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Meeting	<b>CORPORATE SCRUTINY COMMITTEE</b>
Time/Day/Date	6.30 pm on Wednesday, 2 September 2020
Location	Remote meeting using Microsoft Teams
Officer to contact	Democratic Services

## 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 10 June 2020.	<b>3 - 8</b>
<b>5. 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>9 - 20</b>
<b>6. MEDIUM TERM FINANCIAL PLAN</b>	
Report of the Head of Finance	<b>21 - 36</b>
<b>7. PROCUREMENT OF HOUSING NEW BUILD CONTRACTOR</b>	
Report of the Head of Housing	<b>37 - 40</b>

**8. COUNCIL DELIVERY PLAN 2020-21**

Report of the Chief Executive **41 - 50**

**9. 2019/20 Q4 & 2020/21 Q1 PERFORMANCE REPORTS**

Report of the Head of Human Resources and Organisational Development **51 - 106**

Circulation:

Councillor R Boam (Chairman)  
Councillor J Houlton (Deputy Chairman)  
Councillor E G C Allman  
Councillor A J Bridgen  
Councillor G Houlton  
Councillor R Johnson  
Councillor S Sheahan  
Councillor N Smith  
Councillor D E J Tebbutt  
Councillor M B Wyatt

MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Remote Meeting using Microsoft Teams on WEDNESDAY, 10 JUNE 2020

Present: Councillor R Boam (Chairman)

Councillors J Hault, E G C Allman, R Johnson, V Richichi, S Sheahan, N Smith, D E J Tebbutt and M B Wyatt

Portfolio Holders: Councillor N J Rushton

Officers: Mrs B Smith, Mr A Barton, Mrs T Bingham, Mr T Delaney and Mrs M Long

The Chairman opened the meeting by extending his warm wishes to Councillor E Allman on the recent new addition to his family.

#### **45. APOLOGIES FOR ABSENCE**

No apologies for absence were received.

#### **46. DECLARATION OF INTERESTS**

Non-pecuniary interests were declared in relation to Item 5 – Covid 19 – Recovery, by Councillors M Wyatt in view of him having two local businesses in the district; and Councillor N Smith in view of his wife having a business in the district. They both remained in the meeting for the debate and vote on this item.

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

There were no public questions.

#### **48. MINUTES**

Consideration was given to the minutes of the meeting held on 11 March 2020.

It was moved, seconded and by affirmation of the meeting it was

RESOLVED THAT:

The minutes of the meeting held on 11 March 2020 be approved as a correct record subject to an amendment to the times noted that Councillors Richichi and Wyatt left the meeting.

#### **49. COVID-19 RECOVERY**

The Chief Executive presented the report to the Committee on the plans for recovery following the COVID 19 pandemic.

Members were given a detailed update on the national emergency response, which provided information on the numerous links to other agencies which the Chief Executive was involved in. She referred to the fact that there were currently 128 staff in the clinically vulnerable category with 60 of these working from home and 68 unable to. 11 staff were shielded and 20 were living with shielded individuals. This represented a challenge for the Authority in the way it delivered some of its services. The Chief Executive went on to talk about the response phase which included reference to the community hub, the number of volunteers,

the changes to working practices and the Government grants which had been paid out to local businesses.

The Committee was updated on the numerous methods of communication which had been utilised in order to keep members, staff, local businesses and residents updated throughout the crisis. Reference was also made to the emotional and financial impact that the crisis was having on individuals together with the impact it was having on local businesses and the community.

The Chief Executive updated members on the recovery plans which would follow a parallel structure across Leicestershire and Rutland, and referred to the phased re-opening of schools, retail and night time economy. There were a number of recovery cells in operation within the Authority which helped to provide robust analysis of the impact of the Government guidance as it changes, and detailed risk assessments into every service before they resume.

The Committee was updated on the local authority discretionary grants fund scheme and the level of funding which had been allocated to local businesses in the district.

The Chairman thanked the Chief Executive for her comprehensive report and invited questions and comments from Members.

Councillor S Sheahan asked what impact the change in Government plans on the re-opening of schools would have on staffing levels, what was the current situation with regard to the leisure contract and how far behind was the work on the major redevelopment projects such as Marlborough Square, Newmarket and the Leisure Centre?

The Chief Executive advised him that it was too early to say what impact would be had on staffing levels; with the added difficulty around those who had more than one child who may be in different school years. Within North West Leicestershire, there was a phased approach to reopening, so as an Authority there would not be a level of change early on. The Chief Executive advised that the Authority had details of every member of staff and their individual circumstances regarding childcare, shielding, vulnerability etc and there were ongoing conversations around what they were able or unable to do; but the Authority does offer a very flexible working environment to help manage this situation.

In relation to the leisure contract, the officers had been in regular contact with the contractor. Some of the staff had been furloughed whilst others had been volunteering in other areas of work including waste management and the community hub. She confirmed that we need to have a look at what leisure might look like going forward as it would not be able to operate in the same way as it would have done pre Covid-19; so we have a duty to look at the business case and continue those discussions with the contractor. In terms of the redevelopment projects, not much building work had progressed on these pre Covid-19 and any works had to cease in accordance with the Government restrictions around social distancing. But with the Leisure Centre, for example, there was no delay and the discussions on design and technical details have been continuing for Marlborough Square.

Councillor S Sheahan commented that the Administration needed to be careful on what it deemed to be an urgent decision as he considered that this did not allow for proper scrutiny and he was mindful of the impact this could have on communities, businesses and the environment. He also asked for more detailed reporting going forward on the impact on local communities, businesses and the environment so that the scrutiny committee could have more influence over the outcome of any decisions.

Councillor R Johnson asked about the size of the backlog of service activity and any associated costings of dealing with that backlog. The Chief Executive advised that it would be difficult to give specific details as it would depend on which service she was referring to, but she gave an example of food hygiene inspections. The undertaking of inspections had not been possible as the premises have been closed, so the programme of works would now have a backlog. In this case, the service manager would identify how the service could be returned to normal, what the resource issues were and what barriers they faced. She gave a further example of grass cutting where staff were lost to the Waste Management service or were identified as vulnerable. Agency staff had been brought in and new machinery purchased to overcome the social distancing rules i.e. one member of staff to one machine, and it was estimated that it would take a month to get back on top. These were just two examples but there were numerous examples for every service area.

Councillor E Allman asked when enforcement action would be reintroduced to ensure appropriate measures were being enforced relating to builders and construction sites.

The Chief Executive advised that there was some enforcement capacity but not all of it as some officers were clinically vulnerable, but complaints could be dealt with so if there were any specific complaints, then these would be investigated and dealt with appropriately.

Councillor Allman extended his thanks to the Communications Team for the work they had been doing in keeping him up to date with local issues and he also wished to thank the Finance Team on the support to local businesses in the area.

Councillor N Smith passed on his personal thanks to council staff for ensuring he received his specialist medication from Glenfield hospital.

The Chairman advised that he would take it by affirmation of the meeting that Members were happy with the recommendations unless anyone objected. He asked if there were any objections. There were none.

The recommendations as set out on page 9 of the report were moved by Councillor Richichi, seconded by Councillor Hoult and by affirmation of the meeting it was

RESOLVED THAT:

- (1) the contents and actions as set out in the report be noted;

- (2) the approaches and direction as set out in the recovery plan be endorsed;
- (3) future areas of work for the recovery process be considered;
- (4) the likely need to incorporate issues raised in the report in the review of the Corporate Delivery Plan be noted;
- (5) it be agreed that the future reporting on COVID 19 recovery comes before this Committee.

## **50. COVID-19 FINANCIAL IMPACT**

The Head of Finance presented the report to the Committee setting out how the COVID 19 pandemic had impacted on the Council's finances.

The Committee was advised that the council's own financial implications arising from Covid-19 were still emerging and expected to continue to emerge over the medium-term. The report set out the financial impact currently understood in the last week of April and was intended to provide members with an opportunity to understand the detail regarding the early financial assessment. Forecasts assumed a lockdown period lasting until 30 June, unless specific service variations were known, with economic recovery taking longer.

The revenue impact across the Council to date was estimated to be in the region of £2.129m gross and £1.043m net of the £1.086m Emergency Funding for Local Government. The majority of this impact was within the General Fund which would bear £1.870m gross impact, with the HRA impacted by £259k, notwithstanding the actual impact on housing rents which was not yet fully understood.

As Section 151 Officer, the Head of Finance advised that she had no concerns regarding the resilience of this Council but she was mindful of the future funding position; she would also be monitoring the borrowing forecasts very closely and would have the relevant delegations in place in terms of undertaking short-term borrowing.

The Head of Finance drew member's attention to the impact on local taxation, in particular council tax and business rates. Any loss in income would not be felt until 2021/22 at the earliest because of the collection fund accounting method.

The Chairman invited Councillor N Rushton to speak as the Portfolio holder.

Councillor Rushton reiterated the Head of Finance's comments about being in a sound financial position and the Government's suggestion that the Council had received sufficient funding to deal with Covid-19 when, as the report clearly demonstrated, it had actually only received half as there was currently a £1m shortfall. He also reiterated the point about the impact on the 2021/22 financial year and forewarned that a reduction in council tax and business rates sitting alongside a policy of no increase in council tax puts the council in a difficult position. If extenuating circumstances were applied and, for example a 3% increase was applied, because the base has eroded over the years, it would only equate to £100k-£150k which was worrying for a small district and even more

worrying for those who were not responsible for their own incomes such as police, fire etc.

Councillor Rushton advised that he was receiving regular briefings on what was a moveable feast and he congratulated the Head of Finance and her team for all their hard work and excellent performance in achieving a rate of 92% of all grant monies being allocated; and who were now working hard to identify those business who did not qualify for the large scheme to see if they qualify for the discretionary grant scheme.

The Chairman thanked the Head of Finance for her detailed report and took questions and comments from Members.

Councillor M Wyatt asked whether the additional funding available to businesses would apply to showmen/fairground workers to which he was advised that they would be eligible as long as they had not been awarded any other of the government grants available to businesses and that they could demonstrate that they had still had to pay ongoing property related costs and coupled with that they had seen a reduction in their income. No business had been excluded from the scheme unless they had property related costs which exceeded £51k a year, as the focus was on smaller businesses.

Councillor Wyatt advised that he would support a reduction in service charge for tenants and Councillor Rushton advised that, following a meeting he had attended earlier in the day, this had been agreed and would see this materialise in a reduced bill next year.

Councillor Wyatt asked about the reference to reduced expenditure of the Coalville special expenses area and asked if this funding would be carried over to the next financial year. He was advised that it would be carried over if remains unspent, as special expenses were ring fenced and therefore could not be allocated elsewhere.

Councillor Wyatt thanked the Head of Finance and Councillor Rushton for their positive responses which he welcomed.

Councillor Sheahan stated that it was refreshing to hear from Councillor Rushton that after several years of not increasing the council tax he could foresee circumstances where council tax may have to be increased in the future.

Councillor Smith asked how the information regarding the local authority discretionary grants fund scheme was being communicated across the district. He was advised that this was being done by contacting those who were not eligible for the earlier scheme and through social media, press releases and direct targeting.

The Chairman advised that, as the recommendation was simply asking the Committee to note and comment on the report ahead of its submission to Cabinet, he would take it by affirmation of the meeting that Members were happy to do this unless anyone objected. He asked if there were any objections. There were none.

The recommendation as set out on page 15 of the report was moved by Councillor Hault , seconded by Councillor Wyatt and by affirmation of the meeting it was

RESOLVED THAT:

The report be duly noted and the comments made at this meeting be reported to Cabinet at its meeting on 14 July 2020.

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

The Chairman referred Members to the Committee's Work Programme and the Cabinet's Executive Decision Notice together with the item action log which enabled Members to see the progress of any items put forward prior to being placed on the work programme.

Members were invited to make requests for additional items to be included.

Councillor Wyatt asked for an item on environmental enforcement and he was advised that this would sit with the Community Scrutiny Committee and would be added to its work programme accordingly.

No other requests were made.

It was moved, seconded and by affirmation of the meeting it was

RESOLVED THAT:

The committee's future work programme be noted.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 7.23 pm



**Corporate Scrutiny Committee – WORK PROGRAMME** (as at 24/08/20)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
<b>2 September 2020</b>				
2 September 2020	Medium Term Financial Plan	Tracy Bingham, Head of Finance		20 minutes
2 September 2020	Procurement of Housing New Build Contractor Report to seek Scrutiny comments prior to a Cabinet decision on our proposed approach to selecting a developer partner to construct the Councils new build affordable housing programme.	Chris Lambert, Head of Housing		15 minutes
2 September 2020	Council Delivery Plan 2020-21 To comment on the Council Delivery Plan for the current year.	Andy Barton, Strategic Director of Housing and Customer Services		20 minutes
2 September 2020	2019/20 Q4 & 2020/21 Q1 Performance Reports	Mike Murphy, Head of Human Resources and Organisational Development		15 minutes
<b>11 November 2020</b>				
11 November 2020	Corporate Disposals Policy	Chris Lambert, Head of Housing		20 mins
<b>09 December 2020</b>				
<b>06 January 2021</b>				
<b>10 March 2021</b>				
<b>09 June 2021</b>				

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# Notice of Executive Key Decisions

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

The date of publication of this notice is Friday, 28 August 2020. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 29 September 2020 is 5pm Friday, 18 September 2020.**

## 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 A Woodman	-	Community Services
Councillor R Ashman	-	Deputy Leader and Planning & Infrastructure	Councillor N J Rushton	-	Corporate
Councillor T Gillard	-	Business and Regeneration	Councillor R D Bayliss	-	Housing, Property & Customer Services

## 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	Item considered by Scrutiny or other committee
<b>September 2020</b>							
Council Delivery Plan 2020/21 Formal Adoption, 2019/20 Q4 & 2020/21 Q1 Monitoring	Cabinet	Key	Public	29 September 2020	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	Council Delivery Plan 2020/21 Formal Adoption	Corporate Scrutiny – 02 September 2020
Changes to the current planning system - Consultation	Cabinet	Key	Public	29 September 2020	Councillor Robert Ashman Tel: 01283 561700 robert.ashman@nwleicestershire.gov.uk  Head of Planning and Infrastructure Tel: 01530 454668 chris.elston@nwleicestershire.gov.uk	Changes to the current planning system - Consultation	Local Plan Committee – 24 September 2020
Review of Medium Term Financial Plan	Cabinet	Key	Public	29 September 2020	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Review of Medium Term Financial Plan	Corporate Scrutiny – 02 September 2020

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	Item considered by Scrutiny or other committee
Provisional Financial Outturn 2019/20	Cabinet	Key	Public	29 September 2020	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Provisional Financial Outturn 2019/20	Item deemed not required to go to Scrutiny
New Affordable Housing Supply Strategy 2020	Cabinet	Key	Public	29 September 2020	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk  Head of Housing Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	New Affordable Housing Supply Strategy 2020	Community Scrutiny – 21 July 2020
Procurement of Housing New Build Contractor	Cabinet	Key	Public	29 September 2020	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk  Head of Housing Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Procurement of Housing New Build Contractor	Corporate Scrutiny – 02 September 2020
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	29 September 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk  Head of Economic Regeneration, Head of Community Services Tel: 01530 454752, Tel: 01530 454832 mark.fiander@nwleicestershire.gov.uk, paul.sanders@nwleicestershire.gov.uk	Report and Minutes of the meeting Minutes of the Coalville Special Expenses Working Party	Coalville Special Expenses Working Party – 30 June 2020

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	Item considered by Scrutiny or other committee
Procurement exemption in relation to the councils dog warden and kennelling services	Cabinet	Key	Public	29 September 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk  Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Exemption Paper Report Procurement exemption in relation to the councils dog warden and kennelling services	Item deemed not required to go to Scrutiny
The Recovery of our Leisure Centres and the Partnership Contract with Everyone Active	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	29 September 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk  Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Report The Recovery of our Leisure Centres and the Partnership Contract with Everyone Active	Community Scrutiny – 21 July 2020
Waste Services Fleet Purchase	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	29 September 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk  Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Waste Services Fleet Purchase	Item deemed not required to go to Scrutiny

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	Item considered by Scrutiny or other committee
Payroll Provision Software- Variation to Contract	Cabinet	Non-Key	Private	29 September 2020	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Report on Contract Variation Payroll Provision Software- Variation to Contract	Item deemed not required to go to Scrutiny
Agile IT Equipment Supplier Procurement Exemption	Cabinet	Non-Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	29 September 2020	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk  Head of Customer Service, Corporate Property & Assets Tel: 01530 454753 tom.shardlow@nwleicestershire.gov.uk		Item deemed not required to go to Scrutiny
<b>October 2020</b>							
Food Safety Service Delivery Plan 2020/21	Cabinet	Key	Public	20 October 2020	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk  Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Food Service Plan Food Safety Service Delivery Plan 2020/21	Item deemed not required to go to Scrutiny

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	Item considered by Scrutiny or other committee
Adoption of Castle Donington conservation area appraisal and boundary review	Cabinet	Key	Public	20 October 2020	Councillor Robert Ashman Tel: 01283 561700 robert.ashman@nwleicestershire.gov.uk  Head of Planning and Infrastructure Tel: 01530 454668 chris.elston@nwleicestershire.gov.uk	Draft boundary review and map appendix Draft character appraisal and map appendix Public consultation responses	Item deemed not required to go to Scrutiny
Review of Corporate Governance Policies	Cabinet	Key	Public	20 October 2020	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk  Head of Finance Tel: 01530 454707 tracy.bingham@nwleicestershire.gov.uk	Corporate Governance Policies	Audit and Governance Committee – 22 July 2020
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Non-Key	Public	20 October 2020	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	Item deemed not required to go to Scrutiny
HRA Property Acquisitions and Disposals	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	20 October 2020	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk  Head of Housing Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	HRA Property Acquisitions and Disposals	Item deemed not required to go to Scrutiny



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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	Item considered by Scrutiny or other committee
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	2 February 2021	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk  Head of Economic Regeneration, Head of Community Services Tel: 01530 454752, Tel: 01530 454832 mark.fiander@nwleicestershire.gov.uk, paul.sanders@nwleicestershire.gov.uk	Minutes of the Coalville Special Expenses Working Party from 15 December 2020 Minutes of the Coalville Special Expenses Working Party	Coalville Special Expenses Working Party – 15 December 2020
<b>02 March 2021</b>							
Recycle More Year 1 Progress	Cabinet	Key	Public	2 March 2021	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk  Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Recycle more update and food waste trial	Community Scrutiny Committee – 10 February 2021
<b>30 March 2021</b>							
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Non-Key	Public	30 March 2021	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	Item deemed not required to go to Scrutiny
<b>April 2021</b>							

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	Item considered by Scrutiny or other committee
<b>May 2021</b>							
There are no meetings of the Cabinet scheduled in May							
<b>June 2021</b>							
Minutes of the Coalville Special Expenses Party	Cabinet	Key	Public	8 June 2021	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk</p> <p>Head of Economic Regeneration, Head of Community Services Tel: 01530 454752, Tel: 01530 454832 mark.fiander@nwleicestershire.gov.uk, paul.sanders@nwleicestershire.gov.uk</p>	Minutes of the Coalville Special Expenses Party from 20 April 2021 Minutes of the Coalville Special Expenses Party	Coalville Special Expenses Working Party – 20 April 2021

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – WEDNESDAY, 2  
SEPTEMBER 2020

Title of Report	MEDIUM TERM FINANCIAL PLAN	
<b>Presented by</b>	Tracy Bingham Head of Finance and Section 151 Officer	
<b>Background Papers</b>	<a href="#">Medium Term Financial Strategy</a> – Council 26 February 2019  <a href="#">2020 – 2025 Medium Term Financial Plans</a> – Cabinet 4 February 2020 (presented to Council 25 February 2020)	<b>Public Report:</b> Yes
<b>Financial Implications</b>	<p>The changes to assumptions that drive the Medium Term Financial Plans have resulted in changes to the forecast position to 2024/25 and are detailed in this report.</p> <p>On the General Fund the revised projected deficit arising between 2020/21 and 2024/25 could increase from £1m to £5.2m over the five year period. The Journey to Self-Sufficiency reserve stands at £6.3m which provides a healthy balance to be able to fund initiatives to reduce our ongoing spending, increase income and where necessary balance the budget.</p> <p>The HRA revised position could see the surplus reduce from £4.6m to £1.6m over the five year period.</p> <p>The Section 151 Officer considers the Council to be in a stable financial position over the forthcoming five year period as a result of historical surpluses achieved and retained in the General Fund Self-Sufficiency reserve and the HRA balances.</p> <p><b>Signed off by the Section 151 Officer:</b> Yes</p>	
<b>Legal Implications</b>	<p>There are no direct legal implications.</p> <p><b>Signed off by the Monitoring Officer:</b> Yes</p>	
<b>Staffing and Corporate Implications</b>	There are no staffing and corporate implications. However, it is likely that the Council will need to consider organisational changes required to mitigate the financial impact of the COVID-19 pandemic and other funding changes to ensure that critical services continue to be unaffected.	

