

Meeting	<b>POLICY DEVELOPMENT GROUP</b>
Time/Day/Date	6.30 pm on Monday, 5 November 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
<b>1. APOLOGIES FOR ABSENCE</b>	
<b>2. DECLARATION OF INTERESTS</b>	
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.	
<b>3. PUBLIC QUESTION AND ANSWER SESSION</b>	
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.	
<b>4. MINUTES</b>	
To approve and sign the minutes of the meeting held on 19 September 2018.	<b>3 - 12</b>
<b>5. PEOPLE PLAN</b>	
Report of the Head of Human Resources and Organisation Development	<b>13 - 30</b>

<b>6.</b>	<b>THE COUNCIL'S APPROACH TO FLY TIPPING</b>	
	Report of the Head of Community Services	<b>31 - 44</b>
<b>7.</b>	<b>2018/19 QUARTER 2 PERFORMANCE MANAGEMENT REPORT</b>	
	Head of Human Resources and Organisation Development	<b>45 - 112</b>
<b>8.</b>	<b>ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME</b>	
	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.	<b>113 - 124</b>

Circulation:

Councillor R Ashman  
Councillor N Clarke  
Councillor T Eynon  
Councillor G Hout  
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, 19 SEPTEMBER 2018

Present: Councillor M Specht (Chairman)

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

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

Portfolio Holders: Councillors A V Smith MBE

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

#### **11. APOLOGIES FOR ABSENCE**

Apologies for absence were received from Councillor G Hoult.

#### **12. DECLARATION OF INTERESTS**

Councillor S Sheahan declared a pecuniary interest in item 9 – HS2 Update, as a resident of Measham directly impacted by the proposed route.

Councillor R Ashman declared a non-pecuniary interest in item 7 – Sports and Leisure Project Update due to his acquaintance with an employee of one of the organisations involved in the bidding process.

#### **13. PUBLIC QUESTION AND ANSWER SESSION**

None.

#### **14. MINUTES**

Consideration was given to the minutes of the meeting held on 27 June 2018.

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

RESOLVED THAT

The minutes of the meeting held on 27 June 2018 be approved and signed by the Chairman as a correct record.

#### **15. 2018/19 QUARTER 1 PERFORMANCE REPORT**

The Director of Housing and Customer Services presented the report to Members, and drew attention to the Intervention Plans in the appendix which contained remedial actions to address objectives or priorities where performance was below target.

Councillor S Sheahan felt that the information regarding the Customer Services Call Centre statistics was a little confusing and was concerned that the percentage of calls not being answered had risen from Quarter four. The Director of Housing and Customer Services explained that a Head of Service had been appointed to address the issues within the service and raise its corporate profile, and assured Members that improvements would be seen soon. He introduced Tom Shardlow, Head of Customer Services who would be presenting a report later in the meeting on the new Customer Services Strategy.

Councillor S Sheahan felt that it would be difficult to measure overall customer satisfaction across all services.

Councillor S Sheahan asked the following questions regarding the performance indicators at page 20 of the report:

- He felt it was unclear what the first three indicators related to and it seemed that one of these targets had not been met yet had a green status. The Director of Housing and Customer Services explained that the indicators questioned related to the performance of the Revenue and Benefits Service in days taken to process new claims / change of circumstances notification, he agreed it could be explained more clearly. He also confirmed that the green status was a typographical error and would be corrected.
- Regarding the 'Housing Benefit overpayment collection rate' indicator, Councillor Sheahan felt that there was not enough information to explain the target, as 11 percent was a low figure. The Director of Housing and Customer Services explained that the arrangements made to collect the overpayments were normally a small amount each week and would therefore often take around 12 months to two years to claim the full amount back. He assured Members that it did not seem like much within this quarter but would rise throughout the year.

In response to a question from Councillor S Sheahan, the Director of Housing and Customer Services agreed to provide further information outside of the meeting regarding the 100 percent satisfaction rates of the housing repairs service. He was aware that customers were called after having a repair completed at their property and this was how the figures had been obtained.

Regarding the performance of the Leisure Centres, Councillor T Eynon asked for further information on lower income levels and why they were suffering in competition with other nearby gyms. The Head of Community Services explained that the main issue was the difference in gym size and the age / amount of the equipment available. The Leisure Centres had good but slightly ageing equipment which was very well used and there was simply not enough capacity available to compete with other new gyms in the area. Councillor T Eynon also felt that the current branding was not quite right as it did not represent the community accurately as there were few images of older people or those that did not have a perfect physique. She pointed out the difficulty in locating the health referrals page and she felt it was not designed well with no visuals. She believed strongly in the benefits of health referrals, as well as self-referrals and believed that if people had a good experience they would continue to visit the leisure centres and purchase memberships once the referral had been completed. The Head of Community Services commented that he used the Leisure Centres regularly and had witnessed the good work being undertaken by the health referrals, and the wide range of different types of users which he felt was down to the very proactive referrals team. He agreed that the branding did need to be addressed and this was something he would consider in conjunction with the Communications Team.

Councillor N Clarke raised concerns regarding the level of staff absence in the Customer Services Team and asked for further information in future reports to understand the reasons behind staff absence levels. The Director of Housing and Customer Services reiterated earlier comments regarding the issues around performance management within the Customer Services Team and that improvements were expected now the Head of Service was in post.

Councillor P Purver raised concerns regarding the level of long term sickness in Waste Services and asked if team members were fit to do the job after initially receiving the

correct training. The Head of Community Services confirmed that all employees had the appropriate training with regular refresher sessions. He reported that the majority of the employees on long term sickness were absent due to their personal health and not always as a result of the nature of the job. In response to a further question, the Head of Community Services stated that the absences did put additional pressure on the team but they were generally covered by current employees undertaking overtime rather than agency staff.

It was moved by Councillor M Specht, seconded by Councillor P Purver and

RESOLVED THAT:

Comments made by the Committee be provided to Cabinet when considering the report on 9 October 2018.

## **16. DRAFT COMMERCIAL STRATEGY**

The Director of Housing and Customer Services presented the report to Members, drawing attention to the fact that the deficit figures within the report were continuing to change for the better and would be up dated when presented to Cabinet on 9 October.

In response to a question regarding trade waste collections, the Head of Community Services explained this related to private businesses within the District, not council owned premises. He added that this was an area that was currently being reviewed as there were many more businesses that could be targeted.

Councillor N Clarke commented that the car parking charges were not included within the list of council income. The Director of Housing and Customer Services acknowledged this and it would be included in the report to Cabinet.

Councillor N Clarke was disappointed that the commercial values did not include the accountability to the tax payer as he felt this was an important part of a local authority. The Director of Housing and Customer Services explained that the values were in line with the current Council values but these were currently being reviewed, so there could be a change in the near future.

Councillor N Clarke asked if there was a 'plan b' in the event that the commercial approach did not provide the income required. Other Councils have had to cut services and make redundancies, and he was concerned this would be the case for North West Leicestershire. The Director of Housing and Customer Services responded that the Council was currently in a strong financial position and did not need to cut services in the near future. However, taking action to raise income now would help protect services going forward.

Councillor A C Saffell commented that other Councils had gained income by selling their grounds maintenance services to local businesses and selling the products and supplies they do not use to local people. He suggested this be looked at for another income stream.

Councillor R Ashman concurred with Councillor A C Saffell and believed that was a good suggestion. He believed that the reason other Councils have had to cut services was because they had buried their heads in the sand but as North West Leicestershire were very forward thinking financially, he was hopeful that cutting services would not prove necessary..

In response to a question from Councillor V Richichi, the Director of Housing and Customer Services reported that new businesses locating to the district in the near future had been taken into account when forecasting the council's income and business rates was an area that was very successful.

Councillor S Sheahan felt that it was important to monitor the commercial income closely over the coming years as the levels being received may not be the same from year to year. He added that it was essential to keep the primary focus on providing services for the local people and not get carried away with the commercial aspect of the authority. The Director of Housing and Customer Services agreed that it was important to monitor income closely and he assured Members that the Council's ethos regarding serving the public would not change.

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

RESOLVED THAT:

Comments made by the Committee be provided to Cabinet when considering the report on 9 October 2018.

## **17. SPORTS AND LEISURE PROJECT UPDATE**

The Head of Community Services presented the report to Members.

The Chairman reminded Members that if Members wished to discuss anything relating to the confidential appendix to the report, the meeting would need to exclude the press and public to allow these discussions to proceed.

Councillor S Sheahan stated that he may want to discuss the appendix, therefore it was moved by Councillor M Specht, seconded by Councillor N Smith and

RESOLVED THAT:

In pursuance of Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the remainder of the meeting on the grounds that the business to be transacted involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act and that the public interest in maintaining this exemption outweighs the public interest in disclosing the information

In response to a question from Councillor S Sheahan, the Head of Community Services reported that the weighting framework used as part of the bidding process was based on the best practice used by Sport England. He explained that it was based on complex calculations and would share the detail with Councillor S Sheahan outside of the meeting if required. As Councillor S Sheahan's concerns were regarding the tier 3 weighting, the Director of Housing and Customer Services gave a brief explanation on the process, and that the elements in tier 3 were essentially a breakdown of the figures quoted in tier 2. Not all factors in tier 2 required a further breakdown of the scoring mechanism hence they were blank.

Councillor T Eynon thanked officers for the detailed work undertaken on the project to date. She found it reassuring that officers had come to the same opinion as her on a particular bidder. As Councillor T Eynon was unable to attend the recent member briefings, the Head of Community Services agreed to share the documents with her and meet up to discuss further if necessary.

Councillor R Ashman also thanked officers for the work undertaken and was pleased to see that the bidders had taken members comments on board.

Councillor N Clarke commented that the member briefings were very successful and his questions had been answered at that point. He felt that it was a good report and was happy to support it.

The Chairman concurred with comments made by Members.

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

RESOLVED THAT:

- a) The progress made to date in the procurement process in order to secure a leisure partner be noted.
- b) The next stage of the procurement process be noted.

At the conclusion of the item, the meeting was opened back up to the press and public.

## **18. RECYCLE: MORE FOR NORTH WEST LEICESTERSHIRE**

The Head of Customer Services introduced the Waste Services Development Officer who gave a presentation to the Committee.

Councillor N Smith found the comments surrounding recycling food waste very interesting and asked officers to look at the use of the recycling cones from the County Council. He explained that he had a cone and would highly recommend them. The Waste Services Development Officer reported that the recycling cones were no longer on the County Council's list of recycling equipment but he would look into it further. Councillor N Smith also commented on the possible future impact in recycling income as people were being encouraged to use other materials rather than plastic.

Councillor V Richichi asked what the plans were to address people's concerns regarding recycling food waste as it had been unsuccessful in the past. He also asked how the food waste would actually be recycled. The Waste Services Development Officer explained that this was still in the early stages and was waiting for guidance from the County Council as to the direction they wanted to take.

Both Councillor R Ashman and S Sheahan questioned any possible move to combined waste collection. The Head of Community Services stated that the current collection of separated waste not only provided a higher income but also a clean working environment for the staff. He commented that he had been to a combined waste site and the working environment was very unpleasant, due to this he did not want to go down that particular route. However he would be looking at options for the waste containers and would be presenting the findings for discussion at a future meeting.

Councillor T Eynon felt that the current boxes used for recycling waste were not suitable as they were small and were often blown around the streets in windy weather. Councillor N Clarke concurred.

In response to a question from Councillor N Clarke, the Head of Community Services confirmed that recycling rates could be monitored by individual wards and therefore the poor performing areas could be targeted. He added that there would be a public campaign in the near future and he would be considering all options such as financial rewards for those wards performing best

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

RESOLVED THAT:

The progress and timeline to develop a new recycling strategy through the 'Recycle More...' campaign and engage in the consultation process be noted.

## **19. HS2 UPDATE**

Having declared a pecuniary interest in the item, Councillor S Sheahan left the meeting for the consideration and discussion thereon.

The Head of Economic Regeneration presented the report to Members and introduced Kym Smith, SLC Consultant. She reported that the position on electrification remained the same and there were still no plans to electrify further sections of the midlands main line although she felt the position could be reviewed at a future date. She invited Members to contact her by email if they had any questions.

A discussion was had regarding the current proposed route at Measham and the proposed 'option 4' with an explanation on the Secretary of State's pending decision on the most appropriate route for HS2.

Councillor R Ashman commented that a small number of houses within his ward was not included on the route plan. He confirmed that the owners had received written confirmation that their properties would be affected by the route. The SLC Consultant was not aware of this and would look into it further.

Councillor N Smith expressed his disappointment that there would not be a link into a station at the airport.

The Chairman was concerned that if the proposed Measham Wharf site was not developed due to HS2, then the agreed Section 106 monies would be lost. He asked if compensation would be available, as that was the advice members of Planning Committee received when approving the planning application. The Head of Economic Regeneration responded that it was currently being looked into and there was also another site in Kegworth that would be affected.

Councillor R Ashman asked if East Midlands Parkway Station would be moved to improve transport links. The SLC Consultant explained that this would be a rail services decision but the Council could ask for work to be undertaken to improve the link. She also recommended that the Council contact Highways England regarding upgrading the A42.

Councillor A C Saffell raised concerns about the traffic impact on surrounding areas, especially Castle Donington. He felt it was essential to keep as many roads open as possible during the works.

It was moved by Councillor N Smith, seconded by Councillor V Richichi and

RESOLVED THAT:

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



- b) 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 be noted.

## **20. CUSTOMER EXPERIENCE STRATEGY**

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

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

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

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

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

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

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

RESOLVED THAT:

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

## **21. COUNCIL TAX CHANGES**

The Director of Housing and Customer Services presented the report to Members. He explained that due to consultation timescales and contrary to the recommendations in the report, that a future Cabinet meeting would consider the matter, and not the meeting in November 2018.

Councillor T Eynon felt that it was difficult to grasp all of the details due to the terminology used within the report, especially around how empty properties were treated. She asked that this be addressed for the consultation.

Regarding the care leavers proposals, Councillor S Sheahan asked if it was intended for the whole County to align. The Director of Housing and Customer Services reported that each authority has a slightly different timeline but it was the intention to be aligned across the County.

It was moved by Councillor S Sheahan, seconded by Councillor R Ashman and

RESOLVED THAT:

Comments made by the Committee be provided to a future Cabinet when considering the report..

## **22. ANNUAL SCRUTINY REPORT**

The Director of Housing and Customer Services presented the report to Members.

Councillor S Sheahan referred to the 'Balance of Economy in NWL' report which was discussed in January and asked if there had been any progress. The Director of Housing and Customer Services reported that some economic profiles had been produced and he was happy to share these with Councillor S Sheahan outside of the meeting.

Councillor T Eynon believed that some of the reports considered during the past year should become a yearly update, for example the expenditure against Section 106 Agreements for Health. The Director of Housing and Customer Services asked Members to be conscious of the amount of business being considered as too many regular reports could make future meetings hard to manage. However, it was ultimately a decision for the Committee.

The Chairman did not feel it was unreasonable to request an annual expenditure update on the Section 106 agreements for Health as it did not need to be elongated but include facts to allow the Committee to monitor the issue.

Councillor A C Saffell asked for a regular update on staffing numbers and an explanation in support of the figures. The Director of Housing and Customer Services agreed to provide this information as part of the quarterly performance reports.

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

RESOLVED THAT:

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

## **23. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME**

Councillor N Clarke asked for an item to be placed on the work programme regarding the future proposals for the land at Cropston Drive, Greenhill.

Councillor T Eynon asked for an item to be placed on the work programme regarding the proposed unitary status.

RESOLVED THAT:

The following be placed on the work programme:

- a) Use of the land at Cropston Drive
- b) Proposed Unitary Status

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 9.23 pm

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## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

## POLICY AND DEVELOPMENT GROUP – 5 NOVEMBER 2018

Report Title	<b>PEOPLE PLAN</b>
Contacts	<p>Councillor Richard Blunt 01530 454510 <a href="mailto:richard.blunt@nwleicestershire.gov.uk">richard.blunt@nwleicestershire.gov.uk</a></p> <p>Chief Executive 01530 454500 <a href="mailto:bev.smith@nwleicestershire.gov.uk">bev.smith@nwleicestershire.gov.uk</a></p> <p>Head of Human Resources and Organisation Development 01530 454518 <a href="mailto:mike.murphy@nwleicestershire.gov.uk">mike.murphy@nwleicestershire.gov.uk</a></p>
Purpose of report	The report provides members of the Cabinet with information on the proposed People Plan for the Council, with an associated action plan.
Council Priorities	The report impacts on performance against each of the Council's five priorities for 2018/19.
Implications:	
Financial/Staff	The report contains proposals for staff management. There is no additional financial impact in 2018/19. Work is underway to scope the financial impact for 2019/20 as part of developing the draft budget.
Link to relevant CAT	The report links to the work of all Corporate Action Teams.
Risk Management	No direct implications.
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, Extended Leadership Team, Equalities and Access Group, Trade Unions.
Background papers	CLT reports held in Room 135.
Recommendations	<b>THAT THE POLICY AND DEVELOPMENT GROUP NOTES THE PROPOSED PLAN AND ACTION PLAN AND PROVIDES COMMENTS TO CABINET.</b>

## 1.0 INTRODUCTION

- 1.1 The nature and culture of Local Government is changing and evolving continuously, constantly being shaped and altered by the demands of our local communities and citizens, adapting to changes in legislation, and responding to changes in national and local policy and funding.
- 1.2 Our ambition is to ensure we have a sustainable, ambitious, effective and efficient workforce that reflects the local communities we serve. Building a culture of empowerment that encourages innovation and rewards excellent service will enable the Council to deliver its ambition as set out within our Corporate Plan and ensure that we are an employee of Choice providing a supportive environment for staff to grow and thrive.
- 1.3 The first phase of cultural changes commenced with the senior management restructure implemented by the Chief Executive, that focussed on building a senior leadership team that is agile and encourages a One Council approach, where leaders work across the organisation. The changes have focussed on building a council that meets and exceeds the needs of the customer, develops a commercial ethos to maximise opportunities to provide value for money services and builds a culture of empowerment where bureaucracy is reduced.
- 1.4 The development of a new set of Corporate Values over the summer involving staff across the whole Council will underpin the way we work, this will form part of a wider approach to organisational development.
- 1.5 The People Plan is a key document that encompasses the way we will develop and support staff helping them to be the best they can be and will help the Council to:-
- Understand developments in the workforce, both current and future needs and to make plans for known changes.
  - Build a flexible agile workforce that is able to adapt to changes at a national, regional and local level and that is focussed on the needs of the customer
  - Implement good Human Resources practice to ensure the Council meets its statutory obligations.
  - Provide good value for money services and improved satisfaction for our local community
  - Improve individual, team and organisation performance
  - Motivate and manage our staff

- 1.6 An understanding of the context and landscape that we are working within has been vital to shaping the plan. We will need to adopt a co-ordinated focussed approach to defining and delivering a PLACE, where environmental, social and economic factors enhance and build communities. The role of local government in engaging and working with communities will require robust engagement and communication strategies and an ability to shift and reshape services based on customer demand and expectation. Building a culture where the customer sits at the heart of decision making will require the enhancement of skills across the council.
- 1.7 Our organisation needs to be able to thrive in an environment of continual change, ambiguity and complexity and as the Council's priorities change, we will need to develop the flexibility to shift resources, attention and mechanisms of delivery.
- 1.8 As funding reduces by encouraging innovation and enterprise we will have a greater chance of maintaining services, even if they are provided in a different form or to different standards. If we are to maximise opportunities to increase income through commercial means we need to build the skills and understanding across the council to ensure we can continue to provide value for money services.
- 1.9 We will seek to build an organisation that 'develops, values and transforms', enhancing and building on a coaching culture while further developing our values, competences and behaviours. For this to be effective our managers will need to be more empowered, while ensuring robust performance management and accountability is enhanced. Through our leadership development programme we want our workforce to be ambassadors across the wider public sector, with an improved focus on joint outcomes and delivery.
- 1.10 The People Plan will be a key cornerstone to the Councils approach to organisational development. A new organisational development strategy will be presented to members in the New Year, which will include the wider aspects of performance management.
- 1.11 The engagement and involvement of staff has been essential and the People Plan has been developed with staff representatives from across the Council and has been discussed at the all staff briefing sessions the Chief Executive leads.

