue for tenants.
- 6.5 Members raised questions around responding to tenants' views, anti-social behaviour, dealing with complaints and the repairs service. The Strategic Director of Housing and Customer Services explained that the Tenant Scrutiny Panel had been investigating the complaints process and a report would be considered by Cabinet in March containing all of their findings and recommendations which would be put into practice. He reported that the main issue was with repairs and maintenance, and improvements had already been put in place to complete more jobs first time. He also added that there was a dedicated

repairs officer to oversee complaints and further monitoring to ensure any follow up work took place.

6.6 The report was duly noted.

7.0 SUMMARY AND FUTURE DEVELOPMENTS

- 7.1 PDG has discussed and scrutinised a higher number of issues compared to 2016/17 which is a reflection of the increased frequency of meetings required to manage the workload. All of the issues considered are of critical importance to the Council. As a matter of course, PDG's comments are considered by officers, Cabinet and full Council as appropriate.
- 7.2 As well as meeting more frequently, PDG are now considering Quarterly Performance Reports and the Council Delivery Plan in a structured manner prior to them being considered by Cabinet.
- 7.3 The effectiveness and influence of PDG was demonstrated by the calling in of one Cabinet decision which was then subsequently reversed.
- 7.4 The Work Programme will continue to be updated to include core items such as the Council's Policy and Budget Framework including: the Council Delivery Plan, the End of Year Report, the Medium Term Financial Strategy and quarterly performance reports.
- 7.5 Although the Council will continue to try and improve the scrutiny process, it is apparent from the above report that PDG is operating effectively, has provided full challenge to the proposals coming before it, and has demonstrated real influence over important issues.

POLICY DEVELOPMENT GROUP – WORK PROGRAMME (as at 11/09/18)

Date of Meeting	Item	Lead Officer	Witnesses
19 September 2018			
19 September 2018	Sports and Leisure Project Update	Paul Sanders, Head of Community Services	
19 September 2018	HS2 Update	James Arnold, Strategic Director of Place	
19 September 2018	Recycle: More for North West Leicestershire To seek comments and input from the group to help shape the council's approach to increase levels of recycling in the district.	Paul Sanders, Head of Community Services	
19 September 2018	Council Tax Changes	Glyn Jones, Strategic Director of Housing and Customer Services	
19 September 2018	Customer Experience Strategy	Tom Shardlow, Head of Customer Services	
19 September 2018	Draft Commercial Strategy	Elizabeth Warhurst, Head of Legal and Commercial Services	
19 September 2018	Annual Scrutiny Report	Glyn Jones, Strategic Director of Housing and Customer Services	
19 September 2018	2018/19 Quarter 1 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	
5 November 2018			
5 November 2018	Gas Supply in Rural Areas (Discussion item to question invited guests)	Glyn Jones, Strategic Director of Housing and Customer Services	Representatives from the most appropriate agency
5 November 2018	The Council's Approach to Fly	Paul Sanders, Head of	None

Date of Meeting	Item	Lead Officer	Witnesses
	Tipping	Community Services	
5 November 2018	Use of Bailiffs Review	Chris Lambert, Head of Housing and Asset Management	
5 November 2018	Equality and Diversity Policy	Mike Murphy, Head of Human Resources and Organisational Development	
5 November 2018	People Plan	Mike Murphy, Head of Human Resources and Organisational Development	
5 November 2018	2018/19 Quarter 2 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	
5 November 2018	Tenancy Agreement Changes To review, amend and agree the revised Tenancy Agreement for all Housing tenants, effective February 2019	Chris Lambert, Head of Housing and Asset Management	
9 January 2019			
None			
6 March 2019			
6 March 2019	2018/19 Quarter 3 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	
12 June 2019			
12 June 2019	Workforce and Agency Costs - Annual Update	Mike Murphy, Head of Human Resources and Organisational	

Date of Meeting	Item	Lead Officer	Witnesses
		Development	
12 June 2019	2018/19 Quarter 4 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	

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Notice of Executive Key Decisions

The attached notice lists the matters which are likely to be the subject of a key decision by the Council's executive and executive decision making bodies. This notice is produced in accordance with the Constitution adopted by North West Leicestershire District Council and will be published a minimum of 28 days before the date on which a key decision is to be made on behalf of the Council.