	<b>Signed off by the Head of Paid Service: Yes</b>
<b>Purpose of Report</b>	To present Members with the impact of modified assumptions within the Council's Medium Term Financial Plans, provide an update in respect of the Journey to Self Sufficiency Programme and set the context for preparing the Council's 5 year budget plans from 2021/22.
<b>Reason agenda item submitted to Scrutiny Committee</b>	To engage the Scrutiny Committee on revised Medium Term Financial Plans so that these may be considered by Cabinet.
<b>Recommendations</b>	<b>THAT THE CORPORATE SCRUTINY COMMITTEE PROVIDE ANY COMMENTS IT MAY HAVE ON THE COUNCILS REVISED MEDIUM TERM FINANCIAL PLANS TO CABINET</b>

## 1.0 BACKGROUND

- 1.1 The Council's Medium Term Financial Plans (MTFPs) flow from the 2018 Medium Term Financial Strategy (MTFS), which was approved by Cabinet in February 2018. The strategy introduced a new five year rolling assessment of the financial resources required to deliver the Council's strategic priorities and essential services and a new, self-sufficient approach to managing and safeguarding the Council's ongoing financial position in light of future central government funding changes.
- 1.2 At the February 2020 Council meeting, members were presented with a report that outlined the current financial forecasts within the Council's two Medium Term Financial Plans – the General Fund MTFP and a separate Housing Revenue Account MTFP to reflect the ring-fencing requirements around the Housing Service.
- 1.3 This report forms part of the biannual monitoring cycle established as part of the MTFS. The MTFPs are refreshed in the summer to provide the Council and Cabinet with information on the financial position of the Council prior to the development of the 2021/22 budget over the autumn and winter
- 1.4 Assumptions on both the General Fund and HRA forecasts have been reviewed in light of the 2019/20 financial outturn, the Government's Spring 2020 Budget and other known information concerning the predictions around future funding, income and expenditure. Of most significance throughout this review, is the review of assumptions in light of the COVID-19 pandemic.
- 1.5 The plans that will be presented to Cabinet on 29 September 2020 will include a revised forecast position in respect of Quarter 1 monitoring and a revised estimate of the financial impact of COVID-19 and as a result will likely show a different position to the plans presented here. This is because routine quarterly monitoring for the period April to June (Quarter 1) has had to be postponed until late August so that the finance team can close the 2019/20 year and produce the annual accounts in line with revised statutory deadlines.

## **Continuing to assess the impact of COVID-19 on finances**

- 1.6 In July, a Finance Recovery Cell was established to support the financial recovery of the Council and assess and respond to the impact of the pandemic. This cross-Council team has assisted Finance officers in reviewing the assumptions that drive the financial plans and shaping the key messages to be taken away from the new forecasts. This team has also assisted in developing the intended principles for setting the forthcoming 5 year 2021/22 – 2025/26 Revenue and Capital budgets, as the organisation prepares to undertake this task from September.
- 1.7 The plans presented within this report currently only include the impact of the pandemic to the Council's finances as was projected in May and reported to Scrutiny and Cabinet in June and July, adjusted for known, confirmed variations. This is because routine quarterly monitoring for the period April to June (Quarter 1) has had to be postponed as referenced in paragraph 1.5 above.
- 1.8 The early assessment of the Council wide financial impact of the pandemic was assessed earlier in the year to be in the region of £2.129m gross and £1.043m net of emergency funding received at that time. Since then, further funding announcements have been made and a further £152k in emergency funding received. However, full detail on the "Income Scheme"; where income losses are funded to the value of 75p in the £1 above 5% by central government, are yet to be shared and so it is not yet fully understood as to what extent the Council's income losses will be covered. As such, estimates presented within this plan do not include assumptions around the amount of compensation for lost income. Details of how much the Council can expect through the income scheme will be reported to Cabinet in September, if the government guidance is available in time.
- 1.9 As part of Quarter 1 budget monitoring, Team Managers, having responsibility for service areas budgets, have been tasked with reviewing the forecast spending and income for their areas for the year. Three principles have been developed to focus managers and finance in their reviews and ensure the organisation is able to forecast a realistic outturn position for the 2020/21 financial year. These are:
- Additional-ity – recognising the Council's strong financial position, but not relying on this to meet the funding gap and instead, seeking to identify savings where possible that will contribute to clawing back the funding gap.
  - Renewal – reviewing budgets in light of the new environment and understanding what is no longer relevant or what new measures are required and making changes to in year forecasts as a result.
  - Reality – being realistic about the ability to deliver new service initiatives or actions originally planned, and making changes to in year forecasts as a result.

This approach commenced with the Section 151 Officers review of earmarked reserves requests from service areas. The outcome of this review was that £0.9m was reallocated to the Self-Sufficiency reserve.

- 1.10 Early assessment of the allocation of the emergency funding received to date between the General Fund and HRA will be undertaken by the Section 151 Officer during Quarter 1 monitoring. Currently all emergency funding is apportioned to the General Fund.

## **Summary of Revised MTFPs**

- 1.11 There are a range of possible outcomes in respect of the Council's future funding and overall financial position. To aid members understanding of these outcomes, specific scenarios are detailed and illustrated where relevant and as more is understood with regards to future funding and other variables, further updates will be presented to members. Overall, the Section 151 Officer considers the Council to be in a stable financial position over the forthcoming five year period as a result of historical surpluses achieved and retained in the General Fund Self-Sufficiency reserve and the HRA balances.
  - 1.12 On the General Fund, future retained Business Rates is at risk due to the impending national funding changes, although very little detail is understood around the government's plans at this moment in time. The risk around the future of New Homes Bonus funding also remains. The effect of the pandemic is still emerging, but the review has taken into account the effect so far and projections into the future. The revised projected deficit arising between 2020/21 and 2024/25 could increase from £1m to £5.2m over the five year period as a result of changes to business rates and council tax funding along with projected increase in expenditure for the 2020/21 year. The Journey to Self-Sufficiency reserve stands at £6.3m which provides a healthy balance to be able to fund initiatives to reduce our ongoing spending, increase income and where necessary balance the budget.
  - 1.13 On the HRA, expected income from rents has been fallen as a result of lower general inflation but our costs are expected to rise. This has worsened the five year outlook, and whilst the current plan predicts a surplus over 5 years, this surplus could reduce and significant strategic decisions will need to be made as we look to incorporate work to respond to climate change in our longer term plans.
- 2.0 Journey to Self-Sufficiency Programme**
- 2.1 The Journey to Self-Sufficiency Programme has, to date, delivered a range of outcomes associated with the Council becoming more self-sufficient including the implementation of the Commercial Strategy, the redesign and approval of a new Corporate Charging Policy and the drafting of a new Asset Management Strategy.
  - 2.2 The ethos of the programme is to enhance the cost-effectiveness, and therefore financial resilience of the Council in spite of, rather than because of, a negative financial outlook (where one exists). The approach builds on the Council's 'One Team, One Council' value to make the most of resources and reinvestment opportunities and being the best it can possibly be.
  - 2.3 As part of developing the 2020/21 and ongoing budget, thematic savings targets for both the General Fund and HRA were established and built into budgets and Medium Term Financial Plans. The savings were designed on the basis that the self-sufficiency reserve would be used to fund initiatives that would reduce spending and increase income as well as the reserve also being used to balance deficit years where necessary. At that time, the project scope for each of the work streams remained under development and a further update around the specifics of each theme was anticipated in this report. However, as a result of the pandemic and the focussing of the Council's efforts on the emergency and recovery response, this work has been delayed.



- 2.4 Of the savings budgeted, the forecast for the 2020/21 year has reduced to £56k against a £570k budget for the General Fund and to nil against a £225k budget for the HRA.
- 2.5 The Corporate Leadership Team is now reviewing the programme to reflect the current operating environment and ensuring that future saving targets are able to be met. Members can expect a full update as part of the draft budget later in this year. The planning assumptions associated with the journey to self-sufficiency programme will need to be reviewed in light of COVID 19, for example the opportunities afforded through a commercial agenda and the impact of transformational change and the way we work. We also need to consider the impact on our asset portfolio requirements going forward.

### **3.0 GENERAL FUND MEDIUM TERM FINANCIAL PLAN**

#### **2019/20 Outturn**

- 3.1 The budgeted contribution to the self-sufficiency reserve for 2019/20 was £161k. The surplus achieved for last year was £1.2 million and this amount was transferred to the self-sufficiency reserve.
- 3.2 The additional surplus was achieved through a number of favourable variances, the majority of which had been forecast throughout the year. We spent £408,000 less on salaries than expected due vacant posts and the effects of a senior management and a number of service restructures undertaken just prior to and during the year that were not built into our budgets. We also benefited from reviewing our Corporate Support Services and delivered £153k of savings to meet our commitment to reduce corporate costs and reflect lower usage as leisure centres were outsourced earlier in the year. Other major variances in 2019/20 include an increase in costs and reduction in income for property services and an underspend in rent allowances and rent rebates as a result of less benefits paid than budgeted for.
- 3.3 The £1.2m surplus was transferred to the self-sufficiency reserve. A further £0.9m of earmarked reserves were also reallocated to the reserve following review by the S151 Officer which identified that these reserves could be released and budgeted for in the future if required, The total balance of the reserve therefore increased from £4.2m to £6.3 million at March 2020.

#### **2020/21 Forecast Outturn**

- 3.4 The current forecast position on the General Fund for 2020/21, following period 1 budget monitoring, is a deficit for the year of £730k, compared to a budgeted surplus of £630k. There have been adverse variances of £1.3m, of which £800k relates to increased spending and income losses arising as a result of the impact of the pandemic and as reported to Scrutiny and Cabinet in June and July 2020. Members should refer to the those reports for the full details but in summary, the main causes for the increase in deficit were:
- A reduction in the journey to self-sufficiency saving targets from £570k to £56k to reflect the Council's focus on responding to and recovering from

the pandemic in the current year which has adversely affected work on the savings programme.

- Reduction in income across various areas, including £255k in relation to Grounds Maintenance, £139k trade refuse and £117k pay and display income from car parks.
- Increased spending pressures including £292k in relation to waste staffing costs to enable the service to continue throughout the pandemic and £95k to cover 20% of staffing costs for Everyone Active furloughed staff.
- An indication of the likely level of Collection Fund deficit arising on Business Rates and Council Tax that will impact in 2021/22.

### **Medium Term Financial Plan - Projections as at February 2020**

3.5 The projected deficit arising between 2020/21 – 2024/25 as last reported to members in February 2020 was £1m as follows:

**Table 1, Medium Term Financial Plan Projections as at February 2020**

	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>TOTAL £'000</b>
Surplus/(Deficit)	94	-828	-1,815	-1,928	-1,591	-6,068
Journey to Self-Sufficiency Savings	570	895	1,120	1,245	1,270	5,100
<b>Surplus/(Deficit)</b>	<b>664</b>	<b>67</b>	<b>-695</b>	<b>-683</b>	<b>-321</b>	<b>-968</b>

### **Review of Assumptions**

3.6 The review of the MTFP has incorporated the impact of the pandemic on the Council's finances both in terms of current year but also for future years. Given the significant weighting of future local government funding changes, assumptions around the future of Business Rates and New Homes Bonus have also been reassessed. Key changes and other areas of importance are outlined below:

3.6.1 **Confirmed changes for 2020/21, identified since Period 1 monitoring.** In addition to the forecast outturn changes as detailed in 3.4 above, further known changes have been incorporated into the MTFP, pending the completion of Quarter 1 budget monitoring. These include the forecast outturn position at Q1 for Business Rates which shows a marginal adverse variance of £70k, £152k additional Emergency Funding confirmed by central government in July 2020, £146k spending to support the Council's leisure operator Everyone Active from July to September 2020 and £97.5k additional spending on Newmarket as a result of contractor failure. Clearly, there will be many more changes identified when the Council undertakes its Quarter 1 monitoring and as detailed above, these will be updated in the MTFP and reported to Cabinet in September.

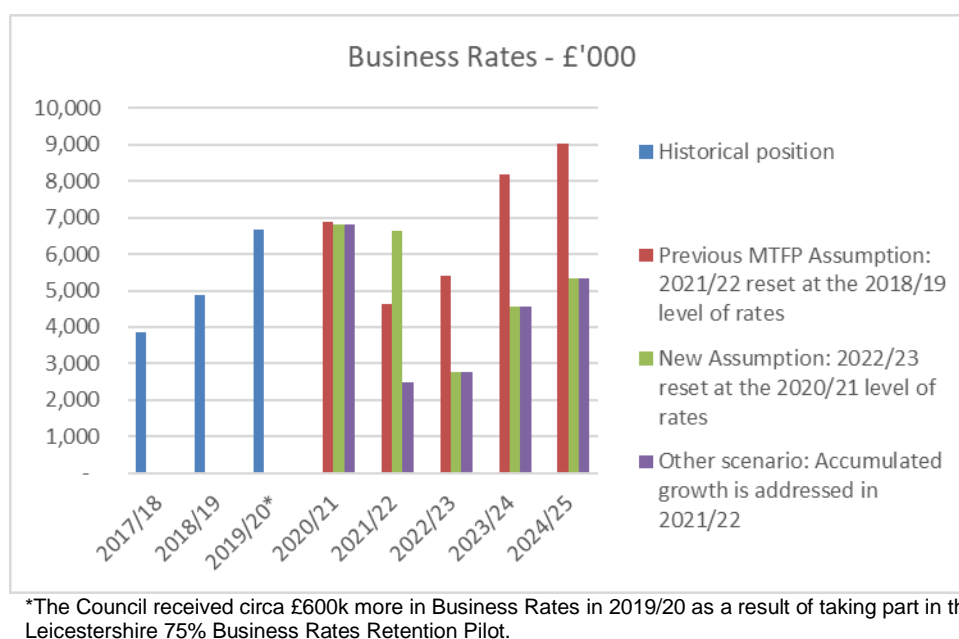
3.6.2 **Business Rates - Resetting of the baseline to remove accumulated growth in the system.**

- 3.6.3 The reform of the existing 50% Business Rates Retention System was due to be implemented on an already deferred schedule in April 2021 alongside Fair Funding. However, the government confirmed that the changes will no longer be implemented in 2021/22. The message alongside this announcement was that the government will continue to work with Councils on the best approach for next year including how to treat growth accumulated in the system from 2021/22. A consultation was announced on in July 2020, however it does not discuss the treatment of accumulated growth.
- 3.6.4 To address accumulated growth, it is likely that the Business Rates will be rebased meaning that a significant amount of income will be lost as NWL benefits from Business Rates in excess of the current baseline.
- 3.6.5 We have changed the assumption in the MTFP so that the baseline is reset in 2022/23, based on the level of level of rates achieved in 2020/21. The previous assumption was that rates were reset in 2021/22 at the 2018/19 level of rates. This change has the effect of reducing the amount of rates forecast to be collected over the 5 year MTFP by almost £6m, because the level of rates collected in 2020/21 is significantly higher than the level in 2018/19 meaning there is “further to fall”. The other effect of a later reset and later level of rates reference year is that there is less time in the MTFP to accumulate more growth.
- 3.6.6 Through scenario analysis, we could see rates decline further, if the accumulated growth is addressed in 2021/22 (see Figure 1 below). It should be noted, that if changes result in an adverse movement, Transitional Funding will likely increase to smooth the effect of any funding reductions (see 3.6.15 below).
- 3.6.7 **Business Rates: The impact of the pandemic and future growth.** Business Rates, along with Council Tax, are accounted for in the ‘Collection Fund’. This approach means that the Council and other precepting bodies receive their share of Council Tax or Business Rates in line with the original budgeted projections, with any over/under collection taken forward into the next year as a surplus/deficit through the Collection Fund. The forecast variance for Business Rates in 2020/21 is £70k adverse compared to the original £6.8m budget because of some minor changes that hit the General Fund in year (rather than the Collection Fund next year). The forecast deficit for the year will be estimated in November and incorporated into the 2021/22 budget. Despite an anticipated deficit on the Collection Fund, it is assumed that anticipated growth for 2020/21 will be met.
- 3.6.8 Assessing growth is a continuous exercise due to the fluidity of business growth and decline and approval of commercial planning applications. The district has a number of key sectors that could be impacted by the UK transition period through the movement of goods or people: Logistics, Aviation, Hospitality, Manufacturing and Aggregates. Through ongoing engagement with businesses via the Council’s Economic Development team, there hasn’t been any defined thought or movement from businesses as a result of Brexit.

3.6.9 To reflect the likely increase in bad debts and resultant deficit on the Collection Fund that will need to be accounted for in 2021/22 and the uncertainty around economic downturn and growth, the assumption for 2021/22 is that rates decline by 3%, before achieving 4% in 2022/23 and 8% in 2023/24 to reflect a significantly large assessment in the south of the district that received planning permission in 2019. Further work will be undertaken to assess the likely growth in Business Rates to the Council in consultation with the Revenues and Benefits and Business Focus teams ahead of setting the 2021/22 budget.

3.6.10 Figure 1 below illustrates the historical position in respect of Business Rates, the previous and revised assumptions around future rates and the scenario to demonstrate the effect of accumulated growth being addressed next year.

**Figure 1, Business Rates – Historical Position and Scenarios**

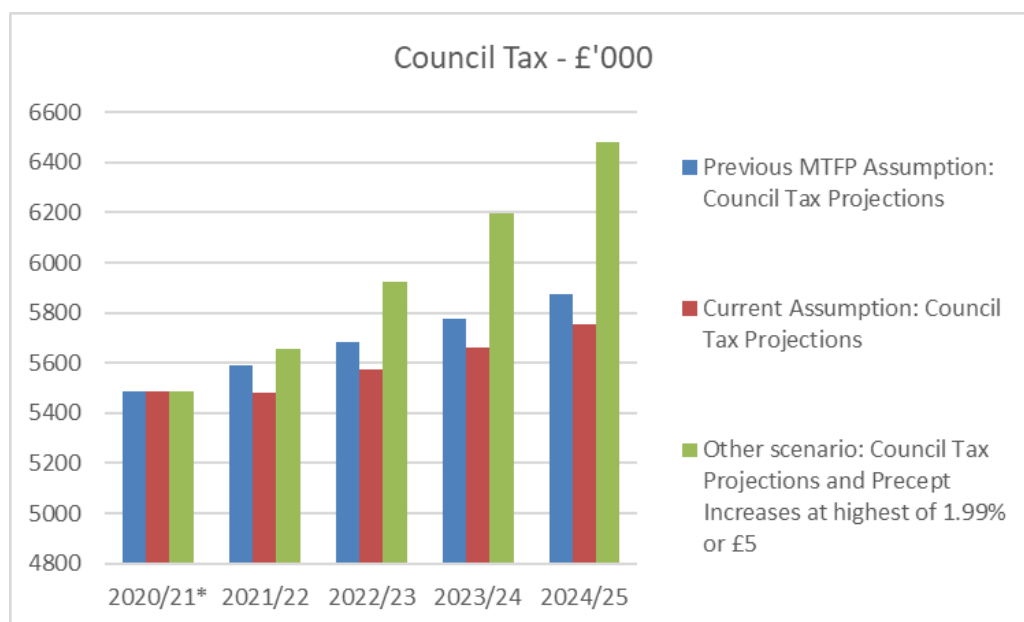


3.6.11 **Council Tax Collection Fund Deficit.** Similar to Business Rates, the effect of an adverse variance against the budgeted position for Council Tax will flow through the Collection Fund. The Quarter 1 assessment of Council Tax shows that we have an increase in arrears, an increase in Local Council Tax Support and a decline in new homes being delivered compared to the budgeted position for growth. The current forecast deficit on the Council's share of the Collection fund for this year is £130k.

3.6.12 **Council Tax Growth.** Future years housing delivery has also been reviewed against a revised planning trajectory, although this remains very uncertain at this moment in time the revised position for homes added to the Council Tax base over the remainder of the 5 year plan is 540 homes for 2021/22 and 570 homes per year thereafter (compared to 650 and 600 as per the last MTFP). The effect of this slowed growth is £450k less than anticipated in additional Council Tax.

3.6.13 There is no change to the assumption regarding the Council's policy of freezing Council Tax. Figure 2 below illustrates the £1.8m of foregone income as a result of the policy from 2021/22 to 2024/25 as a result of this policy. The policy will save residents an average of £32.19 in Council Tax over the period.

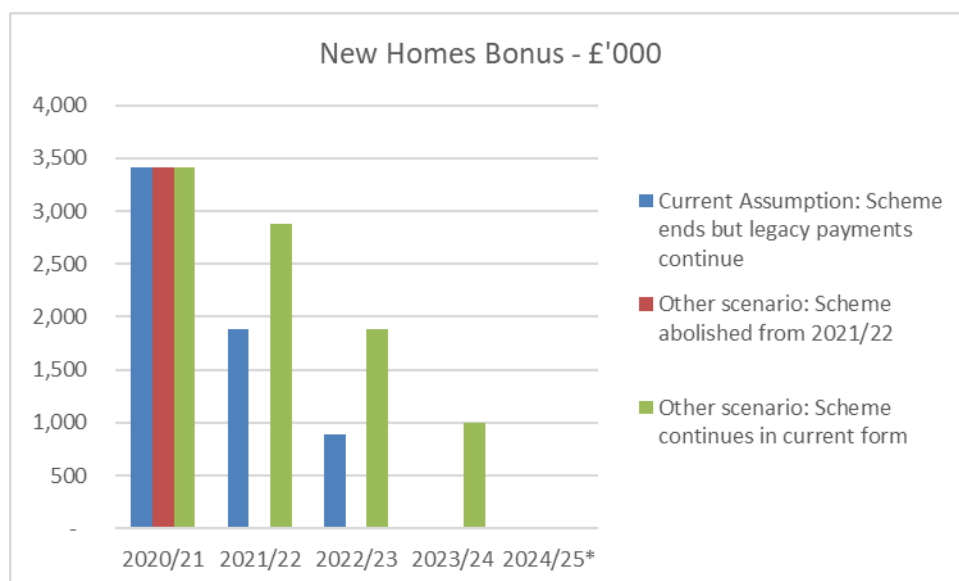
**Figure 2, Council Tax – Effect of Assumption Changes on Future Years and Scenario on Council Tax Increases**



\*Despite revised forecasts for Council Tax Collection in 2020/21, these will not hit the Council's accounts until 2021/22 through the Collection Fund.

3.6.14 **New Homes Bonus.** The Government have confirmed their intention to look at the New Homes Bonus scheme and explore the most effective way to incentivise housing growth in the future, although there has been no further update since the budget was developed. Therefore the Council continues to assume that the scheme will cease and that legacy payments only will be received in 2021/22 and 2022/23. Figure 3 below illustrates the level of funding that would be received if the scheme were to continue as it is or if it were to be abolished entirely from 2021/22.

**Figure 3, New Homes Bonus Scenarios**



\*No funding is assumed in 2024/25 under any scenario.