## **2.0 INFLUENCING FACTORS**

.The following factors and decisions are likely to have an influence of the development and delivery of this plan:-

- 2.1 The Council has committed to the build of a new Leisure Centre in Coalville to replace the ageing Hermitage Leisure Centre. As part of this arrangement the staff based at Hermitage and Hood Park Leisure Centre will TUPE transfer to a new provider in May 2019. This will significantly reduce the size of the Council Workforce, and there will be a requirement for some downsizing in the central services departments.
- 2.2 The Council has highlighted financial challenges in its medium Term Financial strategy on the basis of predicted income streams and changes in Local Government funding during the life of this plan.
- 2.3 The Council has experienced challenges in recruitment and retention in some professional areas.

- 2.4 The key pay grading structure will be subject to review during 2018/19 in response to the restructuring of the national pay scale forming part of the 2 year 2018/19 pay award discussions.
- 2.5 The Council will be looking to further develop a Customer First approach with improvements to the website and the digitisation of many of our existing in-house processes.
- 2.6 The Council has set a target in the Council Delivery Plan to double the number of apprentices over the life of the plan.
- 2.7 We introduced a new HR/Payroll software system i-Trent during 2017. As an integrated system, now the payroll element has been completed, we are now moving to use the Applicant Tracking Recruitment and the People Development and Training modules during 2018/19. These modules will give us the opportunity to further modernise, review and improve our HR processes to become more integrated.
- 2.8 The Council has an ageing workforce, with declining proportions in the lower and mid age ranges. Employees are working longer as the normal retirement ages are later.

### **3.0 THEMES**

The plan focusses on five key thematic areas:

- Being an employer of choice
- Developing and supporting staff
- Leadership
- Happy and Healthy workforce
- Communicate and Listen

Within each theme we have set out the key areas of work which are integrated into the detailed action plan in Appendix 1.

#### **1. Being an employer of Choice**

- We will modernise our recruitment process increasing the ways people can apply to join us.
- Our recruitment will focus on values and behaviours.
- We will provide opportunities for progression for internal staff developing linked grade career progression to retain staff.
- We will actively promote our benefits package.
- We will grow our apprenticeship and work placement opportunities.
- We will actively promote the variety of roles in the district council through the Children's Takeover challenge and job fairs.
- We will be accredited through Investors in People.
- We will develop opportunities for agile working and ensure our flexible working policies are modern and fit for purpose.
- We will reduce the use of agency and temporary contracts and encourage seamless transitions between temporary and permanent contracts.



## **2. Developing and Supporting.**

- We will ensure staff at all levels and in all services are supported and developed through effective coaching and career planning.
- We will ensure staff are clear about what is expected of them and have the opportunity to reflect on their performance.
- We will develop a mind-set and culture of continuous improvement.
- We will design, develop and commission development programmes that meet the needs of our staff equipping them to be the best they can be
- We will reduce the gender pay gap.
- We will examine our workforce employment profile and encourage men and women into areas where they have previously been under-represented.
- We will ensure employees are developed in line with key competencies and skills to ensure we can effectively meet customer needs
- We will provide opportunities for job shadowing and mentoring both inside the Council and with our partners.
- We will celebrate diversity within the workforce recognising the contribution of all staff to the success of the council.
- We will continue to develop opportunities for E- Learning.

## **3. Leadership**

- We will ensure all leaders are clear of their responsibilities and have the capacity to fulfil them.
- We will empower leaders to innovate and deliver developing a revised set of core skills and competencies across the organisation.
- We will collaborate and learn from others in the private and public sector to continually adapt our approach to leadership.
- We will have clear succession plans in place to be able to refresh and replenish the staffing profile.
- We will ensure leaders are ambassadors and advocates for the Councils values and behaviours and are encouraged to challenge and address issues.
- We will identify, grow and manage our internal talent.

## **4. Happy and Healthy**

- We will actively support health and well-being through the workplace health charter.
- We will help staff feel fulfilled and valued in their role through further enhancing our reward and recognition scheme.
- We will continue to support staff and promote the awareness of mental health in the workplace.
- We will support staff with life ending illness through our Dying to Work charter.
- We will actively manage sickness absence.
- We will ensure that staff have the opportunity to maintain a healthy work life balance through our policies for flexible working.
- We will provide opportunities for volunteering in the community.
- We will use our pension discretions to explore the possibility of assisting employees into partial and full retirement at the end of their working lives.

## **5. Communicate and Listen**

- All levels of communication will support a two-way dialogue between colleagues.
- Communication is everyone's responsibility – everyone must feel comfortable enough to communicate well at all levels
- Staff will be given timely updates on council decisions and project progress using appropriate communication tools (face to face, email, i-Net, letter).
- Communication methods between staff and members will be clear for everyone.
- Team meetings, 1-1 meetings and performance reviews will be an essential part of this.
- We will engage effectively with our Trade Union partners and the workforce in an open and transparent approach.

### **4.0 ACTION PLAN**

- 4.1 The Action plan attached at Appendix 1 sets out how we propose to address a number of the key themes in the People Plan during 2019. Progress against the action plan will be reported to the Policy and Development group on a six monthly basis.

### **5.0 CONSULTATION**

- 5.1 The People Plan is currently with the Trade Unions for consultation. If any responses are received before the meeting of the Policy and Development Group, then verbal updates will be provided to the meeting.

### **6.0 LINKS TO OTHER POLICIES / WORK**

- 6.1 The People plan is part of a wider Organisation Development approach seeking to effect cultural change and performance improvement across the Council, and will impact on other strategies and policy work including the Commercial strategy, performance improvement, Customer First and a revised and updated Equality and Diversity Policy.

APPENDIX 1

PEOPLE ACTION PLAN – OCTOBER 2018

ACTION	THEME	INTENDED OUTCOME	Key Actions - Milestone	COMPLETION DATE/ OWNER
Recruitment and Selection				
<p>Revise R&amp;S Policy</p> <p>61</p>	<p>Employer of Choice</p>	<p>More inclusive policies facilitates recruitment of people from different communities and characteristics.</p> <p>Recruitment processes are appropriate targeted and easily accessible for applicants.</p>	<p>Enable I-Trent recruitment to allow submission of Curriculum Vitae's and to enable easier access for applicants with limited literacy capabilities.</p> <p>Policy Review completion date December 2018</p> <p>Consultations with ELT and then report to CLT.</p>	<p>PD/MM</p> <p>December 2018</p>
<p>Increase awareness of Council roles and careers</p>	<p>Employer of Choice</p>	<p>Increase in applications in younger age cohorts.</p>	<p>Attendance at local Job Fairs at schools and universities.</p> <p>Take part in Children's takeover Challenge with local schools and colleges</p> <p>Review the current use of social media to engage with schools, Colleges, careers services and when advertising to present proposals on how this can be improved.</p>	<p>EP/ASE/LC/BM</p> <p>November 2018</p> <p>December 2018</p> <p>MM/EP</p>

			Implement proposals	January 2019
Increase the number of apprenticeships.	Employer of Choice	More apprentices recruited to meet the Council delivery plan target. Improved possibilities for succession planning and increasing the number of employees in the lower age cohorts.	Current target in the CDP is to double the number of apprentices engaged by 2020. Previously 8 apprentices – currently 18.  Target is to maintain the level of apprenticeships active in the Council, during the period of this plan through identifying and designating apprenticeships from vacant posts.	MM/EP  Target met.  Continuing, but to maintain current apprentice levels through 2019 and 2020.
Increase use of supportive objective testing in recruitment and selection. (Reduce the reliance on the selection interview)  20	Employer of Choice  Developing and Supporting	Recruitment processes are robust, objective and non-discriminatory.  Gender pay gap –use of more objective information to base recruitment decisions to encourage the recruitment of women to senior roles and in areas where there is underrepresentation.	Review recruitment documentation and processes to ensure gender bias is removed for all vacancies above team leader level.  Monitor gender split and progress of applicants having a protected characteristic through the recruitment and selection processes.  Draft an action plan to address any issues raised by the monitoring information for implementation in 2019/20 year.	MM/BM  During 2018/19 for all vacancies.  May 2019  June 2019
Advertising Review	Employer of Choice	Best use of resources to attract applicants via print and on-line / social media placements.	Review existing approach to recruitment advertisement – value for money and reach  Identify best practice  Amend advertisement guidelines for recruitment	Report to February 2019 CLT  MM

Agency workers	Employer of choice	The reliance on agency workers is reduced.	Maintain review of Agency contracts and monitor extensions. Seek to reduce spend from £1.8m in 2017/18.	Report to CLT in January 2019.
Equalities	Employer of Choice  Developing and Supporting	Gender pay gap is reduced in future years.	Research and report on actions that may be considered to reduce the gender pay gap. This may include increasing flexible working options for the majority of job vacancies (for men and women), encouraging the uptake of shared parental leave, focussing recruitment on returners, developing networking programmes, mentoring and sponsorship programmes and setting internal targets.  Action plan to implement changes from February 2019.	Report to CLT in December 2018.  Gender Pay Gap to Council in February 2019.  BM/MBR
Equalities  21	Employer of Choice  Developing and Supporting	Gender pay gap is reduced in future years.	Equalities and Diversity training undertaken by all managers, from CLT to team leader level.  Training cascaded to all staff over a 3 year period, including induction arrangements for new employees.	Training to commence in January 2019 following scheduled adoption of new Equality and Diversity policy in November 2018.  MBR
Reward and Recognition				
Review Employee Benefits Scheme	Healthy and Happy  Employer of Choice	Increased staff satisfaction.  Benefits are a recruitment and retention incentive.	Review existing reward and recognition scheme  Continue to enhance the BEE a star award ceremony  Consider apprenticeship recognition / celebration arrangements.	MM/EP  BEE Group to review in November 2018

			Draft report for BEE Group October 2018	
Pay and Grading Arrangements – review to consider impact of stage 2 of the 2 year pay award and introduction of the new national pay scale in April 2019.	Employer of Choice Healthy and Happy Developing and Supporting Leadership	The Council has fair pay arrangements that exceed the statutory living wage and likely future increases.  Career grading schemes are used to recruit and retain employees.  Equal pay arrangements are in place.	Report to CLT on proposed changes to grading structure.  Consultation with the Trade Unions  Revised agreement signed.  Review existing Career grading schemes and identify difficult to recruit areas and improved approaches to “growing our own”.	MM July 2018 (Completed) August 2018 (Completed) November 2018  BM  December 2018
Workplace Health and Benefits				
Develop and implement workplace health strategy	Healthy and Happy Employer of Choice	Reduction in sickness absence  Increase staff satisfaction	Develop strategy based on evidence from sickness monitoring, Workplace Health assessment in conjunction with LRS and best practice	Completed and agreed by members.
Work arrangements are conducive to a Healthy work-life balance.	Healthy and Happy Employer of Choice	Working arrangements across the organisation enable employees to achieve a healthy work life balance.	This will include an analysis of the flexitime policy (including consideration of the removal of core hours, presenteeism, annual leave, excessive working hours, career breaks, and retirement options).  Report to BEE Group, then to CLT.	LC/MM BEE Group January 2019 CLT February 2019
Occupational Health	Healthy and Happy	The occupational health service provides effective	Review current external provider for value for money and quality of service.	ASE/MM January 2019

	Employer of Choice	support to employees and managers.	Examine procurement options for alternatives (contract renewal is April 2019)  BEE Group consideration in January 2019	
Employee Assistance Programme	Healthy and Happy  Employer of Choice	The external independent 24/7 telephone counselling service is used by employees to resolve a range of confidential matters.	Review scope of scheme for Crisis support capability for emergency incidents.  Publicise the EAP facility to encourage improved take-up.	LC/MM  December 2018  November 2018 onwards
Reduce Employee Absence	Healthy and Happy	Reduce costs of absence. Target 9 FTE days or less.	Review performance at CLT quarterly. Examine reasons, causes, return to work rates, patterns etc.  Review Attendance policy including triggers to assess fitness for purpose. Ensure policy provides suitable support for employees.  Report to ELT, then to CLT.	MM  CLT Quarterly meetings and end of year reports.  CLT Meeting December 2018.  Commence consultation with unions January 2019
Equality Framework for Local Government				
Self- Assess as “Developing” level of the Equality framework for local Government	Developing and Supporting Leadership	Demonstrates commitment and good Equality and Diversity practice	Complete self-assessment framework and identify gaps  Develop and implement equality and diversity policy  Draft Equality and Diversity policy in August 2019 for CLT. Consult with Equality and	MM/MBR

			Access group members before going out to wider consultation feedback externally and internally before PDG in January and on to Cabinet in February 2019.	Self-assessment with Equalities and Access group in August 2019.  (In progress – on target)
Update and circulate workforce equality profile and information		Up to date information on workforce composition.	Assemble information for half year 2018/19, report to BEE group, then to CLT.	BEE meeting January 2019  CLT February 2019.
Learning and Development				
Develop a strategy to include all strands of L&D activity into a cohesive whole-Council approach	Developing and Supporting Leadership	Corporate and focussed use of training budgets.	Report to CLT on half year spend to date – April to September 2018. Identify corporate training priorities for 2019/20 financial year.	EP/PD/MM  Report to BEE group January 2019, then to ELT and CLT for endorsement February 2019.
Learning Pool e-development programmes	Developing and Supporting Leadership	Improved accessibility to training with less disruption to working day  Reduced cost of training.  Tracked information on completion rates of particular courses by individuals.	Continue to develop learning pool as a portal for all learning whether face to face or online.  Continue to develop and enhance sharing arrangements with other Leicestershire and Rutland partners.	EP  EP  December 2018 on-going



<p>Create a new future talent team to work on corporate projects, to provide career broadening and to facilitate career progression and succession planning opportunities</p>	<p>Leadership</p>	<p>Better engagement of departmental employees in corporate activity to achieve a one-Council, one Team culture.</p> <p>Retention of future leaders and shapers.</p> <p>Encourage future career progression and confidence for reducing the gender pay gap in the longer term.</p>	<p>Identify potentially suitable rising stars. August 2018.</p> <p>BEE group / ELT to identify suitable task and finish projects and how these might use the skills of the team - October 2018.</p> <p>Report to CLT in November 2018</p> <p>Launch January 2019.</p>	<p>MM/EP (Completed)</p> <p>CLT report November 2018</p>
<p>Succession Planning</p> <p>25</p>	<p>Leadership</p> <p>Employer of choice</p>	<p>Continuity of service provision following changes in the workforce demographics.</p>	<p>Identify potential employees suitable and likely future gaps in the workforce. Where there are skills shortages to look to grow our own.</p> <p>Collate and research data – November to December 2018.</p> <p>Consult ELT November 2018.</p>	<p>BM/MM</p> <p>CLT Report February 2019</p>
<p>Achieve Investors in People accreditation</p>	<p>Employer of choice</p> <p>Developing and supporting</p> <p>Leadership</p> <p>Healthy and Happy</p>	<p>Achieve IIP to obtain external accreditation to demonstrate our commitment to excellent people practices.</p>	<p>Conduct self-assessment against the framework</p> <p>Engage IIP UK contact to agree timetable.</p> <p>Develop action plan</p> <p>Self-assessment BEE Group September 2018</p> <p>Engage consultant to commence assessment timetable.</p>	<p>MM/EP September 2018 (Completed)</p> <p>October 2018 (Completed)</p> <p>January – March 2019</p>

Leadership Development				
CLT Assessment and Development	Leadership Developing and Supporting Employer of Choice	Develop common leadership approaches and style.	<p>Complete Myers Briggs assessment of individual</p> <p>Identify Gaps and exploit strengths of team. To meet future challenges.</p> <p>Identify team strengths</p> <p>Consider use of scenario based management testing</p> <p>Team building programme developed</p> <p>Career graded post programmes developed</p> <p>Individual development plans incorporated into reflections process – to incorporate CDP</p> <p>Ensure access to national leadership bodies as appropriate – Solace for CX / Directors</p>	<p>BS/MM/CLT (Completed)</p> <p>Programme Dates to be arranged.</p>
26				
ELT	Leadership Developing and Supporting Employer of Choice	Cross Council Working, Develop leadership capacity.	<p>Encourage wider involvement of the Team to input to aspects of the People Plan development and other corporate projects or work</p> <p>Review L&amp;D requirement for the Extended leadership team</p> <p>Develop programme of externally facilitated 'action learning' sessions on key priority areas .e.g. working collaboratively across public/ private sector; commercialisation etc.</p>	<p>BS/MM/ELT</p> <p>December 2019</p>

			Review benefits of secondment and work shadowing opportunities with public/private sector family to enhance core skills and competencies and encourage innovation  Develop annual leadership conference	
Member development programme	Leadership	Effective governance.  Effective working between members and officers and professional behaviours,	Review member development programme for new members May 2019.  Consider Member Development Charter  Develop and implement member training programme for Planning peer review.	BS/ML/MM  May/June 2019
Coaching and Mentoring				
Develop coaching approaches and styles across the Council.	Developing and Supporting Leadership	Effective coaching framework with supervision and external development opportunities.  Coaching is embedded in the organisation as the preferred management style.	Link established to East Midlands Coaching Network (EMCN) 2/3 Trained coaches from Fields of Learning now accredited. First cohort of ILM coaches complete in 2018, with second cohort underway.	MM/EP  Coaching supervision arrangements to be established with EMC – February 2019.  Develop internal coaching network of trained coaches by December 2018.  Coaching access and booking process to be established by April 2019.

