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Meeting	CORPORATE SCRUTINY COMMITTEE
Time/Day/Date	6.30 pm on Wednesday, 9 June 2021
Location	Council Chamber, Council Offices, Coalville - The public are encouraged to attend remotely
Officer to contact	Democratic Services (01530 454512)

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring disclosable interests you should make clear the nature of that interest and whether it is pecuniary or non-pecuniary.	
3. PUBLIC QUESTION AND ANSWER SESSION	
To receive questions from members of the public under rule no.10 of the Council Procedure Rules. The procedure rule provides that members of the public may ask any question on any matter in relation to which the Council has powers or duties which affect the District, provided that three clear days' notice in writing has been given to the Head of Legal and Support Services.	
4. MINUTES	
To approve and sign the minutes of the meeting held on	3 - 6
5. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME	
To consider any items to be included in the work programme. The plan of forthcoming Cabinet decisions and the current work programme are attached for information.	7 - 24
6. SCRUTINY ANNUAL REPORT	
Report of the Strategic Director	25 - 42
7. ZERO CARBON UPDATE	
Report of the Head of Community Services	43 - 58

8. CORPORATE ACCOMMODATION

Report of the Strategic Director

59 - 74

9. THE COMMUNITY HUB

To receive a presentation on an update from the Head of Housing regarding the Community Hub operations and to seek questions and comments from Members.

10. 2020/21 QUARTER 4 PERFORMANCE REPORT

Report of the Head of Human Resources and Organisational Development

75 - 122

11. COUNCIL DELIVERY PLAN REVIEW - 2021/22 AND 2022/23

Report of the Chief Executive

123 - 148

Circulation:

Councillor R Boam (Chairman)
Councillor B Harrison-Rushton (Deputy Chairman)
Councillor E G C Allman
Councillor D Bigby
Councillor A J Bridgen
Councillor G Houl
Councillor A C Saffell
Councillor S Sheahan
Councillor N Smith
Councillor M B Wyatt

MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Remote Meeting using Microsoft Teams on WEDNESDAY, 10 MARCH 2021

Present: Councillor R Boam (Chairman)

Councillors J Hoult, A J Bridgen, G Hoult, R Johnson, S Sheahan, N Smith and M B Wyatt

Portfolio Holders: Councillors R D Bayliss, R Blunt and T Gillard

Officers: Mr A Barton, Mr D Bates, Mrs T Bingham, C Colvin, Mr C Elston, K Hiller, Mr C Lambert, Mr M Murphy, Mr P Sanders, Mr T Shardlow, Staveley, Mrs R Wallace and Miss E Warhurst

29. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor E Allman.

30. DECLARATION OF INTERESTS

Councillor M B Wyatt declared a non-pecuniary interest in item 6, 2020/21 Quarter 3 Performance report as a Coalville Town business owner.

31. PUBLIC QUESTION AND ANSWER SESSION

There were no questions.

32. MINUTES

Consideration was given to the minutes of the meeting held on 6 January 2021.

It was moved by Councillor N Smith, seconded by Councillor J Hoult and by affirmation of the meeting

RESOLVED THAT:

The minutes of the meeting held on 6 January 2021 be approved as a correct record.

33. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

The Strategic Director presented the report to Members.

Members welcomed the initiative to not bring reports to committee for noting but felt that some caution was necessary as this was a good way for Members to receive information. Members were happy to receive information by other means but asked that officers write reports in a way to allow discussion on a topic rather than for noting purposes.

Positive comments were received in relation to the action plan of the Scrutiny Cross Party Working Group and Members were keen to follow up the suggestion to visit another authority to observe scrutiny proceedings, albeit virtually at the moment.

A Member suggested that an item be placed on the work programme to review the terms and reference of the Coalville Special Expenses Working Party to allow Members of the group to have more say on what happens in the special expenses area. The Head of Legal and Commercial Services advised that as the group was a sub-group of Cabinet, any review would need to be considered through Cabinet rather than Scrutiny. Officers

were happy to look into the matter outside of the meeting and discuss with the Member concerned.

During discussion of item 6 on the agenda, it was agreed to place an item on the work programme in relation to the work undertaken to date by the Community Hub in supporting the Community during the Covid-19 Pandemic.

At the end of the meeting, a suggestion was made for a future topic item in relation to Section 106 agreements, how the money was being used and how often developers were claiming the money back.

It was moved by Councillor R Johnson, seconded by Councillor N Smith and

RESOLVED THAT:

- 1) The Action plan of the Scrutiny Cross Party Working Group be noted.
- 2) The proposed resource solution, as set out in paragraph 4.3, be supported.
- 3) The proposed scrutiny principles. as set out in paragraph 5.1, be supported.
- 4) The process for annual reporting, as set out in paragraph 6.2, be supported.
- 5) An item in relation to the work undertaken by the Community Hub be placed on the work programme.

34. 2020/21 QUARTER 3 PERFORMANCE REPORTS

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

A full discussion was had with answers provided to several questions seeking clarity within the different service areas and overall Members were happy with the performance.

Some questions were raised in relation to the budgetary element of the leisure centre project and preference was given to receiving more regular updates. One Member suggested that considering the amount of money involved in the project, a task and finish group would be beneficial to see the finances in more detail. The Head of Community Services assured Members that the project is in full accordance with decisions made by Cabinet and Full Council in respect of the budget envelope and the facility mix which is fixed. The project is being rolled out in accordance with the planning consent issued and there is a contract in place with the fixed price and design with the contractor with all risks fully transferred to the contractor. He added that management received regular budgetary and programme updates and that the project was in fact ahead of programme. He also referred members to the council's website which contained regular progress updates on a dedicated project page which members were welcome to access. He was happy to provide regular project updates to members on progress through the Member's Bulletin.

At the request of a Member, some broad information was given on the work of the Community Hub which had been providing support to the community throughout the Covid-19 Pandemic. Officers offered to bring an item to the next meeting providing more information in relation to the Community Hub, Members agreed.

A concern was raised in relation to the process involved in applying to hold events in Coalville, as some residents had complained there was too many obstacles in place. Officers were requested to look into the current process, as more events in the town

would be beneficial and if being held by local people, there would be no cost to the council.

During a discussion on the possible use of electric vehicles for taxis within the District in the future, a Member pointed out that there were a number of grants available to assist taxi drivers with electric vehicle costs and suggested this be investigated further. The Head of Community Services reported that work was currently being undertaken to reduce the amount of emissions from taxi vehicles, which would be implemented in stages. He assured Members that officers would investigate the grant options available as suggested.

It was moved by Councillor J Hoult, seconded by Councillor G Hoult and by affirmation of the meeting it was

RESOLVED THAT:

- 1) The report be noted.
- 2) Comments made by the committee be provided to Cabinet when it considers the report.

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 7.43 pm

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Corporate Scrutiny Committee – WORK PROGRAMME (as at 27/05/21)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
1 September 2021				
1 September 2021	Fleet Management Strategy	Paul Sanders, Head of Community Services	-	
1 September 2021	2021/22 Quarter 1 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	-	
1 September 2021	Review of Medium Term Financial Plan	Dan Bates, Head of Finance	-	
1 September 2021	Special Expenses Policy	Dan Bates, Head of Finance	-	
10 November 2021				
10 November 2021	Budget Proposals 2022/23	Dan Bates, Head of Finance	-	
8 December 2021				
8 December 2021	2021/22 Quarter 2 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	-	
5 January 2022				
5 January 2022	Draft Treasury Management Strategy Statement 2022/23 - 2026/27	Dan Bates, Head of Finance	-	
5 January 2022	Draft Investment Strategy - Service and Commercial 2022/23	Dan Bates, Head of Finance	-	

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
5 January 2022	Draft 2022/23 Capital Strategy	Dan Bates, Head of Finance	-	
5 January 2022	2022/23 - 2026/27 Draft Capital Programmes	Dan Bates, Head of Finance	-	
5 January 2022	Draft Housing Revenue Account Budget Proposals for 2022/23	Dan Bates, Head of Finance	-	
5 January 2022	Draft General Fund and Special Expenses Revenue Budget Proposals for 2022/23	Dan Bates, Head of Finance	-	
9 March 2022				
9 March 2022	2021/22 Quarter 3 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	-	

DRAFT Notice of Executive Key Decisions (as at 25 May 2020)

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, 25 June 2021. The Deadline for making any representations as to why items marked as private should be considered in public by **Cabinet on 27 July 2021 is 5pm Friday, 16 July 2021.**

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 Services on telephone number 01530 454512 or by emailing memberservices@nwleicestershire.gov.uk

Executive Decisions

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
July 2021							
<p>Council Delivery Plan Review - 2021/22 and 2022/23</p> <p>01</p>	Cabinet	Key	Public	27 July 2021	<p>Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicester-shire.gov.uk</p> <p>Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk</p>	Council Delivery Plan Review - 2021/22 and 2022/23	Corporate Scrutiny Committee - 20 May 2021
2020/21 Quarter 4 Performance Report	Cabinet	Key	Public	27 July 2021	<p>Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicester-shire.gov.uk</p> <p>Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk</p>	2020/21 Quarter 4 Performance Report	Corporate Scrutiny Committee - 9 June 2021

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	Considered by Scrutiny or other Committee
Provisional Outturn 2020/21	Cabinet	Key	Public	27 July 2021	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk</p> <p>Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk</p>	Provisional Outturn 2020/21	Not to be considered by a Scrutiny Committee.
Corporate Accommodation	Cabinet	Key	Public	27 July 2021	<p>Councillor Robert Ashman Tel: 01283 561700 robert.ashman@nwleicester.gov.uk</p> <p>Strategic Director of Housing and Customer Services Tel: 01530 454819 andy.barton@nwleicester.gov.uk</p>	Corporate Accommodation	Corporate Scrutiny June 2021
Corporate Disposals Policy	Cabinet	Key	Public	27 July 2021	<p>Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicester.gov.uk</p> <p>Head of Housing Tel: 01530 454780 chris.lambert@nwleicester.gov.uk</p>	Report Corporate Disposals Policy	Corporate Scrutiny Committee - 6 January 2021

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	Considered by Scrutiny or other Committee
Construction of two new Council houses at Cedar Grove Moira	Cabinet	Key	Public	27 July 2021	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Head of Housing Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Report Construction of 2 new Council houses at Cedar Grove Moira	Not to be considered by a Scrutiny Committee.
Zero Carbon Roadmap	Cabinet	Key	Public	27 July 2021	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Zero Carbon Roadmap	9/6/21
PSPO – Bins on Streets	Cabinet	Key	Public	27 July 2021	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	PSPO – Bins on Streets	Not to be considered by a Scrutiny Committee, the scheme of delegation only requires Cabinet approval for this decision.

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	Considered by Scrutiny or other Committee
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	27 July 2021	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk	Minutes of the Coalville Special Expenses Working Party	Coalville Special Expenses Working Party - 15 June 2021
Marlborough Centre	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	27 July 2021	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk Head of Economic Regeneration Tel: 01530 454 354 paul.wheatley@nwleicestershire.gov.uk	Report Marlborough Centre	Community Scrutiny Committee - 19 May 2021
September 2021							
2021/22 Quarter 1 Performance Report	Cabinet	Key	Public	21 September 2021	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	2021/22 Quarter 1 Performance Report	Corporate Scrutiny Committee - 1 September 2021

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	Considered by Scrutiny or other Committee
Review of Medium Term Financial Plan	Cabinet	Key	Public	21 September 2021	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk	Review of Medium Term Financial Plan	Corporate Scrutiny Committee - 1 September 2021
Special Expenses Policy 14	Cabinet	Key	Public	21 September 2021	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk	Special Expenses Policy	Coalville Special Expenses Working Party - 15 June 2021 Corporate Scrutiny Committee - 01 September 2021
Corporate Governance Policies - Annual Review	Cabinet	Key	Public	21 September 2021	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Head of Legal and Commercial Services Tel: 01530 454762 elizabeth.warhurst@nwleicester.gov.uk	Review of Corporate Governance Policies	Audit and Governance Committee - 21 July 2021

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	Considered by Scrutiny or other Committee
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Public	21 September 2021	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Under the constitution Cabinet are required to approve write-offs over £10,000
Adoption of Fleet Management Strategy 15	Cabinet	Key	Public	21 September 2021	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk	Adoption of Fleet Management Strategy	Corporate Scrutiny Committee - 1 September 2021
The Recovery of our Lesiure 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)	21 September 2021	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk	the Recovery of our Lesiure Centres and the Partnership Contract with Everyone Active	To be confirmed whether to be considered by a Scrutiny Committee

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	Considered by Scrutiny or other Committee
November 2021							
Empty Properties	Cabinet	Key	Public	9 November 2021	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk</p>	Empty Properties	Not to be considered by a Scrutiny Committee.
December 2021							
Draft General Fund and Special Expenses Revenue Budget Proposals for 2022/23	Cabinet	Key	Public	7 December 2021	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk</p> <p>Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk</p>	Draft General Fund and Special Expenses Revenue Budget Proposals for 2022/23	Corporate Scrutiny Committee - 10 November 2021
Draft Housing Revenue Account Budget Proposals for 2022/23	Cabinet	Key	Public	7 December 2021	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk</p> <p>Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk</p>	Draft Housing Revenue Account Budget Proposals for 2022/23	Corporate Scrutiny Committee - 10 November 2021

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	Considered by Scrutiny or other Committee
2022/23 - 2026/27 Draft Capital Programmes	Cabinet	Key	Public	7 December 2021	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Head of Finance Tel: 01530 454 707 dan.bates@nwleicestershire.gov.uk	2022/23 - 2026/27 Draft Capital Programmes	Corporate Scrutiny Committee - 10 November 2021
Housing Strategy	Cabinet	Key	Public	7 December 2021	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Head of Housing Tel: 01530 454780 chris.lambert@nwleicestershire.gov.uk	Draft Strategy Document Housing Strategy	Community Scrutiny (September Meeting)
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	7 December 2021	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Minutes of the Coalville Special Expenses Working Party	Coalville Special Expenses Working Party - 12 October 2021

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January 2022

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	Considered by Scrutiny or other Committee
Council Tax Base 2022/23	Cabinet	Key	Public	11 January 2022	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk	Council Tax Base 2022/23	Not to be considered by a Scrutiny Committee - The calculation of the council tax base is prescribed in statute
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Public	11 January 2022	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Under the constitution Cabinet are required to approve write-offs over £10,000
2021/22 Quarter 2 Performance Report	Cabinet	Key	Public	11 January 2022	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicester.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicester.gov.uk	2021/22 Quarter 2 Performance Report	Corporate Scrutiny Committee - 8 December 2021

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	Considered by Scrutiny or other Committee
February 2022							
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	1 February 2022	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk</p>	Minutes of the Coalville Special Expenses Working Party	Coalville Special Expenses Working Party - 14 December 2021
General Fund and Special Expenses Revenue Budget Proposals for 2022/23	Cabinet	Key	Public	1 February 2022	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk</p> <p>Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk</p>	General Fund and Special Expenses Revenue Budget Proposals for 2022/23	Coalville Special Expenses Working Party - 14 December 2021 Corporate Scrutiny Committee - 5 January 2022
Housing Revenue Account (HRA) Budget for 2022/23	Cabinet	Key	Public	1 February 2022	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk</p> <p>Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk</p>	Housing Revenue Account (HRA) Budget for 2022/23	Corporate Scrutiny Committee - 5 January 2022

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	Considered by Scrutiny or other Committee
2022 - 2027 Medium Term Financial Plans	Cabinet	Key	Public	1 February 2022	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Head of Finance Tel: 01530 454 707 dan.bates@nwleicestershire.gov.uk</p>		Corporate Scrutiny Committee - 1 September 2021
Treasury Management Strategy Statement 2022/23 and Prudential Indicators 2022/23 - 2024/25	Cabinet	Key	Public	1 February 2022	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Head of Finance Tel: 01530 454 707 dan.bates@nwleicestershire.gov.uk</p>	Treasury Management Strategy Statement 2022/23 and Prudential Indicators 2022/23 - 2024/25	Corporate Scrutiny Committee - 5 January 2022
Investment Strategy - Service and Commercial 2022/23	Cabinet	Key	Public	1 February 2022	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Head of Finance Tel: 01530 454 707 dan.bates@nwleicestershire.gov.uk</p>	Investment Strategy - Service and Commercial 2022/23	Corporate Scrutiny Committee - 5 January 2022

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	Considered by Scrutiny or other Committee
2022/23 Capital Strategy and 2022/23 - 2026/27 Capital Programmes	Cabinet	Key	Public	1 February 2022	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Head of Finance Tel: 01530 454 707 dan.bates@nwleicestershire.gov.uk	2021/22 Capital Strategy and 2022/23 - 2026/27 Capital Programmes	Corporate Scrutiny Committee - 5 January 2022
29 March 2022							
2021/22 Quarter 3 Performance Report 21	Cabinet	Key	Public	29 March 2022	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	2021/22 Quarter 3 Performance Report	Corporate Scrutiny Committee - 9 March 2022

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	Considered by Scrutiny or other Committee
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Public	29 March 2022	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Under the constitution Cabinet are required to approve write-offs over £10,000
June 2022							
Treasury Management Stewardship Report 2021/22	Cabinet	Key	Public	7 June 2022	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk	Treasury Management Stewardship Report 2021/22	Audit and Governance Committee - 20 April 2022

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	Considered by Scrutiny or other Committee
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Public	7 June 2022	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk</p> <p>Head of Finance Tel: 01530 454 707 dan.bates@nwleicester.gov.uk</p>	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Under the constitution Cabinet are required to approve write-offs over £10,000
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	7 June 2022	<p>Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk</p> <p>Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk</p>	Minutes of the Coalville Special Expenses Working Party	Coalville Special Expenses Working Party - 27 April 2022

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – WEDNESDAY, 9 JUNE 2021

Title of Report	SCRUTINY ANNUAL REPORT	
Presented by	Andy Barton Strategic Director of Housing & Customer Services	
Background Papers	Agendas and Minutes of meetings of the Scrutiny Committees and Task and Finish Groups	Public Report: Yes
Financial Implications	None identified	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None identified	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	Resources are referred to in the body of the report but there are no major staffing or corporate implications.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	It was requested as part of the improvements to the scrutiny processes that an annual report be presented to Council setting out the work of the Scrutiny Committee over the preceding twelve-month period.	
Recommendations	THAT (1) THE ANNUAL REPORT BE NOTED AHEAD OF ITS SUBMISSION TO COUNCIL AT ITS MEETING ON 22 JUNE 2021; (2) A RECOMMENDATION BE MADE TO COUNCIL AS TO WHETHER OR NOT THE SCRUTINY CROSS PARTY WORKING GROUP SHOULD BE CONTINUED.	