**3.6.15 Spending forecasts.** In the General Fund budget, expenditure is made up of spending net of locally generated income such as trade refuse, planning fees, grounds maintenance and legal income amongst others. As detailed above, 2020/21 forecast expenditure is currently aligned with the period 1 forecasts, adjusted for confirmed changes (3.6.1), and once Quarter 1 forecasts have been produced for the year these will be adjusted for in the MTFP. Projections surrounding future spending have not been adjusted for in the MTFP, but given the scale of potential funding changes, future plans will need to be reviewed. The Journey to Self Sufficiency programme will lead this process. In particular whilst general inflation is current very low, future assumptions regarding inflation will need to be reviewed. Additionally, any service-specific matters that could affect the medium term position of spend or income will need to be considered (an example of this is the planning reforms and proposed changes to housing need).

**3.6.16 Transitional Funding.** Transitional funding is likely to occur when a Council suffers a loss of funding above a certain level as a result of the implementation of a new funding regime. The concept of the funding is to smooth the effect of funding changes and minimise any cliff-edges. We currently remain unclear as to what basis Transitional Funding might be calculated when Fair Funding and Business Rates Reform (or the baseline reset if at a different time) are implemented. We included an assumption of compensation where funding reductions are in excess of -5% in our last MTFP based on advice from our funding advisors Pixel, and we adjusted the workings to take account of

'notional' Council Tax as it is unlikely that the Council will be compensated for any loss below -5% that occurs as a result of its historic policy to freeze Council Tax.

3.6.17 This assumption has not changed, but it is important for members to note that the total amount of Transitional Funding in the MTFP has increased as part of the review because forecast funding in other areas has reduced. It is also worth noting that if other funding scenarios were presented (as illustrated in the charts above), the level of transitional funding could go up or down.

### **Medium Term Financial Plan – Revised Projections**

3.7 It is clear that there are a range of possible outcomes in respect of the Council's future funding and overall financial position. Based on the review of assumptions as set out above, the projected deficit arising between 2020/21 and 2024/25 could be £5.2m over the five year period and can be found in the table below. As Section 151 Officer, the Head of Finance is confident in providing assurance to members that the Council is able to deliver a balanced budget on an ongoing basis. As more is understood with regards to future funding, further updates will be presented to members.

3.8 It is important to note that this position assumes the Council will meet revised savings targets of £4.6m over this period. Should these savings not be achieved the deficit projected over the term of the MTFP would increase.

**Table 2, Medium Term Financial Plan Projections as at August 2020**

	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>TOTAL £'000</b>
Surplus/(Deficit)	-746	-1,643	-2,593	-2,044	-2,745	-9,772
Journey to Self-Sufficiency Savings	56	895	1,120	1,245	1,270	4,586
<b>Surplus/(Deficit)</b>	<b>-690</b>	<b>-748</b>	<b>-1473</b>	<b>-799</b>	<b>-1475</b>	<b>-5,186</b>

3.9 The balance of the Self- Sufficiency reserve as at March 2020 is £6.3m. This reserve will be used to fund a combination of funding initiatives that will reduce the Council's ongoing revenue spending and increase income and funding any deficit years that materialise.

## **4.0 REVIEW OF HOUSING REVENUE ACCOUNT MEDIUM TERM FINANCIAL PLAN**

### **2019/20 Outturn**

4.1 The Housing Revenue Account has budgeted for a surplus of £1.4m in 2019/20, but achieved a surplus of £2.4m. The most significant variances included a lower depreciation charge of £455k, net savings on employee costs of £154k and an

operating surplus from our in-house repairs team of £826k.

- 4.2 With balances at the end of the year totalling £16.7m the HRA is in a position to repay the two loans totalling £13.0m that fall due in March 2022 and have £3.7m remaining. Of the remaining balance, £1.0m is kept as a working balance for the HRA, and the rest is available to respond to opportunities, such as acquiring new homes, improving existing ones or to continuing to repaying debt.

### **2020/21 Forecast Outturn**

- 4.3 The forecast outturn position for the Housing Revenue Account for 2020/21 is currently a surplus of £2.3m, £467k lower than we had budgeted for. The main causes for the fall in are:

- A reduction in the journey to self-sufficiency saving targets from £225k to zero. This reflects the Council's focus on responding to and covering from the pandemic in the current year, which has adversely affected work on the savings programme.
- Expected income falling by £233k, as a result of more properties being sold through right to buy and the expectation that we will need to write-off more debt as a result of the pandemic.

These figures were based on an early assessment of the impact of COVID-19 on the Council's finances, completed in May. As noted in paragraph 1.5, the report to Cabinet that follows this scrutiny report will be based on the latest financial position.

### **HRA Medium Term Financial Plan – February 2020 Projections**

- 4.4 The projected financial position, presented to Council in February 2020, showed that the HRA was able to fully fund its capital programme and meet loan commitments falling due over the five year period from 2019/20 to 2023/24, with surpluses of £1.98 over 5 years that were increase to £4.6m due to £2.65m of Journey to Self Sufficiency savings being included in the plan.

**Table 3, HRA Medium Term Finance Plan – February 2020 Projections**

<b>HRA</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>TOTAL £'000</b>
Total Income	18,238	18,766	19,346	19,953	20,474	96,777
Total Expenditure	-11,469	-11,643	-11,847	-12,050	-12,311	-59,320
Contribution to the Capital Programme (RCCO)	-934	-4,108	-5,133	-4,961	-4,720	-19,856
Financing Expenditure	-3,272	-3,256	-3,031	-3,032	-3,029	-15,620
<b>Surplus</b>	<b>2,563</b>	<b>-241</b>	<b>-666</b>	<b>-90</b>	<b>414</b>	<b>1,980</b>
Journey to Self-Sufficiency Programme Savings	225	325	575	625	900	2,650
<b>Surplus</b>	<b>2,788</b>	<b>84</b>	<b>-91</b>	<b>535</b>	<b>1,314</b>	<b>4,630</b>

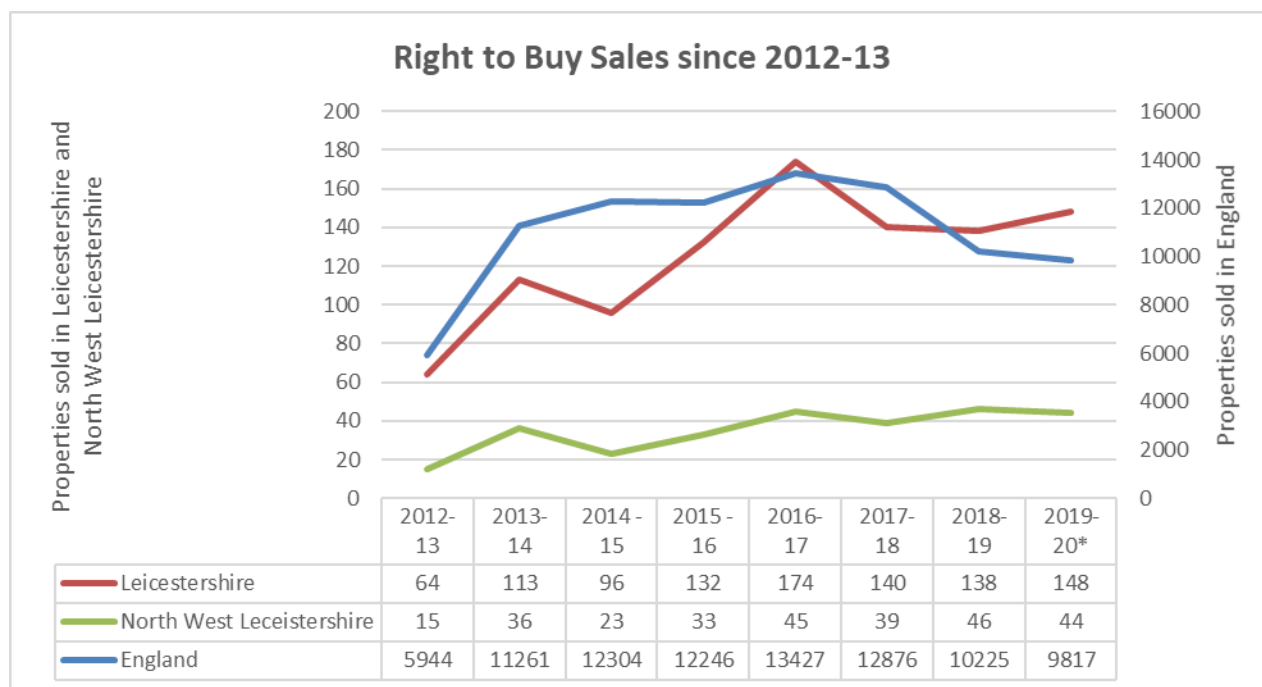


## **Review of Assumptions**

4.5 Since February 2020 the global pandemic has caused some of the underlying assumptions within our Medium Term Financial Plan to move significantly. The key changes are:

- 4.5.1 **Significant fall in the expected inflation.** In February 2020 our expectation for inflation, as measured by the Consumer Price Index (CPI) was that it would be near to the Bank of England's target of 2.0%. At that time inflation was at 1.7%, but it has now fallen significantly, with the Office for National Statistics estimating inflation for the year to June 2020 to be 0.8%. Economists expect this to continue to fall towards 0% in the coming months, and it is then expected to take up to two years to inflation to return towards the 2.0% target level.
- 4.5.2 This fall has a significant adverse impact on our expected income. Government's current rent policy is to allow social housing rents to increase by CPI + 1% for the next four years, with the CPI figure being taken at September of the year before the rise. Economist's current expectation is that CPI will be around 0.25% in September, so our expectation is that we will be able to increase rents by 1.25%. This will result in £314k less income in 2020/21 than originally anticipated and £1.3m less income over the 5 year period.
- 4.5.3 In 2016 the Government made a sudden change to its social housing rent policy by announcing a 1% reduction in social housing rents per year for four years. Whilst there is currently no evidence that a similar change is being considered, we must be aware of the risk that changing Government policy can have on the HRA's finances. We estimate that if a same 1% reduction were to happen again our income would fall by another £384k in 2021/22 and £5.8m over the 5 year period.
- 4.5.4 **Changes to our right to buy assumptions.** In 2019/20 we sold 44 properties to tenants through the right to buy scheme – 4 more than we had expected. Figure 4 shows that right to buy sales in North West Leicestershire have grown steadily since the scheme was reinvigorated in 2012, with average sales per year reaching 44 per year over the last 4 years. This trend is broadly in line with the trend in Leicestershire, but sales have started to fall nationally – largely driven by falls in London where it is less affordable to purchase property.

**Figure 4, Number of properties sold through Right to Buy in England, Leicestershire and North West Leicestershire since 2012-13.**



**Source: Ministry of Housing, Communities & Local Government**

\* Please note that data for quarter 4 of 2019-20 has not yet been published. We have included the full year figure for North West Leicestershire, but extrapolated the figures for Leicestershire and England are based on data from quarter 1 to 3.

- 4.5.5 In our February 2020 update we had expected right to buy sales to start to fall to around 42 per year. We have now increased that to 44 properties per year for the five year period, in line with the current trend. This has the effect of reducing income by £12k in 2021/22 and £110k over the five year period.
- 4.5.6 The effect of additional right to buy sales on the surplus, however, is positive. This is because we retain a proportion of the sale proceeds as a capital receipt, which is used to fund the capital programme and reduces the need for HRA to make revenue contributions to the capital programme.
- 4.5.7 **Increasing costs.** Whilst general inflation is current very low, we expect to see our costs increase by more than inflation. This is as a result of a general increase in material prices through the pandemic period, along with changes to working practices both increasing costs and reducing productivity. There is also a risk that the end of the transition period following the UK's exit from the European Union could also cause prices to rise.
- 4.5.8 It is difficult to estimate the extent to which cost may change. We have assumed that costs will increase by an additional 1% over previous plans to CPI + 1.5% for the next two years, based on advice from

housing experts. This increases our expected costs by £82k in 2021/22, and £595k over the 5 year period.

- 4.5.9 **Updates to 2019/20 forecast expenditure.** The higher than budgeted surplus, as set out in paragraphs 4.1 and 4.2, means there is a larger HRA balance carried forward into this year.

### **HRA Medium Term Financial Plan – Revised Projections**

- 4.6 The result of the above changes is the five year Medium Term Financial Plan could result in a lower surplus of £1.6m over the five year period, with the anticipated surplus in the current financial year being used to finance deficits in future years, as shown in table 6 below.

**Table 4, HRA Medium Term Finance Plan – February 2020 Projections**

<b>HRA</b>	<b>2020/21 £'000</b>	<b>2021/22 £'000</b>	<b>2022/23 £'000</b>	<b>2023/24 £'000</b>	<b>2024/25 £'000</b>	<b>TOTAL £'000</b>
Total Income	17,819	18,202	18,903	19,483	19,976	94,382
Total Expenditure	-11,239	-11,765	-12,029	-12,233	-12,430	-59,695
Contribution to the Capital Programme (RCCO)	-934	-4,296	-5,083	-4,907	-4,501	-19,721
Financing Expenditure	-3,339	-3,327	-3,055	-3,057	-3,057	-15,835
Surplus/(Deficit)	2,308	-1,187	-1,264	-714	-13	-869
J2SS Adjustments	0	325	575	625	900	2,425
<b>Surplus</b>	<b>2,308</b>	<b>-862</b>	<b>-689</b>	<b>-89</b>	<b>887</b>	<b>1,556</b>

- 4.7 Borrowing is not required over the five year period of this medium term financial strategy. However, the compound effect of lower expected rents, higher costs and a large capital programme mean that the 30 year business plan currently forecasts a need for £59.0m of borrowing over its lifetime.

### **Achieving Carbon Neutrality**

- 4.8 Our housing stock is considered to be the Council's greatest source of greenhouse gas emissions, so work to reduce them will form a key part of the our roadmap to zero carbon. Work completed by our consultant last year recommended the retrofit of heat pumps, installation of solar panels and improvements to the energy efficiency of homes to reduce carbon emissions. We are continuing to review the implications of this both financially and for our wider asset management strategy. This means we do not yet have a reliable estimate of costs to build into our Medium Term Financial Plan.
- 4.9 The cost of bringing over 4,000 properties up to low carbon standards is likely to be vast. Some other social housing providers estimating the costs could be between £20k - £45k per property. If we were to include an assessment of £20k per property within our Medium Term Financial Plan, the cost would be over £8m per year for the next 10 years.

4.10 The 5 year medium term financial position shows that there is not currently the capacity to fund this work through revenue contributions alone. Officers are currently exploring available grant funding opportunities, but even with external funding is likely that the Council will need to reprioritise its longer term capital programme and use borrowing to provide the financial capacity needed to meet our ambitious carbon reduction plans. These matters will be considered in detail the review of the Housing Strategy, Housing Asset Management Strategy and Housing Revenue Account Business Plan currently planned for 2021/22.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	The Medium Term Financial Plans seeks to understand the amount of resources the Council will have to deliver its priorities in the future.
Policy Considerations:	Not applicable.
Safeguarding:	Not applicable.
Equalities/Diversity:	Not applicable.
Customer Impact:	Not applicable.
Economic and Social Impact:	Not applicable.
Environment and Climate Change:	The full impact of the climate emergency, declared by Council in May 2019, is not yet fully costed and mainstreamed into financial plans. The plans therefore do not reflect the full potential effort required to make the Council carbon neutral by 2030.
Consultation/Community Engagement:	Not applicable
Risks:	There are a number of risks associated with the Medium Term Financial Plan as clearly future events cannot be accurately predicted and as a result the economic outlook can change quickly. In addition, a great deal of uncertainty remains in the local government sector around core funding and the full extent of the impact of the COVID-19 pandemic. A risk and sensitivity analysis is included within this report where relevant.
Officer Contact	Tracy Bingham, Head of Finance 01530 454707 <a href="mailto:tracy.bingham@nwleicestershire.gov.uk">tracy.bingham@nwleicestershire.gov.uk</a>

## NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – WEDNESDAY, 2  
SEPTEMBER 2020

<b>Title of Report</b>	<b>PROCUREMENT OF HOUSING NEW BUILD CONTRACTOR</b>	
<b>Presented by</b>	Andy Barton - Strategic Director David Scruton – Housing Strategy & Systems Team Manager	
<b>Background Papers</b>	There are none	<b>Public Report:</b> Yes
<b>Financial Implications</b>	This procurement would cover up to £17m expenditure over a three year period	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	Advice on procurement has been sought from the Corporate Procurement Officer. Further advice from legal services will be sought prior to entering into contract	
	<b>Signed off by the Deputy Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	There are no direct staffing implications. This strategy supports Council Deliver Plan priorities	
	<b>Signed off by the Acting Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	To allow scrutiny to consider the Council's approach to procuring a newbuild contractor	
<b>Reason Agenda Item Submitted to Scrutiny Committee</b>	To allow Scrutiny Committee to comment on the proposed approach to procurement prior to consideration by Cabinet.	
<b>Recommendations</b>	<b>SCRUTINY COMMITTEE PROVIDE ANY COMMENTS TO CABINET REGARDING THE PRINCIPAL OF PROCUREMENT OF A CONSTRUCTION CONTRACTOR FOR A THREE YEAR TERM FOR THE COUNCIL HOUSING NEWBUILD PROGRAMME</b>	

**1. BACKGROUND**

- 1.1 On 10<sup>th</sup> November 2015 a report was taken to Cabinet providing an update on the newbuild work to date and seeking approval for 3 schemes to be included in the initial newbuild programme.
- 1.2 These schemes were described as:
- Willesley Estate Sites x 2 (3 no. 1 bed units 4 no. 2 bed units)
  - Greenacres Colaville (4 no. 1 bed units and 6 no. 2 bed units)
  - The Brownfield Site, Coalville (4 no. 1 bed units 8 no. 2 bed units)

- 1.3 A subsequent report was agreed by Cabinet on 17<sup>th</sup> January 2017 providing delegated authority for the Director of Housing to award the construction contract for the newbuild programme phase 1 and potentially phase 2 to Robert Woodhead (Woodheads) via EEM.
- 1.4 This decision was made through a mini competition through the EEM framework and Woodheads were contracted for 24 units on Phase 1 and up to 20 units for a further phase with details to be determined. Phase 1 was built out as specified and phase 2 has recently been completed albeit in a reduced form with 8 units delivered on the former Cocked Hat site.
- 1.5 Over the 3 1/2 years that we have worked with Woodheads we have developed an effective partnership that has benefitted from continuity over time and this is a feature we wish to secure in future arrangements. Working with a common contractor has assisted in progressing schemes quicker due to a closer and growing working relationship, and has improved the overall delivery of housing sites within the HRA.

## **2. SCOPE OF FUTURE PHASES**

- 2.1 The housing department has been working up details for the next stage of the newbuild programme for some time and has now identified a number of sites with a combined capacity for approximately 30 units which it intends to build, as well as a number of others with varying degrees of potential. In addition, we are actively working with RP partners to identify development opportunities, and seeking to directly acquire land for the construction of new Council housing. This new build programme is part of our wider approach to the supply of new affordable homes for rent as a landlord, which also includes acquiring Section 106 properties, buy back of former Right to Buy properties, and open market purchase of both new and existing homes in areas of housing need.
- 2.2 Some of the challenges that we have identified when bringing these sites to planning have highlighted that there are direct benefits in having a contractor in place prior to submitting planning, especially where constraints of the site require a non-standard challenges, as the contractor may have skills and experience that will influence the proposed. Without a contractor in place third party advice is often needed to be sought which may not follow the eventual contractors preferred approach and has the potential to create additional cost, complication and delay.
- 2.3 The HRA Business Plan has identified capacity to deliver circa 95 new homes over the next 3 years at a cost of £17m. This figure is kept under review as our short, medium and longer term financial plans are refined in the light of experience. This makes projecting a long terms detailed new build programme inherently challenging, as we need to retain the flexibility to respond to business opportunities as they emerge, whilst also having an underlying new build supply through our own activities.
- 2.4 To deliver this programme and utilise the learning of the previous phases the intention is to identify a suitable development partner contractor through an existing framework agreement. This can be done by way of a direct award if we find a contractor that meets our requirements or a mini competition if we want a more bespoke scope of works. This will allow us to build up a long term relationship with one or more contractors and benefit from their experience as we confirm the later stages of the programme.

2.5 The current plan for new build includes the following sites

<b>Scheme</b>	<b>Number of units</b>	<b>Budgeted Lifetime Cost</b>	<b>Delivery timetable</b>	<b>Comments</b>
Moirra – former garage site	2	£298,000	2021/22 – 22/23	Planning Permission obtained, potential in house build being evaluated
Measham – brownfield site	6	£924,000	2021/22 – 22/23	Land assembly underway, draft designs completed, Planning Application to follow
Moirra – brownfield site	10	£1,445,000	2022/23 – 23/24	Planning application pending
Whitwick	16	£2,476,000	2022/23 – 23/24	Complex site, drainage pumping scheme design underway as part of detailed Planning Application preparation.
<b>TOTALS</b>	<b>34</b>	<b>£5,143,000</b>		

### 3. PROPOSED PROCUREMENT

- 3.1 The Housing Department plans to seek permission from Cabinet to procure development partner(s) for the next three years of the newbuild programme.
- 3.2 The exact scale of the programme will be driven in part by the nature of the sites that come forward over this time however the HRA business plan currently has an allocation of £17m and this provides an indication of the scale of the contracting involved. The “programme” will consist of all newbuild works planned within the three, financial years, 2020/21, 2021/22, 2022/23 although if delivery is delayed completions may extend beyond this period.
- 3.3 The Housing department have identified a number of compliant Procurement Frameworks and Dynamic Purchasing Systems (DPSs) and delegation will be sought from Cabinet for the Strategic Director to award a contract to the most economically advantageous supplier, in consultation with the Section 151 officer and relevant Portfolio Holder. One of the benefits of using a framework agreement to appoint a contractor is that the competitive tender process has already been undertaken. Any contract awarded will be compliant with the Public Contracts Regulations 2015 and the Official Journal of the European Union (OJEU).
- 3.4 The quality criteria for assessing submissions to any competitions run through the DPS/Framework will include social value, support of local supply chains, and experience of low carbon solutions as well as demonstrable understanding of the Council’s Design SDP to ensure that the newbuild programme embeds delivery of the Council Delivery Plan priorities within it.
- 3.5 The expectation is that the procurement exercise through a framework will identify a primary contractor who will support the Council through the lifetime of the contract with bringing sites forward in the most efficient and cost effective manner. However if the procurement route selected is through a DPS this provides some flexibility to select a contractor on a scheme by scheme basis, potentially offering better value

for money but without the longer term commitment of a partnership contract through a framework.