Embed Coaching at NWLDC	Developing and Supporting Leadership		Develop links with EM coaching Network to provide coaching development, resources and supervision opportunities. Develop internal coaching network and process.	MM/EP/BEE group
Engage in East Midlands Local authority Challenge	Leadership Developing and Supporting	Building a One-Council approach and cross team working.  Engaging with other Councils to build networks.	Local Challenge day held in June 2018.  NWLDC team will enter regional inter-local authority challenge in March 2019.	BS/MM/BEE Group

Values, Behaviours and Skills.				
Revisit and reassess Council values 28	Developing and Supporting Leadership	A revised set of values that all members and officers can understand and bring to life in everyday interactions with customers.	Workshops with employees across the Council, including remote sites/workers to collate a consensus on revised values.  Update report to CLT 15 <sup>th</sup> August 2018  Report to BEE Group in September 2018.  Report to CLT in October 2018.  Report to Cabinet January 2019.	EP/BEE Group       December 2018
Implement an updated Behaviours and skills (B&S) Framework	Developing and Supporting Leadership  Healthy and Happy	Employees demonstrate consistent and effective behaviours in their interaction with customers, members and colleagues.	Develop a framework that reflects drive for culture change and principles of 21 <sup>st</sup> Century Public servant.  Report to BEE group in February 2019  Report to ELT in March 2019	EP/MM/BS

			Report to CLT in April 2019 Amend Job Descriptions and person specifications – May 2019 onwards	April 2019
Integrate B&S into Recruitment and Selection and HR processes	Developing and Supporting Leadership Healthy and Happy	Update JDs and specs in line with revised B&S framework	Competencies based on job family group will be used for recruitment, induction, individual training plans, learning pool dashboards, corporate training planning  Report to BEE Group March 2019	MM/EP April 2019
Develop and Implement a 360 o process  8	Developing and Supporting Leadership Healthy and Happy	Focused development for CLT and ELT.  Emotionally aware Leaders.  Improved team working in the senior management structures,	Identify a 360 Feedback process (external provider for objectivity) Undertake procurement process.  Integrate 360 Feedback into existing Reflection / Appraisal processes.  Commence 360 process in March 2019.	MM/BS January 2019  Report to CLT in March 2019.
Review Reflection (appraisal) scheme	Developing and Supporting	Effective links between Performance and organisation objectives/outputs.	Review and propose changes. BEE group report – January 2019. ELT discussion – February 2019.  Implement new scheme April 2019 onwards	MM/BS/EP  Implement new scheme from April 2019.

## **ACRONYMS**

CLT – Corporate Leadership Team

ELT – Extended Leadership Team (All team managers)

BEE Group – Best Employee Experience Group

CDP – Council Delivery Plan

EMC – East Midlands Council

ILM – Institute of Leadership and Management

BS – Bev Smith , Chief executive

MM – Mike Murphy Head of HR and OD

EP- Emma Peachey Senior HR Advisor

30 ASE – Amanda Shakespeare-Ensor Senior HR Advisor

BM – Bernadette Mullen Senior HR Advisor

MBR – Miriam Bentley-Rose, Equalities Officer

LC – Libby Carter – Senior HR Advisor

PD – Pawan Dhillon – HR Analyst

ML – Mel Long, Democratic Services team Manager

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

## POLICY DEVELOPMENT GROUP - MONDAY, 5 NOVEMBER 2018

Report Title	<b>THE COUNCIL'S APPROACH TO FLY TIPPING</b>
Contacts	<p>Councillor Alison Smith 01530 412059 <a href="mailto:alison.smith@nwleicestershire.gov.uk">alison.smith@nwleicestershire.gov.uk</a></p> <p>Paul Sanders Head of Community Services <a href="mailto:paul.sanders@nwleicestershire.gov.uk">paul.sanders@nwleicestershire.gov.uk</a></p> <p>Clare Proudfoot Environmental Protection Team Manager <a href="mailto:clare.proudfoot@nwleicestershire.gov.uk">clare.proudfoot@nwleicestershire.gov.uk</a></p>
Purpose of report	To provide an update to members of the group on the work the council carries out in respect of reducing the effects of fly tipping on the district.
Council priorities	Green Footprints
Implications:	
Financial/Staff	None
Link to relevant CAT	N/A
Risk Management	N/A
Equalities Impact Screening	N/A
Human Rights	N/A
Transformational Government	This relates to the new ways in which Councils are being asked to deliver their services.
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	
Background papers	None

Recommendations	<b>TO NOTE THE CONTENTS OF THE REPORT ON WORK CARRIED OUT BY NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL IN RELATION TO FLY-TIPPING.</b>
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## 1.0 BACKGROUND

1.1 Fly tipping is the unauthorised deposit of controlled waste without an environmental permit. Items that are regularly classed as fly tips include:

- Rubble/hardcore
- Black bags of rubbish
- White goods
- Beds & sofas

1.2 The legislation is contained in section 33 of the Environmental Protection Act 1990. The maximum penalty for this offence on summary conviction is an unlimited fine and / or 6 months imprisonment. Upon indictment to the Crown Court the maximum penalty is an unlimited fine and up to 5 years imprisonment.

1.3 In May 2016 the Government introduced a fixed penalty fine for “low level” fly tipping with a maximum fine of £400 (reduced to £280 if paid within 10 days).

1.4 Controlled waste falls into three categories, industrial, commercial and household. There is no official definition as to what, in size, constitutes a fly tip.

1.5 The following waste is classed as household waste:

- White goods
- DIY items
- Bedroom furniture
- Black bag of rubbish

1.6 Every quarter all councils in England are required to provide the Department for Environment, Food and Rural Affairs (DEFRA) the number of fly tips recorded in their areas. In October 2017 DEFRA reported that in England for the period April 2016 to March 2017 1,002,000 incidents were reported equivalent to 114 per hour. This was a 7% increase on the previous year. Two thirds of these reports were categorised as household waste. The report indicated that clearance costs for this year cost the taxpayer £58 million. This cost is based on the DEFRA categorising fly tips by size and attaching a cost accordingly. These costings have remained the same for several years. In the figures below the figure on the left is the DEFRA figure whilst the figure on the right is the figure provided by our street cleansing team:

Single black bag	£7	£9
Single item 1 person to remove	£29	£35
Single item 2 persons to remove	£29	£52
Car Boot full	£29	£52
Small van load	£56	£70
Transit Van load	£115	£137
Tipper Truck load	£350	£390
Significant/Multi load	-	£625 per day
Heavy duty machinery per day, if required	-	£360
Asbestos	-	Cost per individual job



- 1.7 In North West Leicestershire during the same period 915 incidents were recorded of which just over 50% were recorded as household waste. Appendix "A" shows the different categories of waste that are recorded.
- 1.8 Appendix "B" shows a graph of fly tipping reports in North West Leicestershire for the last nine calendar years ending in December 2017. This graph shows a steady decline in reports since 2012 apart from a slight increase in 2016 which coincides with the County Council changing the opening times of the household refuse sites and introducing charges at these sites. The reduction has since continued with a 44.2% reduction overall between 2012 and the end of 2017.
- 1.9 Appendix "C" shows a graph showing the reported figures for the same last nine calendar years of all Councils in Leicestershire (not Leicester City) and South Derbyshire as a neighbouring Council. This shows that there is a steady decline in numbers across all Councils. It should be noted that it is not known how each Authority records the information e.g. in North West Leicestershire we record all reports received by the public and all incidents found by our street cleansing team that have not previously been reported.

## **2.0 THE ENVIRONMENTAL PROTECTION TEAM**

- 2.1 The North West Leicestershire process for dealing with fly tips is as follows:
- Initially the street cleansing team make the first visit and before clearance inspect the waste for any potential evidence.
  - If any evidence is found this is recovered and forwarded to the Enviro Crime team for further investigation.
  - If the fly tip is on private land the land owner would have responsibility to clear the fly tip but the Council would still investigate if evidence was found in the fly tip.
  - If the fly tip is on highways land/public space the Council would be responsible for clearing the land.
- 2.2 The team, apart from carrying out investigations, also identify hot spot areas. These areas are identified when either the Street Cleansing or Enviro Crime team notice that the area is receiving an increase in fly tips and needs some targeted education and enforcement. To tackle this we can deploy CCTV where appropriate including use of the Council's mobile CCTV vehicle.
- 2.3 Once the offender has been identified, the Council can issue a fixed penalty notice (FPN). If the offender does not pay the FPN then the Council will prosecute for the original offence. If however, the fly tip is of a substantial size then the Council can go straight to prosecution for the offence as per 1.2. However, when investigating fly tips it can be difficult to find evidence as it has to clearly identify the offender e.g. an address on a bill.
- 2.4 The team are also represented in the County wide Environmental Crime Forum which meets every two to three months. This group is open to Enviro Crime officers from all Leicestershire Councils including Leicester City and discusses environmental crime issues. There is a memorandum of understanding signed by each Authority which enables the sharing of information and cross border working. This Memorandum is presently in the process of being updated. Officers also sit on the All Party Parliamentary Litter Group and the Keep Britain Tidy Litter Strategy Group. Both groups include fly tipping issues.

## 2.5 Campaigns are also run, these include:

- 2013/14
  - Working with Charnwood Borough Council to raise awareness amongst householders regarding their duty with regard to waste and correct disposal. Campaign based on the “Don’t Muck Around” strap line and included roadshows, media promotions, signage and leaflet distribution. We also promoted partnerships with local landowners. Whilst the Council has no duty to clear fly tipped waste from private land we will investigate and prosecute offenders if there is sufficient evidence available.
- 2014/15
  - Working in partnership with the NFU to reduce fly tipping. This was to engage with farmers and promote the Council’s work with regard to prosecuting offenders. To encourage farmers to report suspicious behaviour similar to the Police farm watch schemes.
- 2015/16
  - Working with DIY businesses e.g. Wickes, to raise awareness to customers regarding waste disposal.
- 2016/17
  - In House awareness i.e. with Street Cleansing, Housing.
- 2016/17
  - Farmland fly tipping. Engaging with farmers to erect signage and identify hotspots.
- May 2017
  - A problem was identified at our Recycling sites across the District regarding misuse and fly tipping (see photograph Appendix D). A campaign was launched consisting of education in conjunction with enforcement. New signage was installed and use was made of our mobile and static CCTV. During the campaign 74 fixed penalty notices were issued in respect of fly tipping incidents at our recycling sites to-date. The recycling sites have seen huge improvements and we now have seen a 47% drop in the number of offences recorded at these locations.
- 2018 on going
  - Highways England land, working in partnership. Event launch took place at Donington Services to raise awareness of fly tipping on Highways England land and provide information for their Patrol Officers.
- May/June 2018
  - The Enviro County Forum group ran a County and City wide fly tipping campaign with the strap line #If Only, supported by the County Council. The campaign was aimed at raising awareness to householders and businesses of their duty of care regarding waste disposal. The campaign raised awareness in May followed by enforcement action in June.
- May 2018
- Throughout the City and County
  - 261,000 people reached on Facebook and twitter
  - 374,213 reached by other social media
  - 284,000 reached by radio advert
  - 14 Awareness events held across the County.
  - 292 bus adverts
  - 4300 posters distributed to parish councils and community groups.
  - 1,000 signs at fly tipping hotspots.
  - 3 prime time television news bulletins on BBC and ITV.
  - 13 billboards in Leicester City Centre.
  - 10,000 leaflets distributed to residents and businesses

- June 2018
  - 49 Fixed Penalty Notices issued for fly tipping.(City and County)
  - 410 businesses contacted to check they are disposing of waste correctly(throughout City and County).
  - In North West Leicestershire in the following three months after the campaign, fly tipping reports fell by 19.2% compared to the same period in 2017.

## 2.6 **Moving Forward**

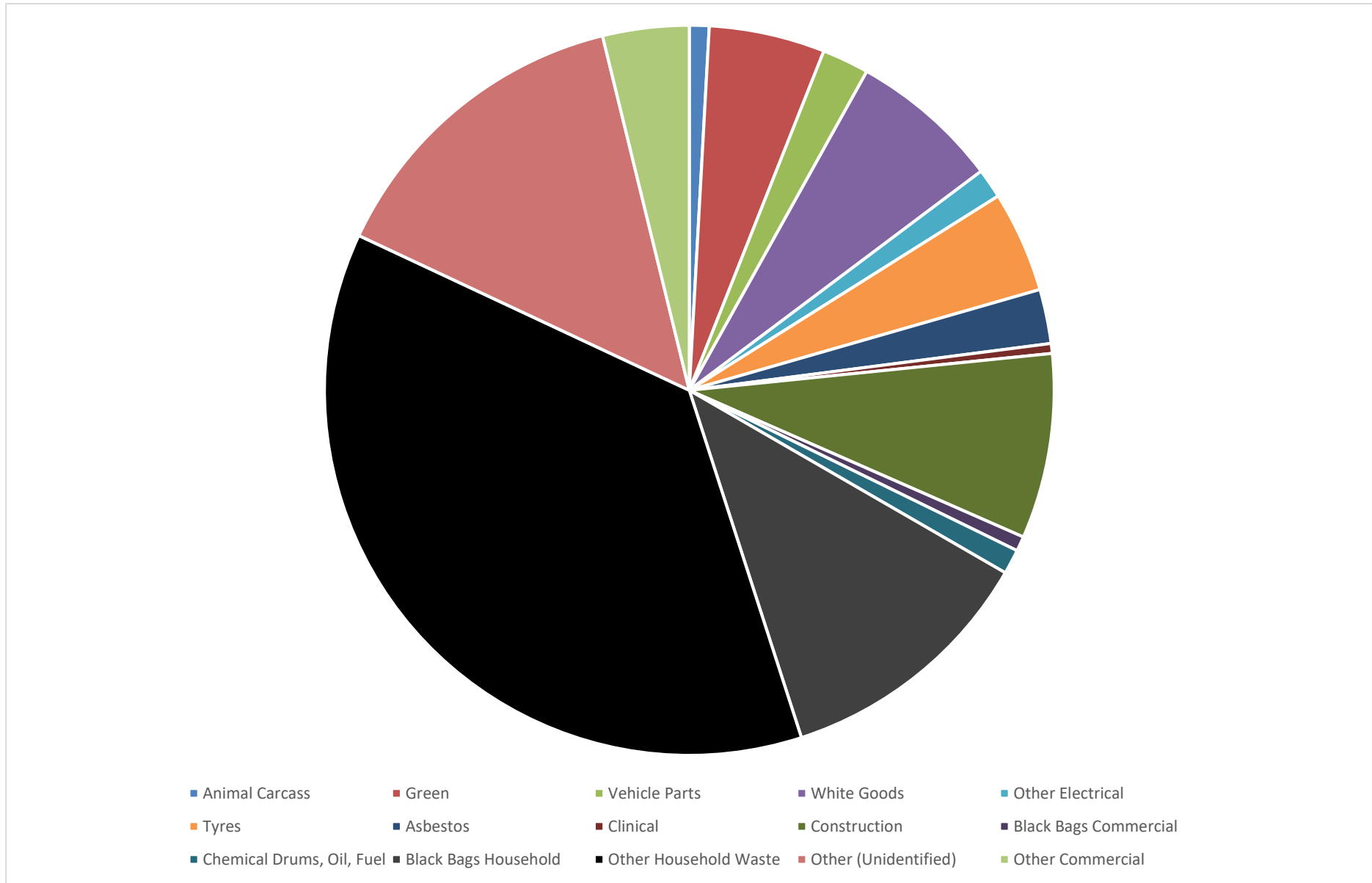
During the summer this year the Government has been consulting on a proposal to introduce a new fixed penalty fine relating to the offence involving householders' duty of care with regard to their waste. The aim is to highlight that householders have a responsibility when transferring their waste to a third person, and that that person is authorised to take it i.e .they are a registered waste carrier. This is to combat the "white van man" who removes waste for a small fee and then fly tips it. It is anticipated that the fine will be similar to the Fly tipping fixed penalty i.e. £400. The exact details are not yet known but more information will be forthcoming, hopefully before the end of the year. In anticipation of this development a postcard size leaflet entitled "Your waste, Your responsibility" will be delivered to every household in the District along with the waste and recycling calendars that are hand delivered in November. The postcard contains information on how to dispose of waste correctly.

Since April 2018, 29 fixed penalty notices have been issued by North West Leicestershire in relation to fly tipping incidents.