1. BACKGROUND

- 1.1 A corporate peer review which was undertaken in 2019 prompted the establishment of a Cross Party Scrutiny Working Group which was tasked with looking at improving the scrutiny process.
- 1.2 The Working Group recommended a number of actions, one of which was that an annual report be submitted to Council which sets out the work of ~~25~~ the Scrutiny Committees over the preceding twelve-month period.

- 1.3 The Scrutiny Annual Report is appended.
- 1.4 The actions identified by the Cross Party Scrutiny Working Group in the appended action plan have now been completed or are in progress and the Committee is asked to consider whether to recommend therefore that this Group be formally disbanded.
- 1.5 It is worth noting that the Community Scrutiny Committee considered this report at its meeting on 19 May 2021. It was the view of that meeting that the Cross Party Scrutiny Working Group be continued as it was felt there was some further work to be done.
- 1.6 The views of both the Community Scrutiny Committee and the Corporate Scrutiny Committee will be reported to Council at its meeting on 22 June 2021.

Policies and other considerations, as appropriate	
Council Priorities:	All
Policy Considerations:	None
Safeguarding:	No issues identified
Equalities/Diversity:	No issues identified
Customer Impact:	No issues identified
Economic and Social Impact:	No issues identified
Environment and Climate Change:	No issues identified.
Consultation/Community Engagement:	This report will be considered by both the Corporate and Community Scrutiny Committee before being submitted to Council.
Risks:	No issues identified
Officer Contact	Andy Barton Strategic Director of Housing & Customer Services Andy.barton@nwleicestershire.gov.uk

North West Leicestershire District Council

SCRUTINY ANNUAL REPORT

2020-2021

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Foreword

"The Committees' aims are to provide real benefits to the people of North West Leicestershire and, through their work, put forward appropriate recommendations to Cabinet and Council.

Our new Committees have had a change of focus over recent months following the work of the Scrutiny Cross Party Working Group who have been instrumental in offering solutions to help improve the scrutiny function here at North West Leicestershire. Their input has been invaluable and it followed the recommendations which came from the Corporate Peer review which was undertaken in 2019. It's worth remembering that the scrutiny function of a local authority is not an end in itself. It should be focused on ensuring better outcomes for our communities through constructive engagement with officers, Cabinet, Council and our partners.

Over the past 12 months, the Corporate Scrutiny Committee has performed its usual monitoring of council finances and performance, in addition to the annual scrutiny of the budget during its preparation, and continues to keep a close eye on these. Of particular interest to the Community Scrutiny Committee this year, has been the Community Services portfolio with issues around the new Leisure Centre, improvements to Marlborough Square and Air Quality.

Next year will be significant as it sees the District emerge from the COVID-19 pandemic. The Scrutiny Committees will be at the forefront ensuring that members and the public can contribute to recovery planning, and getting North West Leicestershire back on its feet. We will work on a non-political cross-party basis, with an administration that is willing to listen and participate, which is precisely the sort of working in partnership that will be needed over the difficult months ahead.

We would like to offer our thanks and appreciation to the officers and Members who support both the Committees".



Councillor Dan Harrison
Chairman, Community Scrutiny Committee



Councillor Russell Boam
Chairman, Corporate Scrutiny Committee

Membership

Corporate Scrutiny Committee

Councillor Russell Boam (Chairman)
Councillor Jim Hoult (Deputy Chairman)
Councillor Elliott Allman
Councillor Alexander Bridgen
Councillor Gill Hoult
Councillor Russell Johnson
Councillor Sean Sheahan
Councillor Nigel Smith
Councillor Michael Wyatt
Councillor Dave Bigby (Substitute)
Councillor David Everitt (Substitute)
Councillor Marie French (Substitute)
Councillor Stuart Gillard (Substitute)
Councillor Keith Merrie MBE (Substitute)
Councillor Virge Richichi (Substitute)

Community Scrutiny Committee

Councillor Dan Harrison (Chairman)
Councillor Bertie Harrison-Rushton (Deputy Chair)
Councillor Carl Benfield
Councillor Alexander Bridgen
Councillor Dr Terri Eynon
Councillor John Geary
Councillor Gill Hoult
Councillor Keith Merrie MBE
Councillor Michael Wyatt
Councillor Angela Black (Substitute)
Councillor John Clarke (Substitute)
Councillor Michael Hay (Substitute)
Councillor Virge Richichi (Substitute)
Councillor Tony Saffell (Substitute)
Councillor Carol Sewell (Substitute)

Introduction

North West Leicestershire District Council adopts the Cabinet system to operate its decision making and there are two Scrutiny Committees comprising non-Cabinet members – the Corporate Scrutiny Committee and the Community Scrutiny Committee. Below is a non-exhaustive list of their respective areas of responsibility. Each Committee may receive reports and comment on matters of policy or items of business of a reasonably similar nature to those listed.

Corporate Scrutiny Committee

Asset Management
Estates and property
Review of Constitution
Communications
Customer Services
Finance
Human Resources
ICT
Legal Services
Revenue and Benefits
Shared Services

Community Scrutiny Committee

Business/Economy
Planning and Building Control
Tourism
Partnerships
Community Safety
Leisure
Health and Wellbeing
Stronger Safer Communities
Environmental Health
Licensing
Environmental Protection
Statutory crime and disorder committee
Strategic Housing – Housing Strategy
Housing Management
Economic Development
Regeneration
Waste Services

Scrutiny is central to the Council's decision-making process and has two main roles.

- (1) The development and review of policies for a wide range of subjects and services.
- (2) The critical examination of the Council's performance and effectiveness of its decisions.

The Scrutiny Committees look into areas of local concern; they recommend improvements the Council can make to ensure quality of life is improved for all. The main tasks of the Committees are:

- **Performance Monitoring** – The Council has to meet corporate priorities set out in the Council Delivery Plan and report against those indicators. Scrutiny can examine any aspect of the Council's performance, including services that it delivers through partnerships with other organisations.
- **Holding the Cabinet to Account** - Decisions made by the Cabinet but not yet put into practice can be reviewed by the Scrutiny Committees and challenged.
- **Policy review and development** - Scrutiny can propose new policies or review existing policies and recommend changes to the Cabinet.
- **External Scrutiny** - Any issue directly affecting the residents of North West Leicestershire can be scrutinised by the Committees, including services provided by another organisation

It is through demonstrating the value and impact that effective scrutiny can have in supporting councils and other organisations to deliver better, more cost-effective services, that scrutiny is a valued element of local democracy.

The Committee's Resources

Support to the Committees is provided by the two Strategic Directors who offer sound and practical advice on subject matters and help the Committees manage their respective work programmes with regular dialogue with the Chairmen of the two Scrutiny Committees.

Administrative support is provided by Democratic Services under the direction of the Democratic Services Team Manager.

Legal advice is provided by Legal Services under the direction of the Monitoring Officer.

The Centre for Governance and Scrutiny (CfGS) is regarded as a focal reference point for professional advice and training and has offered support, as required, to assist with Task and Finish Groups.

The Committee does not have its own dedicated budget and its work is funded from the Democratic Services budget.

The Work of Scrutiny

Scrutiny work is Councillor led. In addition to Councillors leading on which subjects they wish to consider in depth through Task and Finish Groups, they also set their own work programme which is populated with topics selected from the Cabinet's Forward Plan, matters relating to the Council's priorities and challenges, and issues of importance to local residents.

Scrutiny does not get involved in minor matters or individual concerns which are not of wider community significance. These need to be addressed through the appropriate service unit, Ward Councillor, or the Portfolio Holder responsible for the issue. Scrutiny does not deal with individual complaints as these should be addressed through the Council's Complaints Procedure.

The Council's Constitution sets out the rights of Scrutiny Committee Members to 'call in' a Cabinet decision if they feel it has not been made in accordance with decision-making principles set out in Article 12 of the Constitution. The Monitoring Officer is able to support and advise any members wishing to call in an item. The 'call in' procedure may result in the convening of a special meeting to consider the matter unless the next programmed meeting falls within the deadlines set in the Council's Constitution. The 'call in' process has not been initiated during the past 12 months.

Scrutiny Cross Party Working Group

A corporate peer review which was undertaken in 2019 concluded the following in relation to the scrutiny function:- *"Continue to improve the scrutiny function. Make it more robust and be seen to be more robust. Explore good practice regarding scrutiny, such as training and make better use of working groups, establishing a forward looking work programme and involve scrutiny early in the decision making progress. This is an area where there has been significant improvement over the last two years with the development of two scrutiny committees with an enhanced number of meetings, however there is recognition that the council needs to support members in understanding their role and maximising the benefits effective scrutiny can bring to the council".*

A Cross-Party Working Group was established to deliver the outcomes of the corporate peer review. Whilst the Cross Party Working Group was not a decision-making body, the group was asked to:

- Monitor the progress of the project against the agreed action plan.
- Act as 'critical friends' providing feedback and comments throughout the project.
- Acts as 'champions' for the successful delivery of the project within their respective groups by ensuring that the progress of the project was regularly reported back to all group members.
- Make recommendations to appropriate decision making bodies based on the consensus of the Group.

Its membership comprised

- Councillor Robert Ashman, Deputy Leader
- Councillor Dan Harrison, Conservative
- Councillor Nigel Smith, Conservative
- Councillor Terri Eynon, Labour
- Councillor Sean Sheahan, Labour
- Councillor Tony Saffell, Independent

and was chaired by Neil Clarke from the Local Government Association.

The work of the Cross-Party Working Group culminated in a concise action plan, a copy of which is attached to this report at Appendix A.

Scrutiny Principles

The following principles based approach for identifying and managing the scrutiny work plan have been agreed.

Identify Issues for consideration by Scrutiny

- Consulting with members of Scrutiny Committees, senior officers, Cabinet members – horizon scanning on policy development
- Looking at the corporate priorities, Council Delivery Plan and Cabinet Forward plan – identify key issues/topics for investigation/inquiry
- Considering events and decisions in the Council's calendar which could require an input/consultation via scrutiny – eg budget setting, CDP development
- Considering requests from members – eg via another forum or scoping report submitted
- Evaluating the Council's performance – eg quarterly reports, end of year reports, reviewing success of a particular scheme or initiative
- Reviewing any follow up work required after previous scrutiny work

Prioritise the potential list of scrutiny topics based on factors including

- the resources required to deliver it (from members, offices and financially)
- the value and level of impact which could be achieved
- link to the council's priorities
- whether it is a regular recurring item which requires consideration before Cabinet/Council approval
- consideration of the guidance for selecting scrutiny topics

Scope and plan

- Decide which scrutiny topics/work will be done each year
- Add to the work programme for each year to ensure manageable agendas for each meeting
- Consider allowing some scrutiny time for ad hoc requests which arise mid year
- Ensure that items on the work programme are clearly scoped, with clear objectives for the committee and officers (use scoping form where possible)

Recommend (if appropriate) based on the following

- Being specific about the recommendations
- Ensure that they are evidence based and realistic
- Focus on measurable outcomes (where appropriate)
- Address a specific person or group
- Be realistic about any financing requirements
- Develop in partnership with the executive, council officers and partners

Respond – Cabinet should respond to recommendations made by Scrutiny within 2 months. The response should be:

- A commitment to deliver the measure within the timescale set out
- A commitment to be held to account on that delivery in 6 months or years time
- Where it is not proposed that a recommendation be accepted, the provision of substantive reasons as to why not
- Can be given by way of Cabinet report/meeting considering the recommendations

Review and evaluate

- Regularly review progress and evaluate outcomes eg at Directors/Chairs meetings

- Produce an annual report which demonstrates the work the Committees have done and their impact

Topics are suitable for Scrutiny when	Topics are not suitable for Scrutiny when
Scrutiny could have an impact and add value	The issue is already being addressed elsewhere and change is imminent
The topic is of high local importance and reflects the concerns of local people	The topic would be better addressed elsewhere (and will be referred there)
The resources are available that would be required to conduct the review – staff and budget	Scrutiny involvement would have limited or no impact on outcomes
It avoids duplication of work elsewhere	The topic would be sub-judice or prejudicial to the councils interests
The issues is one that the committee can realistically influence	The topic is too broad to make a review realistic
The issue is related to an area where the council or one of its partners is not performing well	New legislation or guidance relating to the topic is expected in the next year

The Scrutiny Year

Over the 10 meetings which the Scrutiny Committees held during 2020-21, a number of different topics were scrutinised, as shown in the table below:

Item	Considered by	Action of the Committee	Outcome
Appleby Magna Caravan Park	Community Scrutiny Committee on 6 May 2020	Recommended its preferred option to Cabinet having explored a number of alternatives	Cabinet accepted the findings of the Scrutiny Committee and welcomed the work it had undertaken in reaching its conclusions.
Future High Streets Fund	Community Scrutiny Committee on 6 May 2020 and 10 February 2021	Considered the proposals and submitted a number of questions and issues for Cabinet to consider ahead of its final decision	Cabinet considered the issues raised before making its final decision.
Covid-19 Recovery and Financial Impact	Corporate Scrutiny Committee on 10 June 2020 and again on 28 October 2020	Considered the proposals and submitted a number of questions and issues for Cabinet to consider ahead of its final decision	Cabinet considered the issues raised before making its final decision.
Section 106 Contributions for Health	Community Scrutiny Committee on 21 July 2020	Noted the work being undertaken to ensure appropriate and timely expenditure of S106 monies in relation to health	The Committee now has a better understanding and appreciation of the work undertaken in relation to this matter.

New Affordable Housing Supply Strategy	Community Scrutiny Committee on 21 July 2020	Considered the draft strategy and submitted a number of questions and issues for Cabinet to consider ahead of its adoption	Cabinet considered the issues raised before adopting the strategy.
Sport and Leisure Project	Community Scrutiny Committee on 21 July 2020 and again on 10 February 2021	Considered the proposals and submitted a number of questions and issues for Cabinet to consider ahead of its final decision	Cabinet considered the issues raised before making its final decision.
Newmarket Refurbishment	Community Scrutiny Committee on 21 July 2020	Considered the proposals and submitted a number of questions and issues for Cabinet to consider ahead of its final decision	Cabinet considered the issues raised before making its final decision.
Medium Term Financial Plan	Corporate Scrutiny Committee on 2 September 2020	Noted the changes to assumptions that drive the MTFP and questioned some of the thinking behind it.	The Committee now has a better understanding of the issues which drive the MTFP.
Council Delivery Plan	Corporate Scrutiny Committee on 2 September 2020	Considered the Plan and submitted a number of questions and issues for Cabinet to consider.	Cabinet considered a number of comments and suggestions, some of which were accepted before making its final recommendation to Council
Rent Arrears Enforcement	Community Scrutiny Committee on 28 October 2020	Considered the proposals and submitted a number of questions and issues for Cabinet to consider ahead of its final decision	Scrutiny welcomed the initiative and Cabinet put the scheme into operation
NWL Economy Recovery Plan	Community Scrutiny Committee on 28 October 2020	Considered the proposals and submitted a number of questions and issues for Cabinet to consider ahead of its final decision	Cabinet considered the issues raised before making its final decision.
Establishment of Company to be Known as 'EM DEVCO Limited'	Community Scrutiny Committee on 28 October 2020	Considered the proposals, submitted a number of questions and concerns and amended the recommendation for Cabinet to consider.	Cabinet considered the issues raised and accepted the amended recommendation before making its final recommendation to Council

Building Control – Future Service Delivery	Community Scrutiny Committee on 28 October 2020	Considered the proposals and submitted a number of questions and issues for Cabinet to consider ahead of its final decision	Cabinet considered the issues raised before making its final decision.
Budget Proposals 2021/22	Corporate Scrutiny Committee on 11 November 2020 and again on 6 January 2021	Commented on the budgetary proposals to be taken forward as part of the developing 2021/22 budget.	Comments were considered by Cabinet and Council when formulating and agreeing the budget, and some suggestions were adopted.
Air Quality	Community Scrutiny Committee on 25 November 2020	Reported on the findings of the Task and Finish Group which had been set up last year and submitted some recommendations to Cabinet	Thanks were expressed for the work undertaken by Scrutiny and the majority of the recommendations, with the exception of the specific sites for extra monitoring, were accepted
Recycle More	Community Scrutiny Committee on 10 February 2021	Considered the proposals and submitted a number of questions and issues for Cabinet to consider ahead of its final decision	Comments considered by Cabinet when formulating and agreeing the Recycle More strategy
Scrutiny Principles	Community Scrutiny Committee on 10 February 2021 and Corporate Scrutiny Committee on 10 March 2021	A number of principles were considered and agreed with a view to disbanding the Scrutiny Working Group and enabling each respective Scrutiny Committee to adopt the principles and move forward.	The action plan of the Scrutiny Cross Party Working Group was noted, the proposed resource solution and scrutiny principles were supported and the process for annual reporting was agreed.

Task and Finish Groups

The Scrutiny Committees can set up special working parties called Task and Finish Groups when they need to undertake a detailed, in depth investigation into a particular issue. The work is undertaken by a small group of councillors appointed from the membership of the Scrutiny Committee.

During 2020/21 Scrutiny Members established the following Task and Finish Groups:-

Air Quality Control

The Group was tasked with reviewing the information available to date around NWL air quality delivery to include AQC's report currently being commissioned and Leicestershire County Council's Air Quality Joint Strategic Needs Assessment Action Plan whilst also taking into account the national picture.

The membership was:-

- Councillor C Benfield
- Councillor T Eynon
- Councillor D Harrison (Chair)
- Councillor M Hay
- Councillor G Hoults
- Councillor K Merrie MBE
- Councillor M Wyatt

Meetings were held between 2 October and 13 November 2020 which culminated in a series of recommendations which were agreed by the Community Scrutiny Committee at its meeting on 25 November 2020, the majority of which were supported by Cabinet at its meeting on 8 December 2020

Housing Strategy

The Group has been tasked with looking at if and how NWLDC can influence an increase in the supply of affordable housing in the district and has been asked to make recommendations to Cabinet to this effect. The work on this is ongoing and will be reported in next year's report.