- 3.6 Scrutiny Committee are asked to provide any comment on the suggested approach prior to requesting agreement from Cabinet later in September 2020.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	<ul style="list-style-type: none"> <li>- Support for businesses and helping people into local jobs</li> <li>- Developing a clean and green district</li> <li>- Local people live in high quality, affordable homes</li> </ul>
Policy Considerations:	Contract Procurement Rules within Constitution
Safeguarding:	None identified
Equalities/Diversity:	No direct implications identified
Customer Impact:	Successful procurement of a newbuild contractor will ensure the Council meets its target for new home delivery directly benefiting customers as allocations will be made through the housing register.
Economic and Social Impact:	The intention is for the assessment process to have regard to social impact and use of local supply chains as part of the quality assessment criteria
Environment and Climate Change:	The intention is for the assessment process to have regard to experience of and commitment to low carbon technology as part of the quality assessment criteria
Consultation/Community Engagement:	None
Risks:	Whilst there is a risk that a successful contractor will not be secured Officers have carried out extensive preparatory work and are satisfied that there are a number of potential framework/DPSs that could provide the services required.
Officer Contact	Chris Lambert Head of Housing <a href="mailto:chris.lambert@nwleicestershire.gov.uk">chris.lambert@nwleicestershire.gov.uk</a>



<b>Title of Report</b>	<b>COUNCIL DELIVERY PLAN 2020-21</b>	
<b>Presented by</b>	Andy Barton Strategic Director	
<b>Background Papers</b>	CDP 19/20 can be found on our website - <a href="https://www.nwleics.gov.uk/pages/performance">https://www.nwleics.gov.uk/pages/performance</a>  CDP Cabinet report 23 July 2020 - <a href="https://minutes-1.nwleics.gov.uk/ieListDocuments.aspx?CId=126&amp;MId=2239&amp;Ver=4">https://minutes-1.nwleics.gov.uk/ieListDocuments.aspx?CId=126&amp;MId=2239&amp;Ver=4</a>	<b>Public Report:</b> Yes
<b>Financial Implications</b>	The 'Review of the Medium Term Financial Plan' report on the same agenda sets out the range of scenarios associated with the funding position of the Council over the next 5 years and should be read in conjunction with this report.  <b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	This report sets in place the CDP for the current year and as such is a key policy document for the council as part of the budget and policy framework  <b>Signed off by the Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	These are addressed under the Team Plans for each area of the council and through the MTFP.  <b>Signed off by the Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	<b>To report on the 'in principle' Council Delivery Plan agreed by Cabinet for the current year (2020/21) and ensuring that the Council has in place a full suite of policy documents.</b>	
<b>Reason agenda item submitted to Scrutiny Committee</b>	<b>To obtain Scrutiny comments prior to final sign off by Cabinet and Council to the CDP for 2020/21.</b>	
<b>Recommendations</b>	<b>TO COMMENT ON THE DRAFT CDP FOR 2020/21 AND PASS THESE BACK TO CABINET PRIOR TO MAKING A FINAL RECOMMENDATION TO COUNCIL.</b>	

## 1.0 COUNCIL DELIVERY PLAN 2020/21

- 1.1 The Council Delivery Plan (CDP) is produced annually to set out the priority areas of work and performance targets and information for the year ahead. This plan has been developed through discussions at the Corporate Leadership Team and Cabinet.
- 1.2 The Council's priorities for the year ahead are underpinned by a balanced budget, a constant focus on value for money, local income generation where appropriate and a balanced, prudent approach to the future challenges to our funding and expenditure as set out in the Medium Term Financial Strategy. As with all Councils, we are still assessing the impacts of COVID19 on our finances. The Medium Term Financial Plans (MTFPs) presented elsewhere on the agenda currently show a forecast deficit outturn for the General Fund for the 2020/21 financial year, based on monitoring undertaken in May 2020. Ordinarily, at this point we would be in a position to understand the Q1 position, however, there has been a need to manage finance team resources and prioritise the delivery of the annual accounts. As such, the CDP presented in this report fits with the MTFP, but there is a reliance on a contribution from the Self-Sufficiency reserve. Further assessment through

Quarter 1 budget monitoring will focus on recovering the impact of COVID, seeking to balance the budget for 2020/21 and this anticipated revised position will be fed into the MTFPs presented to Cabinet in late September.

- 1.3** Our priority work areas will remain for this year :-
- Supporting Coalville to be a more vibrant, family friendly town.
  - Our communities are safe, healthy and connected.
  - Local people live in high quality, affordable homes.
  - Supporting business and helping people into local jobs.
  - Developing a clean and green district.
- 1.4** The proposed draft of the Council Delivery Plan is attached at Annex A. The design and layout of the document will be akin to past years once finalised. The Plan outlines the key tasks that will be undertaken to deliver in the priority areas during 2020/21 and also the aspirations for the priorities over a three year period.
- 1.5** There are a number of themes coming through this year's CDP – these include :
- Our plans to help economic and community recovery post COVID19
  - Our regeneration plans for Coalville and investment plans across the District
  - Delivery of our climate change plans
  - To ensure that the impacts on Brexit on our communities / businesses are addressed
  - Greater and sharper focus on activity and outcome generally
- 1.6** Due to the delays and rescheduling of meetings due to COVID19, Cabinet endorsed at its July meeting the draft CDP 'in principle', subject to comment from Corporate Scrutiny at this meeting. This was so that development and work plans could be commenced as the council starts to return to normal operation post the impacts created by COVID19. The CDP will then follow the normal decision making route, returning to Cabinet post scrutiny in September and on to Council in November. In future years the CDP and MTFs processes will be aligned to avoid a potential repeat of this issue in the future.
- 1.7** Progress on the Council Delivery Plan will be reported to the Corporate Scrutiny Committee and Cabinet on a quarterly basis as now, with monitoring against Q1 being aligned to this CDP. The latest monitoring position is reported elsewhere on this agenda.
- 1.8** In normal years we would also have published a final year report. Due again to meeting dates, and reprioritised staffing resources, the Q4 reporting will not be published until September. For this year cabinet has agreed that we will not publish an end of year report due to the need to focus limited resources on addressing the demands around COVID19 recovery. A very similar retrospective review forms part of the Annual Statement of Accounts and can be used for reference.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	<p>The CDP support all council priorities:</p> <ul style="list-style-type: none"> <li>- Supporting Coalville to be a more vibrant, family-friendly town</li> <li>- Support for businesses and helping people into local jobs</li> <li>- Developing a clean and green district</li> <li>- Local people live in high quality, affordable homes</li> <li>- Our communities are safe, healthy and connected</li> </ul>
Policy Considerations:	None directly
Safeguarding:	None directly

Equalities/Diversity:	None directly
Customer Impact:	None directly but programmes of work will positively impact
Economic and Social Impact:	The CDP includes a series of economic and social aims programmes and deliverables
Environment and Climate Change:	The CDP includes a series of environmental and climate change aims programmes and deliverables
Consultation/Community Engagement:	None directly but individual programmes will
Risks:	Noted in the report
Officer Contact	Andy Barton Strategic Director <a href="mailto:Andy.Barton@nwleicestershire.gov.uk">Andy.Barton@nwleicestershire.gov.uk</a>

## Annex A – DRAFT CDP 2020/21

### Supporting Coalville to be a more vibrant, family friendly town

		Notes
44 <b>Key tasks 2020-21</b>	Commence delivery of the Coalville Regeneration Framework to enhance the town centre	Move to commence framework
	Seek external funding, including the new national Future High Streets Fund to support town centre regeneration, and recovery post COVID19	COVID ref added
	Seek a cinema operator for Coalville	
	Deliver a community events programme, where appropriate in line with the current COVID19 guidance	modified re COVID19
	Start the implementation of Marlborough Square redevelopment	pick up commencing construction
	Complete the works to create Coalville's Newmarket	Update to complete within year
	Work with partners to make the most of our heritage to bolster the town's identity and sense of place	
	Provide grants to at least ten businesses in Coalville to improve the fronts of their buildings, creating a better street scene	
	Consider how the Councils accommodation and property ownership can assist with the delivery of regeneration & reduce environmental impacts	Picks up wider Accommodation work & old market etc. & links to carbon reduction
	Continue to provide support and funding for Coalville Market traders to grow their business	

<b>In the next three years we will...</b>	Begin priority projects in the Regeneration Framework for Coalville	
	Enable and initiate new developments and public realm projects, supporting the district's high aspirations for design quality	
	Support the redevelopment of key housing sites in Coalville	
	Work with the Belvoir Shopping Centre to make it a more attractive destination and reduce the number of vacant shops	
	Ensure that links to the new leisure centre are maximised focusing on Hermitage Recreation Ground and the future of the leisure centre building	added detail to provide focus

## Our communities are safe, healthy and connected

		Notes
45 <b>Key tasks 2020-21</b>	Ensure that our communities recover from the impacts of COVID19, including the continued delivery of the 'hub' for our shielded and vulnerable residents	New to address COVID19 roles
	Develop and deploy an 'agile' working policy and approach	In reaction to COVID19
	Make sure our customers can interact with us in a way which meets their needs, improving our services, promoting self-serve and digital options as well as providing face-to-face support compliant with COVID19 guidance	Merging a number of past items and COVID19 impact
	Through the Health and Wellbeing Strategy H&WB Team will support the Integrated Lifestyle Hub working with LRS and Public Health colleagues. Initially we will focus on reducing levels of obesity in partnership with Leicestershire's Weight Management Service.	Updated to reflect this year's focus
	Work with our leisure partner to start the construction of a new leisure centre in Coalville	
	Working with local schools, parish councils and leisure centres, improve the community leisure facilities in Castle Donington and at Ibstock and Measham Leisure Centres	
	Develop our tourism offer to encourage inward investment, dwell time and connecting visitor attractions	
	Encourage and support town and parish councils to write and prepare their own Neighbourhood Plans	
	Adopt the partial review of the Local Plan	brought up from 3 Years
<b>In the next three years we will...</b>	Develop a network of locations for mobile CCTV	
	Stabilise and reduce if possible our sickness absence levels through a combination of measures in our People Plan	updated to reflect COVID situation etc.
	Work towards increasing participation levels at Coalville and Ashby Leisure Centres by 58% by 2026	Delayed by 1 year due to COVID19 build delay
	Achieve accreditation from the Surveillance Camera Commissioner for our CCTV system	Delayed until 2021/22 until the new Control room is fitted and fully working.

## Local people live in high quality, affordable homes

		Notes
46 <b>Key tasks 2020-21</b>	Get planning permission and start building new council homes in Whitwick and Measham and pursue other sites where viable	
	Ensure residential development takes place on brownfield sites in Moira and Measham	
	Ensure all new housing in the district meets the standards of the NWLDC Good Design Guide.	
	Invest up to £5 million to upgrade tenants' homes and their neighbourhoods	update amount spent reflecting budget - does not address COVID impacts - will be addressed via monitoring
	Alter tenants' homes where there is an assessed medical need, by spending £300,000 on level access showers, stair lifts and other aids and adaptations	update amount spent reflecting budget - does not address COVID impacts - will be addressed via monitoring
	Invest £770,000 in estate improvements including off-street parking, improvements to footpaths and roads and mobility scooter stores	update amount spent reflecting budget - does not address COVID impacts - will be addressed via monitoring
	Carry out proactive, targeted enforcement so all eligible landlords have a Houses in Multiple Occupation (HMO) Licence	
	Commence delivery of the redevelopment of Appleby Magna Caravan Park	Reflecting Cabinet decision
	Provide at least 15 new council homes through new build or by acquiring through agreements with developers and market purchase	brought up from 3 years - reduced specificity - converted to 1 year target, - reflecting impacts of COVID19 on housing market and NWL delivery capacity
<b>In the next three years we will...</b>	Maximise the number of private empty properties that are brought back into use	
	Selectively buy back long term empty properties	
	Work with local housing associations to supply 300 new affordable homes	
	Invest up to £14 million to improve council homes	£14.1m, made up of: HIP: £11.8m, Supported Housing Improvements: £1.2m, Capital works on voids: £1.1m

## Support for businesses and helping people into local jobs

		Notes
47	<b>Key tasks 2020-21</b>	
	Working in partnership with the National Forest Company, carry out an options appraisal for Moira Furnace as part of an application for Resilient Heritage funding to the Heritage Lottery Fund	
	Provide targeted support for local business who may be impacted by HS2	Focus on HS2 – separate Brexit item listed
	Deliver the aspirations of the North West Leicestershire Economic Growth Plan 2019-21	
	Working with our new leisure partner, increase local employment, training and apprenticeship opportunities with a key focus on local supply chains in the construction of the new Coalville Leisure Centre	
	Work with food establishments to further reduce the number that have a hygiene rating of 0, 1 or 2	Brought up from 3 years
	Ensure that we minimise the negative impacts and maximise the positive of COVID19 on our business community	eg delivery of national and local grants and support, Economic Recovery Plan LEP
	Play our part in readying our businesses for the effects of BREXIT	
	Encouraging the public to support local businesses as part of our recovery from COVID19	
<b>In the next three years we will...</b>	Maintain 12 apprentice placements each year	
	Provide a £250,000 programme of grant funding and business support	
	Promote North West Leicestershire as a key location for business growth and support £1 million of new business investment and 4,000 new jobs	
	Work with partners and public transport providers to enhance transport connectivity so local people can access new job opportunities throughout the district	
	Work with three schools / colleges and local businesses on skills development with a focus on career advice	

	Provide face to face business and environmental health advice to 20 growing businesses each year	
	Work closely with Kegworth Parish Council and other partners to engage the public and businesses and deliver a scheme that focuses on improving the village's infrastructure, stimulating economic growth and supporting businesses.	



## Developing a clean and green district

		Notes
49	Key tasks 2020-21	
	Increase recycling rates by at least 1% every year through our Recycle more... campaign	
	Continue our Free Tree Scheme	
	Support towns and villages to develop an identity associated with the National Forest	
	Support private householders to improve the energy efficiency of their homes and help those in greatest need to access Government grants for affordable warmth	
	Complete the installation of air source heat pumps in council homes and assess tenant satisfaction	
	Undertake feasibility studies for 4 EV charging points across the district	pilot completed - feasibility unlikely to start until Q3 due to supplier issues related to COVID19
	Commence the Delivery of our Carbon Reduction Plan	
	Review our employee travel and allowances to help deliver the Carbon Reduction Plan	

In the next three years we will...	Support the Litter Strategy for England through our partnership working within the Roadside Litter Working Group	
	Work in partnership with local haulage companies to tackle layby litter	
	Achieve 50% recycling rates by 2023	
	Reduce carbon emissions at Coalville and Ashby Leisure Centres by 20% by 2024	Delayed due to COVID delay on builds and upgrades
	Replace lighting in NWLDC buildings with LED lighting to reduce energy consumption	
	Reduce vehicle emissions from licensed Hackney Carriage and Private Hire vehicles	
	Help 250 fuel poor households to receive funding for loft and cavity wall insulation and replacement boilers	



**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL  
CORPORATE SCRUTINY COMMITTEE – 2 SEPTEMBER  
2020**



<b>Title of Report</b>	<b>2019/20 QUARTER 4 AND 2020/21 Q1 PERFORMANCE REPORTS</b>	
<b>Presented by</b>	Mike Murphy Head of Human Resources & Organisation Development	
<b>Background Papers</b>	Various documents on the In-Phase performance management system.	<b>Public Report:</b> Yes
		<b>Key Decision:</b> No
<b>Financial Implications</b>	None identified.	
	<b>Signed off by the Section 151 Officer:</b> Yes	
<b>Legal Implications</b>	None identified.	
	<b>Signed off by the Deputy Monitoring Officer:</b> Yes	
<b>Staffing and Corporate Implications</b>	None identified.	
	<b>Signed off by the Head of Paid Service:</b> Yes	
<b>Purpose of Report</b>	The report provides Members with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for Quarter 4 (Q3) (January - March 2020) and a summary of key performance for Quarter 1 (Q1) (April – June 2020)	
<b>Reason agenda item submitted to Scrutiny Committee</b>	To provide Corporate Scrutiny with the opportunity to regularly view and comment on the Performance Reports of progress against the Council Delivery Plan.	
<b>Recommendations</b>	<b>THAT THE CORPORATE SCRUTINY COMMITTEE NOTES THE QUARTER 4 PERFORMANCE REPORT (JANUARY – MARCH 2020) AND THE Q1 (APRIL – JUNE 2020) UPDATE AND PROVIDE COMMENTS FOR CONSIDERATION BY CABINET.</b>	

## **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 employees and workers.

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

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

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

### **1.6 At an operational level, individual work plans may be in place to monitor and report on team and individual performance to feed up into the service plans. This then informs individual performance appraisals.**

### **1.7 The quarterly performance reports will seek to recognise good performance, share best practice across the organisation and also to identify 'performance gaps' highlighting if and where action is required to meet targets. Once these gaps are identified, time bound intervention plans will be created or adapted to improve performance towards the target. This will be part of a continual cycle of review and action.**

## **2. SUMMARY OF PERFORMANCE QUARTER 4**

### **2.1 This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, Health and Safety, Customer services, and sickness absence management. The report does not include information on financial performance as this is being**

separately presented to members as part of the Annual accounts process and reporting.

This performance report is presented to Scrutiny much later in the year than would be the norm as a result of the COVID-19 pandemic which not only delayed the member meetings schedule significantly, but has also had a major impact on the Council's normal work activities as resources have been directed to supporting the local communities and working on the response and recovery processes in conjunction with partner agencies.

2.2 A high level report on the progress made against the Council Delivery Plan at the end of Q4 is included in Appendix 1. In summary of the 46 actions in the Council Delivery Plan 21 were achieved during the year, good progress was made with 18 of the actions and 7 were not progressed. The Council Delivery Plan has in the meantime been reviewed to consider where the focus should be with key projects and actions in the light of the COVID-19 pandemic and its wide ranging influence on both the business as usual activities and the strategic aspirations of the Council. The review of the Council Delivery plan is considered in separate reports to both Scrutiny and Cabinet. A separate update on the performance of the Council against key actions, projects and indicators during quarter 1 of 2020/2021 is included at Appendix 1. We propose to resume normal quarterly reporting at the end of Q3 to scrutiny and Cabinet when the revised Council Delivery Plan has been approved and team plans amended and updated to reflect the refocussed activities and performance of the Council in view of the COVID-19 impacts.

2.3 The following notable achievements in the final quarter of 2019/20 were:-

2.4 **Supporting Coalville to be a more vibrant, family friendly town**

- The Council submitted a Stage 1 expression of Interest application to the governments Future High Street Fund in March 2019 and a grant of £150,000 was subsequently awarded to assist with the development of a full business case. We also secured grant funding of £100,000 from the Leicester and Leicestershire Enterprise Partnership Business Rates Pool fund to continue the development of the projects identified within the Coalville Regeneration Framework.
- A methodology for the delivery of a cinema in Coalville was been identified and agreed in principle with interested parties – to bring the project to fruition external funding will be needed and this will be sought as part of the Future High street fund.
- The redesign of the Marlborough square project continued during the quarter and construction work commenced on the new indoor market.

2.5 **Our communities are safe, healthy and connected.**

- We continued to increase the number of customer on-line accounts and an increasing number of forms and requests can now be made online, enabling customers to contact us 24/7 for an increasing number of service requests across the Council's services.
- With the COVID-19 lockdown we started to review how we could continue to communicate and provide services to members of the community using remote channels.
- The majority of internal improvements to the leisure centre in Ashby were completed in the quarter, and all planning and other consents were agreed for construction of the new Leisure Centre in Coalville. The final discussions around the Highways agreements were being completed with Leicestershire County Council.
- The actions in the Health and Wellbeing strategy continued to seek to address the health inequalities in the district.
- The partial review on revisions to the Local Plan was submitted in the quarter.

## **2.6 Local people live in High quality, affordable homes**

- There were delays to the house building programmes as a result of excessive rain and the impacts of COVID-19 in the quarter. These programmes will be brought back online as soon as circumstances allow.
- All major planning proposals now involve detailed consideration of the Building for life criteria and our Good Design guide.
- £4.2m was spent during the year on capital works to improve tenants homes. Improvements included work on fire risk remedial work, decent homes improvement works, the installation of Air Source Heat Pumps and improvements to sheltered housing buildings.
- Proactive enforcement work was undertaken to ensure eligible property owners have the correct Houses in Multiple Occupation licenses.

## **2.7 Support for businesses and helping people into jobs**

- We provided advice to small businesses and start-ups on food hygiene and allergen controls.
- In partnership with the National Forest Company, we have been working with consultants on an options appraisal for Moira Furnace – progress has been delayed by the COVID-19 crisis.
- Information on the exit from the EU and the development of HS2 has been reduced due to COVID-19.
- We are continuing to work with our partner Everyone Active to ensure a robust and deliverable plan is established to maximise opportunities for local material suppliers, contractors and labour during the construction of the Coalville Leisure Centre.

## **2.8 Developing a clean and green district**

- A weekly food waste collection trial commenced during the year was operational until mid March but had to be suspended as we refocused our refuse and recycling efforts to meet social distancing and a reduced workforce as a result of employees needing to shield from the risks of COVID-19.
- Plans for the expansion of our free tree scheme started in Q1 but there may be delays as a result of COVID-19.
- Air Source Heat pumps were installed in 335 properties since 2018. We are continuing to work with partners and tenants to seek to further increase this number.