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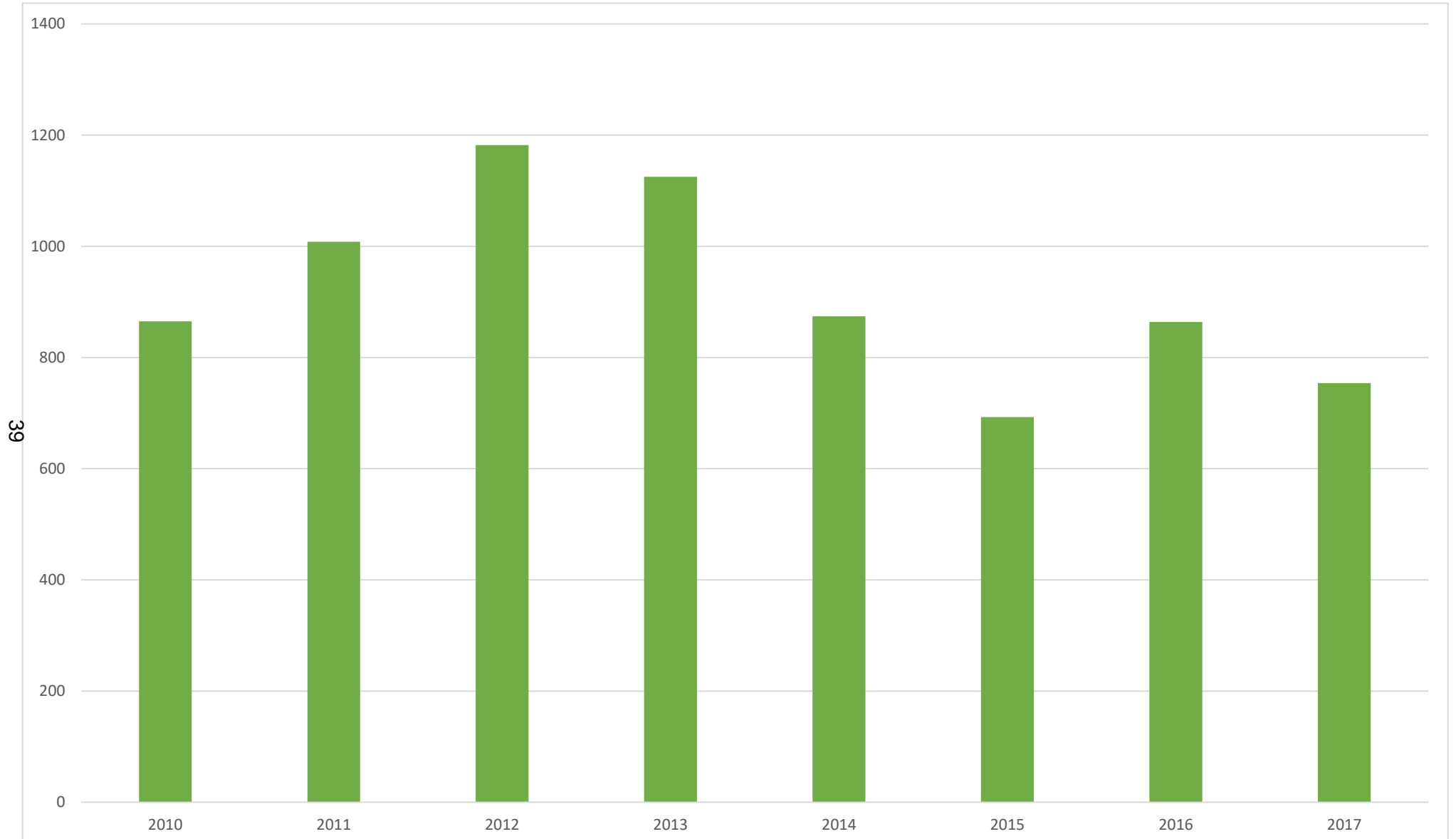
# Number of incidents by primary waste type 2016/17

37



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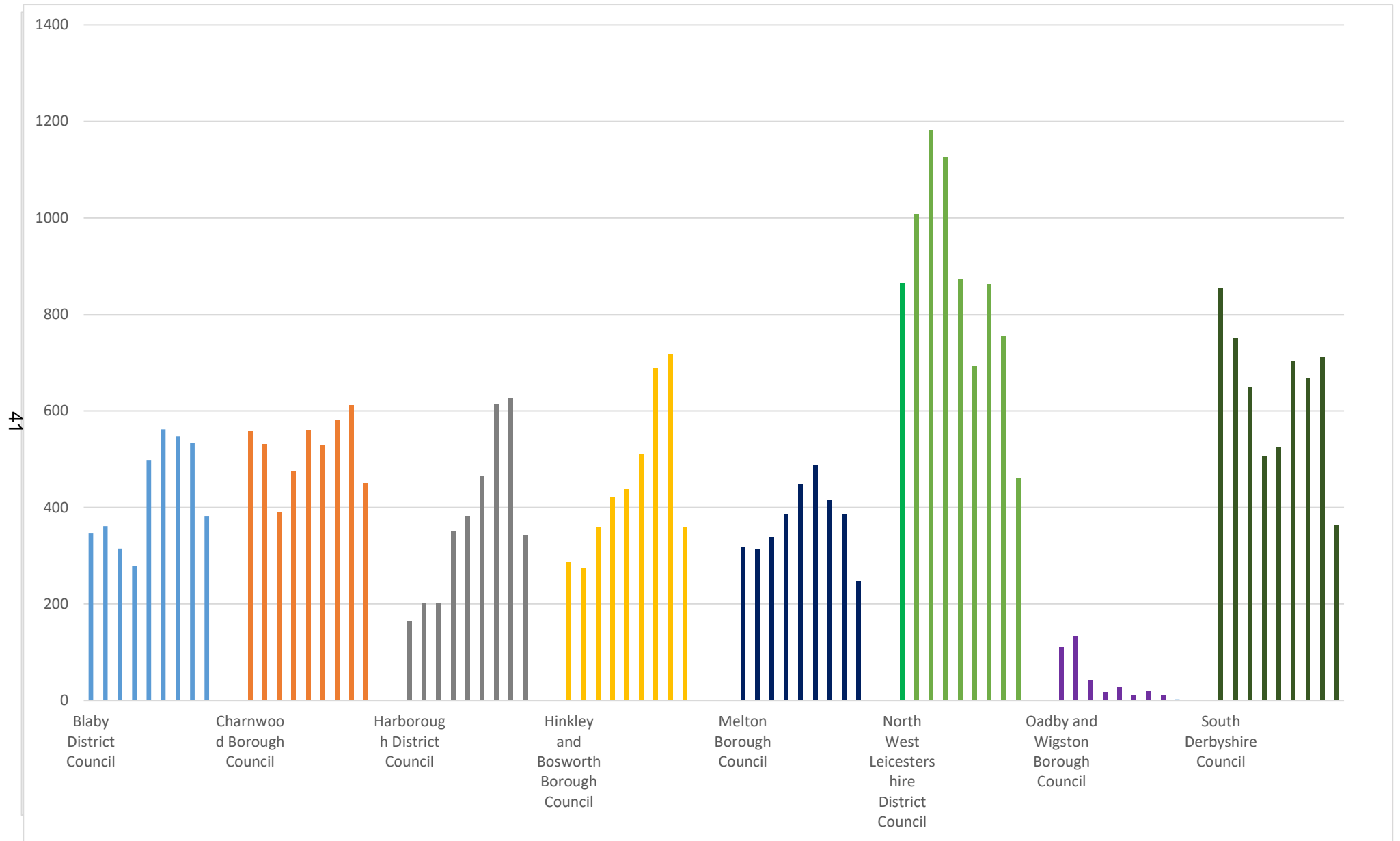
# NWLDC Fly tipping figures for the last 9 calendar years



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# Fly tipping figures for all Councils for the last 9 calendar years



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# Misuse of the Recycling Site, Coalville



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## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

## POLICY AND DEVELOPMENT GROUP - 5 NOVEMBER 2018

Report Title	<b>2018/19 QUARTER 2 PERFORMANCE MANAGEMENT REPORT</b>
Contacts	<p>Councillor Richard Blunt 01530 454510 <a href="mailto:richard.blunt@nwleicestershire.gov.uk">richard.blunt@nwleicestershire.gov.uk</a></p> <p>Chief Executive 01530 454500 <a href="mailto:bev.smith@nwleicestershire.gov.uk">bev.smith@nwleicestershire.gov.uk</a></p> <p>Strategic Director of Place 01530 454555 <a href="mailto:james.arnold@nwleicestershire.gov.uk">james.arnold@nwleicestershire.gov.uk</a></p> <p>Strategic of Director of Housing and Customer Services 01530 454819 <a href="mailto:glyn.jones@nwleicestershire.gov.uk">glyn.jones@nwleicestershire.gov.uk</a></p> <p>Head of Human Resources and Organisation Development 01530 454518 <a href="mailto:mike.murphy@nwleicestershire.gov.uk">mike.murphy@nwleicestershire.gov.uk</a></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 2 (Q2) (July-September 2018).
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 Section 151 Officer	The report is satisfactory.
Comments of Monitoring Officer	The report is satisfactory.
Consultees	Corporate Leadership Team
Background papers	<a href="#">Council Delivery Plan 2018-2019</a>
Recommendation	<b>THAT THE POLICY AND DEVELOPMENT GROUP NOTES THE QUARTER 2 PERFORMANCE REPORT (JULY-SEPTEMBER 2018) AND PROVIDE COMMENTS FOR CONSIDERATION BY CABINET.</b>

## PERFORMANCE SUMMARY FOR QUARTER 2

### 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
  - Motivate 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 than 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 Council Delivery 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.
- 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.

### **Summary of Performance Quarter 2**

- 1.9 This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, and finance and sickness absence management.
- 1.10 An overall summary of the report in Quarter 2 across all areas shows that twenty-three (89%) of the twenty six actions related to the Council Delivery Plan are on track or green, one is under control (amber), and two are below target.
- 1.11 An overall summary of the performance indicators for Quarter 2 shows twenty-five of the thirty-eight are on track or green (66%), two are under control (amber), and eleven are below target requiring interventions. It is relevant to note that three customer services indicators have been revised in this quarter's report for the first time, which has impacted on the overall results.
- 1.12 A high level exception report of the Council's performance for Q2 is included in Appendix 1.

## **2. COUNCIL PRIORITIES**

### **2.1 VALUE FOR MONEY**

- 2.1.1 Five of the six 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 Services post, with progress detailed below.

- 2.1.2 The performance indicators show out of nineteen indicators, thirteen are on target or within tolerance, six are falling below target, one related to Leisure income and five related to Customer Services.
- 2.1.3 Intervention plans for the Customer Service and Leisure Income targets are attached as Appendices A and B.
- 2.1.4 Work is continuing 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.
- 2.1.5 A Customer Experience Strategy has been drafted that will support the organisation in placing the customer at the heart of what we do, and in doing so changing our culture and approach to providing good customer service. It covers key themes such as accommodation, digitalisation, the Customer Service Centre and the wider organisational customer service. This will be submitted to Cabinet in November 2018 and if approved will be mobilised shortly after.
- 2.1.6 The Head of Customer Services was appointed in Q1 2018/19 and though much work has been done to improve performance, this requires time to lay foundations, embed and result in performance changes. The expectation is that the increase in performance in Q2 will be progressive, with further advances in Q3.
- 2.1.7 The Leisure project remains on target, three contractors have been shortlisted through to the next stage and competitive dialogue has recommenced with them prior to final bids being submitted in November 2018.
- 2.1.8 Work continues on a draft asset management strategy for our corporate property assets which will dovetail with the recently adopted Commercial Strategy. A value for money review of our existing property portfolio is being commissioned for completion in Q3. The strategy will also outline proposals for the Council offices, which require investment in both the core external fabric and internally, with a detailed project plan for delivery of these improvements to be developed in Q3.

## **2.2 HOMES AND COMMUNITIES**

- 2.2.1 All actions are showing good progress against the milestones, the performance indicators show out of nine indicators, eight are on target or within tolerance and one is falling below target.
- 2.2.2 Work has begun on the North West Leicestershire Health and Wellbeing Strategy, the draft strategy has now been revised in line with officer comments and will go back out to stakeholder consultation in October 2018, prior to the final strategy being produced in December 2018.
- 2.2.3 The Chief Executive, with the help of a consultant from SLC Rail and other officers are liaising with stakeholders, particularly parish councils, to identify negative impacts of the proposals for HS2 and seek to mitigate them. Liaison with HS2 Ltd is continuing for the same purpose. This work has recently increased as a result of the publication by HS2 Ltd of their working draft of the Environmental Statement which provides more details of the anticipated temporary and permanent impacts of the route. It will be important to respond to this consultation effectively in order to enable HS2 to find ways of minimising the impacts.



- 2.2.4 Partnership working with the members of the East Midlands HS2 Strategic Board is also underway and looking at opportunities to maximise the economic and infrastructure benefits of HS2 for North West Leicestershire.
- 2.2.5 An initial outline of the Economic Growth Plan has been produced and the final document will include a non-technical overview, a technical and statistical summary and highlight key areas of economic potential. It is being aligned with the "Local Industrial Strategy" for Leicester and Leicestershire and will provide an action plan for working with partners to achieve improvements in relation to key aspects including skills, access to employment, infrastructure and business growth investment. This document will form a key part of the Place Marketing Strategy.
- 2.2.6 As part of a wider operation, the Community Safety and Housing Management teams supported by our in house Legal Services team worked closely with the Police to obtain and serve three Closure Orders on Council tenants' homes which were being used for illegal purposes, causing significant anti-social behaviour issues for neighbours. Four notices were also served on private properties in the district during the quarter.
- 2.2.7 In September 2018, a total of 22 new homes were completed and let to new tenants from our housing register. 11 of these (10 houses and one bungalow) were built by the Council at Pine Tree Close in Coalville, on the site of the former Greenacres Sheltered Housing Scheme. We also received 11 properties as gifted units from David Wilson Homes on Moleyns Close, Ashby de la Zouch. All 10 of the one bedroom houses and the 2 bedroom flat on this development were also successfully let. The completion of our remaining Council new build properties in Ashby De la Zouch will now take place in Q3.
- 2.2.8 The redevelopment of the former Police Station site in Coalville continued in Q2 with groundworks to the 24 new homes completed up to foundation level. The developer, Westleigh Homes have been bought by Countryside Properties, and Q3 will see construction work on the actual properties commence, with completion of the first new homes projected to be April / May 2019.
- 2.2.9 Preparations for the next phase of our new build programme continued in Q2, with initial detailed design work commissioned for the Cocked Hat site in Greenhill, and further feasibility investigations into a number of other Housing Revenue Account sites across the district being progressed. More detailed financial viability assessments will be undertaken prior to commissioning designs.
- 2.2.10 Our overall performance regarding the delivery of new homes exceeded target in Q2 after being slightly below target in Q1 due to the delayed completion of some houses from Q1 into Q2.
- 2.2.11 Rent arrears collection performance again exceeded target in Q2, and were 2.19% of the rent due, against a target of 2.51%. This represents an over recovery of £56,000. This is particularly positive given that Universal Credit is now applicable for all new claimants across the district. Performance has been maintained by early and appropriate intervention by Housing Officers, backed up by detailed benefits and money advice from our tenant support service, which is part funded by Department of Work and Pensions.
- 2.2.12 Performance in repairing and re-letting empty Council homes continued to be strong during Q2, with overall average performance improving from 29 days in Q1 to 25 days in Q2. This included the performance for September alone being just 20 days. This

reduction further improved our rent loss performance, which moved from 0.9% in Q1 to 0.73% in Q2. Letting empty homes more quickly means we gain extra rental income, and also new tenants can benefit from their new home more promptly.

2.2.13 A major staffing restructure of the former Asset Management Team was approved in August. The new arrangements include corporate property service staff and entail two new teams of Commercial Services, and Assets and Property. The Commercial Services team are responsible for taking repair reports from tenants and carrying out the work. They will also be delivering the home improvement programme (HIP) from 2018/19. The Assets and Property team will manage our stock condition information and other capital and planned improvements to the housing stock and corporate buildings. A clear focus for them will be our compliance responsibilities, including gas, fire and electrical safety inspections. Following the approval of the restructure, a total of 35 posts across the two new teams will be recruited to. Many of these have been covered on a temporary basis by agency staff, so the number of agency employees will be reducing significantly by the end of Q3. As part of this recruitment process a total of 16 new Trade Operatives joined the service in August, and have been through a detailed induction programme.

2.2.14 The number of properties empty and unavailable for letting exceeded target in Q2, due to delays in completing the transfer of two empty former sheltered schemes to developers. Negotiations over the Woulds Court, Moira and Queensway House, Measham sites are progressing, although not yet to a point of completion. To minimise the ongoing 'holding' costs, we are now considering demolishing both buildings by the end of Q4. An Intervention Plan is attached at Appendix C.

2.2.15 The number of new subscribers to our assistive technology service did not achieve target during Q2 with 43 new customers joining and 46 leaving the service. Following the withdrawal of supporting people funding, we have been working towards the support service being fully self-funding through increased subscription income from new service users. A detailed marketing plan has been developed and whilst we have seen an increase in overall income, the number of new subscribers has been below the target levels set. This service will be reviewed to reassess the value for money it offers during Q3 and an intervention plan developed in response to the outcome of this review.

2.2.16 Initial designs for the next phase of our off street parking improvement programme were completed in Q2, covering the Ridgeway Road area of Ashby de la Zouch. These plans will be shared with local residents and detailed proposals developed to be implemented in Q4.

2.2.17 The Housing ICT system procurement project was completed on time and on budget, with formal contract award to Aareon made in September. The new system, known as Aareon QL, will replace our existing housing management, repairs, allocations, and stock condition systems with one combined database. This will include additional self-service options for customers, and a comprehensive document management facility to remove the need for paper based filing systems. Implementation will commence in Q3 and will take up to 18 months.

## **2.3 BUILDING CONFIDENCE IN COALVILLE**

2.3.1 All five actions are on target or within tolerance to deliver against the milestones set, however one of the three performance indicators relating to businesses engaged in the shop grant scheme has fallen short of the Q2 target.

- 2.3.2 An intervention plan for this indicator has been developed and is set out in Appendix F.
- 2.3.3 The Enterprising Town Centres grant programme is currently closed to new applications, however to date the scheme has awarded approximately £80,000 in grant funding to fifteen town centre business from across the District. The investment by the Council has generated over £350,000 of private investment in our towns.
- 2.3.4 Plans are still being discussed to create a closed Facebook group for business stakeholders for the Marlborough Square project. The group will allow businesses to collaborate and have instant communication with each other and with the Council via a digital platform. An e-mail list for Marlborough Square businesses was shared with Leicestershire County Council and contractors for the Marlborough Square regeneration to consult with businesses whilst the Marlborough Square network is in development.
- 2.3.5 Improvement works to the Memorial Clock Tower have been largely completed in Q2, including the refurbishment of the clock faces and hands, chemical cleaning of the stone and brickwork, and internal strengthening and maintenance, as well as repairs to the roof and access point. Scaffold will be removed in preparation for the armistice commemorations, and the contractor will return to site in late November to complete works to the base of the tower.