Committee Training

During 2020/21 Scrutiny Members had the following training:

- Thurs 5 November, 6pm: **Scrutiny Workshop** (all members)
- Wed 2 December, 5.30pm: **Scrutiny Essentials and Questioning Skills** (open to all members)
- Wed 16 December, 5.30pm: **Work Programming** (aimed at scrutiny members)
- Tues 12 January, 6pm following cabinet: **Getting the most from Scrutiny for Cabinet Members** (for Cabinet Members)

Key priorities for 2021-2022

The Scrutiny Committees will continue to grow and develop in their role of holding the authority's decision makers to account. The following key priority for the year ahead has been identified:

North West Leicestershire (Covid-19) Recovery Plan

A key priority for the Committees will be working with Cabinet and officers to work on the District's recovery plan from the effects of the pandemic. As a "critical friend", the Committees can provide

another perspective on the proposals from the Recovery Plan before final proposals are presented to Cabinet and Council.

Members' Attendance Record

Corporate Scrutiny Committee

Attendance	10 Jun 2020	2 Sep 2020	11 Nov 2020	6 Jan 2021	10 Mar 2021	%
R Boam	Y	Y	Y	Y	Y	100
J Hoult	Y	Y	Y	Y	Y	100
E Allman	Y	Y	Y	N	N	60
A Bridgen	N	Y	Y	Y	Y	80
G Hoult	Y	Y	Y	Y	Y	100
R Johnson	Y	Y	Y	N	Y	80
S Sheahan	Y	Y	Y	Y	Y	100
N Smith	Y	Y	Y	Y	Y	100
D Tebbutt	Y	Y	N	N	N/A	50
M Wyatt	Y	Y	Y	Y	Y	100

Community Scrutiny Committee

Attendance	6 May 2020	21 Jul 2020	28 Oct 2020	25 Nov 2020	10 Feb 2021	%
D Harrison	Y	Y	Y	Y	N	80
B Harrison-Rushton	Y	Y	Y	Y	Y	100
C Benfield	Y	Y	Y	N	Y	80
A Bridgen	Y	Y	Y	N	Y	80
T Eynon	Y	Y	Y	Y	Y	100
J Geary	Y	Y	N	Y	Y	80
G Hoult	Y	Y	Y	Y	Y	100
K Merrie	Y	Y	Y	Y	Y	100
D Tebbutt	N	N	N	N	N/A	0
M Wyatt	Y	Y	Y	Y	Y	100

Action Plan - The aim of this Action plan is to address the recommendation of the Peer Team in relation to Scrutiny following the recent Corporate Peer Review as follows:-

“Continue to improve the scrutiny function. Make it more robust and be seen to be more robust. Explore good practice regarding scrutiny, such as training and make better use of working groups, establishing a forward looking work programme and involve scrutiny early in the decision making progress. This is an area where there has been significant improvement over the last two years with the development of two scrutiny committees with an enhanced number of meetings, however there is recognition that the council needs to support members in understanding their role and maximising the benefits effective scrutiny can bring to the council”.

Ref	Recommendations	Actions	By	Change to Constitution ?	STATUS
1	Establish a cross party working group	<ul style="list-style-type: none"> Cross party working group to be established to oversee actions and improvements to the scrutiny function. Terms of reference to be agreed <p>AGREED –</p> <p>(1) That the Working Group Terms of Reference be endorsed</p> <p>(2) That monthly meetings be held with a 6 month review meeting thereafter.</p> <p>(3) That the work of the Group be reported to Council.</p>	EW	No	COMPLETED
38			ML	No	COMPLETED
2	Develop training and support programme for members and chairs	<ul style="list-style-type: none"> Training programme to be developed to support members and enhance understanding of members’ roles and responsibility in scrutiny and policy development – to include a mock meeting. Questionnaire identifying training needs to be sent and findings reported back to next meeting. Ring round to every non responding member by the 	ML	No	COMPLETED
			RW	No	COMPLETED

		<p>next meeting.</p> <ul style="list-style-type: none"> • Comparison training programme be obtained from the LGA and reported back to next meeting. • Members to attend a meeting at another Authority. <p>AGREED</p> <p>(1) Visit to be arranged after COVID 19</p> <p>(2) Training programme to be delivered by CfGS</p>	RW	No	<p>COMPLETED</p> <p>POSTPONED</p>
3	Review level of officer support for scrutiny function	<ul style="list-style-type: none"> • Agree on level of support required – administration or management of function? • Consider how the support to scrutiny will be resourced. <p>AGREED – That the level of support afforded to the scrutiny function be kept under review</p>	All	No	COMPLETED
69			All	No	COMPLETED
4	Develop forward looking work programme for Corporate and Community Scrutiny	<ul style="list-style-type: none"> • Change report templates to identify the role of scrutiny for each issue and encourage report authors to consider outcomes. • Move work programme agenda item to front of agenda • Reintroduce the Annual Report to demonstrate the value and achievements of scrutiny • Ensure it is clear why an item is/is not going to scrutiny • Invite views and comments from Scrutiny Members <p>AGREED –</p> <p>(1) That a new report template be introduced with immediate effect</p>	ML	No	COMPLETED
			ML	No	COMPLETED
			JA/AB	No	COMPLETED
			RW	No	COMPLETED
			ML	No	COMPLETED

		<p>(2) That the Annual Report on Scrutiny be reinstated.</p> <p>(3) That the work programme agenda item be moved to the front of the agenda with immediate effect</p> <p>(4) EDN to be updated with an additional column with reasons why an item is/is not going to Scrutiny</p> <p>(5) Invites be sent ahead of each scrutiny meeting seeking views on specific issues as part of a pre-briefing process.</p>			
5	Establish a co-ordinating body with cross-party involvement, such as a scrutiny commission.	<ul style="list-style-type: none"> Consider how the work of the Scrutiny Committees can be co-ordinated Look into structure of Scrutiny and the committee carrying out the audit function in similar authorities and report back to next meeting <p>AGREED</p> <p>(1) That a joint meeting of directors and scrutiny chairs be held twice a year to include those related to Audit and Governance</p> <p>(2) That it was not appropriate to have Audit and Governance as a scrutiny function but to co-ordinate as above.</p>	AB/JA	No	COMPLETED
40			EW	No	COMPLETED
6	Understanding scrutiny	<ul style="list-style-type: none"> Articles to be included in blogs and staff bulletins Centre for Governance and Scrutiny (CfGS) to carry out a survey of all key parties and publish report Issues addressed in the report to be picked up as part of the training package 	JA/AB	No	ONGOING
			CfGS	No	COMPLETED
			CfGS	No	COMPLETED

ISSUES ADDRESSED IN REPORT BY CfGS AS REFERENCED IN PARAGRAPH 6

a	Need clarity around the process/responsibility for helping scrutiny scope out their objectives at the start of the year, looking at evidence such as CDP, emerging policy issues, horizon scanning etc – decide the objectives/priorities and then build the forward plan from there.	To be picked up by Directors at their joint meetings and briefings which have now been set up following a recommendation from the Working Group – Paragraph 5 above refers	JA/AB	No	COMPLETED
b	Refine the scoping process so that key priority reports are going and develop confidence in deciding what should go and what shouldn't.	Outlined in Strategy Group report for consideration on 9 December 2020 and the Community and Corporate Scrutiny Committees on 10 February and 10 March respectively.	JA/AB	No	COMPLETED
c	Having a clear round up and annual reporting process.	Outlined in Strategy Group report for consideration on 9 December 2020 and the Community and Corporate Scrutiny Committees on 10 February and 10 March respectively.	JA/AB	No	COMPLETED
d	Move work programme to the front of the agenda	Addressed following a recommendation from the Working Group – Paragraph 4 above refers.	ML	No	COMPLETED
e	Prioritise agenda content and have shorter agendas	Outlined in Strategy Group report for consideration on 9 December 2020 and the Community and Corporate Scrutiny Committees on 10 February and 10 March respectively.	JA/AB	No	COMPLETED
f	Members to take ownership of scrutiny	To be addressed as part of the training package being provided by CfGS	CfGS	No	COMPLETED
g	Ensure there is a valid reason for item going to Scrutiny – no items just for noting.	Outlined in Strategy Group report for consideration on 9 December 2020 and the Community and Corporate Scrutiny Committees on 10 February and 10 March respectively.	JA/AB	No	COMPLETED

h	Hold pre-meetings to discuss expected outcomes of each Scrutiny meeting	Addressed following a recommendation from the Working Group – Paragraph 4 above refers.	JA/AB	No	ONGOING
i	Members receive training to address their varied knowledge of processes such as holding to account and call in	To be addressed as part of the training package being provided by CfGS	CfGS	No	COMPLETED
j	Improving questioning skills	To be addressed as part of the training package being provided by CfGS	CfGS	No	COMPLETED

Abbreviations	
CfGS	Centre for Governance & Scrutiny
EW	Elizabeth Warhurst, Monitoring Officer
JA	James Arnold, Strategic Director
AB	Andy Barton, Strategic Director
ML	Melanie Long, Democratic Services Team Manager
GL	Group Leaders
RW	Rachel Wallace, Democratic Support Officer

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE
– WEDNESDAY, 9 JUNE 2021

Title of Report	ZERO CARBON ROADMAP UPDATE	
Presented by	Paul Sanders Head of Community Services	
Background Papers	Minutes of 31 March 2020 Cabinet meeting where Zero Carbon Roadmap & Action Plan was adopted Agenda for Leader of the Council Cabinet Member Meeting on Tuesday, 31st March 2020, 5.00 pm - North West Leicestershire District Council (nwleics.gov.uk)	Public Report: Yes
Financial Implications	A climate change reserve of £451,114 was allocated in the 2021/22 budget. This report proposes spending £140,000.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	Set out in section 8 of this report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	None	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	To provide an update on the council's Zero Carbon Roadmap and Action Plan and an insight of future plans.	
Recommendations	That Corporate Scrutiny Committee comments on: <ol style="list-style-type: none"> 1. The progress that has been made with Year 1 of the Zero Carbon Roadmap 2. The actions and spend being proposed for year 2 of the Zero Carbon Roadmap plan, to feed into Cabinet's consideration at its meeting on 27 July 2021. 	

1. BACKGROUND

- 1.1. North West Leicestershire District Council (NWLDC) declared a climate emergency on 25 June 2019.
- 1.2. It subsequently commissioned specialist environmental consultants, Etude, in 2019 to help develop the council's response to the need to reduce the council's and district's carbon emissions. This focused on how to reduce emissions which are within the council's control.
- 1.3. Greenhouse gases emitted in North West Leicestershire are generally bulk products of the combustion of fossil fuels and they are produced on a massive scale. It is not practical to separate, remove or store these gases therefore the primary means to reduce them is to burn less fuel. Historically this has been achieved through making vehicles, buildings, and electricity generators more efficient. Efficiency alone cannot deliver carbon reductions. Zero emission technologies such as wind turbines, solar panels, heat pumps and electric vehicles can generate electricity, heat, and provide transportation without any need for fossil fuels. They offer a plausible route to achieve net zero emissions of greenhouse gases.
- 1.4. This activity led to the development of a Zero Carbon Roadmap and Action Plan which was adopted by the council on 31 March 2020. The Action Plan summarises recommended activity to achieve the ambition of a zero carbon council by 2030 and a zero carbon district by 2050.
- 1.5. The Zero Carbon Roadmap estimated, from a baseline of 2016, that the emissions from council owned assets of 18,000 tCO₂e represent just 1.5% of the total emissions of the North West Leicestershire district. This is dominated by the buildings owned and operated by the council, in particular housing. Whilst tackling the emissions from the council's own operations is an imperative, the scale of the emissions from the wider district highlights how important it is for the council to show leadership to influence wider district emissions.
- 1.6. The target for the council's operations to be zero carbon by 2030 and the district by 2050 is highly challenging and the council cannot achieve this alone. The council, in its civic leadership role, has a responsibility to lead in this area to help ensure that North West Leicestershire recognises and embraces the crucial activity required to meet the challenge.
- 1.7. A Climate Change Programme Manager was recruited and started in post on 1 September 2020 to lead the programme. A Zero Carbon Group was set up including officers from different functional teams and a full review of the Action Plan was undertaken to assess team ownership and involvement in the identified activities.
- 1.8. The Climate Change Programme Manager has engaged with colleagues at other districts and county through the Environment Group, and, together with the Head of Community Services, has built links with external bodies such as Midland Energy Hub, Energy Saving Trust and Leicester and Leicestershire Local Enterprise Partnerships as well as the East Midland Development Corporation through its emerging "Plan for Zero". This has helped identify collaboration and learning opportunities to drive our zero carbon agenda.

2. ZERO CARBON ROADMAP KEY THEMES

- 2.1. The Zero Carbon Roadmap is divided into several distinct activity groups.
 - Buildings and towns
 - Transport
 - Power
 - Waste
 - Forestry, land use and agriculture
 - Industry
 - Aviation and shipping
 - F-gases
 - Other
- 2.2. North West Leicestershire emissions are dominated by transport, buildings, and industrial installations.
- 2.3. Direct emissions from NWLDC are estimated at 1.5% of the total emissions from the district (council buildings, homes, vehicle fleet).
- 2.4. The council can directly influence a further 32% of emissions mainly through:
 - Planning for new buildings
 - Planning control for new industrial installations and site emissions
 - Electric vehicle infrastructure
 - Waste reduction and diversion from landfill
- 2.5. The initial focus is on the council's own activities and what direct action it can take. Other categories of activities identified are where the council can influence and where it can help to facilitate.

3. WIDER PERSPECTIVE ON CLIMATE CHANGE

- 3.1. The media coverage of climate change has changed significantly over the past year. Whilst environmental figureheads, such as David Attenborough and Greta Thunburg, and business leaders, such as Bill Gates, have raised the profile of the climate change emergency in the past, there is now more political recognition and commitment across the globe particularly with an increased interest in building back our society post Covid-19 in a more environmentally friendly manner.
- 3.2. The Prime Minister, Boris Johnson, released his [10 point plan](#) in November 2020, which is built around the UK's strengths and covers clean energy, transport, nature and innovative technologies.



- 3.3. The government is currently developing a number of key strategy documents including Heat & Buildings Strategy, Transport Decarbonisation Plan and National Infrastructure Strategy, alongside an Energy White Paper which will outline more detail on how it intends to achieve these ambitions.
- 3.4. The UK is hosting the UN Climate Change Conference [COP26](#) in November 2021 which will bring together world leaders to accelerate action towards the goals of the Paris Agreement and the UN Framework Convention on Climate Change.
- 3.5. In the UK, ambitions and commitments are growing. The UK government has accepted the advice of its independent Climate Change Committee and in April 2021 announced new climate change commitments to set the UK on course to cut carbon emissions by 78% by 2035 (based on 1990 levels). To achieve this more electric cars, low-carbon heating, renewable electricity and potentially a reduction in meat/dairy and aviation, will all play a role.
- 3.6. These commitments, which are set to become law, bring forward the current target for reducing carbon emissions within 15 years. This would be a world-leading position and will undoubtedly lead to policy changes and the potential for future government funding support to North West Leicestershire.

4. COVID OBSERVATIONS

- 4.1. Since March 2020, due to the global pandemic, the council has been delivering its services predominantly remotely, supported by technology and flexible working arrangements.
- 4.2. With meetings, forums and webinars held on-line over the past 12 months, the global pandemic has challenged many organisations to re-think their operating models. A BBC survey in April 2021 of 50 of the UK biggest employers reported that almost all do not plan to bring staff back to the office full-time. Some 43 of the firms are looking to embrace a mix of home and office working, with staff encourage to work from home for two to three days a week, with a further four keeping hybrid working under review.
- 4.3. The council has been developing a Future Working Model which will continue to embrace flexible and agile working arrangements, and this will be adopted as the new, long term way of working with a clear focus on continuing to deliver the best

possible levels of customer service. It is not expected that individuals will return to be office based full-time and will be able to mix office work with home-working, dependent on their role and personal preference.

- 4.4. This creates the opportunity for the council to review its office accommodation and size requirements. Property Services is exploring office accommodation options as part of a wider portfolio review.
- 4.5. As well as the energy efficiency opportunities a smaller office space may present, it should also be noted that there will have been a reduction in personal commuting mileage, another positive impact on our zero carbon agenda.

5. YEAR ONE ACHIEVEMENTS

- 5.1. There has been a detailed review of our Zero Carbon Action Plan with twenty different teams at the council to drive both awareness of our action plan and to identify leadership, involvement, and collaboration opportunities. Activities have been incorporated into team service plans and are reflected in the Council Delivery Plan.

5.2. Power

- 5.2.1. The council switched its electricity supply to a renewable source from October 2020. This is a four-year contract with Total Gas & Power via ESPO. With an annual usage estimated at 1.49 million kWhs, converting to renewable energy represents a full year of saving of **347 tCO₂e** (based on BEIS conversion rates for 2020-21 of 0.233). In addition, a full review of our electricity meters is well underway, building the foundation to review energy usage at location level in Year Two.

- 5.2.2. Building on Etude's Zero Carbon Roadmap, a Renewable and Low Carbon Energy Study was completed by AECOM to provide further technical support to assess low and zero carbon energy opportunities across the district. This report has been completed and will form part of the technical evidence base to support the substantive review of the Local Plan.

5.3. Waste – Food Waste Trial

- 5.3.1. The council's Recycle More Plan is an established programme and a key contributor to the council's zero carbon agenda. The roadmap aims to increase recycling rates by 1% per year to 50% by 2023. As part of this strategy, Waste Services has rolled out a food waste trial, supported by funding from the zero carbon reserve (£106,000).
- 5.3.2. The trial was launched in November 2019 for 2000 households in part of Measham and the whole of Appleby Magna, Appleby Parva, Chilcote, Newton Burgoland, Snarestone & Sweptstone. Covid-19 impact led to its suspension in March 2020 in order to support domestic waste and recycling service.
- 5.3.3. The trial resumed in November 2020 and has been extended to a further 2000 households in Coalville, Ravenstone and Whitwick. The scheme has been well received by residents.