## **3.0 Finance**

3.1 At the end of the financial year the Council's budgets have been managed effectively.

3.2 Increased revenue surpluses have been achieved for both the General Fund and Housing Revenue accounts. The Special Expenses accounts has now contributed to reserves rather than the forecast contribution from reserves.

3.3 Further slippage than forecast has been identified on the General Fund capital programme, due to a number of projects slipping into 2020/21. An underspend remains on the HRA capital programme, which has increased from quarter 3 mainly due to the new supply and estate improvement programmes.

## **4.0 Performance Indicators**

4.1 The use of both qualitative and quantitative measures (indicators) to supplement the delivery of actions in the Council Delivery plan provides a picture of how we are performing against the expected outcomes. Progress against the Council's key indicators is detailed in Appendix 1 with explanations of the progress against each of the key tasks identified for the current financial/operating year. Some of the indicators were affected by the start of the COVID-19 pandemic which started to have an impact on our activities during the last month of the quarter. Nevertheless, the overall performance against

the indicators was good - 25 were on target or better than the target, 2 were within target or within tolerance and 5 were behind target.

The following indicators are highlighted as being behind their original target during Q4.

- Spend on agency workers

This is showing a spend of £469K in the quarter against a target of £250K. It is important to emphasise that while the spend is over the target, all of the spend has been within existing salary budgets. Agency workers are used where there are absences of permanent employees or where we have been unable to recruit permanently to vacancies occurring in the workforce. There were increases in the use of Agency workers in the Planning, Finance, Housing and Legal services work areas during the quarter. In a number of these areas we struggled to recruit to permanent posts and therefore needed to rely more on Agency support. We did recruit agency workers to permanent roles during the quarter to minimise the reliance on temporary staff.

A number of Agency workers were retained during the early COVID period as their retention was seen as being critical to the COVID response or where we wanted to retain them for the recovery work that would be needed in the future. This has been kept under review for each agency worker as the response to the pandemic has developed. Many of the labour markets we compete in have changed significantly during the COVID-19 crisis with vacancy response rates increasing significantly in a number of occupational areas and this may well have an impact on our reliance on agency workers in the future.

- Sickness absence.

In Q4 (2019/20) there were 1095 FTE days lost due to sickness - 155 FTE days fewer when compared with the same period in 2018/19. However the final figure for 2019/20 was 10.68 days/FTE, which was also higher than the previous year figure of 9.67 days/FTE, and was also above the corporate target of 8.0 days.

A high proportion of the sickness absence (66%) in the quarter, was long term. There were 30 long term cases of sickness and 26 were managed to return to work. While many employees commenced a period of self-isolation due to the start of the corona virus pandemic during the quarter, we did not have any confirmed cases of sickness due to COVID-19 during 2019/20 in the Council workforce.

We continued to implement a number of preventative measures to try to reduce the sickness rate including the provision of flu injections, a developing programme of activities to encourage health and well-being in the workforce, and we continued our work with the task and finish group in the refuse and recycling team to more proactively manage the higher level of long term absences in that work area.

- Percentage of commercial units occupied per annum

Occupancy was at 82% at the end of Q4 against a target of 90%. Pre-COVID we had a number of offers and viewings from a recently entered commercial agreement with FHP property consultants, who are marketing the commercial units on our behalf. The levels of interest from potential occupants have been maintained during Q1 despite the impact of COVID-19.

- Shop vacancy rates in the Belvoir Centre are more positive than the national average.

The vacancy rates were 21.8% compared to a nationwide vacancy rate of 9.8% with 12 of the 55 units vacant at the end of the quarter. A number of the actions in the Council Delivery plan are designed to help improve the occupancy rate during 2020/21, but the impact of COVID-19 is likely to have a negative impact on this indicator the year ahead.

- Value of Coalville shop fronts grants awards.

There were no new grants awards during Q4 against a target spend of £40,000 due to the impact of COVID-19 which has delayed site inspections and progress with applications.

<b>Policies and other considerations, as appropriate</b>	
Council Priorities:	The report addresses performance against each of the Council's five priorities for 2019/20.
Policy Considerations:	The performance of the Council runs across many of our published policies.
Safeguarding:	No specific considerations.
Equalities/Diversity:	No specific considerations.
Customer Impact:	Detailed in the report.
Economic and Social Impact:	Detailed in the report.
Environment and Climate Change:	Detailed in the report under Council priority – developing a clean and green district.
Consultation/Community Engagement:	Not applicable.
Risks:	As detailed separately in the Corporate risk register.
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# Supporting Coalville to be a more vibrant, family friendly town

## Our aims

Coalville is a vibrant town – Local people choose to spend their time and money in Coalville town centre  
 – Coalville is a good place to do business

Key tasks 2019/20	Quarter 4 Performance
Develop a Coalville Regeneration Framework to enhance the town	<p>Business Focus have continued working with a consultancy team led by WYG to prepare the 'Full Business Case' for the Coalville Future High Streets Fund submission.</p> <p>The deadline set by MHCLG for the business case to be submitted has been extended to July 2020 as a consequence of the COVID-19 Outbreak.</p> <p>The five key project areas identified within the Coalville Future High Street Fund form the Coalville Regeneration Framework which will be presented in Cabinet in Q1 (June 2020).</p> <p>The Framework will identify barriers and delivery options to help tackle some of the most difficult and complex regeneration projects that Coalville has aspired to see delivered over the past ten years.</p> <p>In March 2020 the Council secured grant funding of £100,000 from the Leicester and Leicestershire Enterprise Partnership Business Rates Pool fund to continue the development of the projects identified within the Coalville Regeneration Framework.</p> <p>These projects will continue to be developed as part of the preparation of the Full Business Case submission and through quarter 2 to the Autumn when it is expected that MHCLG will determine the Coalville Future High Street Fund submissions.</p> <p>(see below for further information on the Future High Streets Fund).</p>
Seek external funding, including the new national Future High Streets Fund to support town centre regeneration	<p>The Council submitted a Stage 1 Expression of Interest application to the governments Future High Street Fund in March 2019.</p> <p>Stage 1 was a competitive process and the Coalville submission was the only successful bid in Leicestershire.</p>

	<p>A grant of £150,000 was awarded to North West Leicestershire District Council by to assist with the development of a full business case, which forms a Stage 2 submission to the Future High Streets Fund.</p> <p>Based on feedback from the Community Drop in sessions held in 2019 and previous work undertaken by the Princes Foundation, the Business Focus Team set about preparing the Regeneration Framework for Coalville which forms the Stage 2 Submission.</p> <p>Stage 2 is still a competitive process. The Council are required to submit a Full Business Case to MCHLG. If the bid is approved Coalville could be awarded up to £25 Million to deliver the key projects identified in the stage 2 submission.</p> <p>Development of the Full Business Case is underway and will be presented to Cabinet in Q1 (June 2020) ahead of the planned submission in Q1 (July 2020).</p> <p>(see above for further information on the Coalville Regeneration Framework).</p>
Seek a cinema operator for Coalville	<p>A methodology for the delivery of a cinema in Coalville has been identified and agreed in principle with interested parties. The arrangements are the subject of a Non-Disclosure Agreement which limits the amount of additional information that can be given in a public document.</p> <p>To bring the development to fruition external funding will be required which is being sought as part of the councils Full Business Case submission to the Future High Street Fund to MHCLG and will be presented to Cabinet in Q1 (June 2020).</p>
Establish and maintain an events programme in our public spaces	<p>In February venues in Ashby and Coalville took part in the Leicester Comedy Festival as part of the BIG Weekend in the National Forest. This was first for the district and over 600 people supported nine comedy performances in venues ranging from the Century Theatre, Conkers, The Lyric Rooms and Ashby and Coalville libraries. The weekend also hosted the National Forest's Funniest Kids which saw children from Belvoirdale and All Saints schools performing.</p>
Start the redesign of Marlborough Square	<p>Redesign of the Marlborough Square project has commenced. As a result of the need to liaise closely with LCC in regard to what will be permitted as S278 works, it is expected that this process will continue in to Q3 2020/21.</p>

<p>Create a vibrant indoor market on Marlborough Square</p>	<p>Construction work began on 6 January in line with programme, however, construction work ceased by way of suspension due to COVID 19.</p> <p>A four week extension of time was granted, this is currently being reviewed as government restrictions are still in place.</p> <p>Elements of the project have continued, steel works are 95% completed and it is expected that other trades will follow if the supply chain is operational and therefore further construction could take place.</p>
<p>Work in partnership to make the most of our heritage to bolster the town's identity and sense of place</p>	<p>We continue to engage in the redevelopment of Snibston Park working with Leicestershire County Council.</p> <p>We support the group that is progressing the application to establish the Snibston Charitable Incorporated Organisation (the outcome of their application was anticipated in early 2020. The application is to be resubmitted as further information was required).</p>
<p>Work with the community and interest groups to celebrate and promote Coalville's heritage including 100 years of Palitoy</p>	<p>We continue to work with Coalville Heritage Society to progress 'The Many Faces of Palitoy' project. The progression of some elements of this project have been postponed due to the impact of COVID-19, a project extension has been granted by the main funding body National Lottery Heritage Fund and the project will continue to be delivered when possible.</p>
<p>Provide grants to at least ten businesses in Coalville to improve the fronts of their buildings, creating a better street scene</p>	<p>The Coalville Frontage Improvement Scheme was relaunched in July 2019. To date, the scheme has received fifteen initial applications for grant funding. Eleven applications are being developed between the grant applicant, the Business Focus team and our appointed architects, Simon Foote Architects. The other four applications have been placed on a waiting list as the scheme is currently oversubscribed against the available budget.</p> <p>There has been no new grant awards in Quarter four.</p> <p>Council Officers continue to work with applicants and Simon Foote Architects to develop applications remotely. However, restrictions resulting from COVID 19 has delayed site inspections and further application from being completed.</p> <p>To date the project has made completed 16 grant projects totalling nearly £300K of grant funding to improve frontages in Coalville. Projects include:</p> <p>Martin &amp; Co, former Sugar and Ice, Number 22, Pauls Baber, Bitter &amp; Twisted, the Constitutional Club, Turning Point (Swansell), La Torre, PJ Collier, Music Maker, Kats Antiques, Lady Lingerie,</p>

	<p>Strandz, Newton Fallowell, The Emporium and Desirable Car (Formerly the bus depot on Ashby Road).</p>
<p>Provide a tailored support programme for 20 retail businesses in Coalville</p>	<p>The project has been restructured to allow officer capacity to respond to the Future High Streets Fund bid.</p> <p>In quarter three the Council delivered a retail support programme for 10 Coalville Market Traders to help them maximise sales across the festive period.</p> <p>In quarter four the Business Team delivered 1:2:1 support to 28 businesses across the district, four repeat enquires and 6 businesses attended a business support seminar hosted by the Business Focus Team.</p> <p>The total number of unique businesses supported by the Business Focus Team in 2019/20 was 199.</p> <p>The Business Focus team continue to deliver the 'Women in Business' programme and in quarter four £500 start-up grants were paid to 3 participants. Whilst no physical workshops took place in March due to COVID 19 support was delivered for free via phone and email to all 22 women who took part in the programme.</p> <p>In addition, from the 12 March to the 30 March, Business Focus responded further 45 enquiries from businesses in response to COVID 19.</p>
<p>Continue to provide support and funding for Coalville Market traders to grow their business</p>	<p>Application forms were circulated to 12 existing market traders. Follow up meetings were undertaken to explain the process. Business support was offered to all traders to assist with the completion of their individual applications.</p> <p>In addition business support has been offered to assist with the transition to the Newmarket. This is being provided via external consultants contracted through the Business Focus team. It was disappointing that only 1 trader took up the offer of this support.</p> <p>A subsequent training day was offered via the same provider, once again with little or no take up.</p> <p>Therefore the Protect Manager and Team Manager visited the Traders and spoke with them on an individual basis to understand the barriers to their take up. A new business support package was agreed as a result of the meetings. Unfortunately before this could be implemented with Traders COVID 19 meant that the consultants cannot deliver this support at the moment.</p> <p>In this quarter, 6 traders have returned completed application forms.</p>

	<p>11 New traders have expressed an interest and have received application forms. 3 have been completed and returned. Follow up emails are being circulated.</p>
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	<p>Next steps will be to re-launch board meetings, construction progress meetings to review the programme into recovery stage. Leases, license and terms &amp; conditions are being finalised and will be circulated to traders to consider.</p>
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# Our communities are safe, healthy and connected

## Our aims

Put our customer sat the heart of all we do – Increase connectivity (physically and virtually) throughout our communities  
– Support safer neighbourhoods

Key tasks 2019/20	Quarter 4 Performance
Make sure our customers can contact us in a way that suits them, with self-serve options as well as face-to-face support	<p>Quarter four saw 2,481 new online accounts opened, this brings the overall total to 23,880. 7,054 forms were submitted during this period with the ordering waste containers form being the most popular.</p> <p>As part of the self-service upgrade a self-serve payment kiosk has been ordered, this will be wall mounted and enable the customer to make various payments without the need for face to face assistance. Two touch screen PC's were also purchased and work to build customer friendly applications is underway.</p> <p>The digital visitor sign in went live also there were a few minor teething problems but these were resolved and it is now running efficiently.</p>
Make all appropriate transactions 'digital by default'	<p>Phase one has now been completed and all forms within this project have now been built, the team are concentrating on building their own integrations to Uniform from the experiences they have learned during phase one. We now have an emerging skill set to build and integrate requested forms in house which has drastically reduced contactor costs.</p> <p>The team will now be concentrating their efforts working with customer services to understand customers' needs and identify processes that can be made digital. The team has also received a request from the Burial Team to help them digitise some of their customer facing process.</p>
Improve the accessibility of our customer service environments, continuing to reduce call wait times	<p>Call wait times were marginally longer than desired for the quarter, due to spikes in demand and resource availability.</p> <p>The long term trend continues to be positive. Both the Customer Service and Customer Experience Teams continue to focus on maintaining a swift and efficient access to our customer service environments. The end of quarter four saw the closure of our customer service centre to face to face appointments.</p>
Identify locations for customers to access our services in their own communities	There has been a continued uplift in the number of customers who are choosing to interact with us

	<p>digitally, with several new processes becoming digitalised within the quarter.</p> <p>The end of quarter four saw a closure of our face to face services in response to the COVID 19 pandemic, which has enabled the reallocation of resources into responding to customers digitally and via the phone in the most efficient manner. Furthermore, we are trialing the technology for remote video / web calls, to explore the opportunity around this.</p>
Deliver the actions in our Health and Wellbeing Strategy	<p>The Health and Wellbeing Strategy continued to develop, below are some of the highlighted areas of work from Q4.</p> <p>MECC (Making Every Contact Count) now known as Healthy Conversations, which features heavily within the strategy and underpins many of the other actions has seen excellent buy in from partners and NWLDC services. A number of partners such as Everyone Active, Go Learn, LCC LAC, Housing and Health and Wellbeing Teams at NWLDC are committed to training staff to deliver Healthy Conversations training to frontline workers within their own organisation as well as others across the district. All partners within the Staying Healthy Partnership have committed to staff undertaking the Healthy Conversations training and support the delivery of this model district wide. Unfortunately, due to Covid-19 restrictions training (due to take place April and June) has been suspended, we are awaiting the potential of online training.</p> <p>The staying Healthy Partnership and Community Safety Partnership have committed to working on a project that tackles both health inequalities and community safety concerns using Healthy Conversations as the tool. Again, Covid-19 restrictions have temporarily suspended this project, which we will look to progress later in 2020.</p> <p>Sustrans have been engaged with regards to walking and cycling as have British Cycling with more detailed actions arising towards improvements around cycling, walking and open spaces. We have worked with LCC to support a bid to Places to Ride to enhance the cycling offer at Snibston Country Park. Planners are working on planning guidance around active places/active design etc. as part of the Local Plan review. Health and Wellbeing Team continue to support local schools with Bikeability with officers trained for delivery and our bikes loaned out to schools. We continue to deliver walk leader training and have commissioned British Cycling to deliver cycle leader training to continue to support the</p>

	<p>active travel agenda. We have also been involved in the consultation of the National Forest 25 year vision looking to improve access to outdoor space.</p> <p>We have engaged with the Sustainable Food Partnership Coordinator at LCC. Together we are pulling together a project in Coalville to address Food Poverty, Food Education and Food Waste.</p>
Working with our leisure partner to secure planning consent and start the construction of a new leisure centre in Coalville	<p>The project has now secured planning consent for all required construction, landscaping and highways works. Works to finalise the detailed designs have been ongoing and extensive liaison with key stakeholders has been of key importance.</p> <p>The construction contract is nearing signing and works will commence once the final Highways agreements are in place with the County Council.</p>
Modernise, reconfigure and enhance the leisure centre in Ashby	<p>All improvements have now been completed with the exception of the external façade and the relaunch of the facility as Ashby Leisure Centre and Lido. In partnership with Everyone Active, all improvements have been effectively promoted culminating in an increase in attendances from 36,718 in January 2019 to 51,144 in January 2020. Because of Coronavirus no attendance figures have been collated yet for February and March 2020.</p>
Develop our tourism offer to encourage inward investment, dwell time and connecting visitor attractions	<p>The draft North West Leicestershire Tourism Strategy was presented at Community Scrutiny Committee in November. The strategy was scheduled to be reported to Cabinet in quarter four. The presentation of the strategy to Cabinet is to be rescheduled in 2020/21.</p>
Working with local schools, parish councils and leisure centres, improve the community leisure facilities in Castle Donington and at Ibstock, and Measham leisure centres	<p>Support is ongoing but has been held up by COVID-19 - Measham Leisure Centre commenced the process of procuring contractors, but the developments at Ibstock Leisure Complex and Castle Donington College were put on hold due to the closure of the schools.</p>
Achieve accreditation from the Surveillance Camera Commissioner for our CCTV system	<p>Contracts for the CCTV control room has been signed and the installation of the control room has commenced. BT will install the secure cable from the shopping centre to the new control room late in June. It is expected the new control room will open very soon after the closure of the existing control room allowing for the transfer of equipment. The accreditation process will commence soon after.</p>
Consult on revisions to Local Plan	<p>The Partial Review was submitted for Examination on 18 February 2020.</p>



<p>Encourage and support town and parish councils to write and adopt their own Neighbourhood Plans</p>	<p>Community Focus and Planning held an event on 4 March 2020 to promote Neighbourhood Plans to town and parish councils. A number of the Parish Councils attended where presentations were given from those who are already completing the process. The Community Focus Team are offering support to those Parish Councils who wish to start the process.</p>
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# Local People live in high quality, affordable homes

## Our aims

Increase the number of affordable homes in the district

Improve the quality of our council housing – Improve the quality of private rented accommodation

Key tasks 2019/20	Quarter 4 Performance
Get planning permission and start building new council homes in Coalville, Whitwick and Measham	<p>The Council began work on the next phase of the new build programme in August 2019 when work began on the Cropston Drive site in Coalville.</p> <p>The build had been progressing well although the excessive rain earlier in the year did delay progress. The site is currently mothballed as a result of the current restrictions and so it is not possible to forecast a completion date at this time.</p> <p>Work is ongoing on the next phase of new build development sites with a number currently in the design stage.</p> <p>A planning application has been submitted for a small site in Moira and work is ongoing on sites in Measham and Whitwick. Architects are working up drawings and site surveys have been commissioned with a view to planning applications being submitted in the new financial year.</p>
Establish a local housing/trading company	Work to consider the development of a local housing / trading company will recommence now that the new Strategic Director has joined the Council.
Buy affordable homes from developers to increase the availability of council housing	<p>The Council completed the purchase of 2 homes from Bellway earlier in the year provided as part of a section 106 agreement.</p> <p>Throughout the year, the Council has been making offers on section 106 units when approached by developers and there are currently two sites where the Council is the preferred partner.</p> <p>The impact of the current situation on new housing development however means we cannot currently forecast when the units are likely to be completed and the Council be in a position to take ownership.</p>
Ensure residential development takes place on brownfield sites in Moira and Measham	<p>A planning application has now been submitted for a small brownfield site within Moira and work is being progressed on a larger previously developed site owned by the housing department with a planning application in due course once options for wider regeneration have been explored.</p> <p>A planning application is also progressing for the Queensway House site in Measham. Preliminary</p>

	<p>drawings have been produced and a firm to undertake site investigations has now been appointed.</p>
<p>Ensure all new housing in the district meets the standards of the NWLDC Good Design Guide</p>	<p>All major proposals are subject to consultation with the Council's Urban Designer who assesses the schemes design objectively using Building for Life Criteria, the Council's Good Design Guide, and the new National Design Guide (September 2019). The use of the design guides are now embedded into our normal business processes.</p> <p>All major planning proposals in this period have achieved a high quality design.</p>
<p>Invest up to £7.6 million to upgrade tenants homes and their neighbourhoods</p>	<p>The HRA capital programme provides funding for a range of works to improve tenant's homes and estates. Overall spend against this budget to the end of quarter four was £4.2 million. The key elements of this budget are:</p> <p>The Home Improvement Programme, £2.8 million spent, which includes 'Decent Homes' improvement work to tenant's homes, which are now being completed by our In-house Repairs Team (IRT).</p> <p>Fire Risk Remedial works, £822,000 budget with £269,000 spent on urgent works to sheltered schemes which have largely been completed, with two remaining schemes to be finished in 2020/21. The remaining budget is for non-urgent works to low rise flats identified following the outcome of a programme of Fire Risk Assessments. This work is currently being specified and a delivery contractor will be procured when COVID 19 restrictions are lifted. The remaining budget will be carried forward to 2020/21 for delivery.</p> <p>ASHP programme, £855,000 spent on the ASHP programme, with outturn to be determined by success of negotiations with tenants to secure access/agreement to works from those currently refusing to have work completed.</p> <p>Sheltered housing improvements, the budget of £200,000 will be carried forward to 2020/21 to commence the remodelling and upgrading all of our sheltered buildings.</p> <p>Active asset management, £532,000 spent on the demolition of two decommissioned sheltered schemes, and capital improvements to empty homes.</p> <p>New ICT system, £477,000 spent to deliver our new computer systems that will provide a comprehensive information platform for the whole housing service when it is commissioned in June 2020.</p>