## **2.4 BUSINESS AND JOBS**

- 2.4.1 All five actions are on target or within tolerance to deliver against the milestones, however two of the four performance indicators relating to number of business enquiries and the impact of enterprising town centres has fallen short of the Q2 target.
- 2.4.2 An intervention plan for these indicators has been developed and is set out in Appendices D and E.
- 2.4.3 With continued development work on our apprenticeship programme we now have 18 apprentices internally on the programme, exceeding our government target of 17.5. Externally, funding has been secured through Section 106 planning agreements as part of infrastructure development to help address issues along the A511 corridor and discussions are ongoing with the county council and other partners to secure additional funds.
- 2.4.4 After the success of our 2017 Disability Confident Event, Business Focus have continued to work with Job Centre Plus and Stephenson College to support those furthest from the workplace into employment. Following on from the successful Coalville Jobs Fair delivered in Q2 we are now gearing up to deliver an Open Recruitment and Disability Confident event on Thursday 8 November 2018. The event will be held at Stephenson College and we will invite local employers to listen to speakers talk about how open recruitment and upskilling can benefit local businesses.

- 2.4.5 With low levels of unemployment in North West Leicestershire and with so many new job opportunities coming through, many companies are struggling to recruit staff. It is hoped that by seeing the advantages of both employing a wider workforce from disadvantaged groups and becoming a Disability Confident Employer, many more opportunities could be accessed.
- 2.4.6 Business Focus continue to meet with the first four occupiers of SEGRO Business Park. The four end users will begin occupation of the site in April 2019 through until March 2020. Business Focus are continuing to offer our full support to help the companies recruit staff and help showcase the career opportunities locally.
- 2.4.7 In July and August 2018 the East Midlands Gateway (EMEG) Access to Work Partnership have facilitated meetings with public transport providers with the intention of commissioning a pilot project to connect key residential areas to the EMEG, primarily for employment purposes. The outcome of these meetings are being compiled into a report which was presented to the EMEG partnership sub group in September 2018.
- 2.4.8 Business Focus continue to work with the Leicester and Leicestershire Enterprise Partnership (LLEP) and other partners to look at how best to work with schools and bring logistics companies together. Business Focus, using contacts within local logistics companies have supported the LLEP in producing a 'Bursting the Myth' film for parents and schools that explores the diverse nature of employment opportunities within the logistics sector and encouraging people to explore career pathways within logistics.

## **2.5 GREEN FOOTPRINTS**

- 2.5.1 Five of the six actions are on track or within tolerance to achieve the milestones set. One action has fallen below target that of the replacement of solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP).
- 2.5.2 The performance indicators show out of three indicators, two are on target or within tolerance and one falls below target.
- 2.5.3 An Intervention Plan for the failing action and target is attached as Appendix G.
- 2.5.4 Electric charging points will be installed as a pilot in the new car park in Ashby. Work is underway to review preferred providers and options for the installation of the charging points. The next stage is to go through the procurement process during November and December 2018.
- 2.5.5 The development work with businesses on litter hotspots saw the successful launch of roadside litter campaign "Love the Lorry" week on 19 September at A511 Bardon layby. This was attended by Bardon Aggregates, Street Environment Officers and Enforcement Officers from North West Leicestershire Council.
- 2.5.6 Haulage companies, Marks and Spencer, McVities and KP have agreed to support the "Keep Your Cab Fab" campaign after December 2018.
- 2.5.7 The Green Grant scheme - this grant scheme supports and encourages a range of community activities, initiatives and events that meet the needs of residents. Green Grants of £500 are available for environmentally-focused projects relating to climate

change, energy efficiency, community orchards, litter picking equipment or general environmental improvements. Applications are welcome from groups and organisations, including parish councils.

- 2.5.8 The first international forest festival 'Timber' event was delivered on 6 July 2018. The event is confirmed to return in 2019 on 5/6/7 July. The Timber safety advisory group meeting took place on 5 September 2018 with no major concerns raised by us or partners. The district council is currently looking to support the initiative in 2019.
- 2.5.9 Good media and social media coverage from the fly-tipping education event held at Donington Services on 15 August 2018 by the Environmental Protection team was a success.

### **3. FINANCIAL MANAGEMENT UPDATE**

- 3.1 At the end of the second quarter of the financial year the General Fund and Housing Revenue Account and Capital Programme budgets are being managed effectively.
- 3.2 The General Fund forecast surplus outturn is £608k compared to a budget of £299k. This is due to a number of positive movements, with the net position being a forecast £309k additional surplus. As part of the setting of 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. The Self-Sufficiency Reserve remains at £2.77m and there has been no expenditure against the reserve since it was created. 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 or delivering savings.
- 3.3 Income in respect of Business Rates is forecast to be £4.96m compared to a budget of £4.86m. There has been no change from the end of quarter 1, and this movement on business rates was as a result of accounting differences, compared to the budgeted level stated in the council's NNDR1 return. The council continues to retain 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 which remain unknown. The Head of Finance continues to monitor the need to utilise this reserve, however the reserve has not been used up to Quarter 2.
- 3.4 There is forecast to be £504k (of which £396k reported at Q1) of salary underspends across the General Fund. Of this amount, £115k relates to the phase 1 Senior Management restructure that was approved and implemented in February 2018 and £33k in relation to the Phase 2 restructure which affected a number of corporate support services. Other favourable movements (in addition to those reported in Q1) include additional planning fee income of £100k and ICT licence savings of £55k.
- 3.5 In addition to the adverse movements reported in Q1, there is a continued increase in the forecast Leisure Centre deficit to £132k (£68k as at Q1), additional expenditure of £34k for CCTV equipment and relocation, additional NDR payable on car parks of £15k, reduction of car parking income of £38k, and a reduction in trade refuse income of £14k.
- 3.6 Coalville Special Expenses forecast outturn remains at £527k net expenditure as per the approved budget.

- 3.7 The HRA surplus is £3.084m, compared to a budget of £2.946m. This is due to a number of positive movements within Quarter 2, with the net position being a forecast £138k additional surplus. The favourable movements include additional rental income of £108k, salary savings of £69k, additional interest on HRA balances of £14k, reduction in council tax in relation to void properties of £30k and budget savings of £16k in relation to Energy Performance certificates. On the adverse side, there is reduced service charge income of £35k and reduced lifeline income of £14k.
- 3.8 The General Fund Capital Programme is forecast to be £6.764m. Movements during the period include identified underspend of £322k as a result of works to Linden Way depot now not proceeding, and projects approved in year of £1.884m, including the provision for Marlborough Square works and utilisation of grant funding for Memorial Tower.
- 3.9 The HRA Capital Programme is forecast to be £10.865m. Movements to Quarter 2 include a forecast underspend of £950k in respect of the Housing Improvement Programme.
- 3.10 Details for the major variances for all revenue accounts and the Capital Programme as at Quarter 2 can be found in Section 6 of this report.

#### **4. SICKNESS ABSENCE MANAGEMENT UPDATE**

- 4.1 In Q2 (2018/19) there were 1043 FTE days lost due to sickness - the equivalent of 2.24 days per full time equivalent (FTE). This is 0.25 FTE/day higher in comparison with the same period last year, but there has been a reduction (improvement) on the Q1 rate of 2.39 days per FTE. If the rate continues at this level, projecting ahead, the annual absence rate will be 9.26 days lost per FTE against a corporate target of 8.0 days.
- 4.2 Legal & Support Services (2.92 days/FTE), Community Services (2.90 days/FTE) and Customer Services (2.46 days/FTE) were the work areas with the highest levels of sickness in this Quarter.
- 4.3 Musculoskeletal accounted for over 36% of all sickness, and almost two thirds of it was in the waste services team. This was followed by operation/post-operative recovery (15% of sickness) and non-work related stress (14.36% of all sickness), the latter being highest in the Customer Services and Environmental Protection teams. The work related stress absences were a small number of employees across different services, and all of the affected employees are now back in work.

4.4 The table below illustrates total sickness as a percentage by reason:

<b>Sickness reason</b>	<b>Percentage of sickness by reason</b>
Asthma - bronchitis – respiratory	3.85%
Back pain - sprain - strain - musculo-skeletal	36.45%
Blood conditions	0.96%
Cold and Flu	3.57%
Debility – fatigue	0.19%
Ear nose & throat – dental	1.17%
Eye – ophthalmic	0.40%
Genito-urinary	4.00%
Gynaecological - obstetric	0.67%
Headache - migraine - neurological	1.31%
Infectious diseases	0.10%
Operation / Post Op	15.15%
Stomach - bowel - gastric – intestinal	9.61%
Stress - depression - anxiety - psychological (non-work related)	14.36%
Stress - depression - anxiety - psychological (work related)	8.21%

4.5 73% of all sickness was long term sickness (10 days or more) and 27% was short term ad-hoc sickness. This is comparable with the previous quarter.

4.6 During this quarter 27 employees returned from long term sickness, this includes 10 employees returning after an absence of a month or more. There are currently 10 employees still on long term sickness. The Senior HR Advisors are working with team managers and Occupational Health to manage these employees back to work.


4.7 The completion rates of return to work interview forms across the Council was 76%, which is a 9% increase on the previous quarter. The return to work interviews are known to be a critical first process in managing sickness, so we have emphasised the need for managers to complete and return these during the past quarter. We will be seeking to further increase the return rate in Q3.

### **Priority Dashboards - Appendix 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)

### **Corporate Risk Register - Appendix 2**



After consideration by the Audit and Governance Committee on 10 October 2018 two new corporate risks have been added to the Risk Register around local government organisation and the UK's exit from the European Union (please see risks no.12 and 13 of the Risk Register attached).






















# 1 PERFORMANCE DASHBOARD – VALUE FOR MONEY

Progress against CDP milestones			Progress against CDP Performance Indicators														
5		Green	0		Amber	1		Red	12		Green	1		Amber	6		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.	Detailed solutions were submitted by the four contractors and these were assessed throughout August. Three contractors have been shortlisted through to the next stage of the Leisure Project and competitive dialogue has recommenced with them prior to final bids being submitted in November 2018.	
The Council's financial resources are aligned with its priorities and the council achieves self-sufficiency.	The earmarked reserves review is currently in progress with budget holders. Finance business partnering budget holder sessions have now been completed with a Head of Services session scheduled for mid-October 2018. Workshops have also been delivered to the senior and extended leadership team.	
Placing customers at the heart of the organisation.	Work towards achieving this has begun with the drafting of the Customer Experience Strategy. The strategy defines how we will interact with our customers going forwards, placing them at the heart of our organisation. This was submitted to PDG in September 2018 and will reach Cabinet in November 2018. Equally the Customer Service team has benefitted from attention, with the introduction of performance targets, supported by technology changes and improved team management. Though these pieces of work have had limited output in Q2 they are important foundation pieces that will enable progression in Q3 and beyond.	
Start our Customer First Programme to improve our customer service.	This has been started, with the production of the Customer Experience Strategy.	

<p>Level of satisfaction with Customer Services – the % of customers that are satisfied or above with the services.</p>	<p>This target has been revised, as previously there was no measure of customer satisfaction, so it is difficult to show % increase. The consistency of measure is addressed as a theme within the Customer Experience Strategy. However a sample has been taken of Customer Service customers which shows the following levels of satisfaction: Face to face 88%, Telephone 84%, Online 71%. This sample will be repeated in Q3, pending a more consistent organisational view.</p>	
<p>To promote the chargeable service offered by Waste Services.</p>	<p>A commercial plan has been discussed with Head of Service as part of the Commercial strategy dialogue. 16 commercial ideas for Waste Services have been suggested. Three have been started, five are planned to start shortly and others will require resources, planning and approval.</p>	





Performance Indicators	Q2 Target	Q2 Actual	Status
Combined benefits performance - time taken to process new claims and changes in circumstances in average days	10.9	8.3	
Processing of new claims – time between application and confirmation of award in average days	15.9	16.1	
Processing of change of circumstances - the time it takes from receiving a notification of changes to the date of a revised award in average days	10.2	7.4	
Council Tax in year collection rate	56%	56%	
Non-domestic rates in year collection rate	56%	56%	
Housing Benefits overpayments collection rate – the percentage of outstanding overpayments collected as a percentage of the total amount outstanding	20%	19%	
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%	93%	
Percentage of minor planning applications processed within 8 weeks or a timetable agreed with the applicant	85%	88%	
Percentage of other planning applications determined within 8 weeks or a timetable agreed with the applicant	85%	92%	
Leisure Centre Membership income	£494,958	£414,177	
Leisure Facility Usage Levels (cumulative)	467,500	511,246	
Start our Customer First Programme to improve our customer service	Started	Started. Customer Strategy to Cabinet in Nov 2018	
Give customers the ability to access at least 50 transactions online 24/7	50	50+	
Level of satisfaction with Customer Service – the % of customers that are satisfied or above with the service  (A consistent measure will be established through the Customer Experience Strategy. As an interim, this data is from a sample of 100 Customer Services customers taken in August 2018).	90% satisfied	Face to face 88%  Telephone 84%  Online 71%	










Rate of abandonment – the % of customer phone calls that hang up before they can be answered.	<10%*	21%	
Call wait time service level – the % of customer calls that are answered within a given time.	70% in 30 seconds* 90% in 60 seconds*	49% within 30 seconds 49% within 60 seconds	 
Average queue time – the length of time on average that a visitor has to wait before they are seen.	10 minutes*	00:10:30	

**\*New targets set from Q2 by Head of Customer Services.**

## 2 PERFORMANCE DASHBOARD – HOMES AND COMMUNITIES



Progress against CDP milestones			Progress against CDP Performance Indicators		
3  Green	1  Amber	0  Red	7  Green	1  Amber	1  Red




Action	Update	Status
Develop a Health and Wellbeing Strategy - the wellbeing of people in North West Leicestershire is improved.	A draft NWL Health and Wellbeing Strategy has been developed and refined following engagement with officers. This will now go out to further consultation before the final strategy is produced in December 2018.	
Refurbish the CCTV system – Modernise Coalville CCTV to tackle anti-social behaviour.	The tender process is now complete to provide an upgraded CCTV control room which is relocated to the council offices. The new control room will be located next to the existing 24 hour council control room. The work is due to be completed early 2019.	
To devise and publish and implement a statement of licensing policy to reduce crime and improve public safety.	Existing policy reviewed and revised draft devised. Consultation process closed at end of August. Scheduled for Licensing Committee in November 2018.	
Develop new Homelessness Review and Strategy as part of our new duties under the Homelessness Reduction Act to make sure people threatened with homelessness in the district receive the support they need.	Implementation of the new Homes Reduction Act in Q1 proved more resource intensive than was originally projected, and our new Home Connections Choice Based Lettings system is not yet able to reliably produce the statistics needed to inform the development of an updated Homelessness Strategy. As a result, the timetable to produce a draft strategy for consultation with stakeholders has been revised to December 2018, with the final approval to be in Q4.	

Performance Indicators	Q2 Target	Q2 Actual	Status
Percentage rent arrears of current tenants	2.51%	2.19%	
Percentage of rent loss	1.1%	0.73%	
Percentage of tenants satisfied with the allocation and lettings process	95%	92%	
Average re-let times (days)	28	25	
Number of properties empty and unavailable	0.75% (32 properties)	0.98% (42 properties)	
Percentage of customers satisfied with the repairs service (% of completed jobs)	98%	99.2%	
Percentage of all repairs completed within target	87%	97%	
Average length of time taken to repair empty homes to achieve the lettable standard	25 days	14 days	
Number of new affordable homes delivered (Annual target 100)	25	57	




### 3 PERFORMANCE DASHBOARD – BUILDING CONFIDENCE IN COALVILLE

Progress against CDP milestones			Progress against CDP Performance Indicators		
5  Green	0  Amber	0  Red	2  Green	0  Amber	1  Red







Action	Update	Status
To deliver programmes that enhance the district's unique town centres and make the town attractive to residents and developers.	<p>The restoration work to the Grade II listed clock tower began in June 2018, funded in part by National Lottery players through the Heritage Lottery Fund and War Memorials Trust.</p> <p>A supporting brochure has been produced as part of the Memorial Clock Tower Project. The brochure provides an overview of world war one memorials across villages and communities within North West Leicestershire.</p> <p>Business Focus have finalised the mid-point evaluation of the Coalville Frontages scheme. The evaluation provided a statistical overview of the programme to date and also identifies ways the scheme delivery can be improved and encourage further applications.</p> <p>As a result of the evaluation, administrative changes will be made to how the Coalville Frontages scheme will be delivered. It is intended the scheme will temporarily close to applicants and re-open again in January 2019 once the recommended changes to the scheme have been made.</p>	
Establish and maintain an events programme in our public spaces, including the redesigned Marlborough Square.	<p>The Marlborough Square work has been put on hold to ensure that the price for the work reflects value for money. The project, which is being managed by Leicestershire County Council (LCC) on our behalf, was due to start at the beginning of October. However, the cost received from LCC's contractors was over the estimate and the allocated budget, which was unexpected.</p> <p>Officers are now discussing with LCC and their contractors how we can bring the cost of the scheme down. We are hopeful that work will start later this year or in early 2019.</p> <p>While the work is paused, the temporary fencing has been removed, making the one hour free car parking spaces in the square available to shoppers and short stay visitors. The 24 replacement free spaces that have been split between James Street Car Park and Margaret Street will also continue to be free.</p>	




	<p>Work continues on the events initiative in conjunction with the Marlborough Square improvements team. Work on the schedule of events for 2019/20 has commenced with contact with potential attractions and businesses. An internal task and finish group will be set up in quarter three to develop the detail to ensure a varied programme of events is scheduled.</p>	
<p>Develop a Tourism Strategy that promotes, encourages and enhances the visitor experience.</p>	<p>A draft Tourism Strategy will be ready for consultation at the start of quarter four. Alongside the development of the Tourism Strategy work is underway on an Accommodation Demand Study for the district, with a draft report ready for the end of quarter three.</p>	
<p>Increase numbers of people attending events in our district year on year.</p>	<p>There has been active social media activity to promote many North West Leicestershire events in this quarter. High priority has been given to district council organised and supported events, notably Timber, Coalville by the Sea, Hello Heritage and Coalville Colour Run 2018.</p>	
<p>To deliver programmes that support SME businesses and entrepreneurial activity in our towns.</p>	<p>Due to high levels of initial demand and applications to the Enterprising Town Centres fund, the grant scheme closed early. Therefore the scheme has not been actively promoted. Enquiries for funding are still being managed by the Business Focus team and funding enquiries are being directed to alternative funders and also to the LLEP business Gateway for support.</p> <p>Whilst the funding has closed to new applicants, the business support element of the initiative is still being delivered. Town Centre Businesses are receiving specialist 1 to 1 advice and a series of workshops are being delivered across NWL Market towns.</p> <p>In Q2, Business Focus met with a series of key commercial agents representing town centre properties in Coalville to help small businesses to move onto High Street properties. The team have also meet with developers and agents representing key sites and premises on industrial estates in the Coalville area. All commercial agents were written to in Q2 to ensure that the portfolio is up-to-date and that Business Focus have the current and relevant point of contact within each agency.</p> <p>The Business Focus team continue to review the commercial property market and have updated the latest records available to the commercial property portfolio.</p>	