- 5.3.4. Since the start of the trial in November 2019 to the end of March 2021, the service has collected a total 137.79 tonnes of food waste which represents a saving of **103.34 tCO₂e**.
 - 5.3.5. In addition, a stackable container system has been trialled with 250 residents with the aim to make recycling easier, convenient, and safer.
 - 5.3.6. In 2019/2020 (the latest official data), the total recycling rate increased by 1.3% to 46.3% and a total of 18,500 tonnes of waste was recycled or composted.
- 5.4. Transport - Electric Vehicle Charging
- 5.4.1. Electric vehicle (EV) charging points installations have been funded from the zero carbon reserve (£115,000). This investment demonstrates the council's commitment to take a leading role in encouraging our residents to embrace electric vehicles.
 - 5.4.2. This year, the council has completed three EV charging point installations, each with four charging points, at Vicarage Street at Whitwick, Clapgun Street at Castle Donington and The Green at Thringstone. This is in addition to an earlier installation at North Street at Ashby de la Zouch.
 - 5.4.3. The three installations were supported by a grant from the Office for Low Emission Vehicles (OLEV) of £45,000 and went live for residents to use from April 2020.
 - 5.4.4. Feasibility studies are underway at two council car park locations in Coalville.
 - 5.4.5. For the financial year 2019/20, the North Street EV chargers reported a saving of **2.960 tCO₂e** based on standard electricity. In the financial year 2020/21, the usage was lower due to Covid-19, however, from October 2020 the council's electricity supply was from a renewal source, so the total CO₂ saving will have been higher, equating to an estimated total of **1.918 tCO₂e**. This saving is included within the council's renewable electricity usage.
- 5.5. Transport – Fleet Management Strategy
- 5.5.1. Officers have commissioned a fleet management strategy part funded by the zero carbon reserve (57% contribution £12284, balance from HRA funding). Fleet replacement activity and additional investment has been paused pending the development and adoption of a clear fleet management strategy.
 - 5.5.2. Loughborough based consultants, Cenex have been engaged to review the current fleet and operations and build a roadmap and action plan to transition the existing council fleet to a zero carbon/low carbon solution by 2030. Where a low carbon solution is not yet available, they will provide timescales for future expected technology opportunities and interim improvement opportunities.
 - 5.5.3. This activity is well underway, and the resulting strategy will be shared with Corporate Scrutiny followed by Cabinet in September and will influence and shape our capital plan.

5.6. Transport – Cycling and Walking Strategy

- 5.6.1. Following the government's drive to get people cycling and walking more, the council's Health & Wellbeing team has commissioned a cycling and walking strategy for North West Leicestershire, working alongside Leicestershire County Council (LCC) who are developing a countywide Cycling and Walking Strategy.
- 5.6.2. The intention is to identify potential additional cycling and walking routes across the district to both encourage sustainable travel and increase connectivity within North West Leicestershire and into neighbouring authorities, and to identify the infrastructure required and the associated costs and implications of doing this.
- 5.6.3. The initial strategic overview, which dovetails into the LCC strategy, will be available in June 2021. This will lead to a second activity to create a detailed action plan that builds on the strategy by understanding the financial and operational implications of developing routes and maintaining them. This is due to be completed by December 2021.

5.7. Buildings and towns

- 5.7.1. The council's housing service, as part of their retrofit programme, has previously trialled a number of low emission solutions, including biomass boiler, air source heat pumps, solar thermal and solar PV installations. To date there have been 361 air source heat pumps installed in tenants' homes.
- 5.7.2. In January, the council's housing service was awarded funding from the government's Green Homes Grant (GHG) Phase 1B (£264,000) which will help fund efficiency improvements to c56 social housing properties alongside a council funded investment of £437,000. The grant funding was received in March and planning of this improvement scheme is well underway with delivery required by the end of September 2021.
- 5.7.3. The social housing new build design specification has improved from energy EPC rating B to A. Whilst this is an energy efficiency measure it will effectively translate to a carbon reduction.
- 5.7.4. The development of Newmarket has been designed and fitted with electric heating only and LED lighting. The Linden Way depot welfare facilities also have electric heating.

5.8. Other

- 5.8.1. A zero carbon update was presented at the Parish Council Liaison forum, including information about a community carbon calculator. The session was well-received.
- 5.8.2. Whilst the grant programme was paused from March 2020-October 2020 due to Covid-19, officers have provided two zero carbon grants to the value of £1000, with three more in progress. The scheme has been reviewed and the minimum grant reduced from £500 to £50 to encourage more applications.

5.9. Summary of Year One Saving

Category	Activity	tCO ₂ e *	Reference
Power	Electricity Supply	173.5	5.2.1 (from October)
Waste	Food waste trial	103.34	5.3.4
Transport	EV charging	1.918	5.4.5 – included in electricity
Buildings & Towns	HRA activity	N/A	5.7.1/5.7.2/5.7.3
Total		276.84	

* tCO₂e is a standard unit for measuring carbon footprint

6. YEAR TWO PLANS

6.1. Year Two will build on Year One foundations and introduce some new workstreams.

6.2. Waste

- 6.2.1. The food waste trial will continue across 4000 properties and the forecasted saving, based on the average participation rates of 35%, is **174.25 tCO₂e**. Officers have set a target to achieve a rate of 40% participation by the end of 2021/22 which would equate to a full year saving of **199.14 tCO₂e**.
- 6.2.2. As part of the Recycle More Plan, officers will continue the food waste trial to the end of 2021/22 and build the business case to expand this service across the whole district during 2022/23.
- 6.2.3. Based on the average participation rate of 35% in the trials to date and the quantity collected, across 48,000 residential properties, this would equate to a saving of **2090 tCO₂e**. If participation rates were to achieve 40% in the first year of a district wide service, this would equate to a saving of **2389 tCO₂e**.
- 6.2.4. A second container system will be trialled this year with 250 residents and will be compared with the first stackable wheeled container trial. The aim is to make recycling easier, convenient, and safer.

6.3. Transport

- 6.3.1. Officers will install electric vehicle charging points in a council car park in Coalville as well as two charging points at the depot to support vehicle trials. Note: emission savings will be included within the council's electricity usage.
- 6.3.2. Officers will investigate options for electric vehicle charging points at the council offices, dependent on Property Services portfolio review.
- 6.3.3. Electric vehicle charging points will be installed at Whitwick and Coalville Leisure Centre.
- 6.3.4. The travel expense policy will be reviewed in order to encourage staff to consider their carbon footprint.

- 6.3.5. The Fleet Management Strategy and action plan will be completed and reported to Scrutiny and then Cabinet in September 2021 outlining our roadmap and proposals for future fleet investment.
- 6.3.6. North West Leicestershire Cycling and Walking Strategy will be completed and plans and priorities for local infrastructure to drive connectivity improvements will be in place.
- 6.3.7. Vehicle emissions from licenced Hackney Carriage and Private Hire vehicles will be reduced by encouraging taxi operators to move to lower emission vehicles through lower licencing fees. The target in the Council Delivery Plan is to achieve 93% of vehicles with a Euro 5 engine or higher in 2021/22 and 100% by 2022/23.
- 6.4. Power
- 6.4.1. Car park lighting in the council's car parks will be converted to LED.
- 6.4.2. Solar panels will be installed on the roof of the sports hall at the new Whitwick and Coalville Leisure Centre
- 6.4.3. Electricity and gas usage will be reviewed and monitored across the council's estate.
- 6.4.4. Mine water heating opportunities will be investigated with a view to setting up a future pilot project. This technology could provide low carbon, low cost heat from water from dis-used mines underneath Coalville with the potential to feed the new Leisure Centre, Stephenson College and the council offices.
- 6.5. Power/Buildings and towns
- 6.5.1. The council's zero carbon ambition will be built into the substantive review of the Local Plan including:
- renewable energy, primarily wind and solar
 - energy efficiency standards for new homes
 - provision of electric vehicle charging points for residential and employment developments, where electricity supply permits
- 6.5.2. Officers will explore the setting up of a carbon offset fund.
- 6.6. Buildings and towns
- 6.6.1. Officers will manage the delivery of improvement works to c56 social housing properties, supported by the government's Green Homes Grant Phase 1B, by the end of September 2021.
- 6.6.2. Works is also being carried out to 76 E rated EPC properties where cavity wall insulations and top up loft installation will be fitted. Whilst this works initially started in 2020, the programme has been delayed by Covid-19. This activity will improve the energy efficiency of the properties and is funded through E-on with no cost to the council.
- 6.6.3. The council's housing service will be developing the HRA asset management strategy for approval within 2021/22 outlining plans for improving energy

efficiency and retrofitting the existing housing stock of 4100 tenants' homes. Zero carbon will be a key consideration and the strategy will include methodology to measure the CO₂ emissions benefit of improvements.

- 6.6.4. Within housing, there will be a focus on building technical skills and capacity to support the delivery of further efficiency improvement works key to our zero carbon agenda in order to complete works directly rather than via contractors (e.g., air source heat pumps, solar thermal, solar PV etc).
- 6.6.5. A review of the councils' property portfolio will be carried out with associated retrofit plans that will help drive energy efficiency across the estate.
- 6.6.6. Regeneration activity will consider zero carbon implications within all projects.
- 6.6.7. Officers will explore sourcing information to provide the foundation for potential future activity with private residents of North West Leicestershire to improve their energy efficiency. Currently the council has limited insight on the district or framework to best target support and signpost opportunities, including grants.
- 6.7. Forestry, land use and agriculture
 - 6.7.1. The Free Trees scheme will return in November 2021.
 - 6.7.2. Officers will work with County to explore tree planting opportunities and funding on council owned land.
- 6.8. Other
 - 6.8.1. Officers will undertake foundation work to complete analysis of our indirect emissions ("Scope 3" or indirect emissions were not considered by the Etude report) in order to understand risks, identify and prioritise opportunities, shape the council's procurement policies and ultimately influence council spend, partners and suppliers.
 - 6.8.2. Officers will support Parish councils to understand their carbon footprint providing coaching sessions on a community carbon calculator.
- 6.9. Summary of Year Two

Category	Activity	tCO ₂ e *	Reference
Power	Electricity Supply	347.00	as per 20/21
Waste	Food waste trial	174.25-199.14	6.2
Waste	Recycling	-	methodology to be developed
Transport	EV charging	4.11	6.3.1 forecast included in electricity usage
Buildings & Towns	HRA activity	-	methodology to be developed
Buildings & Towns	Property Services	-	methodology to be developed
Total		521.25-546.14	

* tCO₂e is a standard unit for measuring carbon footprint

7. FINANCIAL REPORTING

7.1. Zero Carbon Reserve

7.1.1. Each activity will be supported by a detailed business case to assess the affordability and deliverability of a potential project on a case by case basis. In addition, grants and funding options will be explored.

7.1.2. The Zero Carbon Roadmap Financial Summary for Year One is as follows:

Funding - Revenue	£885,000
<u>Revenue Projects (c/c 0970)</u>	
Staffing (original funding for 3 Year post)	£187,830
Working Budget (3 year funding)	£30,000
Food Waste Trial (Measham & Coalville)	£106,000
Fleet Strategy Consultants (57% contribution)	£12,284
	£336,114
Funding - RCCO	£115,000
<u>Capital Projects</u>	
Electric Vehicle Charging Points	£160,000
External Grant for EVCP (OLEV)	-£45,000
	£115,000
Total Allocated	£451,114
Unallocated Balance	£548,886

7.1.3. The proposed spend from Zero Carbon Reserve in Year Two, from the unallocated balance is:

Unallocated Balance	£548,886
EV charging infrastructure/strategy *	£50,000
Minewater feasibility study	£50,000
District level resident/housing data	£10,000
Indirect emissions (Scope 3) evaluation	£15,000
LED lighting for car parks	£15,000
Total	£140,000
Unallocated Balance	£408,886

* estimated cost, dependent on feasibility study

7.2. Wider Council Zero Carbon Related Spend

7.2.1. Year One – 2020/21

Category	Activity	Spend	Grant	Comment
Power	Electricity Supply	£470		On-cost of renewable GF budget
Transport	Cycling & walking strategy	£4,884		
Buildings & Towns	HRA activity	N/A		No specific spend
Buildings & Towns	Properties Services	N/A		No specific spend
Buildings & Towns	Newmarket - LEDs	£15,000		Capital programme
Buildings & Towns	Newmarket – electric kitchen equipment (v gas)	£10,000		Capital programme
Buildings & Towns	Depot welfare – electric heating	£7,500		Capital programme
Total		£37,854		

7.2.2. Year Two – 2021/22

Category	Activity	Spend	Grant	Source
Power	Electricity Supply	£941	-	On-cost of renewable GF budget
Power	Car park lighting LED	£25,000		GF budget
Transport	Fleet strategy (HRA)	£9,267		(43% contribution)
Transport	Cycling & walking strategy	£11,366		
Transport	EV charging - depot	£3,312	£700	ZC Working budget
Transport	EV charging - leisure centre	£25,000		Capital programme
Buildings & Towns	HRA activity - GHG	£437,000	£264,000	HRA budget/ Grant
Buildings & Towns	Leisure centre - PVs	£200,000		Capital programme
Buildings & Towns	Property portfolio review	tbc		
Total		£711,886	£264,700	

8. LEGAL IMPLICATIONS

- 8.1. All decisions arising from the implementation of the action plan must comply with the council's established governance and decision making processes.
- 8.2. The legal implications of specific aspects of the plan will need to be assessed further in more detail on a case by case basis.

9. RISK IMPLICATIONS

- 9.1. Risk Management will be a central consideration of each action's business case. Affordability will be a central concern as will the availability of technology that can deliver the required low emission solution.
- 9.2. There are undoubtedly mixed perceptions of climate change across the various stakeholders and communities of the district that manifest into a spectrum of views that the council will need to navigate in the implementation of the action plan, the prioritisation of resources required as well as messages to communities.

10. ANNEXES

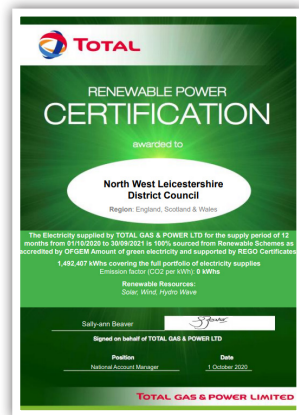
- 10.1. Annex A Year one achievements

Policies and other considerations, as appropriate	
Council Priorities:	"Developing a clean and green district"
Policy Considerations:	Zero Carbon Roadmap and Action Plan Local Plan
Safeguarding:	N/A
Equalities/Diversity:	An impact assessment will need to be carried out as part of each project's business case.
Customer Impact:	Communities, council tax and businesses in the district will be engaged on the roll out of the programme.
Economic and Social Impact:	This will be a key aspect of each business case to assess not only the financial impact of intervention but the wider benefits.
Environment and Climate Change:	The adoption of the Zero Carbon Roadmap and associated Action Plan sets out the council's future approach to addressing the climate emergency.
Consultation/Community Engagement:	Communities and businesses will be engaged on the roll out of the programme.
Risks:	Covered under Section 9 of this report.
Officer Contact	Paul Sanders Head of Community Services paul.sanders@nwleicestershire.gov.uk

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We've been busy working on developing our journey to achieve zero carbon status by 2030. Here are some of the highlights from our first year....

Our electricity is now from a **renewable source**



261 air source heat pumps have been installed in council housing properties



Our Recycle more activity forms a key element of our zero carbon roadmap – our aspiration is to expand our food waste trial across the district

In addition to **four electric vehicle charging points** installed at Ashby, **12 more installations** across three other council car parks are in progress and planned to be live in April



Recycling trolley trial launched with **250** households



40 TONNES of food waste collected and recycled

Food waste trial launched for **2,000** households



What are we working on?

Starting work to transition our car park lighting to LED



A cycling and walking strategy has been commissioned

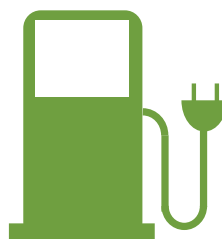


Our fleet management strategy is being developed to support our transition to more carbon friendly vehicles

An air quality strategy is being drafted



Feasibility studies for electric vehicle charging are taking place on our Coalville car parks



What plans do we have...?

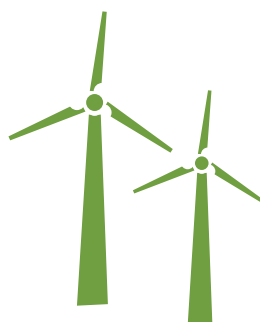
Review our building portfolio and the energy efficiency opportunities



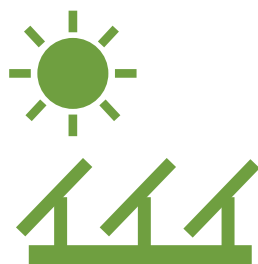
Review further opportunities for EV charging points across the district on council car parks, land and property



Introduce an app to view council services such as waste collections and review mini recycling sites and how they can be used more effectively alongside household recycling collections



Our local plan review will incorporate our Zero Carbon ambition and influence future developments



PVs will be installed on Whitwick and Coalville Leisure Centre



Improve the energy efficiency of more of our council houses

We are proud of our free tree and hedge scheme; the next issue is planned for November



NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – WEDNESDAY,
9 JUNE 2021

Title of Report		CORPORATE ACCOMMODATION
Presented by	Andy Barton Strategic Director	
Background Papers	Cabinet 4 Febuary 2020 – Accommodation Report	Public Report: Yes
Financial Implications	Financial implications are detailed in the report and will be further refined in the business case presented to Cabinet in due course. An update to the Capital Programme to facilitate the changes set out in the report will also come before Council at its September meeting. The preferred approach demonstrates value for money, and is a far more justifiable case than those considered previously with regard to the wholesale replacement of the existing offices on London Road car park and/or a major reconfiguration of the existing building as covered in the report. The capital programme is able to accommodate the envisaged spend (subject to Cabinet and Council agreement).	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	The legal team has been engaged in the development of the proposal, and has provided advice on the WBC tenants, land holdings and access issues. The process followed is a compliant business case and is intended to follow the correct decision making route.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	The new ways of working and the proposed changes to accommodation work together to deliver us a far more agile, fit for purpose and customer focused council, as well as contributing to a number of Corporate Objectives.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	To review the case for change to Corporate Accommodation provision in advance of Cabinet and Council.	
Recommendations	THE COMMITTEE IS REQUESTED TO MAKE ANY COMMENTS TO BE TAKEN INTO ACCOUNT IN THE PREPARATION OF THE BUSINESS CASE FOR CABINET AT IT'S JULY 2021 MEETING.	