	<p>Delivery overheads and costs of delivering the capital programme, £335,000 spent on staffing related costs incurred while delivering the programme.</p>
<p>Alter tenants' homes where there is an assessed medical need, by spending £295,000 on level access showers, stair lifts and other aids and adaptations</p>	<p>During the year adaptations with a combined value of £270,000 have been completed. Minor adaptations include grab rails and lever taps, whilst major adaptations are more significant building works such as ramps, stair lifts, off street parking and level access showers.</p> <p>It was anticipated that the budget would be fully spent during the financial year, however during March two major adaptations were put on hold due to COVID 19 and will be undertaken when safe to do so and the contractors are able to undertake the work. The £25,000 underspend will be carried forward to 2020/21.</p>
<p>Invest £778,000 in estate improvements including off street parking, improvements to footpaths and roads and mobility scooter stores</p>	<p>Off street car parking, a contractor has now been appointed to complete this work with Ridgway Road scheduled to be the first to be completed during 2020/21. Further work has been undertaken to re-assess our situation for the other sites planned (The Biggin and Wakefield Court in Castle Donington) and identified planning permission and Highways approval needs to be obtained, £375,000 will be carried forward to 2020/21 for off street parking. A report detailing our future plans for the car parking improvement programme will be submitted to Scrutiny and Cabinet in during 2020/21.</p> <p>Mobility scooter stores, further work was undertaken to re-assess our situation and procurement of a contractor commenced but was put on hold due to COVID 19 As was the consultation with residents regarding the specific proposal drawn up for each scheme, £109,000 will be carried forward to 2020/21.</p> <p>Footpaths and un-adopted roads, the primary uses of this budget for 2019/20 are the fencing improvement programme to Riverview estate in Measham and resurfacing of car park entrance roads at various locations.</p> <p>Handrail replacement work has been completed at Mount Pleasant flats to a value of £19,000 with an additional £14,000 for external redecoration. The barriers and height barrier for Cropston Drive will be undertaken by the Parks team during quarter two of 2020/21 when Parks complete the procurement of a contractor.</p> <p>Extensive garage demolition to the value of £34,000 has been completed across the district</p>

	including those at Bakewell Street and New Street Measham during quarter four.
Carry out a proactive, targeted enforcement so all eligible landlords have a Houses in Multiple Occupation (HMO) Licence	<p>Council tax records were used to identify student accommodation within Kegworth. All of these properties were contacted by letter and where necessary by door knocking to establish if they met the criteria for a licensable HMO as well as standards within the property.</p> <p>A number of unlicensed properties were identified and the owners and agents contacted to inform of licensing requirements.</p> <p>Ten applications were processed in accordance with the licensing procedure. There remain a small number of properties to inspect as part of this process, which will be carried out as COVID 19 restrictions allow.</p>

# Support for businesses and helping people into jobs

## Our aims

Match local people with skills and jobs – Support new and growing businesses to create jobs –  
Help young people into work

Key tasks 2019/20	Quarter 4 Performance
Give comprehensive compliance advice to smaller businesses and start-ups with a focus on food hygiene and allergen controls	Compliance advice was delivered to 71 smaller businesses and start-ups with a focus on food hygiene and allergen controls. The advice was provided by qualified Environmental Health Practitioners, face to face at each of the food businesses.
Working in partnership with the National Forest Company, carry out an options appraisal for Moira Furnace as part of an application for Resilient Heritage funding to the Heritage Lottery Fund	The options appraisal brief for Moira Furnace is on schedule to be finalised in quarter four, with the options appraisal being progressed in 2020 / 21. The progress of this will be impacted by COVID-19 as it will not be possible to appoint consultants to undertake the work until later in 2020/21.
Launch a grant funding programme that supports the growth of existing Coalville businesses as well as support new business start ups	<p>In 2019 the Council launched Enterprising 3, a small grants programme to support growing SME's in North West Leicestershire.</p> <p>In quarter 4, six new grant offers were made bringing the total number of grant offers for the financial year 19/20 up to fourteen grant awards to local businesses.</p> <p>Due the number of applications received, Enterprising 3 closed to new applications. In quarter four it was decided that the scheme would not reopen.</p> <p>To date 14 businesses were award Enterprising Grants valuing over £175k. These grants generated over £750k of private sector investment in North West Leicestershire and created over 70 new local jobs.</p>
Provide targeted support for local business who may be impacted by HS2 and EU Exit	<p>Due to COVID 19, information on both exit from EU and HS2 has been limited.</p> <p>Businesses will be informed as soon as new relevant information is available on both subjects.</p>
Adopt and start to deliver the aspirations of the North West Leicestershire Economic Growth Plan 2019-21	<p>Due to COVID 19 and the reprioritisation of work, progress on the Economic Growth Plan has been limited.</p> <p>The Growth Plan will be reviewed in light of COVID 19 and the changing economy.</p>

<p>Working with our new leisure partner increase local employment, training and apprenticeships opportunities with a key focus on local supply chains in the construction of the new Coalville Centre</p>	<p>A key work stream of the leisure project has been the approach to Corporate Social Responsibility and Social Value more generally. The Council is working with our leisure operator to ensure a robust, measurable and deliverable plan is established to maximise opportunities for local material suppliers, contractors and labour.</p> <p>Another key aspect is local employment opportunities and works are ongoing with local colleges and schools to provide opportunities for youngsters within the District. A Social Value matrix is being established that sets key targets for the leisure operator to meet (aligned with their original bid) that will allow the Council to track progress as we move forward.</p>
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# Developing a clean and green district

## Our aims

Lead by example by reducing our own carbon footprint – Reduce littering and fly tipping – Promote the work of the National Forest

Key tasks 2019/20	Quarter 4 Performance
<p>Increase recycling rates by at least 1% every year through our Recycle more... campaign</p>	<p>As reported in quarter three, a weekly food waste collection trial for 2,000 households commenced on 26 November 2019. The trial area is in part of Measham and the outlying villages of Newton Burgoland, Snarestone, Swepestone, Appleby Magna, Appleby Parva and Chilcote.</p> <p>During quarter four we have collected a further a 30.86 tonnes and in addition to the 10.30 tonnes collected in quarter three, a total of 41.16 tonnes has been collected and diverted away from landfill. This has also saved 30.89 tonnes of CO<sub>2</sub>, than if the food waste had been disposed of at landfill.</p> <p>The food waste is sent to an anaerobic digestion facility where it is heated up to produce green electricity and bio-fertiliser, which is used on local farmland.</p> <p>The participation in the service by households has remained between 35-45%, defined by Defra as “average”.</p> <p>The average amount of food waste collected per household per week is between 2.97 kg – 3.34kg. This is defined as “yield” by The Waste and Resources Action Programme (WRAP), which works with governments, businesses and communities. WRAP calculates the average yield per household receiving a separate weekly food waste collection service is 1.5 kg, to date the average yield for the trial is twice this figure.</p> <p>Due to the COVID-19 outbreak, the food waste trial was suspended on 18 March 2020 as result of depleted staffing resources as the food waste operatives were deployed onto other waste and recycling collections. The weekly food waste collection trial will resume as soon as operationally possible.</p> <p>As reported in quarter three, mobile phones and household battery kerbside recycling commenced on 1 December 2019. We are still collecting good quantities and on the 11 February 2020, the first collection of batteries was made weighing near 1 tonne at 960kg. The batteries are sent for processing where they are recycled.</p>



Develop and run a high profile fly tipping campaign 'Breaking the Cycle'	Approval for the new gates at the old Little Chef site to prevent access to unauthorised vehicles as per the current Public Space Protection Order has been granted and the gates have been made. These will be installed by our Parks Team however, there is a delay due to capacity.
Expansion of our Free Tree scheme	<p>The 2020 Free Tree Scheme planning with the National Forest in Q1 and is expected to launch in November 2020. Plans are being created if the Launch needs to be delayed until early 2021.</p> <p>The targets for the scheme will be negotiated with the National Forest as part of the agreement, however we anticipate the target will be above 20,000.</p>
Run an electric car charging point pilot in the Ashby	Procurement of feasibility studies through our approved supplier have ceased due to COVID 19, however, a number of locations have been identified in line with the council's car parking service review and these will be pursued as part of recovery plans.
Support towns and villages to develop an identity associated with the National Forest	<p>The draft North West Leicestershire Tourism Strategy supports the progression of this priority. Ashby de la Zouch (supported through the Ashby Project) and Coalville are target areas for progression. These areas are also priorities in the Leicester and Leicestershire Tourism Growth Plan, through 'destination development' and 'uncover the story' priorities.</p> <p>We are supporting The Heart of the Forest Masterplan. The project focusses on an area of 10 square miles, incorporating a number of towns and villages in the district: Moira, Donisthorpe, Oakthorpe, Measham and Ashby de la Zouch. This initiative will present opportunities to develop this priority in 2020 and future years.</p>
Sponsor the National Forest Company's international Timber Festival in 2019 and 2020	The delivery of Timber 2020 has been postponed until 2021 due to the impact of COVID-19. The funding allocated for the 2020 could be deferred to support the 2021 festival (it has been confirmed that the festival will be delivered in 2021).
Support private householders to improve the energy efficiency of their homes and help those in greatest need to access Government grants for affordable warmth	The Council received 4 referrals into the Eco Flex scheme in quarter four however none of these progressed to actual measures. Reasons for dropping off included, households not qualifying for the scheme either due to eligibility or already having measures in place. The Covid-19 situation means that canvassing and insulation works are currently on hold.

	<p>In the Collective Switching auction in February 2020 64 people registered and 11 switched with the scheme. Average annual savings ranged between £184 and £337 depending on the customer type. The next auction is due to take place in May 2020.</p>
<p>Complete the installation of 400 air source heat pumps in council homes and assess tenant satisfaction</p>	<p>Since March 2018, we have installed 335 air source heat pumps leaving 65 homes within the programme still outstanding. Of these, 18 are in the process of Western Power upgrading the electrical network capacity to the properties, and as soon as this is completed the heat pumps will be installed. 5 properties have been identified as not suitable for an ASHP due to no suitable location for the pump, 3 are awaiting External Wall Insulation and the remaining 39 properties are where the tenants has refused to have the new heating, preferring to retain their existing solid fuel system. During quarter four we wrote to all of these tenants to encourage them to have the new heating system installed unfortunately to no avail.</p> <p>Consideration has been given to legal enforcement action to secure access to upgrade heating systems, but this is not considered to be a proportionate response, so efforts will continue to negotiate agreement. The installations will also occur when the properties become empty at the end of tenancies. The contract with Everwarm has been extended until December 2020 with a new contract to be procured prior to the contract with Everwarm expiring.</p>

## Value for Money

It is our ethos to manage our budgets carefully and sensibly. This allows us to provide excellent value for money in our services; investing in key schemes and infrastructure that make a real difference in our communities, whilst balancing the books and planning for the future.

Performance Indicator 2019/20	Actual	Target	RAG	Commentary
Amount of income generation from the sale of Legal Services	£17,843.48	£10,890	★	Income was quite high for the last month because invoices have been raised to fulfill end of financial year requirements.
Percentage of rent loss	0.84%	0.75%	●	The cumulative performance is 0.84% which is only 0.09% outside of target. In monetary terms the total rent loss this financial year is £146,491.06. As the performance is only marginally below target, no corrective action is required.
Amount of spend on agency workers is reduced to £1m in 19/20	£469,413	£250,000.00	▲	Mirroring the situation in previous quarters, a higher proportion of agency workers were retained in the Housing Repairs, Legal and Finance work areas due to difficulties in recruitment to permanent roles and prevailing labour market conditions during the year. All of the spend on agency staff was within the existing staffing budgets.
Percentage of Council Tax Collected (in year target)	97.6%	96.7%	★	The impact of COVID 19 prevented debt recovery action being taken in March 2020.
Percentage of National Non Domestic Rates (in year target)	99.2%	99.20%	★	Target exceeded by 0.02%.
Amount of days taken to process new claims	13.3 days	18.7 days	★	Exceeded target.

Percentage of rent collected from commercial tenants	98.49%	98%	★	<p>The total percentage rent collection for 2019-20 stands at <b>98.49%</b> as at 31<sup>st</sup> March.</p> <p>This represents £12,871.74 not collected from a total of £854,233.08.</p>
Percentage of commercial units occupied per annum	82%	90%	▲	<p>Occupancy was at 82% at the end of Q4. Pre-COVID we had a number of offers and viewings from a recently entered commercial agreement with FHP property consultants.</p>
Amount of annual income achieved by the In-house Repairs Team at least £5.2 million	£1,432,417	£1,300,000	▲	<p>The total annual income by the end of Q4 was £4,874,847.65 which was £325,152.35 less than budgeted for at the start of the year, is a great result for the first full year of internal trading. However, the impact of the coronavirus in Q4 translated into tenants refusing access for Home Improvement Work, from late February and prior to the eventual total lockdown in March. This equated to at least 3 full weeks of lost production. At the average of £60k per week this resulted in a potential loss of income of £180,000. In addition to this, the value of work under the Home Improvement Program, provided to the IRT, was less than colleagues had budgeted for at the start of the year. This had a consequential adverse impact on the IRT's ability to realise the forecast income.</p>

## Supporting Coalville to be a more vibrant, family friendly town

Coalville is a vibrant town – Local people choose to spend their time and money in Coalville town centre  
Coalville is a good place to do business

Performance Indicator 2019/20	Actual	Target	RAG	Commentary
Number of people attending Coalville events organised	300	200	★	The BIG Weekend in the National Forest, there were nine performances in venues in Coalville and across the district. Coalville school children were involved in performances from Belvoirdale and All Saints Primary School.
Number of events delivered in Coalville	1	1	★	The BIG Weekend in the National Forest, part of the Leicester Comedy Festival.
Number of visitors/tourists spending is increased by 2% across the District	2.2%	2%	★	<p>The data is based on a STEAM report for the whole National Forest Area:  2017 visitor/tourist spend in the National Forest = £445.3 million  2018 visitor/tourist spend in the National Forest = £455.2 million  2.2% increase in visitor/tourist spend in the National Forest from 2017 to 2018</p> <p>Figures for 2019 will be available in Autumn 2020.</p>
Shop vacancy rates in the Belvoir Centre are more positive than the national average.	21.8%	9.8%	▲	The latest void monitoring results taken on 16 January 2020 shows that the Belvoir Centre has a vacancy rate of 21.8% (12 vacant units out of 55) compared the nationwide vacancy rates of 9.8% (supplied by Springboard). Coalville Town Centre as a whole recorded a vacancy rate of 16.8% (34 vacant units).

## Our communities are safe, healthy and connected

Put our customer sat the heart of all we do – Increase connectivity (physically and virtually) throughout our communities  
Support safer neighbourhoods

Performance Indicator 2019/20	Actual	Target	RAG	Commentary
Number of online accounts	23,880 (cumulative)	22,500 (annual)	★	Accounts have exceeded the annual target by 1,380 which is impressive and gives the council confidence that our residents are utilising our online services provided.
Number of online forms submitted (transactions)	2,304	1875	★	Monthly usage of forms has exceeded the targets, this is due to growing customer confidence and also the increasing choice of forms that are available. This is continually expanding with departments recognising the importance of customer digital accessibility 24/7 and also the convenience of system integrations which takes away the rekeying of data.
Percentage of customer satisfaction (Customer Services)	90.67%	92%	●	There was a lower response rate this quarter due to COVID-19, 68 were good and above of only 75 responses.
Percentage of high risk ASB cases recorded and actioned within 48 hours	100%	100%	★	All Cases are assessed via a risk matrix when being submitted and all cases identified as high risk were responded to within 48 Hours.  ASB remains a priority for the Community Safety Team, but not the CSP. All high priority cases have been assessed and actioned

						<p>within the target period of 48 hours. Neighbour disputes continue to feature in work that the partners need to tackle. The main area of change in 2019 saw an increase in ASB and criminal damage was monitored in the Parks and open spaces across North West Leicestershire, but a significant trend in the Coalville area. Working in partnership with the police the issues are being tackled to prevent any escalation of the risk, new innovations are being planned for 2020 should the same pattern occur in 2020.</p>
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## Local People live in high quality, affordable homes

Increase the number of affordable homes in the district – Improve the quality of our council housing  
Improve the quality of private rented accommodation

Performance Indicator 2019/20	Actual	Target	RAG	Commentary
Percentage of major residential development schemes scoring / performing positively	100%	90%	★	All major planning proposals are subject to consultation with the Council's Urban Designer who assesses the schemes objectively using Building for Life criteria and the Council's Good Design Supplementary Planning Document. All major planning proposals in this period have achieved a high quality design.
Percentage of major planning applications determined within 13 weeks	100%	75%	★	Performance in determining major applications (e.g. greater than 10 dwellings and 1000 square metres of commercial development) remains strong and in Q4 stood at 100% with 16 out of 16 majors determined within 13 weeks or with an extension of time. This is significantly above the national performance target of 60% and the local performance target of 75%.
Percentage of minor planning applications determined within 8 weeks	93.5%	80%	★	Performance on minor applications (e.g. less than 10 dwellings and 1000 square metres of commercial development) in Q4 remains strong and stood at 93.5 with 58 out of 62 minor applications determined within 8 weeks or with an extension of time. This is significantly above the national performance target of 65% and the local performance target of 80%.



Percentage of other planning applications determined within 8 weeks	88%		85%	★	Performance on other applications (e.g. householder developments) remains strong and in Q4 stood at 88% with 85 out of 97 applications determined within 8 weeks or with an extension of time. This is above the national performance target of 80% and the local performance target of 85%.
Percentage of all repairs completed within target	97%		94%	★	A positive outcome against the target.
Average length of time taken to re-let a Council property when it becomes vacant	18 (Q4 stand-alone average)  21 (YTD Average)		22	★	Performance in quarter four has been positive when compared to the previous quarter. The performance for the quarter was 18 days which is in an improvement of 14 days compared with the preceding quarter. The cumulative performance of 21 days exceeded the target of 22 days.

## Support for businesses and helping people into jobs

Match local people with skills and jobs – Support new and growing businesses to create jobs – Help young people into work

Performance Indicator 2019/20	Actual	Target	RAG	Commentary
Number of jobs in the tourism sector is increased in the District	3.8%	3.8%	★	<p>The data is based on a STEAM report for the whole National Forest Area:            2017 total employment in tourism (direct and supplier chain) = 5171            2018 total employment in tourism (direct and supplier chain) = 5367            3.8% increase in the number of jobs in the tourism sector from 2017 to 2018</p> <p>Figures for 2019 will be available in Autumn 2020.</p>
Number of food businesses improving hygiene standards	11	11	★	<p>The Environmental health team has continued to deliver a support programme to a number of food businesses with a hygiene rating of 0, 1 or 2.</p> <p>We are pleased with the response received from businesses who have listened to the advice provided and have improved their standards. Eleven food businesses previously with a hygiene rating of 0, 1 or 2 now have a rating of 3, 4 or 5.</p> <p>A good hygiene rating provides consumers with confidence which ultimately has to be good for business.</p>
Number of business enquires received and supported	83	25	★	<p>In quarter four the Business Team delivered 1:2:1 support to 28 businesses across the</p>

					district (and four repeat enquires) and 6 businesses attended a business support seminar hosted by the Business Focus Team. In addition, from the 12 March to the 30 March Business Focus responded further 45 enquiries from businesses in response to COVID 19.
Value of Coalville shop fronts grant awards	nil		£40,000	▲	There has been no new grant awards in quarter four. Council Officers continue to work with applicants and the projects architects to develop applications remotely. However, restrictions resulting from COVID 19 has delayed site inspections and further applications from being completed.
Number of businesses supported - Market Towns business support programme 8	32		20	★	<p>The project has been restructured to allow officer capacity to respond to the Future High Streets Fund bid.</p> <p>The restructured programme delivered specialist retail support programme for 10 Coalville Market Traders in quarter three to help them maximise sales across the festive period. Also the restructured programme continues to support 22 women from NWL to be supported in quarter four through the Women in Self Employment (WISE) programme. All participants in the WISE programme we supported with a virtual 1:2:1 in quarter four.</p>

## Developing a clean and green district

Lead by example by reducing our own carbon footprint – Reduce littering and fly tipping – Promote the work of the National Forest

Performance Indicator 2019/20	Actual	Target	RAG	Commentary
Number of trees delivered to the local community to expand the district's National Forest area	25,689	13,000	★	The target for the 2019 Free Tree scheme was 13,000 trees to be delivered in North West Leicestershire. The target was exceeded by an impressive 12,689, with a total of 25,689 trees being given out over the whole district. The number planted in the National forest area is 20,872 and a further 4,817 being [planted within the district outside the National Forest boundary. Since 2008 a total of 129,136 trees have been planted in partnership with the National Forrester.
Percentage of fly tipping in district is reduced by 3% over the year	3% (reduction)	3% (reduction)	★	All Councils report fly tipping figures to DEFRA each quarter. These figures are then published nationally in an annual fly tipping report. The figures for 2019/20 show a 3% reduction in fly tipping across the District against the previous year.
Percentage increase on yearly recycling rate by 1%	1%	1%	★	Recycle More started 2019/20, recycling rates confirmed by DEFRA December 2020.
Amount in kgs of household waste sent to landfill per house, per year	119.7kgs	125kgs	★	

Performance Indicator 2019/20	Actual		RAG	Commentary
Number of targets achieved	25		★	
Number of targets within 5% variance of target (10% financial)	2		●	Percentage customers satisfied 1.3% off target. Percentage of rent loss 0.09% off target
Number of targets Not achieved	5		▲	