Performance Indicators	Q2 Target	Q2 Actual	Status
Impact of Coalville shop fronts			
- Number of businesses engaged (Annual target 40)	10	0	
- Number of grant awards (Annual target 8)	2	2	
Active promotion of at least seven tourism and culture events (annual target 7)	2	4	





## 4 PERFORMANCE DASHBOARD – BUSINESS AND JOBS

Progress against CDP milestones			Progress against CDP Performance Indicators		
5  Green	0  Amber	0  Red	2  Green	0  Amber	2  Red

Action	Update	Status
Develop a Tourism Strategy that promotes, encourages and enhances the visitor experience.	A draft Tourism Strategy will be ready for consultation at the start of Quarter 4. Alongside the development of the Tourism Strategy work is underway on an Accommodation Demand Study for the district, with a draft report ready for the end of Quarter 3.	
Increase numbers of people attending events in our district year on year.	There has been active social media activity to promote many North West Leicestershire events in this quarter. High priority has been given to district council organised and supported events, notably Timber, Coalville by the Sea, Hello Heritage and the Coalville Colour Run 2018	
To facilitate and deliver programmes that support businesses to grow.	<p>The Business Champions and Green Footprints have been reviewed to ensure they are still active as businesses and are disseminating messages on 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.</p> <p>Business Focus continue to meet with local business networks to meet local businesses and to promote the availability of support from the Council.</p> <p>In Q2 the team met with the Coalville Market Traders group and the Mill House Managed workspace businesses, the Castle Donington retailers group, the East Midlands Chamber of Commerce and the NWL Parish Fair.</p> <p>The Portfolio Holder has been invited to meet a series of businesses as part of the Business Focus construction skills workshop. The workshop is being delivered jointly between Business Focus, counterparts at Hinckley &amp; Bosworth Borough Council and the Construction Industry Training Board (CITB). The event will provide the businesses with details of shared apprenticeships opportunities, grant funding and advice on how to increase their business exposure to emerging construction contracts across the region.</p>	






To deliver regulatory services in a way that supports business growth.	A pipeline of businesses showing indications of growth is in place. Joint visits were made to Zamani restaurant and No22, a business expanding from a market stall to the high street. Training to be delivered to selected food businesses on behalf of Business Focus and Environmental Health at a food and drink workshop in October 2018.	
Develop an options appraisal for the future development of the Moira Furnace site.	An option to work with the National Forest Company (NFC) as part of their legacy work on the Black to Green (Heritage Lottery Funded initiative) is currently being considered. The Moira Furnace Options Appraisal work could be progressed as a partnership 'Resilient Heritage' Initiative with NFC, which could broaden the scope of the project and attract funding from Heritage Lottery Fund (HLF) and Architectural Heritage Fund. Commencing the project in this way could result in opportunities to apply to HLF for one of their major funding schemes. If the project progresses in this way, it is likely that the Options Appraisal would be started at the end of 2018/19 and completed in 2019/20.	


67





Performance Indicators	Q2 Target	Q2 Actual	Status
Number of business enquiries received and supported (Establish baseline and method of reporting)	40	34	
Level of inward investment in NWL (Establish baseline and method of reporting) - Number of businesses (Annual target 12)	3	13	
Impact of Enterprising Town Centres - Number of businesses engaged (80) - Number of businesses supported (60)	20	0	
	15	20	

## 5 PERFORMANCE DASHBOARD – GREEN FOOTPRINTS

Progress against CDP milestones			Progress against CDP Performance Indicators		
5  Green	0  Amber	1  Red	2  Green	0  Amber	1  Red

Action	Update	Status
Work with Highways England on their network in our district to reduce fly tipping.	Partnership working has taken place with fly tipping education event at Donington Services on 15th August 2018. Media and social media coverage successful.	
Carry out a feasibility study for introducing electric vehicle charging points in Council owned Car Parks.	It has been agreed that electric charging points will be installed as a pilot in the new car park in Ashby. We are currently investigating preferred providers and options for the installation of the charging points. The next stage will be a procurement process during November and December 2018.	
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.	Successful launch of roadside litter campaign during "Love the Lorry" week on 19 September 2018 at A511 Bardon layby. Attended by Bardon Aggregates, Street Environment Officers and Enforcement Officers from the Council. Haulage companies, Marks and Spencer, McVities and KP have agreed to support "Keep Your Cab Fab" campaign after December 2018 due to lead up to Christmas.	
Replace solid fuel heating systems in council owned homes with Air Source Heat Pumps (ASHP).	Due to an increase in customer enquiries around new systems installed it was discovered that there was an issue which prevented the unit from providing hot water to the heating system. The units which were causing issues were fitted by a different team of fitters, who are no longer being used. As a precaution new installations were stopped and visits were made to every property where the fitters had carried out the installation. All issues were resolved and new installations have resumed.	
Work to enhance our partnership with the National Forest and celebrate our 10th anniversary of the Free Tree Scheme.	The Free Tree Scheme was launched on Monday 1 October and in the first few days in excess of 20,000 trees have been ordered. To celebrate the 10th anniversary of the scheme a special commemorative Wild Service Tree is also available to order for residents living within the National Forest only, in addition to four other varieties.	

Develop a recycling strategy that encourages more households to recycle using the kerbside collection service.	Recycle more was presented to the Policy Development Group (PDG) on 19 September 2018 for consultation purposes. Residents' consultation will be via a web link to our website on the back of the annual waste collection calendars, which will be delivered during November 2018.	
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 Performance Indicators	Q2 Target	Q2 Actual	Status
Percentage of household waste recycled	46.50	50.08	
Kgs of household waste sent to landfill per household (Annual target 510)*	255	236	
Number of homes where Air Source Heat Pumps (ASHPs) installed (Annual target 312)	78	55	

A household waste figure, 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 the higher number of households still on solid fuel heating (higher weight in ash waste). 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.

## 6 FINANCE UPDATE

This section sets out the projected financial position of the Council for the period ending 3 September 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
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	13,503	13,482	(20)

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)	(3,084)	(138)

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 2017/18	2,071	0	1,730	3,801
Approved projects in year	1,878	6	0	971
Slippage Identified in Year	0	0	0	0
<b>Total budget for 2018/19</b>	<b>7,086</b>	<b>56</b>	<b>11,815</b>	<b>18,957</b>
<b>Likely outturn for 2018/19 (provisional)</b>	<b>6,764</b>	<b>54</b>	<b>10,865</b>	<b>17,683</b>
<b>Variance</b>	<b>(322)</b>	<b>(2)</b>	<b>(950)</b>	<b>(1,274)</b>

### **Comments on General Fund Variances**

- £309k 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 and £33k in relation to Phase 2.
  - £356k of other salary savings across the organisation
  - Additional planning income of £100k
  - Additional rental income of £22k and a reduction in NDR rates of £19k associated with the council's commercial property
  - Additional taxi licencing income of £30k
  - Increased annual cost of finance system licences £13k
  - Increase in the projected net deficit of the Leisure Centres of £132k
  - Increased costs due to Sports Action Plans £26k
  - Increased NDR payable on car parks £15k and reduced car parking income £19k
  - Reduced trade refuse income of £14k
  - Increase in refuse and recycling in respect of salaries of £20k and fuel £17k offset by an increase in recycling income of £48k
  - ICT licence savings of £55k offset by additional costs of the roadmap £15k, digital storefront £11k and reduced print room income of £7k
  - Additional funding of £28k for CCTV equipment and relocation
  - £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.

71

### **Comments on Special Expenses Variances**

- None

### **Comments on HRA Variances**

- £138k net increase in the contribution to HRA balance as a result of:
  - Increased dwelling rent of £108k
  - Reduced service charge income of £35k
  - Salary savings of £69k
  - Additional interest of £14k
  - Reduction on council tax on void properties £30k
  - DWP grant reduction of £27k
  - Lifeline charges reduced income of £14k
  - Budget of £16k in relation to Energy Performance certificates no longer required

## Comments on Capital Budget

- All carry forward amounts have been incorporated into the General Fund (£2.07m) and HRA Capital Programmes (£1.1m)
- The approved projects in year net figure of £1.884m and other movements include:
  - Inclusion of the Marlborough Square scheme into the capital programme ( + £1.7m 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)
  - Further works identified on Memorial Tower (+£40k Ear Marked Reserve)



## 7 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 FTEs	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

Quarter 2	Chief Exec	Community Services	Customer Services	Economic Development	Finance	Housing Services	HR&OD	Legal & Support Services	Reg & Planning	All Directorates
Sickness days lost	0 days 0 days	501.79 long 126.35 short	86.31 long 51.20 short	0 long 0 short	0 long 0 short	101.35 long 70.26 short	22 long 0 short	33 long 24 short	23 long 4.03 short	658.14 long 220.61 short
Total days lost in qtr	0	628.14	137.51	0	0	171.61	22	57	27.03	1043.29
Number of FTEs	12.65	212.34	48.09	11.29	10.00	85.76	6.19	42.56	22.71	451.59
Average no of days lost per FTE	0	2.90	2.46	0	0	1.68	2.16	2.92	1.14	2.24

## 8 CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 2

	July 17/18	July 18/19	+/-	Aug 17/18	Aug 18/19	+/-	Sept 17/18	Sept 18/19	+/-	Total 17/18	Total 18/19	+/-
<b>Received*</b>	9040	10338	1298	9532	8951	-581	8658	7779	-879	27230	27068	-162
<b>Answered</b>	6843	6877	34	6691	7179	488	6687	6535	-152	20221	20591	370
<b>Answered in 30 secs</b>	2663	2045	-618	1700	4035	2335	2663	3937	1274	7026	10017	2991
<b>Answered in 60 secs</b>	3014	2379	-635	2011	4444	2433	2960	3319	359	7985	10142	2157
<b>Abandoned**</b>	2072	3231	1159	2748	1326	-1422	1876	1241	-635	6696	5798	-898
<b>Rejected***</b>	118	230	112	93	18	-75	92	0	-92	303	248	-55

There are 30 dual way phone lines council wide

7/4

- \* Calls received are direct to the call centre and do not include council wide or other direct calls to individual extensions.
- \*\* Calls on the holding line in the queuing 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.

Performance has improved in Q2 2018/19 compared to Q2 2017/18, with a fall in % abandoned calls from 25% to 21%, wait times have also improved from 35% of calls answered in 30 seconds in 2017/18, to 49% in 2018/19. However the level of performance still represents a poor customer experience overall, with longer than desirable call wait times and a still high level of call abandonment.

The Head of Customer Services was appointed in Q1 2018/19 and though much work has been done to improve performance, this requires time to lay foundations, embed and result in performance changes. The expectation is that the increase in performance in Q2 will be progressive, with further advances in Q3.

**APPENDIX A**

**INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS**

Reference No.	<b>CS02</b>	Description	<b>Value for Money - Customer Service</b>									
Lead Officer	<b>Tom Shardlow</b>	<b>Customer Service</b>	Date Plan Completed	<b>15/10/2018</b>								
Performance Out-turn	<b>Performance Indicators</b>		<b>Q1 Target</b>	<b>Q1 Actual</b>	<b>Q2 Target</b>	<b>Q4 Actual</b>	<b>Status</b>					
75	Start our Customer First Programme to improve our customer service.		Started	Initial work	Started	Started	☐					
	Give customers the ability to access at least 50 transactions online 24/7.		50 transactions online	50+	50+	Met- but requires improvement	☺					
	Level of satisfaction with Customer Services – the % of customers that are satisfied or above with the service.		Not set	Not measured	90% Satisfied	F2F – 88% Phone 84% Online 71%	☹					
<b>CUSTOMER SERVICE CALL CENTRE STATISTICS – QUARTER 2</b>												
		<b>2017</b>	<b>2018</b>	<b>2017</b>	<b>2018</b>	<b>2017</b>	<b>2018</b>					
		<b>Qtr 2 Month 1</b>	<b>Qtr 2 Month 1</b>	<b>+/-</b>	<b>Qtr 2 Month 2</b>	<b>Qtr 2 Month 2</b>	<b>+/-</b>	<b>Qtr 2 Month 3</b>	<b>Qtr 2 Month 3</b>	<b>+/-</b>	<b>Total Year 1</b>	<b>Total Year 2</b>
	<b>Received*</b>	9040	10338	1298	9532	8951	-581	8658	7779	-879	27230	27068
	<b>Answered</b>	6843	6877	34	6691	7179	488	6687	6535	-152	20221	20591
	<b>Answered in 30 secs</b>	2663	2045	-618	1700	4035	2335	2663	3937	1274	7026	10017
	<b>Answered in 60 secs</b>	3014	2379	-635	2011	4444	2433	2960	3319	359	7985	10142
	<b>Abandoned</b>	2072	3231	1159	2748	1326	-1422	1876	1241	-635	6696	5798
	<b>Rejected</b>	118	230	112	93	18	-75	92	0	-92	303	248

<p><b>Explanation of Current Performance</b></p> <p>76</p>	<p><b>Customer Service Team Performance</b></p> <p>Performance has improved in Q2 2018/19 compared to Q2 2017/18, with a fall in % abandoned calls from 25% to 21%. Wait times have also improved from 35% of calls answered in 30 seconds in 2017/19, to 49% in 2018/19. However, the level of performance still represents a poor customer experience overall, with longer than desirable call wait times and a still high level of call abandonment.</p> <p>The Head of Customer Services was appointed in Q2 2018/19 and though much work has been done to improve performance, this requires time to lay foundations, imbed and result in performance changes. The expectation is that the increase in performance in Q2 will be progressive, with further advances in Q3.</p> <p><b>Digital Transformation</b></p> <p>Though the number of transactions online meets target, the general customer experience is poor, with a limited and incomplete range of services available online. This team was appointed to on a substantive basis in Q2, with the appropriate structure and governance required to support successful delivery. This has taken time, and it's important that any issues present with previous work is resolved before the project moves forward.</p>
<p><b>Interventions in the last 3 months and evaluation of impact</b></p>	<p><b>Customer Services</b></p> <p><u>Customer Experience Strategy</u></p> <p>A Customer Experience Strategy has been drafted that will support the organisation in placing the customer at the heart of what we do, and in doing so changing our culture and approach to providing good customer service. It covers key themes such as accommodation, digitalisation, the Customer Service Dept. and wider organisational customer service. This is submitted to Cabinet in November 2018 and if approved will be mobilised shortly after.</p> <p><u>Performance management</u></p> <p>Work has been done to reintroduce performance goals for the service. The team have been given targets, linked to customer experience, such as reducing the wait time and abandonment rates. Equally all staff are now receiving a regular supervision meeting from their manager, with appropriate goal and target setting to move the team forward. This is already showing benefit.</p>

### Recruitment

Despite some difficulty recruiting historically, all team vacancies have now been appointed to, with staff joining over the coming weeks. A new Supervisor started in this quarter, which has further supported the service.

### ACD technology

New technology has been introduced, which enables certain call types to be given to officers with the appropriate skill set. This gives the service increased agility in managing resources.

### **Digital Transformation**

Progress has been made in the Digital Transformation area, with new controls and governance mechanisms put into place. Equally a project plan, road map and communications strategy has been produced to give the project a delivery plan.

Time is being spent, revising some previous work as well as planning the end outputs, to ensure that the product delivered is fit for purpose. This is resulting in some delay in new transactions being available online, but will have long term benefit.

**INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS**

	<b>Key Interventions in Place to Achieve Performance</b>	<b>By When</b>	<b>By Who</b>	<b>Resource Implications</b>	<b>Most Significant Risk to Achievement of Intervention</b>	<b>Contingency Intervention for Most Significant Risk</b>	<b>Monitoring Process</b>	<b>Outcomes expected from intervention</b>
1	<p>Quick win's within Customer Services have been identified and are in progress.</p> <p align="center"><b>Completed</b></p> <p>78</p>	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	<p>Further improvements within Customer Service to manage; change, relationships and resource.</p> <p align="center"><b>Ongoing</b></p>	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	<p>Digital Transformation programme re planned with structure and controls introduced.</p> <p><b>Ongoing</b></p>	<p>In progress - Started Aug 2018 – ongoing.</p>	Tom Shardlow	<p>This is a significant draw on HoS time.</p>	<p>There is a skills gap within the organisation to manage this.</p>	<p>HoS taking a leading role and DT team supported in growing capabilities. Supplier relationship also managed vigorously.</p>	<p>Ongoing, conference call with supplier, regular dialogue with DT. Project office function established.</p>	<p>This will lead to a plan that can be followed in a sequential manner, with improved quality of outputs and better use of resource.</p>
4	<p>Customer Experience Strategy</p> <p><b>Completed – Submitted to Cabinet Nov 18</b></p> <p>79</p>	<p>In draft. View to taking to PDG Sept 2019, Cabinet thereafter.</p>	Tom Shardlow	<p>This is a big piece of work and is balanced with competing priorities of HoS.</p>	<p>Slippage due to key information not being available.</p>	<p>Time is planned and work underway for key information sources.</p>	<p>Progress reported into Director of Housing and Customer Services</p>	<p>This product will give a blue print for Customer Experience going forwards. This will lead to a significant change programme across the Council.</p>
5	<p>Customer Satisfaction mechanisms.</p> <p><b>In progress</b></p>	<p>To follow Customer Experience Strategy. However short term measures are in progress to measure satisfaction with specific areas.</p>	Tom Shardlow	<p>Various – across the authority.</p>	<p>Customer Experience strategy sign off.</p>			<p>This will give a consistent view of satisfaction across NWDLC, enabling benchmarking and comparison of services.</p>

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## Appendix B

### INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS - Leisure Centre Income

Reference No.		Description	Leisure Centre Membership income (Cumulative)			
Lead Officer		<b>Jason Knight</b>	Date Plan Completed	<b>17/10/18</b>		
Performance Out-turn	2018/19					
		Q1	Q2	Q3	Q4	Full Year
Overall Measure	Target	£249,212	£494,958			
	Actual	£204,236	£414,177			
<b>Explanation of Current Performance</b>	<p>Despite a large number of interventions being put in place, membership income is still falling short of target although the decline in income has reduced and the predicted year end outturn has improved.</p> <p>Attrition rates remain low at approximately 4% against a national average of 7%, and the amount of members per station is 30 at HPLC and 36 at HLC against a national average of 30. At the recent Quest assessment at HPLC, the management of health and fitness scored 'Excellent', as it also did at last year's Quest assessment at HLC.</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>					
<b>Interventions in the last 3 months and evaluation of impact</b>	<p>Actions delivered in Q2 to redress the issue include the delivery of sales training for key staff, mystery visitors assessing the sales process, the issuing of discount booklets to members that can be used at outlets across NWL, a focus on junior membership sales which has seen an increase in this area, increased sales in September due to an additional promotional offer being delivered, the rebranding of the fitness class programme supplemented with videos, improved social media engagement, having a presence at a number of external festivals and events over summer, a marketing campaign targeting housing estates, companies, and school teachers, and promotion on Gov Radio within the leisure centres. In addition, permission has just been sought to allow for sponsored adverts to be placed on Facebook and Instagram</p> <p>The net result of this is that the decline in membership income has slowed. At the end of Q1 membership income was £45,000 down against target whereas at Q2 income was £80,000 down, and the year end outturn is predicted to be £112,000 down against target. Membership income increased from August to September by £300 as compared to a reduction in 2017/18 of £6,000 for the same period. Despite membership income being on average £7,800 down per month from April as compared to 2017/18, in September, the income was only down by £500. Consequently, the predicted year end outturn has increased from £817,260 in P4 to £829,739 at P6.</p>					

**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
<p><b>New Fitness Memberships</b> - We launched new and more flexible packages and rebranded all packages to align with our main 'Active Fitness'. This was launched in April 2018. (E.g. Active Gym, Active 60+ etc.)</p>	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.
<p><b>Launched Join At Home</b> – this gives a customer the ability to join our membership packages online, opening a new and more flexible approach to joining members.</p>	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.