The date of publication of this notice is Friday, 7 September 2018. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 9 October 2018 is 5pm Friday, 28 September 2018.**

Key Decisions

A key decision means a decision taken by the Cabinet, a committee of the Cabinet, an area or joint committee or an individual in connection with the discharge of a function which is the responsibility of the executive and which is likely:

- (a) to result in the Council incurring expenditure which is, or the making of savings which are, significant having regard to the Council's budget for the service or function to which the decision relates; or
- (b) to be significant in terms of its effects on communities living or working in an area comprising two or more wards in the area of the Council;
- (c) for the purposes of (a) and (b) above £100,000 shall be regarded as significant in terms of expenditure or savings, and any issue which, in the opinion of the Leader is likely to have an impact on people, shall be regarded as significant in terms of impact on communities.

The Council's Executive

103 The Council's executive committee is the Cabinet. The Cabinet comprises:

Councillor R Blunt	-	Leader	Councillor T J Pendleton	-	Regeneration and Planning
Councillor A V Smith MBE	-	Deputy Leader and Community Services	Councillor N J Rushton	-	Corporate
Councillor T Gillard	-	Business	Councillor R D Bayliss	-	Housing

Confidential Items and Private Meetings of the Executive

Whilst the majority of the Cabinet's business at the meetings listed in this notice will be open to the public and media organisations to attend, there will inevitably be some business to be considered that contains, for example, confidential, commercially sensitive or personal information. This is a formal notice under the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 that part of the Cabinet meetings listed in this Forward Plan may be held in private because the agenda and reports for the meeting contain exempt information under Part 1 Schedule 12A to the Local Government Act (Access to Information) Act 1985 (as amended) and that the public interest in withholding the information outweighs the public interest in disclosing it. Those Items where it is considered that they should be considered in private are identified on the Notice.

Access to Agenda and Related Documents

Documents relating to the matters listed in this notice are available at least 5 clear working days prior to the date of decision as indicated below. Other documents relevant to the matters listed in this notice may be submitted to the decision maker.

If you wish to request or submit a document, or make representation in relation to any issue contained within this notice, please contact Democratic and Support Services on telephone number 01530 454512 or by emailing memberservices@nwleicestershire.gov.uk

Executive Decisions

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
September 2018						
2019/20 75% Business Rates Retention Pilot	Cabinet	Key	Public	18 September 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 75% Business Rates Retention Pilot
Update on the Unitary Authority Proposals	Cabinet	Key	Public	18 September 2018	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Chief Executive Tel: 01530 454500 bev.smith@nwleicestershire.gov.uk	Report Update on the Unitary Authority Proposals
Disposal of Property - Confirmation of Urgent Action	Cabinet	Key	Public	18 September 2018	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Head of Housing and Asset Management Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Report Disposal of Property - Confirmation of Urgent Action

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Contract Award for Commercial Laundry Equipment at Sheltered Scheme Accommodation	Cabinet	Key	Public	18 September 2018	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Head of Housing and Asset Management Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Report Contract Award for Commercial Laundry Equipment at Sheltered Scheme Accommodation
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Non-Key	Part Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) Some background papers contain exempt information	18 September 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs
October 2018						
Strategic Growth Plan	Cabinet	Key	Public	9 October 2018	Councillor Trevor Pendleton Tel: 01509 569746 trevor.pendleton@nwleicestershire.gov.uk Strategic Director of Place Tel: 01530 454555 james.arnold@nwleicestershire.gov.uk	revised Strategic Growth plan Strategic Growth Plan

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Commercial Strategy	Cabinet	Key	Public	9 October 2018	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Head of Legal and Commercial Services Tel: 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk</p>	Report Commercial Strategy
2018/19 Quarter 1 Performance Report	Cabinet	Non-Key	Public	9 October 2018	<p>Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk</p> <p>Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk</p>	Report 2018/19 Quarter 1 Performance Report