1. BACKGROUND

- 1.1 Members will recall in January 2020 following significant investigative work, a report came before Cabinet considering the future of our core HQ accommodation buildings (ie Stenston House and the 1980s extension). This was prompted by the level of maintenance required for the current HQ buildings, and the way in which their design impinges on the efficient delivery of services to customers and the way a modern workforce operates. A particular issue with the current layout of the building is around its cellular office nature, causing heating, lighting, and ventilation issues, along with an isolated office model being an obstacle to modern working practise.
- 1.2 In summary that report concluded that the 1980s / 90s extension was in effect nearing end of life, and in need of considerable investment to bring it up to a safe and reliable workplace – this included work to heating, lighting, exterior windows, roofing etc – the minimum investment required to correct this was estimated at £4m at that time. This cost was simply to address the defects and end of life elements of the building, in-line with a planned preventive maintenance cycle, and to make it compliant with modern standards. It also outlined the minimal benefit to the Council's Net Zero Carbon agenda in the event these backlog works were undertaken.
- 1.3 Due to the level of investment required, two other further options were considered which enhanced this work to include a major refurbishment, which moved the building into a more open plan and modern working environment, including updating key elements such as the customer experience and chamber etc. This was costed in the region of £7.3m.
- 1.4 A further option was also included which considered the demolition of the 1980s and 90s element and the creation of a completely new council building. This was valued at c£7.8m.
- 1.5 Due to the level of these costs, cabinet decided to call for a cross member working group to consider these options further. Very shortly after this decision the COVID19 pandemic developed and this project was paused as resources were focused elsewhere.

2. NEW WORKING MODEL

- 2.1 As part of the response to the pandemic, a new operating model has been formed in the latter parts of 2020 and has been implemented by the Head of Paid Service. This addressed the way in which the employees will work moving forwards and focused on putting the customer first, along with added agility for our staff.
- 2.2 The key focus of the new working model is that we deliver for our customers (external, internal etc) and it is that which drives our approach. This is supported via a significant IT investment which was made due to the pandemic restrictions, and helps us retain and recruit staff due to this added 'offer'. For staff it releases them from some working restrictions, places greater focus on outcomes rather than where, when and how they work and creates a better work life balance
- 2.3 In relation to accommodation the new model is focused on a hybrid working model of c50% office and c50% remote working. This will obviously differ across the types of service provided and with the focus on customer delivery ensuring it is at least maintained and ideally enhanced. This type of approach is being taken forward across the local government family (including our neighbouring District and County colleagues), as well as in most businesses in response to the impacts of the pandemic.

- 2.4 As part of the new model we are also working with partners to consider how we can further share space with other like services or provide services through other methods including digital and possibly through our town and parish councils. This isn't new to the Council as we already sharing with police, registrars and the Citizens Advice Bureau (CAB), however we are considering how wide that net could be cast to provide a more rounded single point of contact for our communities to public (in its widest sense) services, and where and how this should take place.

3. OUR FUTURE ACCOMMODATION AIMS

- 3.1 The above change in context, and set against this model of delivery change, we have revisited the accommodation work paused early last year. In doing so we have reassessed what our needs for office accommodation with the new working model in place would be. But also set this against the wider aims and objectives in the Council Delivery Plan. Particularly the desire to deliver further regeneration in Coalville, and our Carbon Reduction aims. In addition we need to address the financial challenges we face as national funding of councils changes and requirement to close our £5m 'gap' in funding during the next five years, as well as the changing nature of office accommodation and use across our wider estate.

- 3.2 As such we have developed five aims for our accommodation work going forward:

- A. To provide a modern, efficient, accessible, and welcoming HQ accommodation, that focuses on our customers; getting the most out of the time when people come together & maximises the advantages of the new working model
- B. To ensure we embrace the carbon reduction, environmental and regeneration benefits of any changes enabling the Council Delivery Plan
- C. To provide a flexible suite of accommodation to best-suit the needs of today and the future including the continued collaboration with our partners
- D. Assist with making NWL an attractive and modern place to work and helping our staff to achieve a healthy work life balance & presenting the council in as best way as possible.
- E. To reduce our overall costs of running our accommodation, our current liabilities and providing value for money to our tax payers.

4. OPTIONS CONSIDERED

- 4.1 In considering our future accommodation we have reassessed the options already examined in previous work, along with two further options of relocating our core HQ, the future use of Stenson House and two variations of how to provide our customer facing service (one on site and one closer to the customer). These new options assume a reuse of existing NWL assets in preference to new build.
- 4.2 These options have been assessed against the objectives set out in Section 3, plus a consideration of the disruption to deliver the option, this is to ensure that we consider the impact of delivering those options and the impact on staff, members and customers. The below table sets out the resulting ranking of this work. Annex A provides a summary of the assessment work undertaken and how the ranking was achieved.

Option	Description	Rank
1	Minimum Updating Works to become compliant, safe and address maintenance.	5
2	Option 1 + refurbishment of existing building focused on customer and open plan	4
3	New Build on existing site	3
4	Relocation of Core HQ, Stenson House to become a civic hub incorporating Customer Services	2
5	Relocation of Core HQ, Stenson House to become a civic hub, Customer Service provision closer to the customer.	1

- 4.3 From the above table and the assessment work leading to it, it is clear that option 5 ranks the highest of all options assessed. There is a meaningful and significant gap in scores between this and the next nearest option illustrating this options strength. It therefore forms the preferred option moving forwards. The next stage of the work then moved on to consider how this preferred option could be delivered.

5. PREFERRED OPTION

- 5.1 The preferred option as set out above consists of 3 major changes:

- Relocation of HQ functions to elsewhere in the Councils estate
- Refurbishment of Stenson house to become a civic/democratic hub
- Relocation of Customer services closer to the customer

5.2 Head Quarters relocation

- 5.3 As part of taking the preferred option forward a review of the existing estate was conducted. The only alternative location suitable asset is the Whitwick Business Centre (WBC). This was opened in 1998 with the concept of supporting local businesses developing and progressing. However since 2015 the use of the building has gradually dropped, alongside a dwindling income stream for the council. At present it is just under 50% occupied by space with 12 tenants remaining, and it remains relatively difficult to let due to competition and the changing requirements of future tenants. It is fair to say that the asset also requires some remedial maintenance over the short/medium term.
- 5.4 Whilst the WBC was built using grant funds, and following legal and conveyancing investigations, as far as we are aware any conditions on the future use of the building from this point on are free from any restrictions, covenants or the like. As such to take the preferred option forward we are proposing to empty the WBC for a full refit as part of this process and then consider future letting options for any space we do not require for the HQ functions. In line with the aims of this piece of work this will be focused on other public sector.
- 5.5 Just prior to the publication of this report the current tenants were written to informing them of our likely intention to empty the WBC. We will be undertaking individual meetings

with the tenants over the future weeks and will create a package of support to assist in their relocation. The rest of this section assumes that vacant possession will be achieved from the point at which we need to commence enabling / construction works on site.

5.6 To achieve the aims of the accommodation work we are looking to make WBC a modern open plan workspace which provides a core hybrid working environment for when officers need to come together. Due to its construction type it is ideally suited to being retrofit into the style envisaged by the project. The focus of this building will be the back office staff functions of the council. At the meeting of the committee we will present more detail on the current developed plans, however in summary :

- use of the upper floor of WBC as the new HQ (lower floors ideally reserved for future partner(s))
- Total refit of the building including refitted toilets, showers, lift and central amenities
- Provision of new kitchens, relaxation and communal informal meeting spaces
- Provision of formal meeting space at 1:1 level and larger meetings to allow confidential working and/or discussions to take place.
- Facilities to make video calls without disrupting others within the office space.
- Central 'hub' at ground floor level to give alternative location for breakout / collaboration with colleagues and partners and informal meetings.
- Provision on new outside spaces for business use
- Furnishing with an appropriate mix of desk, touch down and group working spaces In line with the new working model capacity of c120 people at any one time (this is a validated figure based on real office use pre pandemic and staff surveys on working type and style in light of the new working model)
- Electric charging points for vehicles, Solar panel feasibility, Upgrades to the thermal envelope and a general upgrade to the carbon credentials of the building.

5.7 Refurbishment of Stenson House

5.8 The second element of this option will include a refitted Stenson House to establish a civic and democratic hub for Member-related activity. The building itself whilst not listed, sits within a conservation area. It is also a very traditional construction type which inhibits any major changes to the fabric of the building without significant disruption and cost. The focus for this building will be all civic/political meetings/events.

5.9 At the current time the majority of the ground floor is leased to either CAB or the registrar service. We do not intend on changing this approach. As the preferred option includes the relocation of the 1980s/90's office block, we will however need to gain access through the original 'front door' of Stenson House, as the 'linking corridor' will be removed. More detail on the approach will be given in the presentation at the committee meeting, however the changes in summary are :

- Provision of new access to upper floor by reinstating the existing front access and removal of the linking corridor to the rear

- Reinstatement of external façade at rear of building once the 1980s / 90s block is fully decanted.
- Provision of a new disabled access lift from the ground floor lobby to the first floor providing greater accessibility
- Complete redecoration and refit of core elements of the building
- Provision of meeting and gathering rooms for members (informal and formal) to enable committees and group/surgery meetings to take place
- Complete refit on the chamber, including IT and new movable furniture to ensure its future longer term use and flexibility.
- Relandscaping of the exterior and retention of the London Road car park

5.10 Relocation of Customer Services to a Town Centre Location

5.11 A key part of the new working model is to provide a modern customer service experience. During the pandemic has been clear that the vast majority of our customers are able to access our services remotely. This will continue to be our core provision going forward and we will widen this as set out in the Council Delivery Plan to other channels such as webchat etc. This will be supported by enabling where we can other options for connecting with us, for example drop in video conferencing etc in some parish/town locations – this will be part of the wider roll out of other contact options over time.

5.12 However we are also aware that some of our customers prefer an element of ‘drop in’ face to face service or via appointment, and some require ‘urgent’ access. To ensure that we bring our services closer to our customers we will seek to locate a new customer service centre in Coalville town centre. This will help to support the town centres regeneration (by increasing footfall), supporting town centre landlords, and make us more visible to the public. As with the other elements more will be provided via a presentation at the meeting, however in summary :

- We will relocate our customer service ‘front door’ to Coalville Town centre
- This will enable us to triage drop in service requests, face to face meeting, and enable key partners to provide a co-located front door (for example the police as now in our current buildings)
- It will include automation/electronic provisions of service (eg kiosk) alongside face to face and remote contact to officers where needed (no matter where they are working from)
- We envisage this will be provided for the medium term, with a review in c5 years so that we are able to keep up with changing demands and trends in customer service.

6. DISPOSAL OF HQ SITE

6.1 As part of the preferred option we will vacate the current 1980s/90s building off Whitwick Road. As set out above the linking corridor from this building will be removed as part of the Stenson House refit. Demolition of the building will take place once the other works have completed.

- 6.2 The future use of the site will be reserved for further consideration through the normal council process, however it should achieve objectives contained in the Council Delivery Plan and be focused on regeneration of Coalville and/or housing delivery. Assuming the latter a broad expected net receipt has been factored in to the financial appraisal of the project and is anticipated to be in the region of £1.2m. This will be subject to a more detailed marketing exercise as the programme develops.
- 6.3 The demolition of the building will ensure that the access to the houses that currently hold access licenses are retained, along with access to the Bowls Club. It is likely that this will be achieved from the London Road car park to ensure as cohesive a site as possible. These parties have been informed of our intention.

7. FINANCIAL ISSUES

- 7.1 Appendix B sets out the summary financial position for Option 1 (the do minimum option that is currently included within the Capital Programme) and Option 5 (the preferred option set out in this paper). This has been based on an assessment of our current running costs with prudent assumptions for how costs may change if the preferred option is adopted. These assumptions include:
- A 52% reduction in running costs of the Council Offices and Stenson House.
 - Additional running costs of c£45,000 per year for the new premises in Coalville.
 - The loss of all the income from the Whitwick Business Centre, which is budgeted to be £210,000 in 2021/22. The average income for the past three years has been lower than this, at £170,000 per year.
 - Capital costs of £2.8 million to deliver the changes set out in this report + contingency.
- 7.2 This analysis estimates that the council will see annual revenue savings of £23,600 by adopting the preferred option, which is a saving of 4.6% compared to refitting of the HQ offices (option 1). The net capital costs for option 5 are estimated to be £2.18 million lower than in the current 5 year capital programme, representing a 58% reduction in capital costs.
- 7.3 The net present value, which assesses all the future cashflows associated with the life of a project, is estimated to fall from -£28.6 million over 50 years for option 1 to -£16.7 million for option 5. This is, in effect, a reduction in costs of £11.9 million over 50 years in today's terms.
- 7.4 These figures demonstrate that there is a strong finance case for the preferred option. However, these figures are estimates and whilst the assumptions are considered prudent, there are always risks of additional unforeseen costs, or savings not being fully realised. Stress testing of the most sensitive assumptions shows significant room for error, as option 5 remains the financially preferable option even if the total project costs and the new running costs of the Stenson house and the new Coalville premises were to increase by 100%.

8. OUTLINE BENEFITS & RISKS

8.1 Benefits

The following table attempts to capture the key outcomes and benefits arising from this programme of work.

Outcomes	Potential Benefits
Provide new office accommodation for Council staff at Whitwick Business Centre	<ul style="list-style-type: none"> • Improve working environment for Council Staff and hence the well-being of staff • Provide more appropriate work environment based on current and future ways of working • Provide flexible collaboration and team working areas (including external spaces) • Provide better environmental controls, leading to improved staff satisfaction • Improve staff retention & recruitment – people want to work in better offices • Refurbished offices will help support Carbon Reduction targets by providing more efficient environment • Maintain revenue from Registrars and CAB at Stenson House
Provide new Customer Services Centre	<ul style="list-style-type: none"> • Improve Customer Service Experience, providing a modern, purpose-built environment tailored for service delivery needs now and in the future • Make it easier for public to access council services – improved satisfaction, less complaints • Dedicated town centre location ‘front door’ for customer facing activity generating increased footfall • Incorporate modern service delivery proposals, such as ‘self-service’ functions • Potential for greater joint service provision with other public sector partners
Demolition of existing Council Building	<ul style="list-style-type: none"> • Reduction in ongoing revenue costs • Reduced requirement for future maintenance • Unlocks land for future development/sale, providing capital receipt to help financially support development proposals and increase regeneration aims
Wider Social Value	<ul style="list-style-type: none"> • The programme will ensure the use of local labour and local suppliers wherever possible – thus maximising the amount of local spend as a result of the Council’s investment • Creation of construction job opportunities as a result of the Council’s investment • Regeneration and increased footfall of Coalville Town Centre

8.2 Risks

The team have prepared a detailed programme-wide risk register although the table below captures the key macro risks that Members should be aware of at this stage:

Risk Name	Risk Description	Treatment Action
Reputational damage	Public opinion does not support the Council investment in offices and it is not seen as 'value for money'	Communication/Engagement plan developed that identifies the benefits of the proposals for the community as a whole, including reduction in operational costs & efficiency savings
Business Continuity	Impact on Council Services during refurbishment works	Developed plans to include any required decant strategies and also phasing to ensure minimal disruption to services
Impact on Customer Service	Council Services can not be efficiently delivered from new accommodation	Stakeholder engagement to include customer service teams (and customers) to ensure that developed plans are cognisant of all current issues and suitable for the future. New Customer Strategy to be developed alongside changes.
Insufficient Budget	Approved budget is not aligned with project costs	Proposed overall project costs (including potential savings, disposal costs, revenue savings, etc) to be reviewed with Finance department to ensure that the proposals are affordable. Following approval of the budget, robust cost control to be implemented and proposed costs revised throughout the design development phases
COVID	Further outbreaks of COVID (including new variants) impacts on the availability of materials or labour (including impacting on the performance of 3rd parties)	Continual review of Government and Construction Leadership Council COVID guidance. Programme to be developed that allows sufficient time for activities to take place. This will include the impact of maintaining social distancing on construction sites if this is likely to be a requirement
Capital Receipt	The capital receipt arising from the disposal of land occupied by Council Offices adjacent to Stenson House is not achieved within forecasted proceeds resulting in additional funds required which could ultimately require additional borrowing	Preferred option is still the most cost effective without the income. Early engagement with Property Consultant to gauge market interest and appetite for the land and manage the sale.

Lease	Lease for customer services cannot be agreed in time or terms are deemed to be too unfavourable for council. Alternative Customer Services Centre required, potentially impacting on cost and programme	Engage services of Property Consultant to support Council during lease negotiations. Agree Heads of Terms as soon as the approval is received for the preferred option
Tenants	The for some or all of sites we are not able to negotiate appropriate agreements with tenants	Early notification and engagement, enhancement and support packages to help transitions required for the preferred option.

9. DECISION MAKING & DELIVERY

9.1 The decision making approach for this relocation is set out through the constitution. In summary this is :

- Corporate Scrutiny (this meeting) - comments on the principle, broad approach etc
- Cabinet (27 July 2021) – decision to move forward (or not) with the changes set out above on receipt of business case, and request to Council for changes to the capital programme
- Council (7 Sept 2021)– decision on the changes to the capital programme

9.2 Once the project is approved, the commencement of informal consultation will also commence with members & staff to address the practicalities of design, style etc.

9.3 In terms of delivery it is likely that the work for the three elements of the preferred option will run concurrently. Whilst it is subject to further detailed work, this broadly would result in the following date (these are tentative at present):

- Works to Stenson house completing in Spring 2022
- Move to WBC Spring 2022
- Customer Service centre Winter 2021

Policies and other considerations, as appropriate	
Council Priorities:	<ul style="list-style-type: none"> - Supporting Coalville to be a more vibrant, family-friendly town - Developing a clean and green district - Our communities are safe, healthy and connected
Policy Considerations:	Corporate Disposals Policy will be followed in disposing of any asset
Safeguarding:	n/a

Equalities/Diversity:	The new spaces created will be accessible to all users from a DDA perspective and will incorporate the required technology for those with hearing aids / supportive hardware etc. EIA will be completed as part of Business Case and ongoing as appropriate.
Customer Impact:	As detailed in the report the intention is to move our Customer Service provision closer to our communities and improve the overall provision. Further work on our Customer Services Strategy will also take place in tandem.
Economic and Social Impact:	Detailed in the report
Environment and Climate Change:	As Detailed in the report the proposed changes will positively impact on our Carbon Reduction aims.
Consultation/Community Engagement:	We have commenced consultation with our current tenants at WBC, and the premises with access off the rear of the car park to inform them of our plans and how we will be maintaining access for them. Internal consultation will also take place as detailed in the report.
Risks:	As detailed in the report
Officer Contact	Andy Barton Strategic Director Andy.barton@nwleicestershire.gov.uk

Annex A – Summary of options assessment

Set out below are summaries of the assessment work undertaken to consider the options for accommodation provision in line with the aims for our future accommodation as set out below. In addition an assessment of relative disruption is also considered.