**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
<p><b>Join at Home available in the leisure centres</b> – 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 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 slicker professional feel to the member’s journey.</p> <p><b>This has now been fully introduced</b></p>	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 of process.	Monitor sales through Join at Home	Increased digital sales
<p><b>Recruitment</b> - We have just recruited a new Customer Advisor meaning we now have a full complement. We have just recruited fitness class instructors and are going back out again to further recruitment We have recruited to contracted Health and Fitness Instructors taking on some high quality staff. We are in the process of recruiting to cover Health and Fitness Instructors.</p> <p><b>(This has now been completed)</b></p>	Summer 2018	Emma Knight	Officer time – Training time for new starters	New staff do not perform	Probation period	Induction/ probation	Good quality staff on duty increasing customer retention levels

**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
<p><b>Equipment</b> - 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.</p> <p>We have on order new dumbbells and kettlebells for classes as a result of customer feedback</p> <p><b>(Dumbbells and kettlebells are now in use)</b></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.
<p><b>Reporting</b> - We have implemented some new reporting processes to help monitor memberships better</p>	June 2018	Emma Knight	Officer time	NA	NA	Reports printed and submitted monthly	Improved retention / sales
<p><b>Studios</b> – 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</p> <p>New equipment ordered as mentioned above.</p>	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

**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
<p><b>Rebranding</b> – 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.  <a href="https://www.nwleics.gov.uk/pages/fitness_classes">https://www.nwleics.gov.uk/pages/fitness_classes</a>                      We have had professional footage shot of our classes being used both on the web and via social media.</p> <p><b>(This has now been completed)</b></p>	Summer 2018	Emma Knight	Officer Time  £150 per video for professional footage	NA	NA	Check quarterly and amend info to remain up to date	More exciting and enticing look and feel. Sell more memberships, encourage repeat visits to other classes.

**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
<p><b>Social media</b> – 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) Facebook was showing monthly engagements of around 1000 per month. This has continued to grow 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.</p>	ongoing	<p>Emma Knight is the lead</p> <p><b>Andy Clayfield</b></p>	<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/quar terly	Increased fitness membership leads and sales, digital transfer, more awareness of our centres publically, re-engage 18-30 year market.
<p><b>Marketing streams</b> – 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 e.g. 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 line with GDPR) for new offers, contacting all those that have left us to re-join with offers.</p>	Ongoing	<p>Emma Knight and Business Development Manager</p> <p><b>Andy Clayfield</b></p>	<p>Officer time</p> <p>£200 in leaflets</p>	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.

**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
<p><b>Discount Booklet –</b> 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.</p> <p><b>This has now been introduced</b></p>	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
<p><b>Fitness Membership Welcome / Discount Booklet –</b> 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.</p> <p><b>This has now been introduced</b></p>	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><b>Digital User Survey's – Fitness class survey first</b> 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 <b>Andy Clayfield</b>	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

**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
<p><b>Mystery Visit and Benchmarking</b> 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  <b>Andy Clayfield</b>	£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.
<p><b>Benchmarking –</b> 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’</p>	Bi-annually	Customer Advisor Team / Emma Knight  <b>Andy Clayfield</b>	Officer Time	NA	NA	Reporting on the feedback from the visits.	Improvement to sales processes.
<p><b>Sales Re-training for all staff.</b> Sales training for all front line staff will be delivered in September and October</p> <p><b>(This has now been delivered)</b></p>	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.



**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
<p><b>Sponsored Posts on Social Media</b>                      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 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 ages 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> <p><b>Permission has just been sought to allow for sponsored adverts to be placed on Facebook and Instagram</b></p>	<p>October 2018</p>	<p>Emma Knight</p> <p><b>Andy Clayfield</b></p>	<p>Cost per campaign is circa £30 per site.</p>	<p>Return on investment is not achieved.</p>	<p>Just one joining from a campaign would cover the cost of over 6 campaigns.</p>	<p>Reporting on uptake directly from campaigns.</p>	<p>Increased sales and net gain of fitness memberships.</p>
<p>In order to offset the financial impact of reduced membership income, a number of other interventions are being put in place-:</p>							

**INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS**

<b>Key Interventions in Place to Achieve Performance</b>	<b>By When</b>	<b>By Who</b>	<b>Resource Implications</b>	<b>Most Significant Risk to Achievement of Intervention</b>	<b>Contingency Intervention for Most Significant Risk</b>	<b>Monitoring Process</b>	<b>Outcomes expected from intervention</b>
<p><b>Duty Manager Rotas</b> 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</p> <p><b>These posts are currently out to advert with a commencement date of 12 November 2018</b></p>	November 2018	Duncan Gibb	<p>Estimated in year saving is £6,000</p> <p><b>£7,800</b></p>	None	NA	NA	Reduced levels of staffing expenditure
<p><b>Business Development Manager Role</b> A delay in recruiting to this post has led to a saving</p> <p><b>This post has been recruited to, but with a reduction to a 0.5 FTE position</b></p>	September 2018	Duncan Gibb	<p>Estimated in year saving is £4,500</p> <p><b>£6,500</b></p>	None	NA	NA	Reduced levels of staffing expenditure
<p><b>Swim Academy Price Increase</b> An increase to Swim Academy prices</p> <p><b>This will now be implemented on 1 January 2019</b></p>	November 2018	Duncan Gibb	<p>Estimated in year increase in income of £6,000</p> <p><b>£6,500</b></p>	Officer time to implement – notification of customers, amendments to Gladstone MRM	Children leave the scheme	Justify the price increase to customers	Increased income
<p>Swim Academy Joining Fee A joining fee of £10 will now be applied to all new joiners of the scheme to cover the associated admin costs</p>	<b>October 2018</b>	<b>Duncan Gibb</b>	<b>Estimated in year increase in income of £4,000</b>	<b>Reduced number of joiners</b>	<b>None</b>	<b>Weekly Reports</b>	<b>Increased income</b>
<p><b>Receptionist Role</b> Following the retirement of a receptionist who will leave in November 2018, consideration is being given as to how many of the shifts can be covered by Admin staff as part of their normal duties</p>	November 2018	Duncan Gibb	Estimated in year saving is £3,000	Failure to deliver key admin tasks	Payment of overtime if required for additional hours to be worked	N/A	Reduced levels of staffing expenditure



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## APPENDIX C

### INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS – Number of properties empty and unavailable

Reference No.		Description	Number of properties empty and unavailable within the Council's housing stock																
Lead Officer		Glyn Jones		Date Plan Completed		22 October 2018													
Performance Out-turn		2018/19					2019/20					2020/21							
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year			
Overall Measure	Target	43	32																
	Actual	43	42																
<b>Explanation of Current Performance</b>		<p>The number of long term empty properties and not available to let within the council's housing stock has been declining steadily over the last two years – there were 86 such properties in June 2016. Of the remaining 42 properties, the vast majority of these are at Woulds Court, Moira and Queensway House, Measham, both of which are de-commissioned sheltered housing blocks which await redevelopment. Other decommissioned sheltered blocks at Greenacres, Coalville and Westgate House, Ibstock have been redeveloped respectively by the Council (11 new houses completed) and east midlands homes (13 new homes currently being constructed).</p> <p>A previous soft market testing exercise to gauge interest in developing the remaining two sites showed little interest from the private and housing association sectors. Nevertheless, discussions are ongoing with two developers to progress these sites and the preferred partner for Woulds Court has completed design and viability work, with a legal agreement with the Council agreed in principle. Discussions at Queensway House have taken place with the developer who owns the adjacent site (for which there is planning permission) as a combined site would produce a better overall outcome, but progress has been slow.</p> <p>Whilst a New Build Project Officer (part time) is in place, all of their energies have been concentrated on the Council's new build programme (first phase), the site currently under construction at Ashby Road, Coalville and the Cocked Hat site, Greenhill. Although the Director of Housing and Customer Services has also been personally contributing to asset management and new supply work, the number of ongoing sites and initiatives means that an additional resource is now required to ensure that all work streams are progressed in a timely fashion.</p>																	

<b>Interventions in the last 3 months and evaluation of impact</b>	<p>As both buildings will need to come down to allow any new development to proceed, the decision has been taken for the Council to demolish them now and not wait on any developer agreement being signed. A specification to demolish both Woulds Court and Queensway House has been developed, and we are seeking to appoint a demolition contractor after receiving prices from interested parties through an existing framework agreement. This work is currently in progress.</p> <p>A new post of New Build Support Officer (part time) has been created and approved in the Asset Management staffing structure, and it is now planned to advertise this role.</p>
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<b>INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS</b>								
94	<b>Key Interventions in Place to Achieve Performance</b>	<b>By When</b>	<b>By Who</b>	<b>Resource Implications</b>	<b>Most Significant Risk to Achievement of Intervention</b>	<b>Contingency Intervention for Most Significant Risk</b>	<b>Monitoring Process</b>	<b>Outcomes expected from intervention</b>
1	Complete procurement process for demolition contractor, and demolish both buildings	Appointing contractor by end of quarter 3. Demolition of buildings by end of quarter 4.	Asset Management Team	Indicative figures of £150k plus	Lack of available budget.	Examine budget availability within new build programme. Examine availability of using s106 housing monies.	Asset Management Team Manager and New Build Group to monitor progress.	Cleared and secured sites.

2	Establish a new post of New Build Support Officer	Advertise role by end of quarter 3.	Asset Management Team Manager	Approx £25k per annum	Not given sufficient priority amidst wider recruitment across the Asset Management team.	Head of Housing to ensure this post is prioritised for recruitment.	Head of Housing and New Build Group to monitor progress.	Post recruited to and start date confirmed.
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## APPENDIX D

### INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS

Reference No.		Description	<b>Business and Jobs – Enterprising Town Centres businesses engaged</b>													
Lead Officer		<b>Barrie Walford</b>	Date Plan Completed	<b>18.10.18</b>												
Performance Out-turn		2018/19					2019/20					2020/21				
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
Overall Measure	Target	20	20													
	Actual	0	0													
<b>Explanation of Current Performance</b>	97	<p>Zero businesses have been engaged through Enterprising Town Centres. Due to high levels of initial demand and applications to the fund, the grant scheme closed early. Therefore the scheme has not been actively promoted. Enquiries for funding are still being managed by the Business Focus team and funding enquiries are being directed to alternative funders and also to the LLEP business Gateway for support.</p> <p>Whilst the funding has closed to new applicants, the business support element of the initiative is still being delivered. Town Centre Businesses are receiving specialist 1: to: 1 advice and a series of 1: to: many workshops are being delivered across NWL Market towns.</p>														
<b>Interventions in the last 3 months and evaluation of impact</b>		Scheme halted due to the high levels of demand for the fund and allocation of grant funding.														

**INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS**

	<b>Key Interventions in Place to Achieve Performance</b>	<b>By When</b>	<b>By Who</b>	<b>Resource Implications</b>	<b>Most Significant Risk to Achievement of Intervention</b>	<b>Contingency Intervention for Most Significant Risk</b>	<b>Monitoring Process</b>	<b>Outcomes expected from intervention</b>
1	A new Enterprising scheme will be launched in Spring 2019	Spring 2019	Business Focus	Business Focus capacity and funding allocated to Business Focus reserves	Lack of staff resource	Work has been scheduled as part of the Business Focus 19/20 Team Plan	Business Focus work plan updates to Head of Service	Relaunch of a new grant scheme and eligible business assisted to grow

## APPENDIX E

### INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS

Reference No.		Description	<b>Business and Jobs – Businesses enquiries supported</b>													
Lead Officer		<b>Barrie Walford</b>	Date Plan Completed	<b>18.10.18</b>												
Performance Out-turn		2018/19					2019/20					2020/21				
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year
Overall Measure	Target	40	40													
	Actual	41	34													
<b>Explanation of Current Performance</b>		<p>For Q2, the Business Focus team provided direct support to 34 new businesses. Due to project work the teams programme of work our engagement activity for Q2 has been less proactive and more responsive to existing enquiries and reactive to new enquiries.</p> <p>⊗ In addition to the 34 new business enquiries, 19 business were supported through the Enterprising 1: to: 1 support and a further 5 business were supported through the Enterprising Markets programme.</p>														
<b>Interventions in the last 3 months and evaluation of impact</b>		<p>It is likely that the number of business enquiries supported will average out across the year. In particular due to the programme and planning that has occurred in Q2 to deliver new engagement activity in Q3.</p>														

**INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS**

	<b>Key Interventions in Place to Achieve Performance</b>	<b>By When</b>	<b>By Who</b>	<b>Resource Implications</b>	<b>Most Significant Risk to Achievement of Intervention</b>	<b>Contingency Intervention for Most Significant Risk</b>	<b>Monitoring Process</b>	<b>Outcomes expected from intervention</b>
1	Continued reactive engagement and three new engagement programmes (Starting a new business event, Food & Drink retailer support and a Disability Confident event) will be delivered in November 2018	Quarter 3	Business Focus	Business Focus capacity and funding allocated to Business Focus reserves	Lack of staff resource	Work has been scheduled as part of the Business Focus Team Plan	Business Focus work plan updates to Head of Service	Business support numbers to increase

## APPENDIX F

### INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS

Reference No.		Description	<b>Building confidence in Coalville – shop front grants (businesses engaged)</b>														
Lead Officer		<b>Barrie Walford</b>	Date Plan Completed	<b>18.10.18</b>													
Performance Out-turn		2018/19					2019/20					2020/21					
		Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	
Overall Measure	Target	10	10														
	Actual	8	0														
<b>Explanation of Current Performance</b>	101	<p>Zero companies against a target of 10 have been engaged in Q2 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.</p> <p>The lead project officer in consultation with the Business Focus Manger, the Head of Economic Development and the Director of Place agreed to pause the delivery of the Coalville Shopfronts programme to allow for a mid-point review to be completed.</p> <p>The review highlighted a number of recommendations to improve the efficiency in managing, administering and delivering the scheme.</p> <p>Project officers are now preparing a paper to strategy group to present the mid-point review and seek approval to amend the scheme. Subject to strategy group approval it is intended the Coalville frontages scheme will be reopened to applications in early 2019.</p>															
<b>Interventions in the last 3 months and evaluation of impact</b>		Scheme halted to enable review.															