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
An update on the procurement process for the sport and leisure project	Cabinet	Key	Private Information relating to any individual. Information which is likely to reveal the identity of an individual. Information relating to the financial or business affairs of any particular person (including the authority holding that information) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. Information which reveals that the authority proposes to give under any enactment a notice under or by	9 October 2018	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	An update on the procurement process for the sport and leisure project

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
November 2018						
Update on the Unitary Authority Proposals	Cabinet	Key	Public	14 November 2018	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Chief Executive Tel: 01530 454500 bev.smith@nwleicestershire.gov.uk	Report
Minutes of the Coalville Special Expenses Working Party	Cabinet	Non-Key	Public	14 November 2018	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	
December 2018						
Draft 2019/20 General Fund and Special Expenses Revenue Budgets	Cabinet	Key	Public	11 December 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Draft 2019/20 General Fund and Special Expenses Revenue Budgets

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
2019/20 - 2023/24 Draft Capital Programmes and 2019/20 Capital Strategy	Cabinet	Key	Public	11 December 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 - 2023/24 Draft Capital Programmes and 2019/20 Capital Strategy
2019/20 Housing Revenue Account (HRA) Budget Proposals	Cabinet	Key	Public	11 December 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 Housing Revenue Account (HRA) Budget Proposals
2018/19 Quarter 2 Performance Report	Cabinet	Non-Key	Public	11 December 2018	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Report 2018/19 Quarter 2 Performance Report
2019 - 2024 Medium Term Financial Strategy	Cabinet	Key	Public	11 December 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019 - 2024 Medium Term Financial Strategy

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Tenancy Agreement Changes	Cabinet	Key	Public	11 December 2018	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Head of Housing and Asset Management Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Report Tenancy Agreement Changes
Update on the Unitary Authority Proposals	Cabinet	Key	Public	11 December 2018	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Chief Executive Tel: 01530 454500 bev.smith@nwleicestershire.gov.uk	Report
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Part Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) Some background papers contain exempt information	11 December 2018	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs

January 2019

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Council Tax Base 2019/20	Cabinet	Key	Public	15 January 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Council Tax Base 2019/20
Minutes of the Coalville Special Expenses Working Party	Cabinet	Non-Key	Public	15 January 2019	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	
February 2019						
2019/20 General Fund and Special Expenses Revenue Budgets	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 General Fund and Special Expenses Revenue Budgets
2019/20 - 2023/24 Capital Programmes and 2019/20 Capital Strategy	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 - 2023/24 Capital Programmes and 2019/20 Capital Strategy

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
2019/20 Housing Revenue Account (HRA) Budget and Rent Increase	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 Housing Revenue Account (HRA) Budget and Rent Increase
2019 - 2024 Medium Term Financial Strategy	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019 - 2024 Medium Term Financial Strategy
2019/20 Treasury Management Strategy Statement and Prudential Indicators	Cabinet	Key	Public	5 February 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	2019/20 Treasury Management Strategy Statement and Prudential Indicators

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
Confirmation of the appointment of the successful bidder for the sport and leisure project	Cabinet	Key	Private Information relating to any individual. Information which is likely to reveal the identity of an individual. Information relating to the financial or business affairs of any particular person (including the authority holding that information) Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under the authority. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings. Information which reveals that the authority proposes to give under any enactment a notice under or by	5 February 2019	Councillor Alison Smith MBE Tel: 01530 835668 alison.smith@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Confirmation of the appointment of the successful bidder for the sport and leisure project

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker
March 2019						
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Part Private Information relating to the financial or business affairs of any particular person (including the authority holding that information) Background papers contain confidential information	5 March 2019	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Report Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs
Proposed Council Delivery Plan	Cabinet	Key	Public	5 March 2019	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Legal and Commercial Services Tel: 01530 454762 elizabeth.warhurst@nwleicestershire.gov.uk	Report
April 2019						
2018/19 Quarter 3 Performance Report	Cabinet	Non-Key	Public	9 April 2019	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Report 2018/19 Quarter 3 Performance Report