- A. To provide a modern, efficient, accessible, and welcoming HQ accommodation, that focuses on our customers; getting the most out of the time when people come together & maximises the advantages of the new working model
- B. To ensure we embrace the carbon reduction, environmental and regeneration benefits of any changes enabling the Council Delivery Plan
- C. To provide a flexible suite of accommodation to best-suit the needs of today and the future including the continued collaboration with our partners
- D. Assist with making NWL an attractive and modern place to work and helping our staff to achieve a healthy work life balance & presenting the council in as best way as possible.
- E. To reduce our overall costs of running our accommodation, our current liabilities and providing value for money to our tax payers.

The Scoring matrix deployed is set out below, enabling a relative and therefore comparative assessment between options. The maximum possible score is 18.

Score	Contribution to Aim
0	Fails to meet in any significant way
1	Low
2	Medium
3	High

Option 1	Minimum Updating Works to become compliant, safe and address maintenance.	Total Score: 6/18
Aim (simplified)	Commentary	Score
A – Modern working	Largely remains as is, improve heat, air etc.	0
B – CDP contribution	Minimal environmental improvement through greater efficiency, no impact on regeneration	1
C – Flexibility & partners	Will improve some flexibility but minor in comparison to other options	1
D – Attractive	Not addressed in any meaningful way	1
E - Costs	Compared to others minor or low impact	2
Minimises Disruption	Medium high, refitting existing building whilst occupied. Can be managed but will undoubtedly impact.	1

Option 2	Option 1 + refurbishment of existing building focused on customer and open plan	Total Score: 8/18
Aim (simplified)	Commentary	Score
A – Modern working	Improve heat, air etc, reprovision of customer services in modern way, opening up of cellar offices. Will however be limited by construction type of existing buildings.	2
B – CDP contribution	Minimal environmental improvement through greater efficiency, no impact on regeneration	1
C – Flexibility & partners	Will improve some flexibility but low in comparison to other options – but better than current.	2
D – Attractive	Provides a better environment – but will be limited by existing locations and build types	2
E - Costs	Compared to others high cost	1
Minimises Disruption	Significant, involves in effect rebuilding elements of the existing buildings totally from the inside. Worst of all options for this element.	0

Option 3	New build option	Total Score: 10/18
Aim (simplified)	Commentary	Score
A – Modern working	Offers best opportunity as custom designed space, customer location however is still edge of town.	2
B – CDP contribution	Greatest possibility for improvements on environmental/carbon elements, however regeneration is questionable as no/limited options released	2
C – Flexibility & partners	Will improve some flexibility but will trade off against cost and ability to provide.	2
D – Attractive	Probably the best option in terms of ability to influence, however site is limited on existing edge of town centre location	2
E - Costs	Compared to others highest cost	0
Minimises Disruption	Whilst plan developed considered reusing space on sites to enable construction to take place whilst still inhabiting old site, disruption will still occur.	2

Option 4	Relocation of Core HQ, Stenson House to become civic hub incorporating Customer Services	Total Score: 11/18
Aim (simplified)	Commentary	Score
A – Modern working	Offers the potential for equally as good as custom build if right location and building. Customer location is not ideal, but satisfactory.	2
B – CDP contribution	High possibility for improvements on environmental/carbon elements, regeneration opportunities are supported assuming freeing of old HQ site.	3
C – Flexibility & partners	Will improve some flexibility but will trade off against size of alternative location. Would remove existing partners in Stenson house to enable space required for customer services.	1
D – Attractive	Has the ability to provide attractive workspaces. Customer services however remains edge of town centre location.	2
E - Costs	Compared to other options second lowest in cost terms	2
Minimises Disruption	Whilst HQ relocation is to an alternative site, the disruption to Stenson House is significant and medium term (min 6 months building close) due to the type and level of works required	1

Option 5	Relocation of Core HQ, refurbishment Stenston House to become civic hub, town centre Customer Service provision.	Total Score: 17/18
Aim (simplified)	Commentary	Score
A – Modern working	Offers the potential for equally as good as custom build if right location and building. Customer location is as close as possible to core of town centre	3
B – CDP contribution	High possibility for improvements on environmental/carbon elements, regeneration opportunities are supported assuming freeing of old HQ site and TC location for Customer Services in Coalville.	3
C – Flexibility & partners	Will improve some flexibility but will trade off against size of alternative location. Customer Service central location will be attractive to partners	3
D – Attractive	Has the ability to provide attractive workspaces. Customer services in town centre adds considerably to visibility and ability to contact	3
E - Costs	Compared to other options lowest in cost terms	3
Minimises Disruption	HQ relocation is to an alternative site, Stenson House works are relatively minor in disruption terms. New Customer Services provision gives opportunity to make phased moves enabling greater flexibility. New HQ may mean some disruption to any existing tenant.	2

Annex B – Summary of Financial Impact of the Options 1 and 5.

Estimated Annual Revenue Position

	Option 1 Maintain	Option 5 Preferred option	Estimated Saving/(cost)
Total Building Runnings costs	695,000	505,000	190,000
<i>Council Offices and Stenson House</i>	<i>490,000</i>	<i>255,000</i>	<i>235,000</i>
<i>Whitwick Business Centre</i>	<i>205,000</i>	<i>205,000</i>	<i>-</i>
<i>Coalville Town Centre Site</i>	<i>-</i>	<i>45,000</i>	<i>-45,000</i>
Total Income	-253,000	-43,000	-210,000
<i>Council Offices</i>	<i>-43,000</i>	<i>-43,000</i>	<i>-</i>
<i>Whitwick Business Centre</i>	<i>-210,000</i>	<i>-</i>	<i>-210,000</i>
Capital Financing Costs	74,800	31,200	43,600
<i>Minimum Revenue Provision</i>	<i>74,800</i>	<i>31,200</i>	<i>43,600</i>
Net Revenue Cost	516,800	493,200	23,600

Estimated Five Year Capital Position

	Option 1 Maintain	Option 5 Preferred option	Estimated Saving/(cost)
5 year capital costs	3,740,000	2,760,000	980,000
Anticipated Capital Receipt	-	-1,200,000	1,200,000
Net Capital Cost	3,740,000	1,560,000	2,180,000

Financial Appraisal Position

	Option 1 Maintain	Option 5 Preferred option	Estimated Saving/(cost)
50 Year Net Present Value	-28,630,000	-16,700,000	11,930,000

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL
CORPORATE SCRUTINY COMMITTEE - 9 JUNE 2021



Title of Report	2020/ 21 QUARTER 4 PERFORMANCE REPORT	
Presented by	Mike Murphy Head of Human Resources and Organisational Development	
Background Papers	Various documents on the In-Phase performance management system.	Public Report: Yes
Financial Implications	None identified.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None identified.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	None identified.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny.	The report provides Members with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for Quarter 4 (January - March 2021)	
Recommendations	THAT THE CORPORATE SCRUTINY COMMITTEE NOTES THE QUARTER 4 PERFORMANCE REPORT (JANUARY – MARCH 2021) AND PROVIDE COMMENTS FOR CONSIDERATION BY CABINET AT ITS MEETING ON 27 JULY 2021.	

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.
- 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 (CDP). The Councils delivery plan for the financial years 2021/22 and 2022/23 is presented as a separate report to this meeting of the Corporate Scrutiny Committee. The layout of the Council Delivery Plan has been reshaped in the report to present the performance indicators immediately below the relevant objectives/actions, and the indicators are being reviewed to ensure they link better to the actions. This report has also been laid out in the same style, but uses the current CDP (2020/21) actions and indicators.
- 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. These are then linked to individual performance and activity.
- 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.

This information in this performance report has been significantly impacted by the COVID-19 pandemic which had a major impact on the Council's normal work activities with services ceased, suspended or reduced during the year and many instances of resources and staffing being redirected to implement grants, the community hub and other support to our communities and businesses. New areas of work have been required to support the government pandemic management measures. Disruptions to supply chains and to the work of many of our critical partners have also impacted on our ambitions.

2.2 The impact of the COVID-19 pandemic did significantly affect many of the Council's actions during the year, and this is reflected in the summary of the actions achieved during the year. In summary of the 70 actions in the Council Delivery Plan 26 had been achieved, good progress was made with 41 of the actions and 3 had not been progressed by the end of the year. 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 impacts on both the Business as usual activities and the strategic aspirations of the Council.

2.3 The following notable achievements in the fourth quarter of 2020/21 were:-

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

- Delivery of the Coalville Regeneration Framework commenced with progress made towards a potential new leisure development proposal located adjacent to the shopping centre and considerations/involvement in the potential refurbishment of a town centre refurbishment property.
- Work to obtain consents and approvals for the redevelopment of Marlborough Square was further progressed.
- The completion of the refurbishment work to the new indoor market on Marlborough square, and the handover of the building from the contractors. Plans are now being developed for the decoration, theming and fit out of the building with fixtures and fitting.
- Significant support has been provided to the market traders in the existing market hall as they have continued to manage the impacts of the COVID-19 restrictions and changes. 22 new traders have joined the market during the past year which has contributed significantly to the vibrancy and effectiveness of the existing market location.
- Work has been continuing with a number of landlords to bring building having heritage value back into use while seeking to enhance the contribution the buildings make to the quality of the street scene.
- Worked with the owners of the Belvoir Shopping Centre to continue to seek to improve the attractiveness and appeal of the centre to new retail businesses.

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

- Significant progress has continued to be made on the construction of the new Leisure Centre in Coalville/Whitwick. The main structure is now complete and work on the glazing is underway.
- We have continued to work with our community partners at Measham Leisure Centre and Ibstock Leisure Complex to develop and improve the facilities at these locations, and further work will progress when COVID-19 regulations and uses are diminished.
- Five Neighbourhood plans are in the process of being developed.

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

- All new major housing planning proposals submitted in the period achieved a high quality design in line with the standards contained in the Councils good design guide.
- Our plans to invest up to £5m to upgrade tenants' homes and their neighbourhoods were significantly impacted by the COVID-19 pandemic which led to the slowing of the various work streams and issues around safe working in people's homes to maintain the safety of our tenants and the workforce. This work has now resumed and the programme of works will continue.
- Our objective to provide at least 15 new council homes was exceeded with 24 new homes added to the council's portfolio this year.
- £3¼m was spent on capital improvements work on our estates including £300K on parking improvements.

2.7 Support for businesses and helping people into jobs

- The key focus of Economic Development work in the quarter has been support to assist business recovery during the COVID-19 pandemic. This has included virtual jobs fairs, business support and advice and grant funding opportunities.
- An options appraisal for Moira Furnace was completed in the quarter and a business plan based upon the recommended option is now being developed.
- Local companies are being engaged and assisting with supplying to the construction of the new Whitwick and Coalville Leisure Centre, with 18% of all materials from local suppliers generating a local economic value in excess of £1.6m.
- The economic development team provided support and information to local businesses on the new rules on trading with the EU in the post-BREXIT world.
- Utilising government funding we developed a range of initiatives to reopen our high streets in accordance with COVID-19 safety measures and we have continued to support the "shop local" messaging to encourage local spending.

2.8 Developing a clean and green district

- The Councils recycling rates increased by 1.3% during the year from the previous years total of 45%. Our "Recycle More" campaign has contributed to this increase which also included the introduction of household batteries and mobile phone recycling.
- A weekly food waste collection was introduced in the Measham and surrounding villages area. The combined collection of food waste from the new trail in Measham and the existing arrangements in Coalville led to the recycling of 63.58 tonnes of food waste while 1.2 tonnes of batteries were collected in the quarter, making a total of 4.2 tonnes collected in the year.

3.0 Performance Indicators

- 3.1 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 under each group of actions, with explanations of the progress against each of the key tasks identified for quarter 4. The overall performance against the indicators was significantly impacted by the COVID-19 pandemic - 14 were on target, 6 were within a 5% variance of the target and 12 were not achieved.

Policies and other considerations, as appropriate	
Council Priorities:	This report documents the progress against all of the priorities in the Council delivery plan.
Policy Considerations:	The actions cut across a number of policy areas – developing Coalville and wider regeneration considerations, Community support, post COVID-19 recovery and our climate agenda are some examples.
Safeguarding:	No specific considerations.
Equalities/Diversity:	No direct impacts
Customer Impact:	Detailed in the report.
Economic and Social Impact:	Detailed in the report
Environment and Climate Change:	Detailed in the report
Consultation/Community Engagement:	Not applicable
Risks:	As detailed in the corporate risk register.
Officer Contact	<p>Bev Smith Chief Executive bev.smith@nwleicestershire.gov.uk</p> <p>Mike Murphy Head of Human Resources and Organisation Development mike.murphy@nwleicestershire.gov.uk</p>

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 2020/21	Quarter 4 Performance
Commence delivery of the Coalville Regeneration Framework to enhance the town centre	<p>Delivery of the Coalville Regeneration Framework has commenced therefore the target has been achieved. The Task continues into the 2021/22 plan year.</p> <p>In Quarter 4 of 2020/21 we successfully:</p> <ul style="list-style-type: none">• Unlocked a new leisure development proposal planned to sit adjacent to the shopping centre.• Made progress towards purchasing a town centre heritage property for refurbishment and reuse,• Supported landowners to make planning applications for regeneration of the Wolsey Road area,• Provided financial support to Leicestershire County Council enabling them to commence highway improvements on Ashby Road, Coalville
Seek external funding, including the new national Future High Streets Fund to support town centre regeneration, and recovery post COVID19	<p>We have made a number of bids and secured some grant funding for town centre regeneration projects and therefore the target has been achieved.</p> <p>In Quarter 4 we have begun to explore the potential to bid under the Government's new Levelling Up fund. We have also received confirmation of the availability of grant to NWLDC under the Welcome Back Fund.</p>
Seek a cinema operator for Coalville	<p>The unsuccessful FHSF bid for Coalville sought funding for a cinema in Coalville. During Q4 of 2020/21 following the outcome of the FHSF bid we have been exploring alternative means by which a cinema can be provided in Coalville including exploring other</p>

	sources of funding. There has been some success in bringing an occasional drive-in cinema to Coalville over the Christmas period (and planned to be repeated in summer 2021/22) which it is believed will help prove demand for a permanent facility.
Deliver a community events programme, where appropriate in line with the current COVID19 guidance	Covid-19 restrictions have made it very difficult to run the number of community events the council would normally arrange during the year. A reduced programme has operated within the current safety guidelines and proven to be popular, despite significant number of people self-isolating.
Start the implementation of Marlborough Square redevelopment	Work to obtain consents and approvals for the Marlborough Square redevelopment have been progressed. Whilst significant milestones have been reached during Q4 including obtaining in principle approval of the kerb line and carriageway layout, until all Section 278 Highway matters have been resolved with Leicestershire County Council, it is not possible to start construction works.
Complete the new indoor market on Marlborough Square	Newmarket refurbishment works was completed at the end of February with the handover of the building from the contractors Crowngate Construction. There will be a period of time to mobilise the operation of the new facility with operational, staffing and maintenance protocols established prior to opening in Summer 2021 subject to Covid-19 restrictions. Plans have also been developed for the decoration, theming and fit out of the building with fixtures and fittings which will be rolled out in the first quarter of 2021/2.
Work with partners to make the most of our heritage to bolster the town's identity and sense of place	During Q4 of 2020/21 we have worked closely with four landlords of buildings with "heritage value" in order to begin to bring the buildings back in to use whilst enhancing the contribution the properties make to the quality of the street scene. We have also continued to work with the Snibston Mining Heritage attraction to create quality linkages from the mining headstocks through to the town centre.

Provide grants to at least ten businesses in Coalville to improve the fronts of their buildings, creating a better street scene	<p>As part of the Coalville Frontage Improvement Scheme, In Quarter 4 of 2020/21 one new frontage improvement was completed</p> <p>Work is ongoing for the remaining 5 potential frontage improvement projects in Coalville town centre.</p>
Consider how the Councils accommodation and property ownership can assist with the delivery of regeneration and reduce environmental impacts	The Council has engaged with potential suppliers to provide quotation for an energy efficiency / carbon evaluation and opportunities, arising from the existing estate. Once taken forward, the recommendations will form the basis of a programme of upgrade works.
Continue to provide support and funding for Coalville Market traders to grow their business	Significant support has been provided to the market traders in the existing building and a vibrant feeling has developed amongst the traders and staff at the hall. The market officer operates an open door policy and is available to traders to deal with any queries and offer one to one support. A monthly newsletter is circulated to all traders and regular meetings will be conducted when Covid19 restrictions permit. The market has traded successfully in line with the various pandemic lockdown criteria. Some virtual sessions were delivered before the end of this year to support the various traders' business plans and some face to face sessions will be implemented when restrictions allow. 22 new traders have joined us at the market during the past year selling a variety of products ranging from homemade foodstuff, artisan gifts, fashion and accessories. Traders have commented on the vibrancy of the market and the support provided from the team.
Begin priority projects in the Regeneration Framework for Coalville	Throughout 2020/21 we have actively worked on four major regeneration projects for Coalville. The outcome of the FHSF bid means that one of these cannot be further progressed at this time, but continued preparatory works have been undertaken on the other three schemes during Q4 of 2020/21
Enable and initiate new developments and public realm projects, supporting the district's high aspirations for design quality	Officers continue to work closely with developers to ensure that major housing developments permitted by the Council accord with detailed master plans and design codes that support the districts

	high aspirations for design quality. Examples include decisions made on planning applications at south east Coalville and on-going work to ensure the housing developments at Money Hill, Ashby, Park Lane, Castle Donington, Standard Hill Coalville, and the Councils own housing development at Cropston Drive, Coalville are of the highest standard of design possible.
Support the redevelopment of key housing sites in Coalville	We have worked with landowners / developers to bring forward three new housing developments in the Greater Coalville area to the point whereby at the end of Q4 2020/21 planning applications are now being prepared for submission.
Work with the Belvoir Shopping Centre to make it a more attractive destination and reduce the number of vacant shops	<p>We have worked with the owners of the Belvoir Shopping Centre throughout 2020/21 to improve the attractiveness of the centre. During Q4 of 2020/21 specifically we have:</p> <ul style="list-style-type: none"> Assisted in removing legal barriers to the construction of new space at the shopping centre. Signposted new retail businesses seeking space in Coalville to the opportunities in the Belvoir Shopping Centre Continued to support the shopping centre owners with their plans for environmental improvements within the centre. Community Safety are working with the architect for the new elements of the centre and we are looking to add additional CCTV units and potentially upgrade existing cameras.
Ensure that links to the new leisure centre are maximised focusing on Hermitage Recreation Ground and the future of the leisure centre building	Consultation with stakeholders has been completed and consultants are in the process of being engaged to undertake an options appraisal on how Hermitage Leisure Centre and its land could be utilised following its decommission, and on how an improved visitor destination could be created at Hermitage Recreation Ground. The intention is to ensure that the new Whitwick and Coalville Leisure Centre links through to the recreation ground and the former Hermitage Leisure Centre site. It's anticipated that this piece of work will be concluded by October so recommendations can be considered as part of the 2021/22 budget setting process.