## Management of Absence Report Q4 2019-2020

- 1.1 In Q4 (2019/20) there were 1065 FTE days lost due to sickness - 155 FTE days fewer when compared with the same period in 2018/19. This is the equivalent of 2.37 days per full time equivalent (FTE). The final figure for 2019/20 is 10.68 days/FTE, this is higher than last year's figure of 9.67 days/FTE, and continues to remain above the corporate target of 8.0 days.
- 1.2 HROD (3.86 days/FTE), Finance (3.03 days/FTE) and Community Services (2.71 days/FTE) were the work areas with the highest levels of sickness in this Quarter.
- 1.3 Almost all sickness in HROD (95.97%) and Finance (100%) was the result of long term sickness, which has now ended. 75% of all sickness in Community Services was long term.
- 1.4 Waste Services accounted for a quarter of all sickness, this was followed by Housing repairs (14.17%) and Leisure Services (including Grounds Maintenance) (10.81%). The most common reasons for sickness in Waste Services and Leisure Services were Musculoskeletal and non-work related stress.
- 1.5 Across the organisation musculoskeletal accounted for nearly a quarter of all sickness, majority of it occurring in the Waste Services (42%), nearly a third in Grounds Maintenance (30%). Personal stress (19%), work related stress (13%) and cold and flu (11%) were the other most common reasons for sickness. There is no obvious pattern of stress related sickness, instances are spread across teams and services.
- 1.6 Table below illustrates total sickness as a percentage by reason:

Sickness Reason	Percentage of sickness by reason	Sickness Reason	Percentage of sickness by reason
Asthma - bronchitis - respiratory	0.77%	Gynaecological - obstetric	2.11%
Back pain - sprain - strain - musculo- skeletal	<b>24.38%</b>	Headache - migraine - neurological	1.12%
Blood conditions	2.25%	Heart - cardiovascular	1.25%
Cancer - malignancy	0.00%	Infectious diseases	0.23%
Cold and Flu	<b>11.32%</b>	Operation / Post Op	9.71%
Diabetes	0.00%	Stomach - bowel - gastric - intestinal	10.59%

Ear nose & throat - dental	2.94%	Stress - depression - anxiety - psychological (non-work related)	<b>19.64%</b>
Eye - ophthalmic	0.38%	Stress - depression - anxiety - psychological (work related)	<b>13.19%</b>
Genito-urinary	0.12%	Disability Related Illness	0.00%

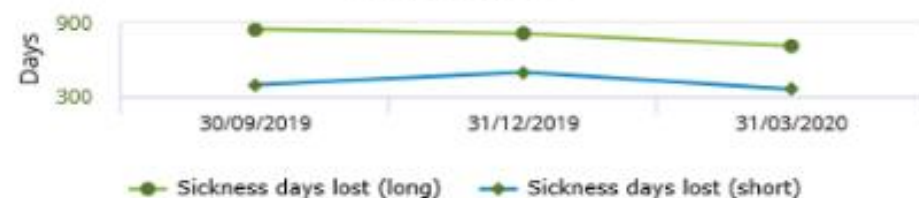
- 1.7 Sixty-six percent of all sickness, in this quarter, was long term. There were 30 long term cases of sickness of which 26 have returned back to work, either full-time or on a phased return. Senior HR advisor closely monitor and manage long term cases in conjunction with Occupational Health and their line managers. Where needed, employees have been referred to Everyday Advice Line, the council's employee assistance plan.
- 1.8 While many employees have had to self-isolate due to the corona virus, we had no confirmed cases of sickness due to COVID-19.
- 1.9 Completion of return to work interview forms across the Council was a rate of 95% until the end of February. March figures (69% return to work completion) reduced the overall figure for the quarter to 87%. Lower rate of returns in March could be attributed to managers adjusting to the new ways of working. The HR team will continue to monitor this rate as the return to work interviews are known to be a critical first process in managing sickness. New arrangements have been put in place to manage this process as the majority of staff and managers

Measure Name										
	All Directorates	Chief Executive	Community Services	Customer Services	Economic Regeneration	Finance	Housing and Property	HR & OD	Legal & Commercial Services	Planning & Infrastructure
Avg number of days lost per FTE	2.37	0.32	2.71	2.36	1.07	3.03	2.65	3.86	0.83	0.92
Number of FTE's	449.76	14.11	176.13	63.79	11.82	10.83	115.81	9.98	20.96	26.30
Sickness days lost (long)	709.47	0.00	358.50	46.97	0.00	32.79	224.21	37.00	10.00	0.00
Sickness days lost (short)	355.62	4.50	119.39	103.51	12.69	0.00	82.30	1.55	7.45	24.22
Total days lost in qtr	1,065.08	4.50	477.89	150.48	12.69	32.79	306.51	38.55	17.45	24.22

Avg number of days lost per FTE



Sickness days lost



Number of FTE's



Total days lost in quarter





## Health and Safety Report

There were a total of 38 reported accidents/incidents in 2019/20 which compares to 30 in the previous year. All of the accidents were to employees. In previous years we had a much higher rate of accidents to visitors (129 in 2018/19) – the majority of those accidents took place at the Leisure Centres in Whitwick and Ashby-de-la-Zouch, and with the transfer of the centres to our Leisure provider Everyone Active in May 2019, the number of visitor accidents fell to zero during 2019/20.

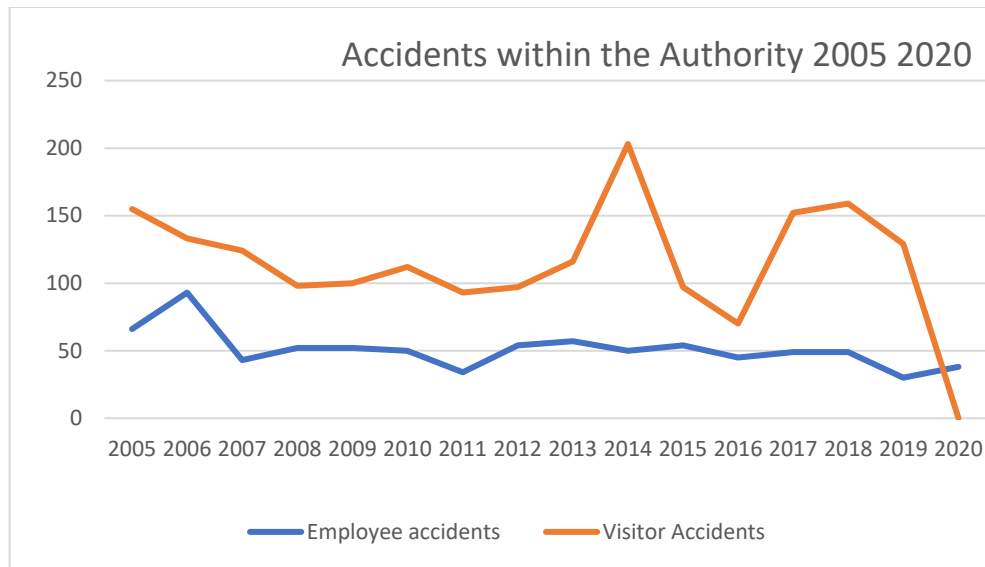
There were 6 Near misses reported, mainly in the Refuse and Recycling service. These were all investigated and actions taken to minimise the likelihood of a re-occurrence.

One accident was reported to the Health and Safety Executive under the Reportable, Injuries Diseases and Dangerous Occurrences Regulations (RIDDOR) (compared to two the year before). The single report was for an employee who was absent for 18 days following a slip on mud/ice.

The increase in reported accidents may be attributed to a number of factors:- improvements in the management of health and safety and control measures particularly in Housing; improved Health and Safety training and awareness, and proactive and targeted support and advice following the action plan developed from the internal audit report conducted in 2018/19.

The table below shows the types of accidents and incidents reported:-

Category	2018/19	2019/20
1 .Slip, trips and falls	11	8
2. Manual Handling	7	5
3. Contact with static object	2	10
4. Struck by moving object	7	12
5. CoSHH	0	0
6. Other types of incident	3	3
Near Misses	2	6



As can be seen the majority of employee accidents have, since 2005, been around 50 annually or approximately 1 per week.

A new Health and Safety system (SHE Assure) has now been procured and is being used for the recording management and storage of risk assessments - the focus on these has been critical during the COVID-19 pandemic as decisions have been made about the safe operation of our many service areas incorporating social distancing rules, cleaning and sanitising arrangements etc. The assessments have also been adapted to permit assessment of the risks at an individual level taking into account known Coronavirus risk factors including gender, age and medical factors etc.

### Workplace Inspections

The annual/bi-annual and quarterly inspections were undertaken across sites in the authority. These have identified consistent good practice in general with just a few areas for improvement. The significant hazards have been identified during the inspections for 2019/20 and a programme of rectification is underway.

There has also been continuous improvement in site responsible persons understanding the importance of undertaking the inspections, which included regular meetings with both Union representatives and Team Managers.

A revised escalation process within SHE Assure system will ensure that actions not completed are escalated this to the next management level, whenever necessary, although we have not been to utilise the SHE processes to their full potential due to having to delay management training due to COVID-19. The training is now taking place virtually in September 2020.

## **Customer Feedback**

### **Compliments:**

Compliments were received by the following service area as follows:

January: Community Services 5 Customer Services 2 Housing and Property 3

February: Community Services 2 Economic Regeneration 1 Housing and Property 13 Planning and Infrastructure 1

March: Community Services 6 Customer Services 4 Economic Regeneration 2 Finance 2 Housing and Property 7

There has been a steady increase throughout the quarter.

### **Complaints:**

The stage 2 complaints figures were as follows:

January - 3 complaints with 2 answered within ten days.

February - 4 complaints with 3 answered within ten days

March – There were no stage 2 complaints received so unable to respond within ten days.

### **MP enquiries responded to within 10 days:**

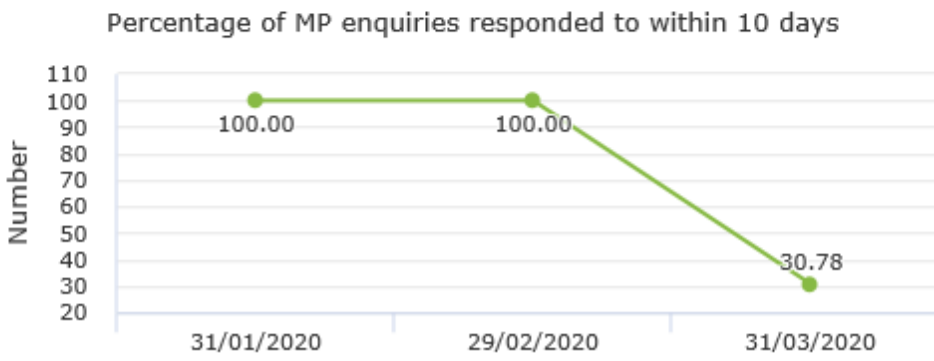
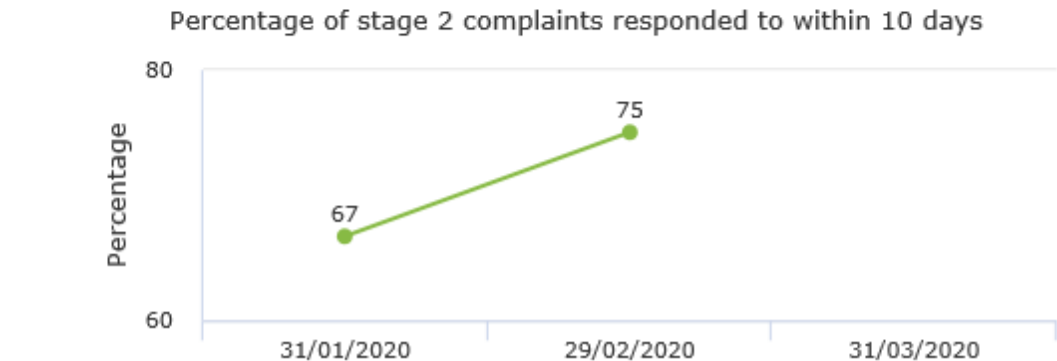
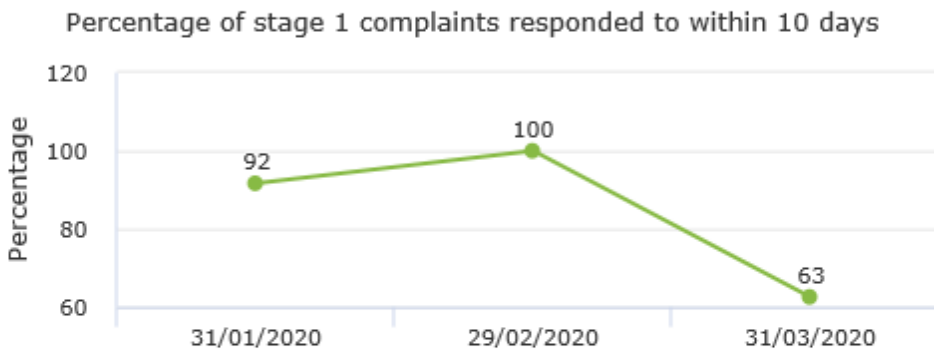
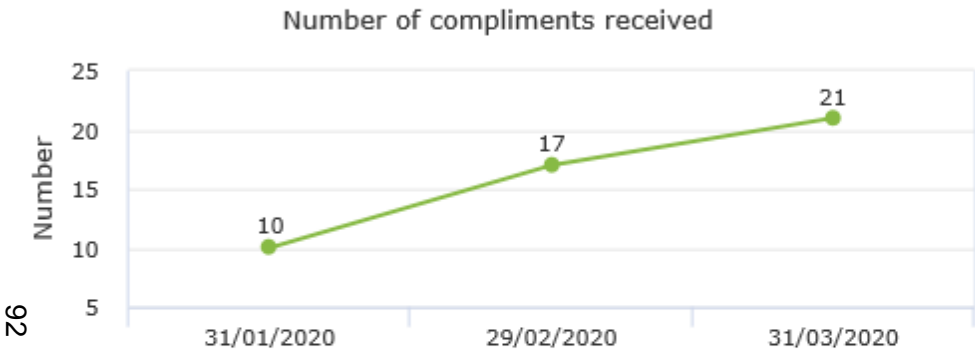
January - 12 queries answered

February - 8 queries answered.

March - 4 queries answered from the 13 received.

# Customer Feedback Graph

Performance Indicator	Community Services	Customer Services	Economic Regeneration	Finance	Housing and Property	HR and Organisation Development	Legal and Commercial Services	Planning and Infrastructure
*PI004 - Number of ombudsman cases received	0	1	0	0	0	0	0	1
*PI005 - Percentage of stage 1 complaints responded to within 10 days	0	100	100	100	67	100	100	100
*PI006 - Percentage of stage 2 complaints responded to within 10 days	100	100	100	100	100	100	100	100
*PI007 - Percentage of MP enquiries responded to within 10 days	100	0	100	100	33	100	100	100



## Customer Services Call Centre Statistics

Quarter 4 saw an increase in telephone contact of more than 3500 calls on the same period in 2018/19 which is a 14% increase. We saw a 23% increase in January, only 5% in February and a 13.66% in March. The increase of calls for January was the result of reduced staff capacity from sickness and no agency which were improved in February. Due to this increased contact, we saw an upsurge of 5.46% abandonment for the quarter, of which 41% was for January, only 3% for February and 36% for March, March being due to Annual Billing contact. Also due to COVID-19, for 3 days at the end of March, a further 230 calls were unable to connect due to capacity. Despite the increase in calls, we have successfully answered 5.62% more calls this quarter than the same time last year and achieved an abandoned rate of 9.64% for the whole year against 16.43% of 2018-19.

Customer Services experienced a slightly longer average call handling time of 17 seconds more on last year and with that came a longer waiting time, increase of 38 seconds to 1:18 average. This can be attributed to the fact with the addition of the Summons service, we answered 250 summons calls with an average handling time of 5:51 minutes, this was an additional 22.50 hours more talk time than Q4 18-19. Overall for the year we saw a huge improvement for customers compared to 2018-19 when the call waiting time averaged at 1:38. Whilst we did not achieve our ambitious target of 30 seconds, we came below 1 minute at 0:55 for 2019-20, a reduction of 42 seconds waiting time.

On the whole, we had a successful year, in spite of receiving over 5,500 more calls we answered over 10,000 more calls, 17,639 more calls within 60 seconds of which 91.73% were within in 30 seconds and achieved our call answered target for the year at 85.82%.

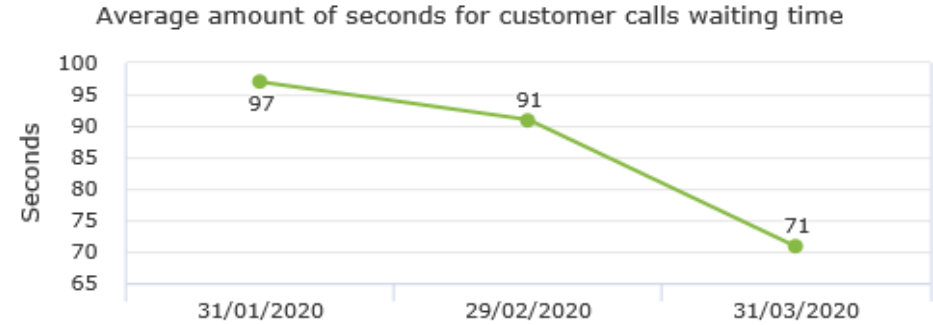
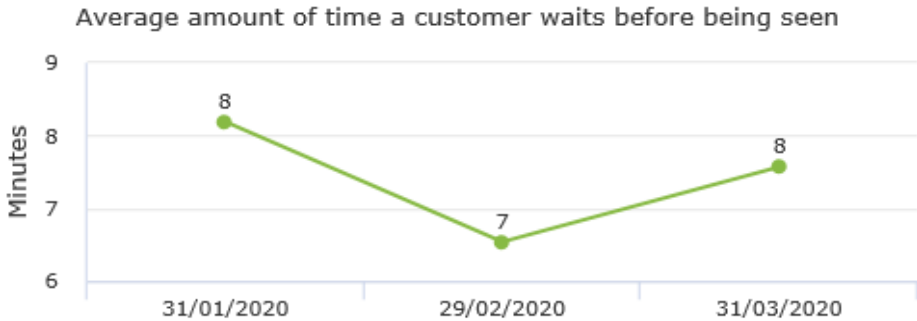
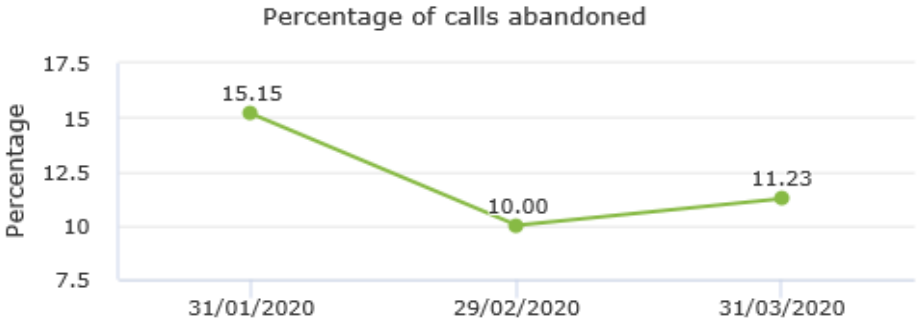
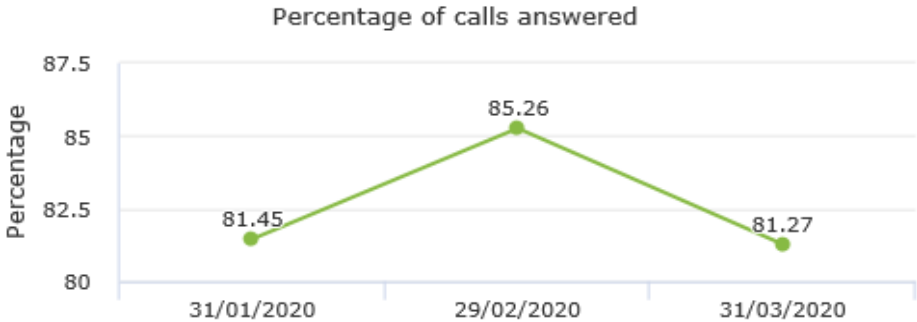
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For face to face, we saw 661 less customers in Q4 2019-20 compared to last year hence the ability to take calls in between visitors. Our transaction time increased slightly up to 13:02 per customer and our average queue time still remained well under 10 minutes at 7:46.

Whilst the average transaction time increased overall for the year by 44 seconds and the visitor waiting time target has not been meet for the quarter, we achieved our target for the year at 07:01 average waiting time, a reduction of 40 seconds on 2018-19. We can see that 1537 less people visited us and attribute this not only to us answering more calls quicker but could also be attributed to the accessibility of services online, giving the customer more ways to contact us.

Customer Services Call Centre Statistics Graph

Measure Name		Jan 2020	Feb 2020	Mar 2020
PI029 - Percentage of calls answered in the call centre	Actual	81.45	85.26	81.27
PI030 - Percentage of Call centre rate of abandonment	Actual	15.15	10.00	11.23
PI032 - Average amount of minutes a visitor has to wait before they are seen by Customer Services	Actual	8	7	8
PI235 - Amount of seconds for customer call waiting time average	Actual	97	91	71



# Finance

General Fund	Annual Budgeted Position	Q4 Annual Forecast Position	Forecast Variance	Movement from Q3
Budgeted Contribution to/(from) Reserves	£161,000	£1,158,000	£997,000	£805,000
<p>During quarter 4, there has been adverse variances of £300k, which have been offset against favourable variances of £996k. The net variances of £805k have been financed by additional grants of £193k in relation to EU Exit grants and the Transparency Code, reduction by £84k of business rates, with the remaining £613k being transferred to the General Fund balance. Explanations of the significant variances (over £50k) between quarter 3 and 4 are detailed below.</p> <p>An underspend on planning appeals and technical support of £115k, additional £73k planning fee and £94k investment income received than previously anticipated, a £60k homelessness grant was received, an increase in recharges of £95k from the general fund, reduction in rent rebates of £188k and a underspend of the new burdens grant of £66k.</p> <p>Across the general fund, there is forecast salary savings of £408k compared to budget for the year, a decrease of £91k from quarter 3. The savings are due to a number of vacant posts across the authority.</p> <p>The outturn for business rates is an additional £278k compared to the budget. £86k relates to an increase of the share received through taking part in the Business Rates Retention Pilot, in addition to the £550k budgeted for. The remaining increase was due to additional Section 31 grants received and as a result of accounting differences, compared to the budgeted level stated in the council's NNDR1 return.</p>				
Housing Revenue Account	Annual Budgeted Position	Q4 Annual Forecast Position	Forecast Variance	Movement from Q3
Budgeted Surplus/(Deficit)	£1,418,000	£2,427,000	£1,009,000	£651,000

Since Q3, the forecast HRA surplus has increased by £651k to £2,427k. The surplus was boosted by the depreciation charge to the account, which is calculated at year-end, being £454k lower than budgeted. The surplus on the in-house repair team's trading account also increased, from a predicted surplus of £487k at Q3 to £826k at Q4 – a rise of £339k.