**INTERVENTION PLAN TO ACHIEVE PERFORMANCE TARGETS**

	<b>Key Interventions in Place to Achieve Performance</b>	<b>By When</b>	<b>By Who</b>	<b>Resource Implications</b>	<b>Most Significant Risk to Achievement of Intervention</b>	<b>Contingency Intervention for Most Significant Risk</b>	<b>Monitoring Process</b>	<b>Outcomes expected from intervention</b>
1	Complete changes to scheme processes	Dec. '18	Business Focus	Internal staff resource	Lack of staff resource	Prioritise work	Business Focus work plan updates to Head of Service	Scheme improved to reflect findings of mid-point evaluation
102								
2	Relaunch scheme	Jan. '19	Business Focus	Internal staff resource	Strategy Group approval	Consult members before finalising scheme	Member approval followed by quarterly reports	Scheme relaunched in 2019 and eligible shop fronts improved

## APPENDIX G

### INTERVENTIONS USED TO ACHIEVE PERFORMANCE TARGETS – Air Source Heat Pump project.

Reference No.		Description	<b>Replacement of solid fuel central heating systems in tenants homes with electric air source heat pumps and focal point fires</b>														
Lead Officer	<b>Karen Cannon</b>		Date Plan Completed	<b>12 October 2018</b>													
Performance Out-turn	2018/19					2019/20					2020/21						
	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year	Q1	Q2	Q3	Q4	Full Year		
Overall Measure	Target	78															
	Actual	55															
<b>Explanation of Current Performance</b>	<p>103</p> <p>After a positive start in Q1, the contractor's performance in Q2 fell below target. Through prompt and proportionate intervention by the contract supervision team, the programme was briefly paused to address the quality control concerns. Having restarted installations, progress has now returned to acceptable levels, and the shortfall in installations will be made up by the end of Q3.</p>																
<b>Interventions in the last 3 months and evaluation of impact</b>	<p>Following an increase in customer negative customer feedback regarding some of the new systems installed it was discovered that there was an issue which prevented the heat pump units from providing hot water to the heating system. It was established that the units which were causing issues were fitted by one specific installation team. As a precaution new installations were paused and visits were made to every property where the previous fitters had carried out the installation. All issues were resolved and new installations have now resumed.</p>																





APPENDIX 2

Corporate Risk Register													
Ref No.	Risk Description	Consequence	Cause	Inherent Risk			Responsibility of	Responsible to	Control Measures	Residual Risk			Movement of Risk
				Impact	Likelihood	Rating				Impact	Likelihood	Rating	
1	<b>SOCIAL/ POLITICAL/ LEGAL Death / serious harm to a vulnerable person receiving a council service</b>	A serious case review arising from death/serious harm to a vulnerable person. Reputational damage to council. Loss of confidence in ability of council to deliver services.	Lack of response to a safeguarding report. Service failure.	4	4	16	Community Safety Manager	Head of Communities	The organisation has the following structures in place; An identified Corporate Lead (Head of Service) with a Portfolio Holder lead An identified Team responsible for Safeguarding (Safer & Stronger) with responsibility embedded into Team Leader role and an officer (Child & Adults at risk Officer)  An agreed Safeguarding Policy refreshed as required with delegation to Director of Housing and Customer Services for updates An identified group of Designated Safeguarding Officers (DSO's) in most service areas A programme of regular DSO meetings which consider training, best practice and case issues An annual training programme to ensure new DSO's are well informed and trained  A quarterly senior management review of all cases to check progress/close cases  A quarterly briefing with the Chief Executive, a 6 monthly report to CLT and an annual report to Cabinet Annual report reviews previous year and endorses an action plan for the year ahead.	4	2	8	Stable

2	<b>FINANCIAL/ COMMERCIAL/ REPUTATIONAL</b>  <b>Mismanagement of council finances</b>	Central Government intervention/special measures. Adverse publicity. Possible litigation. Withdrawal of services.	Mis-interpreting of or not responding appropriately to a change in fiscal policy.  Poor budget planning / management.  Internal financial systems and regulations not being properly applied.	4	4	16	Head of Finance	Strategic Director of Housing and Customer Services	Monthly management reviews monitor actual spend against budgets and forecast to the end of the year. Monthly reporting and challenging at CLT, and reported to Cabinet quarterly Sound policies and procedures are in place.  Financial planning processes have been documented and are reviewed regularly. Internal and External audit of systems and accounts. Membership of CIPFA and engagement of Arling Close gives access to specialist advice, analysis and expertise.	4	1	4	Stable
3	<b>REPUTATIONAL/ LEGAL COMMERCIAL</b> <b>Insufficient resources due to unplanned / unforeseen absences / vacancies</b>	Council unable to perform its statutory duties. Use of external resources at significantly higher cost.	Failure to horizon scan and interpret future needs in  Inability to recruit to vacancies / retain staff.	4	2	8	Head of HR and OD	Chief Executive	Advance planning will mitigate this risk; Ability to divert resources from other services, bringing in additional resources from other sources (e.g. Agencies, Consultants, Voluntary/ Community sector etc.) would be activated. Market conditions are tested through recruitment processes.  The Council can offer a package of additional benefits to enhance the recruitment offer.  The Council has developed innovative partnering relationships with other sectors including the private sector to make posts uniquely attractive.  Best Employee Experience is a programme to attract and develop the right skills, and promoting existing staff talent through secondments and tailored development programmes. Apprenticeships allow the Council to 'grow our own'.	3	2	6	Stable

4	<b>LEGAL / FINANCIAL</b> Contracts are not properly procured and managed	Council liable to incur additional costs, contract overrun, litigation and potential health & safety issues as well as service disruptions.	<p>Failure to monitor contractors appropriately.</p> <p>Legal and procurement teams not consulted when contractors are engaged.</p> <p>Loss of key staff or supplier.</p> <p>Procurement procedures are not followed.</p>	3	4	12	Finance Team Manager. All Team Managers.	All Heads of Service	<p>Corporate procurement officer and legal team to support where necessary on contract management.</p> <p>Policies and procedures are in place. Reserve contractor in place where appropriate.</p> <p>A Senior Procurement Officer oversees a procurement planning process.</p> <p>Training programme in place for staff.</p>	3	2	6	Increasing *Change due to departure of previous Procurement Manager.
5	<b>LEGAL / TECHNOLOGICAL</b> Loss or unlawful use of personal data constituting breach of data protection legislation	Monetary penalties from ICO, adverse publicity, private litigation and personal criminal liability of officers.	<p>Systems not in place to protect sensitive data.</p> <p>Staff are not properly trained in managing information, and do not follow internal procedures.</p>	3	3	9	Legal Services Team Manager	Head of Legal & Support Services	<p>Policies and procedures are in place although not yet rolled out and fully embedded.</p> <p>Corporate Governance training is undertaken annually and includes information governance as appropriate to reflect changes in legislation.</p> <p>The Council has a dedicated SIRO.</p> <p>Corporate Governance Groups are in place to scrutinise impacts/issues arising.</p>	3	2	6	Stable
6	<b>LEGAL / REPUTATIONAL / COMMERCIAL</b> Failure to respond to an emergency in an appropriate manner	<p>General public at risk of harm or unable to access relevant services (e.g. emergency accommodation or rest centre).</p> <p>Adverse publicity. "Business as usual" not possible without appropriate business continuity plan in place.</p> <p>Breakdown in relationship with other responders.</p>	<p>Lack of planning, training and exercising of Emergency plans</p> <p>Inadequate Corporate Business Continuity Management.</p> <p>Lack of procedural understanding</p>	4	3	12	Head of Human Resources and Organisation Development	Chief Executive	<p>Business continuity plans have been documented, policies and procedures are in place.</p> <p>The LRF partnership arrangement with all Leicestershire and Rutland authorities provide resilience during civil emergency situations.</p> <p>Business Continuity exercises show the readiness of the Council to deal with emergencies. System of ICO / FLM duty rotas is in place.</p>	4	1	4	Stable

7	<b>LEGAL/ TECHNOLOGICAL/ COMMERCIAL</b> Infiltration of ICT systems	"Business as usual" would not be possible. Cost of repelling cyber threat and enhancing security features.	Systems not in place or kept current to deflect any foreseeable cyber attack.  Limited staff awareness of possible threats.	4	4	16	ICT Manager	Head of Customer Services	Fully resilient environment in place with no single points of failure for core systems, other critical systems use cold standby equipment. New business services are run in remote fully resilient data centres and existing systems are being progressively migrated to these cloud computing centres.  Improved business recovery arrangements have been implemented to minimise recovery time. Accreditation to Cyber Essentials Plus and the Public Services Network.	3	2	6	Increasing
8	<b>COMMERCIAL / POLITICAL / FINANCIAL</b> Projects are poorly managed	Failure of proposed projects could result in failure to achieve overall objectives. Inefficient use / waste of resources.	Failure to implement project management techniques. Poor corporate oversight of projects.  Inadequate or poorly performing Project Management Office function.	3	4	12	Head of Human Resources and Organisation Development	Head of Legal & Support Services	Properly convened project teams with PID and project plan in place, including project risk registers. Progress on corporate projects scrutinised by CLT.  Use of external resources is also being used to support the Coalville and Leisure projects.	3	3	9	Stable
9	<b>LEGAL / POLITICAL / REPUTATIONAL</b> Council makes ultra vires (beyond the council's powers and functions) decisions	Potential litigation against the Council, resulting in increased costs / compensation. Reputational damage.	Staff / Members proceeding outwith established governance arrangements. Failure to consult with Legal / Monitoring Officer. Lack of understanding of the implications of dealing with a particular matter.	4	3	12	Legal Services Team Manager	Head of Legal & Support Services	Policies & procedures in place, governance processes are documented and in operation, ongoing assessments and reviews are performed. Completion of the Annual Governance statement.	4	1	4	Stable

10	<b>FINANCIAL / LEGAL / REPUTATIONAL</b> Council is subject to fraud, corruption or theft	Financial, reputational and political damage to Council.	Lack of checks and balances within financial regulations.  Poor budget / contract management.  Poor monitoring of / adherence to financial systems	4	3	12	Head of Finance. All Team Managers & Heads of Service.	Directors	A policy framework that includes Anti-Fraud and Corruption Policy, Confidential Reporting (Whistleblowing) Policy and Anti-Money Laundering Policy.  The Internal Audit annual planning process takes into account high risk areas, which considers fraud risks. Fraud risks are considered as part of specific audits with testing designed to detect fraud where possible. The Council is also subject to External Audit.  Internal control and governance arrangements such as segregation of duties, schemes of delegation, bank reconciliations of fund movements, and verification processes.  Information on how to report fraud is on the website including relevant links. Participation in National Fraud Initiative (mandatory) and Leicestershire Fraud Intelligence Hub (voluntary).  Leicestershire Revenues and Benefits Partnership have two trained officers working solely on Council Tax Reduction Scheme Fraud and act as Single Point of Contact for DWP referrals.	3	2	6	Stable
11	<b>FINANCIAL / COMMERCIAL / ECONOMIC</b> The Council is subject to a reduction in income	Services are unable to be delivered. Potential staff redundancies. Funding of external groups is withdrawn. Potential breach of statutory duties.	Reduction in government grant. Changes to the local authority financial settlement. Economic downturn / recession. Commercial opportunities not progressed. Changing rent policies.	3	4	12	Head of Finance. All Heads of Service.	Directors. Chief Executive.	Medium Term Financial Strategy in place, including Self Sufficiency initiative. Economic Development Team promotes business offer. Participation in Business Rates Pilots. Accessing external funding where appropriate. Income collection procedures in Revs & Bens Service and Housing.	3	3	9	Increasing

12	<b>POLITICAL / ORGANISATIONAL</b> The Council is affected by Local Government Reorganisation	<p>a) Change to Local Government structure in Leicestershire/East Midlands, including potential merger of district councils/county council could lead to:</p> <ul style="list-style-type: none"> <li>- Change in location for service delivery/staff</li> <li>- Reduction of control over local matters</li> <li>- Change in financial situation</li> <li>- Staff redundancies</li> <li>- Alternative political structure and governance arrangements</li> <li>- Changes in services to be provided and organisation culture</li> <li>- Deterioration in staff morale and negative effect on staff recruitment and retention</li> <li>- Ineffective engagement with staff, Members and residents in considering, and responding to, proposals.</li> <li>- Diversion of senior staff resources to respond to proposals.</li> </ul>	Political direction to consolidate local government tiers to potentially seek greater efficiency and co-ordination	4	3	12	Chief Executive and Head of Legal and Support Services.	Chief Executive	Active engagement with political leaders and Chief Executives across the County so NWL's needs are taken into account in the proposals. Open and transparent communication of NWL position to all stakeholders. Senior management and politicians stay close to project and monitor progress. Internal and external communication plans in place, including for key decision points. External resources to be utilised in assessing any proposals.	3	3	9	Stable
13	<b>POLITICAL / ORGANISATIONAL</b> The Council is affected by the UK's departure from the EU, including a potential 'no deal' Brexit	<p>The UK's departure from the EU, including an inability to agree the terms of the exit by 31 March 2019 could lead to:</p> <ul style="list-style-type: none"> <li>- increase in checks on goods by Environmental Officers at East Midlands Airport meaning increase in resources / costs.</li> <li>- uncertainty and subsequent regime around tariffs, access to markets, migrant labour and transport of goods in / out of EU could impact on businesses in district / region leading to decline in business rates and employment levels.</li> <li>- potential need for increased storage facilities at entry / exit points and associated increases in freight traffic, putting pressure on local infrastructure</li> <li>- potential withdrawal of access to EU wide IT systems (e.g. relating to imported foodstuffs)</li> <li>- diversion of staff resources into contingency planning.</li> </ul>	UK departure from EU, including inability of the EU and UK govt to agree terms by 31 March 2019 of the UK's exit.	4	3	12	Chief Executive and Head of Economic Regeneration	Director of Place / Chief Executive	Engage with National Local Authority steering groups for border control at strategic & operational levels. Implement communication strategy for local businesses so technical notices are shared, with appropriate signposting. Work with LLEP and Chamber of Commerce to provide business advice and support to address changes to legislation & certification. Monitor political developments on EU withdrawal closely. Establish contingency plans after scenario based assessment of resources required for increase in checks and controls, & access to alternative IT systems. Conduct localised assessment of potential impact around East Midlands Airport. Multi-agency Leicestershire Resilience Forum risk assessment and mitigation plan to be prepared.	3	3	9	Stable

## Scoring for Likelihood and Impact

### Assessing the likelihood of a risk:

<b>1 Low</b>	Likely to occur once in every ten years or more
<b>2 Medium</b>	Likely to occur once in every two to three years
<b>3 High</b>	Likely to occur once a year
<b>4 Very high</b>	Likely to occur at least twice in a year

### Assessing the impact of a risk:

<b>1 Low</b>	<p>Loss of a service for up to one day,                      Objectives of individuals are not met                      No injuries                      Financial loss below £10,000                      No media attention                      No breaches in council working practices                      No complaints / litigation</p>
<b>2 Medium</b>	<p>Loss of a service for up to one week with limited impact                      Service objectives of a service unit are not met                      Injury to an employee or member of the public requiring                      Financial loss over £10,000                      Adverse regional or local media attention – televised or                      Potential for a complaint litigation possible                      Breaches of regulations / standards</p>
<b>3 High</b>	<p>Loss of a critical service for one week or more with                      Service objectives of the directorate of a critical nature are not met                      Non- statutory duties are not achieved                      Permanent injury to an employee or member of the public                      Financial loss over £100,000                      Adverse national or regional media attention – national newspaper report                      Litigation to be expected                      Breaches of law punishable by fine</p>
<b>4 Very high</b>	<p>An incident so severe in its effects that a critical service or project will be unavailable                      Strategic priorities of a critical nature are not met                      Statutory duties are not achieved                      Death of an employee or member of the public                      Financial loss over £1m.                      Adverse national media attention – national televised news report                      Litigation almost certain and difficult to defend                      Breaches of law punishable by imprisonment</p>

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**POLICY DEVELOPMENT GROUP – WORK PROGRAMME (as at 25/10/18)**

<b>Date of Meeting</b>	<b>Item</b>	<b>Lead Officer</b>	<b>Witnesses</b>	<b>Agenda Item Duration</b>
<b>5 November 2018</b>				
5 November 2018	The Council's Approach to Fly Tipping	Paul Sanders, Head of Community Services	None	
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		
<b>9 January 2019</b>				
9 January 2019	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	
9 January 2019	2019 - 2024 Medium Term Financial Strategy	Tracy Bingham, Head of Finance		
9 January 2019	2019/20 Housing Revenue Account (HRA) Budget Proposals	Tracy Bingham, Head of Finance		
9 January 2019	2019/20 - 2023/24 Draft Capital Programmes and 2019/20 Capital Strategy	Tracy Bingham, Head of Finance		
9 January 2019	Draft 2019/20 General Fund and Special Expenses Revenue Budgets	Tracy Bingham, Head of Finance		
9 January 2019	Use of Bailiffs Review	Tom Shardlow, Head of Customer Services		

Date of Meeting	Item	Lead Officer	Witness	Agenda Item Duration
9 January 2019	Community Focus Grants - Annual Report	Paul Sanders, Head of Community Services		
9 January 2019	Equality and Diversity Policy	Mike Murphy, Head of Human Resources and Organisational Development		
9 January 2019	S106 Agreement Contributions to Health - Annual Update	James Arnold, Strategic Director of Place		
<b>6 March 2019</b>				
6 March 2019	2018/19 Quarter 3 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development		
<b>12 June 2019</b>				
12 June 2019	Workforce and Agency Costs - Annual Update	Mike Murphy, Head of Human Resources and Organisational Development		
12 June 2019	2018/19 Quarter 4 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development		

# 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, 9 November 2018. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 11 December 2018 is 5pm Friday, 30 November 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

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](mailto: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
<b>November 2018</b>						
Customer Experience Strategy	Cabinet	Key	Public	14 November 2018	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicestershire.gov.uk  Head of Customer Services Tel: 01530 454753 tom.shardlow@nwleicestershire.gov.uk	Report Strategy Document Customer Experience Strategy
Disposal of Property - Confirmation of urgent action	Cabinet	Non-Key	Public	14 November 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	Disposal of Property - Confirmation of urgent action
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	
<b>December 2018</b>						

<b>Decision</b>	<b>Decision Maker</b>	<b>Status of Decision</b>	<b>Public or Private</b>  (and reason – where private)	<b>Date of Decision</b>	<b>Contacts</b>	<b>Documents to be submitted to the Decision Maker</b>
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
Council Tax Changes	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	Comments from PDG Council Tax Changes
Draft Treasury Management Strategy Statement 2019/20 and Prudential Indicators 2019/20 to 2021/22	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 Treasury Management Strategy Statement 2019/20 and Prudential Indicators 2019/20 to 2021/22
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

<b>Decision</b>	<b>Decision Maker</b>	<b>Status of Decision</b>	<b>Public or Private</b>  (and reason – where private)	<b>Date of Decision</b>	<b>Contacts</b>	<b>Documents to be submitted to the Decision Maker</b>
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
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
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
Statement of Community Involvement	Cabinet	Key	Public	11 December 2018	Councillor Trevor Pendleton Tel: 01509 569746 trevor.pendleton@nwleicestershire.gov.uk  Strategic Director of Place Tel: 01530 454555 james.arnold@nwleicestershire.gov.uk	Officers report Revised Statement of Community Involvement Statement of Community Involvement

<b>Decision</b>	<b>Decision Maker</b>	<b>Status of Decision</b>	<b>Public or Private</b>  (and reason – where private)	<b>Date of Decision</b>	<b>Contacts</b>	<b>Documents to be submitted to the Decision Maker</b>
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
<b>January 2019</b>						
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

<b>Decision</b>	<b>Decision Maker</b>	<b>Status of Decision</b>	<b>Public or Private</b> <small>(and reason – where private)</small>	<b>Date of Decision</b>	<b>Contacts</b>	<b>Documents to be submitted to the Decision Maker</b>
Recycle More for North West Leicestershire	Cabinet	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	Recycle More Plan Recycle More for North West Leicestershire
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	
<b>February 2019</b>						
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



<b>Decision</b>	<b>Decision Maker</b>	<b>Status of Decision</b>	<b>Public or Private</b>  (and reason – where private)	<b>Date of Decision</b>	<b>Contacts</b>	<b>Documents to be submitted to the Decision Maker</b>
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
North West Leicestershire Health and Wellbeing Strategy	Cabinet	Non-Key	Public	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	Health and Wellbeing Strategy Executive Summary and Overview North West Leicestershire Health and Wellbeing 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
Tenant Scrutiny Panel Report on Estate Management Services	Cabinet	Non-Key	Public	5 February 2019	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	Tenant Scrutiny Panel Report on Estate Management Services
Equality and Diversity Policy	Cabinet	Key	Public	5 February 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	Equality and Diversity Policy Equality and Diversity Policy

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
<b>March 2019</b>						
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
<b>April 2019</b>						
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