Performance Indicators - 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 2020-21	Actual	Target	RAG	Commentary
Number of people attending Coalville events organised	5000	9000	▲	COVID-19 has significantly impacted the ability to deliver events in 2020/21. The annual target will not be achieved.
Number of events delivered in Coalville	2	2	★	COVID-19 has significantly impacted the ability to deliver events in 2020/21, however the annual target has still been achieved.
Number of visitors/tourists spending is increased by 2% across the District	0%	2%	▲	COVID-19 has significantly impacted the tourism and hospitality sector, the employment increase has not been achieved this year.
Shop vacancy rates in the Belvoir Centre are more positive than the national average	21.8%	9.8%	▲	12 vacant units (21.8%) recorded in February 2021

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 2020/21	Quarter 4 Performance
Ensure that our communities recover from the impacts of COVID19, including the continued delivery of the 'hub' for our shielded and vulnerable residents	<p>As well as delivering services direct to vulnerable residents, the council continues to support Community Response Units (CRU's) and other voluntary and statutory organisations in their efforts to support residents both from an advice and guidance perspective, as well as financially. From Contain funding received, the following allocations have been made;</p> <ul style="list-style-type: none">• £95,000 to local foodbanks• £38,000 to CRU's• £2,000 to parish councils• £50,000 to community transport initiatives• £78,000 to the NWLDC Community Hub <p>Whilst the focus for the Hub is to triage and refer on to sustainable support providers, it currently has 89 open cases which include undertaking shopping for essential items, prescription collections, and befriending telephone calls. In addition, 521 Covid-19 Winter Grants have been administered, and this number is likely to increase significantly given the governments' recent announcement to extend the funding scheme until June.</p> <ul style="list-style-type: none">• 15 CRU newsletters were sent providing funding opportunities, advice and the interpreting of government guidance as part of the community recovery effort from Covid-19.• Two CRU virtual drop in meetings were held.

	<ul style="list-style-type: none"> • Four parish newsletters and 7 VCSE newsletters were also issued. • 2 Parish Liaison meetings held with the December 2020 meeting arranged to specifically update the parish and town councils on the role of district council Hub and covid-19 compliance role of the authority. <p>A grant scheme has been developed using allocated Contain funding to provide support to community groups and clubs to re-open Covid-19 safe and who are at risk of folding because of financial issues created due to Covid-19. In Q4 15 applications were received and 9 were successful and received grant offers.</p>
Develop and deploy an 'agile' working policy and approach	The New working model document has been agreed. We have set out a two-stage approach to implementation, and we are having further conversations about how this will work in line with customer focus, accommodation and ICT considerations
88 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	Due to current Covid-19 pandemic restrictions we have been unable to hold face to face meetings. As soon as restrictions are lifted we will ensure they are available as a suite of options for our customers. Self-service and digital are available via our website.
We intend to work with our partners to deliver the proposed Obesity Strategy for Leicestershire and support the Leicestershire Weight Management service by providing physical activity for their clients as part of the integrated Health and Wellbeing Strategy	We have worked very closely with a range of stakeholders across the county in the development of the Leicestershire Obesity Strategy and the formal consultation concluded on 27th December 2020. The final strategy is currently awaited as we also start work on a North West Leicestershire Obesity Action Plan to complement the strategy. Officers from the Health and Wellbeing Team have delivered a range of virtual opportunities including 2 way live exercise classes using Microsoft Teams, pre-recorded exercise classes, and Facebook Live exercise classes. These have been supplemented by telephone support and exercise booklets and activity packs posted out for home support. The following quote was received from a Steady Steps online participant; "The improvement

	<p>to my life has been tremendous. Because of the steady steps classes and homework exercise, I feel better than I have in years. I have improved energy, strength, balance and a big increase in confidence. I am constantly recommending the steady steps classes to friends and family. I feel absolutely wonderful".</p>
<p>Work with our leisure partner to start the construction of the new Whitwick and Coalville Leisure Centre</p>	<p>Works are progressing well on site with the main structure now complete. The external façade and glazing is being constructed and first fix M&E will commence in this coming period.</p> <p>The complex construction of the new access and bridge has been completed and all formal approvals with the County Council have been received. Wayleave agreements for key utility supplies will be formalised within the next period and the construction contract is being administered as required to ensure a robust approach to project delivery.</p> <p>The council continues to play an active role in the delivery of the project and is ensuring the outcomes are in line with expectations and contractual obligations.</p>
<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>	<p>The projects led by our community partners at Measham Leisure Centre and Ibstock Leisure Complex continue to progress. Building of the new fitness room at Ibstock will commence in April and, whilst work can't commence at Measham until later in the year due to the site being used as a vaccination centre, the project is still being refined and value engineered in preparation. Community access to the grass pitches at Castle Donington College is likely to commence in September. In addition, a consultant has been procured to undertake a pre-feasibility assessment on having a full sized 3G pitch on the school site which, if applicable, will be used to try and secure funding from the Football Foundation. As well as that, the school have submitted a Strategic School Improvement Fund (SIF) bid to enhance the fitness room development to include changing rooms, a studio and meeting/teaching space. The outcome of these bids will determine how the fitness room development will be progressed as it will impact on potential locations and the infrastructure requirements.</p>

Develop our tourism offer to encourage inward investment, dwell time and connecting visitor attractions	Covid-19 restrictions have had a significant impact on our tourism offer with most of our attractions and accommodation closed for much of the last 12 months. We have taken the opportunity to review the type of support we provide to our tourism partners to ensure that it is fitted to their anticipated needs once lockdown restrictions are lifted.
Encourage and support town and parish councils to write and prepare their own Neighbourhood Plans	Five Neighbourhood Plans in the process of being developed, including one which is subject of consultation prior to submitting for independent Examination.
Adopt the partial review of the Local Plan	Local plan Partial Review adopted at Council on 16 March 2021
Develop a network of locations for mobile CCTV	This is an action for 2021/2 and 2022/3 in partnership with parish and town councils.
Stabilise and reduce if possible our sickness absence levels through a combination of measures in our People Plan	The sickness absence levels have reduced during the year, but the considerations around the pandemic has required changes to sickness recording arrangements so they are not strictly comparable with previous years' data.
Work towards increasing participation levels at Coalville and Ashby Leisure Centres by 58% by 2026	This action has been refocused in 2021/22 to get participation levels back to what they were pre-Covid-19.
Achieve accreditation from the Surveillance Camera Commissioner for our CCTV system	The new control room in the council offices is now fully complete and operational and places the service in a strong position to achieve this target in 2021/22.

Performance Indicators - 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 2020-21	Actual	Target	RAG	Commentary
Number of online accounts	33,043 (cumulative)	22,500 (annual)	★	We have exceeded our target of 22,500 by increasing our work around the area of online accounts. This has resulted in more people adopting this stand of communication and work will continue in 2021/22 to make the accounts an integral part of our channel choice strategy.
Number of online forms submitted (transactions)	11,992	1875	★	With the online accounts, the ability to complete online forms is integral for an improved customer experience and this figure, for quarter 4, includes internal and external forms. We will continue to improve quality of the forms and not just focus on quantity moving into 2021/22.
Percentage of customer satisfaction (Customer Services)	90.75%	92%	●	Annual analysis of 540 replies provides an overall 90.75% satisfaction rating which has been influenced by COIVD-19 and reflects the reduction to council services affected, seeing a lower response return and satisfaction rating since quarter 2. However despite this, the Customer Services department are still seen as achieving a high score in addition to receiving the Customer Service Excellence standard.

Percentage of high risk ASB cases recorded and actioned within 48 hours		All		100%		★		This is a process item. All High case logged are actioned within 48hours (100%) Please note that High risk cases are rare and we only have small numbers.
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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 2020-21	Quarter 4 Performance
Get planning permission and start building new council homes in Whitwick and Measham and pursue other sites where viable	Site assembly has taken place in Measham and updated pre-application advice has been requested prior to formal submission. Work is ongoing to prepare site in Whitwick for planning application which has required significant preparation including engineering reports to address topological challenges. Slippage in progress is mainly due to the impacts of Covid-19 on the service.
Ensure residential development takes place on brownfield sites in Moira and Measham	Planning application is now imminent in Measham (as above). Scope of development in Moira currently being considered. Slippage in progress is mainly due to the impacts of Covid-19 on the service.
Ensure all new housing in the district meets the standards of the NWLDC Good Design Guide.	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. All major planning proposals in this period have achieved a high quality design.
Invest up to £5 million to upgrade tenants' homes and their neighbourhoods	Due to Covid-19, there have been periods of time when work-streams have been put on hold or reduced. This has resulted in 554 components being deferred which will be included in the 2021/22 and 2022/23 programme. 293 components such as kitchens, bathrooms, boilers have been replaced during the year at a value of £1.47m.

Alter tenants' homes where there is an assessed medical need, by spending up to £300,000 on level access showers, stair lifts and other aids and adaptations	The need for aids and adaptations are assessed by Occupational Therapists (OTs) or Trusted Assessors before a referral is made to the council. Due to Covid-19, the OTs/Trusted Assessors have been focusing on end of life/hospital discharges opposed to the standard requests. This has resulted in a reduction in the number of referrals received and we are working with LCC colleagues to understand how we can assist with their backlog. At the end of 2020/21, a total of 135 adaptations have been completed in tenants' homes comprising of 39 major adaptations at a cost of £170,951.05 and 96 minor adaptations at a cost of £27,591.34. Work underway but not yet financial complete at the value of £52.529. £90k of the budget will be carried forward to 2021/22 to ensure there is no undue delay to managing the backlog of work.
Invest £770,000 in estate improvements including off-street parking, improvements to footpaths and roads and mobility scooter stores	The estate improvement work was placed on hold due to Covid-19 due to reduced resources. External project management support has been secured which saw two off street parking improvements commence during Quarter 4. The value of parking improvement work is £342,866. Good progress has also been made on developing the specification for the installation of scooter stores at four sheltered housing schemes.
Carry out proactive, targeted enforcement so all eligible landlords have a Houses in Multiple Occupation (HMO) License	<p>The team have been working proactively and a number of actions have been carried out this year including:</p> <ul style="list-style-type: none"> • Following up unlicensed HMOs to ensure compliance • Communicate with agents reminding them of the requirements for HMOs • Reviewed the Kegworth HMO campaign and identified the next target area as Ellistown <p>Further work in respect of rolling out the campaign and continuing to follow up unlicensed HMOs will build on this work in 2021/21.</p>
Commence delivery of the redevelopment of Appleby Magna Caravan Park	Following extensive consultation with the residents, external project management has been secured and the redevelopment proposals have been submitted to Planning for approval (expected May 21) with a view to the work being completed before winter 2021.

Provide at least 15 new council homes through new build or by acquiring through agreements with developers and market purchase	24 homes were added to the council portfolio this year.
Maximise the number of private empty properties that are brought back into use	Due to Covid-19 restrictions on face to face meetings, limiting travel and internal visits, this has resulted in a delay in the progression of some casework. This will be reinstated in 2021/22 including more formal action on a number of properties.
Selectively buy back long term empty properties	16 properties have been purchased with one further property scheduled in Quarter 1 2021/22. One is a long-term empty property and four are buy backs. Due to the limited interest from owners of long-term empty properties, the focus changes to other properties for sale in the District that were of the right type, size and location to meet housing need.
Work with local housing associations to supply 300 new affordable homes	This is a three year rolling target however for 2020/21 148 new affordable homes were delivered. Based on current forecasts we will exceed the target over the three year period. (please note this target is overall affordable housing deliveries and so will include Council acquisitions and affordable housing delivered without an RP partner)
Invest up to £14 million to improve council homes	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 £5.45 million. The key elements of this budget are: The Home Improvement Programme, £1.4 million spent, which includes 'Decent Homes' improvement work to tenant's homes, which are now being completed by our In-house Repairs Team (IRT). £763,418 was spent on other capital improvement work on estates, including £342,866 on parking improvements.

	Sheltered housing improvements, the budget of £200,000 will be carried forward to 2021/22 to commence the remodelling and upgrading all our sheltered buildings.
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Performance indicators - 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 2020-21	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	90%	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 90% with 18 out of 20 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	96%	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 96% with 51 out of 53 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	93%	85%	★	Performance on other applications (e.g. householder developments) remains strong and in Q4 stood at 93% with 144 out of 155 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	97.1%	94%	★	The In-house Repairs Team (IRT) completed a total of 5805 repairs during the year, with 5636 of these being completed within their target times. Whilst the volume of repairs reported was below normal levels due to Covid – 19, this performance was achieved despite the team having to operate with a range of alterations to working practices to ensure we kept both staff and tenants safe.
Average length of time taken to re-let a Council property when it becomes vacant	35	22	▲	Performance has not achieved the target as we have applied flexibility to tenancy start dates for tenants to move home due to Covid-19 restrictions. At the beginning of 2020/21 people could not move home unless they were in an emergency housing situation resulting in some homes being left empty for longer than normal. The standalone performance for Quarter 4 was 34 days which was a slight increase of 2 days compared with the preceding quarter. 87 properties were let during the quarter averaging 34 days. The cumulative performance is 35 days with 274 properties being let during the year.

Support for businesses and helping people into local jobs

Our aims

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

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Key tasks 2020-21	Quarter 4 Performance
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	An options appraisal for Moira Furnace has been completed. A business plan based upon the recommended option is to be developed during 2021/22
Provide targeted support for local business who may be impacted by HS2	There have been no further updates or engagement business engagement activity regarding the proposed HS2 route in quarter 4.
Deliver the aspirations of the North West Leicestershire Economic Growth Plan 2019-21	The UK economy entered a recessionary period during 2020/21 due to Covid-19. This recessionary pressure has impacted upon the NWL economy and therefore our Economic Growth Plan has morphed to that of an Economic Recovery Plan, which we have begun to implement successfully. During Q4 2020/21 unemployment rates in the district have not significantly increased and our (unemployment benefits) claimant count is significantly below the national average at 4.1% (compared to 6.5% nationally). A number of companies have continued to invest for growth, despite current challenges.
Working with our new leisure partner, increase local employment, training and apprenticeship opportunities with a key focus on local	To date, 36 local companies have been engaged as part of the construction of the new leisure centre. 18% of all materials used on site so far have been procured from local suppliers and a figure in

supply chains in the construction of the new Whitwick and Coalville Leisure Centre	<p>excess of £1.6m has been generated in terms of local economic value.</p> <p>7 new jobs have so far been created for local people and at least 5 work experience placements have been offered.</p> <p>This vital project will continue to inject vibrancy within the local economy throughout the build stages through to completion in July 2022.</p>
Work with food establishments to further reduce the number that have a hygiene rating of 0, 1 or 2	<p>The pandemic has had a significant impact on our ability to complete our programme of food hygiene inspections at food establishments within the district. During the various stages of the pandemic many food businesses have not been trading and food inspectors have been redeployed to carry out Covid-19 compliance work.</p> <p>During periods of the year when trading was permitted we have been working with businesses on their reopening plans to ensure that their new ways of working are safe for their staff and the customers.</p> <p>In summary we were able to complete approximately 30% of the planned food inspection programme. The number of food businesses rated 0, 1 or 2 fell from 20 to 16 between 1 April 2020 and 31 March 2021.</p>
Ensure that we minimise the negative impacts and maximise the positive of COVID19 on our business community	<p>During quarter 4, the council maintained front line business support services. The Economic Development team handled 117 during this period. Of those 71 were new enquiries.</p> <p>During February 2021 Council Officers collaborated with the East Midlands Chamber of Commerce and Stephenson College to host a 'Kick-start' webinar attended by 17 local businesses.</p> <p>In January 2021 a tourism and events business webinar was co-hosted with LPL Ltd which 7 local businesses attended.</p> <p>In March 2021 the council collaborated with the Leicestershire Growth hub launched a digital growth programme which was attended by 34 high street businesses</p>
Play our part in readying our businesses for the effects of BREXIT	<p>Throughout quarter 4, the Economic Development team continued to offer 1-to-1 support, communicate the latest information on the new rules on trading with the EU, identifying support options</p>

	<p>available either through local partnerships including LLEP, Chamber of Commerce & UK Government including the SME Brexit Fund. Officers have also sought to clarify with UK Government departments the criteria in an effort to support our local businesses. Where available officers have also sought to act on behalf of businesses to contact relevant UK Government departments to find answers to their queries.</p> <p>During this period there have been 7 new businesses engaged, all with different approaches, different challenges & requirements and at differing stages on their journey.</p>
Encouraging the public to support local businesses as part of our recovery from COVID19	Utilising government funding secured in Q3 2020/21 we have developed a range of initiatives to reopen our High Streets in a Covid-19 secure manner and to promote messages about shopping locally to support local businesses. Implementation of these initiatives has continued during Q4 2020/21.
Maintain 12 apprentice placements each year	We had 11 apprentice placements at the end of the quarter. We are currently discussing future opportunities for apprentices internally to increase the number to the target.
Provide a £250,000 programme of grant funding and business support	<p>The final two grant payments from the Councils Enterprising 3 Business Grants programme were paid to applicants Sew Essential in Moira and The Priory Health Club in Breedon. In total the programme provided over £170,000 of grants to 14 growing local business creating an estimated £1.25million of private sector investment and creating over 70 new local jobs.</p> <p>In addition to the Councils Enterprising grant fund, Council officers continue to support local business with over £2.4million of Covid support Additional Restrictions Grant funding.</p>
Promote North West Leicestershire as a key location for business growth and support £1 million of new business investment and 4,000 new jobs	The final two grant payments from the Councils Enterprising 3 Business Grants programme were paid to applicants Sew Essential in Moira and The Priory Health Club in Breedon. In total the programme provided over £170,000 of grants to 14 growing local

	<p>business creating an estimated £1.25million of private sector investment and creating over 70 new local jobs.</p> <p>In addition to the Councils Enterprising grant fund, Council officers continue to support local business with over £2.4million of Covid-19 support Additional Restrictions Grant funding.</p>
Work with partners and public transport providers to enhance transport connectivity so local people can access new job opportunities throughout the district	<p>Through the Access to Work Partnership, the Economic Development Team are continue to support the new Airway 9 service providing public transport connections between the employers at East Midlands Airport and SEGRO through Melbourne, Ashby, Swadlincote and Burton. Patronage of the service is lower than forecast due to the Pandemic but the service providers, Midland Classic, note that the service remains one of the highest performing services due to the ongoing warehouse operations at Castle Donington.</p> <p>Officers continue to collaborate with the Department for Work and Pensions to promote a soft trial wheels to work moped hire scheme to support Universal Credit claimants. Patronage of the service is lower than forecast due to the Pandemic and plans are being prepared to formally launch the trial once Covid-19 restrictions have eased later in 2021.</p>
Work with three schools / colleges and local businesses on skills development with a focus on career advice	<p>In light of the Covid-19 restrictions, no visits are permitted to our educational establishments so we are working with the Leicester and Leicestershire Enterprise Partnership to run a Council Careers Virtual Day when local schools can “visit” and meet a variety of NWLDC staff in a number of Departments to understand how varied opportunities are in the public sector. It is hoped that this programme will be launched in Q2 2021/22 to fit in with the challenging agenda the schools currently have.</p> <p>In addition, in partnership with the LLEP and local businesses, we have been assisting in the production a range of virtual career films and educational materials about what is on offer for young people in our local businesses, including Logistics and Manufacturing, including a “World of Work” guide to hundreds of different careers.</p>

Provide face-to-face business and environmental health advice to 20 growing businesses each year	This work-stream has not been delivered as a result of pandemic restrictions.
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.	Significant preparatory work has been undertaken during both Q3 and Q4 of 2020/21 however engagement with businesses and the public has been frustrated by Covid-19 Restrictions. It is now planned that a series of business engagements are carried out in Q1 2021/22 with public engagement to follow.