Other smaller underspends between Q3 and Q4 include the contribution to bad debts being £94k below forecast, repair and maintenance costs comes £76k below forecasts, and net staff costs (after agency costs) falling by £40k.

We also increased the revenue contribution to capital outlay by £590k, as higher right to buy sales during the year mean we needed to contribute more of our own resources to match the receipts we are able to retain from the sale.

Special Expenses	Annual Budgeted Position	Q4 Annual Forecast Position	Forecast Variance	Movement from Q3
Net Expenditure	£536,000	£534,000	£2,000	£11,000

The net cost of Special Expenses services are funded through Council Tax and Localisation of Council Tax Support Grant. The budgeted contribution to Special Expenses reserves was £4,000 and the actual outturn was a transfer to reserves of £6,000. This movement was a result of increased expenditure on approved in year projects, salaries and service management recharges, offset by increased burial fee income and reduced expenditure on general repairs and operational purchases.

General Fund Capital Programme	Annual Budgeted Position	Q4 Annual Forecast Position	Forecast Variance	Movement from Q3
Budgeted Expenditure	£15,348,000	£4,392,000	£10,956,000	£624,000

There has been additional slippage between quarter 3 and 4 of £624k. There has been less expenditure than forecast since quarter 3 on a number of projects including Telephony Unified Communication (£130k), Linden Way Welfare Facilities (£92k), Hood Park Leisure Centre improvements (£121k), Marlborough Square (£70k) and New Market (£74k). During the quarter, additional budget of £143k has also been agreed for the New Market Provision. All of the expenditure is in line with anticipated spend.

Housing Revenue Account Capital Programme	Annual Budgeted Position	Q4 Annual Forecast Position	Forecast Variance	Movement from Q3
Budgeted Expenditure	£13,109,000	£7,164,000	£5,946,000	£655,000



By Q4, we spent £7.2 million on the HRA Capital Programme, £655k less than we had forecast at Q3. The biggest movement was in the New Supply programme, where delays on the Cropston Drive site led to an underspend in year of £175k. Underspends on other schemes that are at the early stage of planning to another £61k underspend, and so in total we spent £285k less than we had forecast at Q3 on New Supply.

Estate improvements work also saw forecast expenditure fall by £260k between Q3 and Q4. This was mainly caused by off street parking not being completed by 31 March as expected. There was also a £125k underspend against the Q3 forecast on Fire Risk Assessment Remedial Work as a new contractor needs to be procured.

Where work is not completed in the year where it is budgeted, it gets carried forward into the next financial year. We have carried forward £2.6 million into 2020-21 for work that will continue.

Expenditure on the renewable energy installation programme, which was been replacing solid fuel heating systems with air source heat pumps, as £134k above forecast expenditure, and ended the year £200k above budget as we completed more installations than budgeted.

## **Appendix 2 - Quarter 1 performance report**

- 1.0 The usual performance monitoring of the Council was significantly affected by the impact of the COVID-19 pandemic, which meant that many of the Council's normal activities and projects were suspended and the focus of the Council's work was to provide a response to the pandemic. Our priority during the early months of the lockdown was on the continued operation of key service areas and providing support to our communities at local and regional level with new service areas which included the delivery of new requirements, including the establishment and delivery of community hubs, new grants schemes to support businesses within the district, and a multitude of wider support according to government guidance across all service areas. This involved the reassignment of many staff to the new service areas and new areas of focus, a challenge which a large number of our staff responded to with enthusiasm and vigour.

With the suspension of a number of our service areas and the impact of the lockdown on partners, businesses, suppliers etc, the normal performance data collection was suspended during the first and second quarters of 2020/21. The following information provides members with the available key data and updates on key projects where there was some progress during quarter 1.

- Key projects update
- Sickness absence management update and statistics
- Customer Service Call Centre

### **KEY PROJECTS UPDATE QUARTER 1**

- 2.1 This section sets out the performance and progress on key projects

#### **2.2 New Leisure Centre**

The new Leisure Centre construction works commenced on site on 20 July 2020 with the required access and bridge works now well underway. The S278 Agreement which gives formal consent and agreement to the highways-related works, has been a complex process requiring input from a range of key stakeholders.

A section of public highway was formally stopped-up that enabled the new access to be created, the process ran smoothly without any challenges. Continued engagement with utility providers has resulted in the required water and electricity supplies being provided as required

The freehold sale of a sliver of land was concluded between Leicestershire County Council and North West Leicestershire District Council to permit the new vehicular access to be in the Council's ownership, with an onward license to Everyone Active under the operating contract.

The required amendments to the contract with Everyone Active have been worked through in a collaborative manner, are now agreed and social value targets have been agreed to ensure local jobs, local suppliers and engagement with local schools/colleges are prioritised wherever possible.

### **2.3 Hood Park**

All external improvement works to Hood Park Leisure Centre have been completed. Due to Covid-19, the relaunch of the facility as Ashby Leisure Centre and lido had to be postponed and this will now be undertaken in May 2021 to coincide with the opening of the lido for the 2021 season.

### **2.4 New Coalville Market**

At the beginning of June, the council received notification that the contractor Westone Housing Ltd intended to terminate the contract, with immediate effect, citing the impact of COVID-19 and the challenges that had been placed on the day-to-day operation of their business.

A number of discussions took place to understand whether or not the council could further-support WHL to enable them to conclude the project. Westone considered their position but decided that pressures on their internal resource and cash flow prevented them from finishing the project.

The council therefore took the following steps to safeguard the site until the legal position could be confirmed and next steps agreed. There were increased security patrols, the existing compound security fencing has been retained, new padlocks have been installed to secure the site and the council's insurance company were notified of the change in circumstances.

A recommendation to engage a new contractor was considered at Cabinet and the Council's appointed Contract Administrators have been instructed to progress with the appointment of a main contractor to complete the project at pace.

### **2.5 Regeneration**

A 'Full Business Case' for the Coalville Future High Streets Fund submission has been completed and will be submitted to Ministry of Housing, Communities and Local Government (MHCLG) in early quarter two.

Five key Coalville Regeneration projects were identified in the Full Business Case and these form the first draft Coalville Regeneration Framework. The projects were presented to Cabinet in June 2020.

In March 2020 the Council secured grant funding of £100,000 from the Leicester and Leicestershire Enterprise Partnership Business Rates Pool fund to continue the development of the five key projects.

Project preparation, due diligence and de-risking is proposed to be progressed during Q2 in the expectation that Future High Street Funding is confirmed in quarter three. This will allow clarification of the Regeneration Framework in quarter four, with the identification of those

schemes where all resources are in place for delivery and those that remain pipeline schemes requiring funding and delivery mechanisms to be secured.

A Full Business Case for Future High Street Funding to delivery Coalville's five key regeneration projects has been prepared and will be submitted to MHCLG at the beginning of quarter two. The process once submitted will remain competitive, but a decision is expected by the end of quarter three.

A methodology for the delivery of a cinema in Coalville has been identified and agreed in principle with interested parties. The arrangements are the subject of a Non-Disclosure Agreement which limits the amount of additional information that can be given in a public document.

To bring the development to fruition external funding will be required which is being sought as part of the councils Full Business Case submission to the Future High Street Fund to MHCLG.

The funding submission will be made in early quarter two with a decision expected by late quarter three. The intervening period will be used by council Officers to work with private sector partners to de-risk the project.

Redesign of the Marlborough Square project has progressed to the point where 'confirming fine grain details' is being undertaken, such as checking vehicle tracking in various scenarios, along with other 'safety' auditing. It is hoped that consents and permits can be applied for in late quarter two, early quarter three.

There have been no new grant awards in quarter one.

Council Officers continue to work with applicants and Simon Foote Architects to develop applications remotely. However, restrictions resulting from COVID 19 has delayed site inspections and further application from being completed.

Following a temporary pause of any site work between March and June due to social distancing measures, Business Focus are back working with our appointed architects to finish the final Coalville Frontage Improvement Scheme projects.

Four of the planned schemes in the project pipeline now will not now be progressing.

To date the project has made completed 16 grant projects totalling nearly £300K of grant funding to improve frontages in Coalville.

In addition to the festive one to one retail support programme delivered for 10 Coalville Market Traders in 2019, a further retail support and small grants for Coalville Market Traders will be delivered as part of the transition from the old market hall to New Market.

Throughout lockdown Business Focus maintained a first port of call for business contacting North West Leicestershire District Council looking for support and the team actively worked alongside council colleagues to ensure eligible local business were applying for government funding.

Business Focus has provided one to one support to over 400 business in quarter one and to over 700 businesses since the outbreak of the Coronavirus in March. Many of these businesses were facing hardship and seeking financial support. In addition, the Business Focus Team have provided support to 48 new start-up business or business growing in the same period.

### **3.0 Sickness Update**

- 3.1 In quarter one (2020/21) there were 471 FTE days lost due to sickness, this is 624 FTE days fewer when compared with the same period in 2019/20. This equates to 1.03 days lost per full time equivalent (FTE).
- 3.2 Projecting ahead, based on quarter one results, the annual absence rate will be 4.12 days lost per FTE against a corporate target of 8.0 days. However, the rate of sickness reporting was significantly lower in this quarter as a result of the Covid-19 measures taken by the council. Due to the lockdown 67 clinically vulnerable members of staff were unable to work for part or all of the quarter; a further 31 employees were quarantined in this period due covid-19 related symptoms, as well as 11 employees who were under shielding measures.
- 3.3 Absence due to Covid-19 is not included in the sickness figures unless the employee tested positive. This approach is in line with National Joint Council (NJC) guidance.
- 3.4 Housing (2.19 days/FTE) and Community Services (1.08 days/FTE) were the work areas with the highest levels of sickness in this quarter. Almost all sickness in Housing (86%) and Community Services (78%) was the result of long term sickness, which have now ended.
- 3.5 The teams with the highest levels of sickness include, Waste Services accounting for over 30% of all sickness, this was followed by Housing Management (19%) and Asset Management (14%). The most common reasons for sickness in Waste Services and Leisure Services were Musculoskeletal. Furthermore in Housing Management and Asset Management work-related stress were the highest causes of sickness.
- 3.6 Across the organisation musculoskeletal accounted for nearly a quarter of all sickness, majority of it occurring in the Waste Services (66%), nearly a third in Grounds Maintenance (20%). Work related stress (28%) and personal stress (18%) were the other most common reasons for sickness. There is no obvious pattern of stress related sickness, instances are spread across teams and services. Covid-19 accounted for 3.02% of sickness, or 14.25 FTE days.

The Table below illustrates total sickness as a percentage by reason:

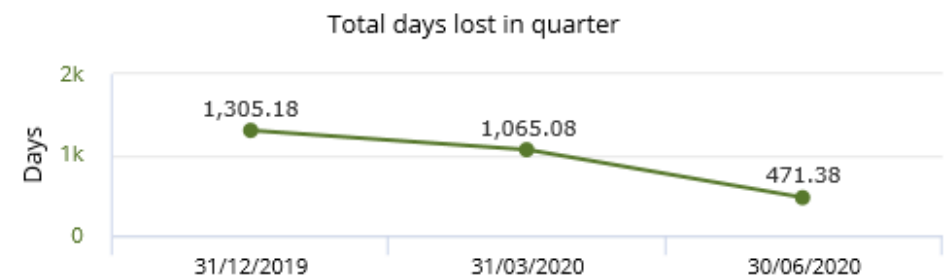
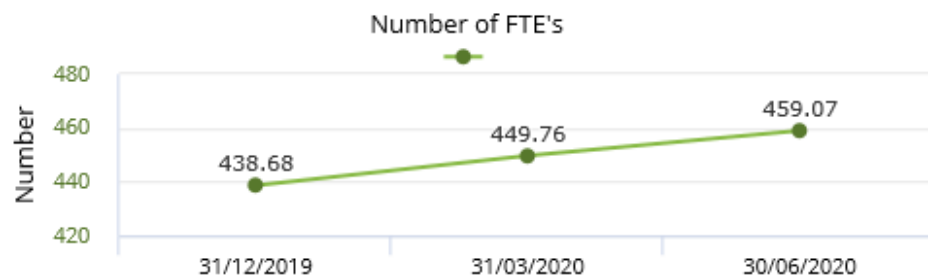
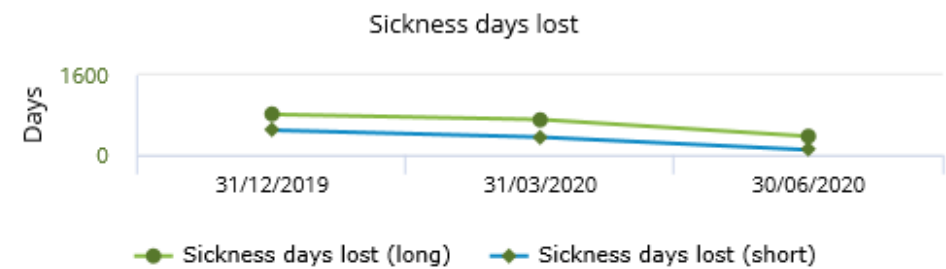
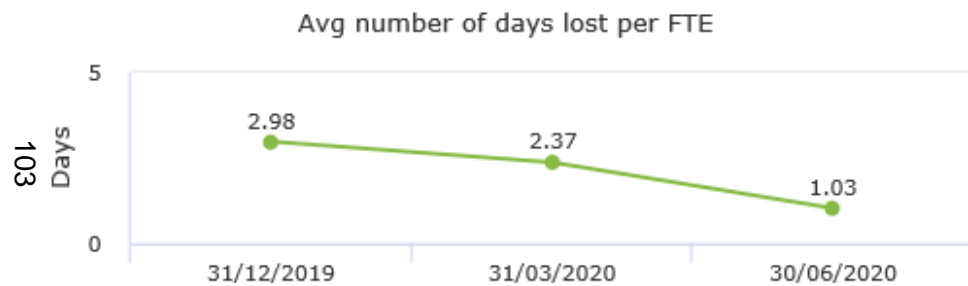
Sickness Reason	Percentage of sickness by reason	Sickness Reason	Percentage of sickness by reason
Stress - depression - anxiety - psychological (work related)	27.79%	Cold and Flu	3.61%
Back pain - sprain - strain - musculo- skeletal	25.33%	Ear nose & throat – dental	3.23%
Stress - depression - anxiety - psychological (non-work related)	17.91%	Covid-19	3.02%
Operation / Post Op	7.85%	Headache - migraine - neurological	2.89%
Stomach - bowel - gastric - intestinal	6.20%	Blood conditions	2.17%

1.10 Organisationally long term sickness accounted for 79% of all sickness. There were 13 long-term cases of sickness of which all but 1 have returned back to work, either full-time or on a phased return, or left the employment of the council.

1.11 Completion of return to work interview forms across the Council was a rate of 81%, this lower than previous quarter, however this can be attributed to the new way of mostly remote working. We have re-emphasised the need for managers to complete and return these during the past quarter.

# Management of Absence

Measure Name	All Directorates	Chief Executive	Community Services	Customer Services	Economic Regeneration	Finance	Housing and Property	HR & OD	Legal & Commercial Services	Planning & Infrastructure
Avg number of days lost per FTE	1.03	0.00	1.08	0.17	0.00	0.09	2.19	0.22	0.00	0.30
Number of FTE's	459.07	13.84	178.81	68.94	10.54	11.17	116.61	9.18	23.11	26.87
Sickness days lost (long)	371.93	0.00	150.68	0.00	0.00	0.00	221.25	0.00	0.00	0.00
Sickness days lost (short)	99.45	0.00	42.07	11.87	0.00	1.00	34.52	2.00	0.00	7.99
Total days lost in qtr	471.38	0.00	192.75	11.87	0.00	1.00	255.77	2.00	0.00	7.99



# Customer Services Call Centre

During quarter one the Visitor centre remained closed to customers due to COVID-19 pandemic, operating with a skeleton staff remaining in the office to cover the incoming and outgoing post, with distribution by way of scanning to other services as well as printing for the team and accepting deliveries for the whole of the council offices.

There were four members of our team in the At Risk group, who were prioritised for laptop configuration with VPN remote access, softphone licenses and headsets in order for us to be able to set staff up for home working, with a further three being completed every few days. Our at home set up was fully rolled out within three weeks. North West Leicestershire District Council operating systems were available with the remote access with further work to provide access to the Revenues and Benefits system also completed within this timescale.

We are now reliant on the staff to have effective and reliable home WIFI. Problems have been experienced and whilst frequent, have not been prohibitive to the successful running of our service. The home working environments vary from home offices to working in their bedrooms and every variation in between.

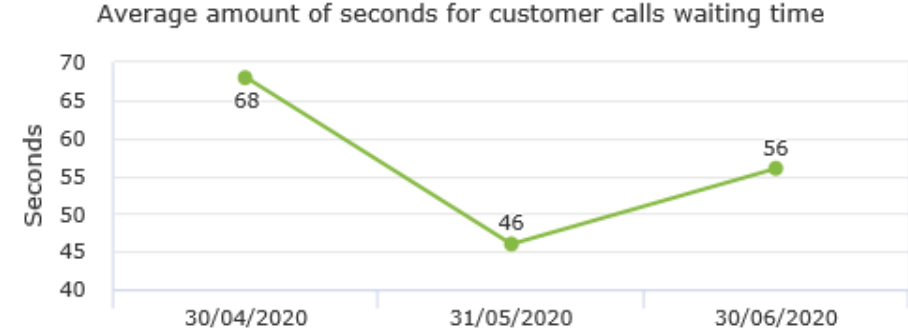
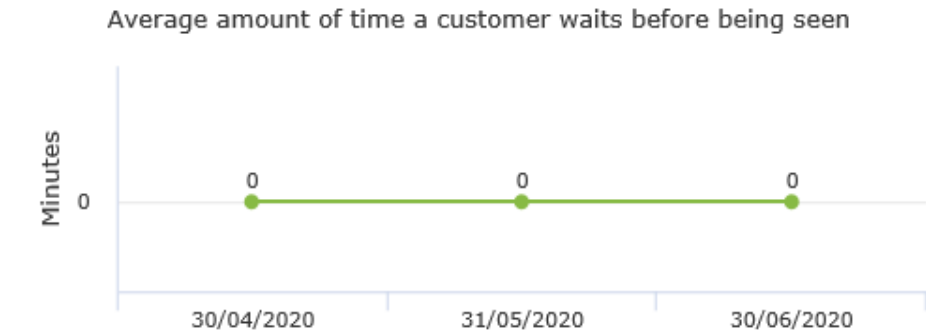
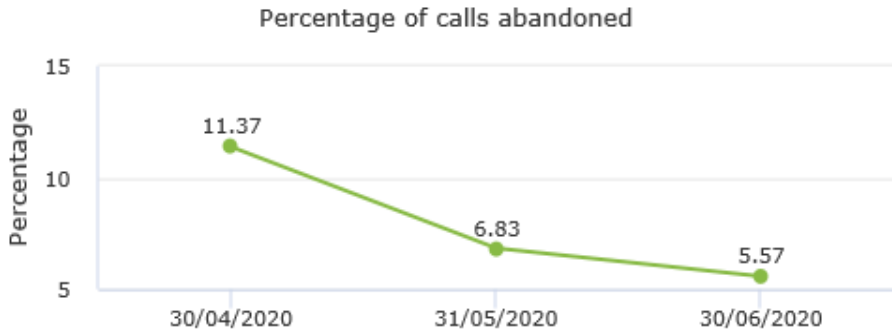
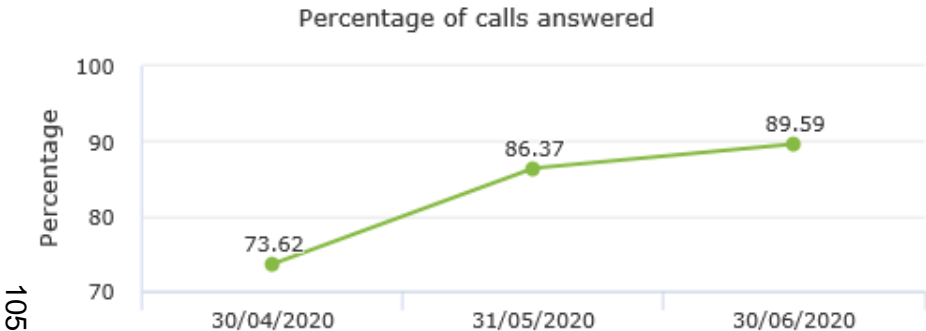
The change in the working environment and the resources did initially have an impact on the service, but this was quickly resolved with the call abandonment reducing during May and June and the percentage of calls answered increasing.

Call volume increased in June by more than 20% on the previous month, with new business rates support and cardboard collection recommenced as well as localised flooding, with a small average increase of 10 seconds for customer waiting time.



# Customer Services Call Centre Graph

Measure Name		Apr 2020	May 2020	Jun 2020
PI029 - Percentage of calls answered in the call centre	Actual	73.62	86.37	89.59
PI030 - Percentage of Call centre rate of abandonment	Actual	11.37	6.83	5.57
PI032 - Average amount of minutes a visitor has to wait before they are seen by Customer Services	Actual	0	0	0
PI235 - Amount of seconds for customer call waiting time average	Actual	68	46	56



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