Performance indicators - Support for businesses and helping people into local jobs

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

Performance Indicator 2020-21	Actual	Target	RAG	Commentary
Number of jobs in the tourism sector is increased in the District	0%	3.8%	▲	COVID-19 has significantly impacted the tourism and hospitality sector, the employment increase will not be achieved this year.
Number of food businesses improving hygiene standards	39	11	★	The pandemic has had a significant impact on our ability to complete our programme of food hygiene inspections at food establishments within the district. During the various stages of the pandemic many food businesses have not been trading and food inspectors have been redeployed to carry out Covid-19 compliance work. In summary we were able to complete approximately 30% of the planned food inspection programme. The number of food businesses rated 0, 1 or 2 (poor compliance) fell from 20 to 16 between 1 April 2020 and 31 March 2021. The number of businesses achieving a very good rating of 5 increased from 574 to 609.
Number of business enquires received and supported	117	25	★	There have been an increased number of business support enquires in Q4 due to Coronavirus impact on local businesses
Value of Coalville shop fronts grant awards	£38,491	£40,000	●	A grant award was made to one retail property owner in Coalville

Number of businesses supported - Market Towns business support programme		34		20		★	34 local businesses drawn predominantly from the high streets of Coalville and Ashby, but with 7 from surrounding centres, will be taken through a free Digital Growth training programme, helping them to create, expand and revitalise the digital side of their businesses.
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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 2020-21	Quarter 4 Performance
Increase recycling rates by at least 1% every year through our Recycle more... campaign	<p>On 1 April 2021, DEFRA published the recycling rates for 2019/20 which confirmed NWL's household recycling rate had increased by 1.3% from 45% to 46.3%. Recycle more will have helped support this increase as during 2019/20 collections for the recycling of household batteries and mobile phones were introduced at the kerbside, as well as a weekly food waste collection trial for 2,000 households in parts of Measham and some surrounding villages. During Q4 a further 1.2 tonnes of batteries were collected and sent for recycling. Since kerbside battery recycling collections launched in December 2019, a total of 4.2 tonnes of batteries have been recycled.</p> <p>During Q4 a further 63.58 tonnes of food waste was collected and diverted from landfill for recycling for both the trials in the Coalville and Measham area. This represents a carbon saving of 47.68 tonnes.</p> <p>A competition was held for primary schools in the district to name our six recycling vehicles. The winners were chosen, and the names were proudly displayed on the vehicles at the beginning of February. Details of the competition and photographs of each winning name displayed on the vehicles was shared across our social media channels, receiving very good engagement. Also BBC East Midlands Today featured the competition on several of their news bulletins.</p> <p>The trial of the new recycling container system was due to take place by the end of March 2021, however the company which manufactures the container system has been acquired by another company in the waste and recycling container manufacturing</p>

	industry, so this has caused a delay. However it is anticipated the trial of the container will begin by early July 2021.
Continue our Free Tree Scheme	We had planned to deliver the scheme in November 2020 but deferred it to February 2021 but with lockdown three we have taken the decision to relaunch the scheme in November 2021. Our partners The National Forest Company are on board with this decision and the nursery trees will simply remain planted until they are needed later this year.
Support towns and villages to develop an identity associated with the National Forest	We have continued to work with the National Forest to develop the Heart Of The Forest masterplan. A first draft has been circulated to partners for comment by the National Forest. It is due to be concluded Q1 2021/22.
Support private householders to improve the energy efficiency of their homes and help those in greatest need to access Government grants for affordable warmth	Year to date we had a promotion of the LCC Warm Homes Scheme in August including Updating the information our Customer Services Team have available to them and the information on Council webpages. We also sent out information through a range of forums including our Community Focus Team for distribution to Community Group contacts, the Landlord Forum and Landlord support group contacts. Information also distributed among key internal contacts.
Complete the installation of air source heat pumps in council homes and assess tenant satisfaction	A total of 365 Air Source Heat Pumps have been installed in tenants' homes and overall satisfaction has been high.

Undertake feasibility studies for 4 EV charging points across the district	We have completed electric vehicle (EV) charging point feasibility studies across 4 locations across the district and plan to complete installations at 3 of these locations (Whitwick, Thringstone & Castle Donington) by Spring 2021. This activity is funded from the council's climate change reserve (as approved by Cabinet) and a successful grant award from the Office for Low Emission Vehicles (OLEV). A feasibility study has also been completed at Coalville but the car park is currently a Covid-19 testing station and this has temporarily delayed any further activity.
Continue the delivery of our Zero Carbon Roadmap	We have installed electric vehicle charging points in our council car parks in Whitwick, Thringstone, Castle Donington and we are undertaking feasibility studies in Coalville. We are undertaking a fleet strategy review to inform and influence our vehicle replacement strategy. Housing is rolling out a home improvement programme to improve energy efficiency of some of our housing stock with the support of Green Home Grant funding. Leisure Services has commissioned a cycling & walking strategy. Planning is reviewing our Local Plan and considering climate change impacts, including renewable energy and building standards.
Review our employee travel and allowances to help deliver the Zero Carbon Roadmap	An external study was commissioned during the quarter to analyse the current position and to consider recommendations for the future. This review will involve employee and trade union engagement which will commence during 2021/22.
Support the Litter Strategy for England through our partnership working within the Roadside Litter Working Group	There has been a significant increase in the level of volunteer litter pickers in the district. This has required a refresh of the Litter Picking guidance and processes for acquiring litter picking equipment. As a result of this increased interest in local communities in 2021/22 the council will be launching a new fund for litter pickers and a new approach to tackling litter and fly tipping across the district.

Work in partnership with local haulage companies to tackle layby litter	This was not possible due to Covid-19 restrictions and will be embraced within a new action in 2021/22 entitled "Litter taskforce".
Achieve 50% recycling rates by 2023	In progress
Reduce carbon emissions at the new Whitwick and Coalville Leisure Centre and Ashby Leisure Centre by 20% by 2024	In progress with Everyone Active and adaptations to Hood Park as well as the replacement of Hermitage with the new leisure centre.
Replace lighting in NWLDC buildings with LED lighting to reduce energy consumption	Due to Covid-19 and the impact on available resources, the planned improvements to sheltered housing schemes was placed on hold. The improvements will see the communal lighting changed to LED sensor lighting to reduce energy consumption.
Reduce vehicle emissions from licensed Hackney Carriage and Private Hire vehicles	This policy has been deferred until September 2021.
Help 250 fuel poor households to receive funding for loft and cavity wall insulation and replacement boilers	As part of the Home Improvement Programme for 2020/21, 40 properties benefitted from new boilers and a further 6 had full central heating replacements. A further 76 properties have been identified for loft and cavity wall insulation though a free scheme being led by E-on. This work was placed on hold in December due to local restrictions introduced due to Covid-19 resulting in the work being delayed until 2021/22. Also in 2021/22 56 more properties have been identified for a variety of improvements under the Green Homes Grant (GHG) scheme which could include insulation, including External Wall Insulation, PV Panels, Air-Source Heat Pumps. Both the E-on and GHG scheme are subject to an eligibility criteria which includes the property needs to have an Energy

	Performance Certificate rating of below D and be able to achieve a C. There is also a household income threshold for the GHG scheme.
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Performance Indicators - 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 2020-21	Actual	Target	RAG	Commentary
Number of trees delivered to the local community to expand the district's National Forest area	0	13,000	▲	Planned to deliver the scheme in November 2020 – delayed until February 2021 – now taken the decision to defer until November 2021 due to covid19.
Percentage of fly tipping in district is reduced by 3% over the year	112.7% (Increase)	3% (reduction)	▲	Due to multiple reports of the same fly tip over 50% of these cases where in fact duplicates. There was also huge increase in waste being left by volunteer litter pickers, these were also logged as fly tips leading to this misrepresenting increase. Moving forward, a new system has been introduced for the volunteer litter pickers which enables them to log their waste collections separately to fly tipping reports and a new process is in development which will dramatically reduce the number of duplicated cases being logged.
Percentage increase on yearly recycling rate by 1%	1.3%	1%	▲	*Please note this is the recycling rate for 2019/20 confirmed by Defra in April 2021. The recycling rate for 2020/21 will be confirmed by Defra in December 2021.
Amount in kgs of household waste sent to landfill per house, per year	130.45Kgs	125kgs	▲	Above the target, however due to people following Covid-19 stay at home guidance during the period, more waste is being generated in a residential setting as more people are working from home. Those people

							who are not of working age are also staying at home more due to the current pandemic. Also additional waste is generated over the Christmas and New Year period which is captured during this quarter. The high levels we're collecting has been maintained since Christmas due to the pandemic. Usually we would expect the levels of waste to decrease by mid-January, this has not been the case.
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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.




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Performance Indicator 2020-21	Actual	Target	RAG	Commentary
Amount of income generation from the sale of Legal Services	£26,199	£11,000 per month £33,000 per quarter		Slightly below target due to the effects of the pandemic and team vacancies. Income was quite a lot higher for this quarter in comparison to previous quarters due to invoices raised in March to fulfil end of year financial requirements. The team has reviewed its billing processes and going forward will be generating monthly bills to give a more accurate assessment of its income throughout the year. Income from planning work made up approximately 64% of Legal income for the year. The team is implementing a new marketing strategy for 2021/2022 and is committed to undertaking activities to bring in more external work.
Percentage of rent loss	N/A	0.75%		Performance has not achieved the target as we have applied flexibility to tenancy start dates for tenants to move home due to Covid-19 restrictions. At the beginning of 2020/21 people could not move home unless they were in an emergency housing situation resulting in some homes being left empty for longer than normal. The standalone performance for Quarter 4 was 34 days which was a slight increase of 2 days compared with the preceding quarter. 87 properties were let during the quarter averaging 34 days.

					The cumulative performance is 35 days with 274 properties being let during the year.
Amount of spend on agency workers is reduced to £1m in 20/21	1,462,092	£250,000.00	▲		The agency spend has been significantly impacted by the COVID-19 pandemic. Extra staff were needed to support key services throughout the year.
Percentage of Council Tax Collected (in year target)	96.6%	96.7%	●		Due to Covid-19 restrictions we were unable to progress cases to magistrate court following issue of summons.
Percentage of National Non Domestic Rates (in year target)	96.6%	99.20%	●		Due to Covid-19 restrictions we were unable to progress cases to magistrate court following issue of summons. The team have bene involved with payment of grants to businesses
Amount of days taken to process new claims	15.0	18.7 days	★		In year cumulative target met
Percentage of rent collected from commercial tenants	97.12%	98%	●		
Percentage of commercial units occupied per annum	88%	90%	▲		
Amount of annual income achieved by the In-house Repairs Team at least £5.2 million	£1,491,341.	£1,300,000	★		

Corporate summary of performance indicators drawn from all documented areas above.

Performance Indicator 2020-21	Actual	Target	RAG
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Number of targets achieved		14		32		
Number of targets within 5% variance of target (10% financial)		6		0		
Number of targets Not achieved		12		0		

Sickness Report Q3 2020-21

Management of Absence

Sickness Report

- 1.1 In 2020/21 there were 2533 FTE days lost due to sickness. This equates to 5.36 days lost per full time equivalent employee (FTE). This figure is significant below our corporate target (8.0 FTE days) and significantly lower than last year's figure of 10.68 days/FTE.
- 1.2 Community Services (7.91 days/FTE), Housing (5.87 days/FTE) and Planning and Regeneration (3.63 days/FTE) were the work areas with the highest levels of sickness in the year.
- 1.3 75% of all sickness in Community Services and 68% in Housing was the result of long term sickness, the majority of which has now ended. Overall, long term sickness accounted for 69% of all sickness.
- 1.4 Waste Services (41% of all sickness), Housing repairs (15%) and Environmental Protection (10.22%) were the teams with the highest proportion of sickness across the council. Musculoskeletal was the most common causes of sickness in all three of the above areas. Waste Services and Housing Repairs had the highest rates of confirmed cases of Covid-19.
- 1.5 Musculoskeletal (32%), followed by stress (23%) and confirmed cases of Covid-19 (10%) were the most common reasons for sickness.
- 1.6 The table below illustrates the most common reasons for sickness as a percentage:

Absence Reason	Percentage of sickness by reason
Back pain - sprain - strain - musculo- skeletal	31.60
Stress - depression - anxiety - psychological (non-work related)	11.49
Stress - depression - anxiety - psychological (work related)	11.23
Covid 19 - Positive Test	10.27
Stomach - bowel - gastric - intestinal	9.90

Operation / Post Op	6.14
Cold and Flu	5.29
Infectious diseases	3.39
Headache - migraine - neurological	2.82
Ear nose & throat - dental	2.76

- 1.7 Absence due to Covid-19 is not included in the sickness figures unless the employee tested positive or had side effects to the vaccination resulting in time off. This approach is in line with national guidance. In order to limit the spread of this virus, covid related sickness is recorded as non-sickness absence until the employee tests positive. These changes in sickness reporting arrangements undoubtedly affected the recorded sickness for the year.
- 1.8 There were 38 counts of sickness reported due to a confirmed Covid-19 test or side effects from the vaccine. In addition, there were 421 instances of self-isolation in total, out of this 188 instances involved employees isolating while continuing to work from home.
- 1.9 Organisational long term sickness accounted for 68% of all sickness. Currently there are 5 open long term cases. Senior HR advisors continue to monitor and manage these cases in conjunction with Occupational Health and their line managers.

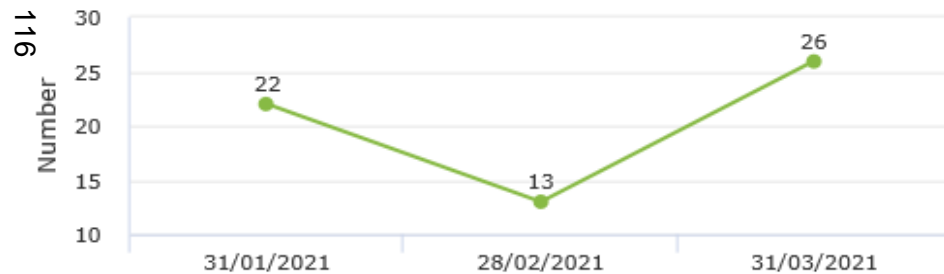
Customer Feedback

The Housing Ombudsman has recently launched a Complaint Handling Code to support effective complaint handling and prevention alongside learning and development. A self-assessment undertaken in November 2020 has confirmed the Housing Service at North West Leicestershire District Council is fully compliant with the current requirements set out in this code.

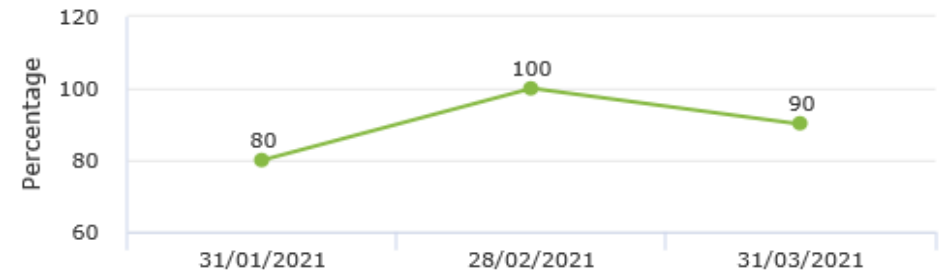
Customer Feedback Graph

Performance Indicator	Community Services	Customer Services	Economic Regeneration	Finance	Housing and Property	HR and Organisation Development	Legal and Commercial Services	Planning and Infrastructure
*PI003 - Number of compliments received	7	4	0	1	14	0	0	0
*PI004 - Number of ombudsman cases received	0	0	0	0	0	0	0	0
*PI005 - Percentage of stage 1 complaints responded to within 10 days	100	100	100	0	100	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	100	100	100	100	100	100	100

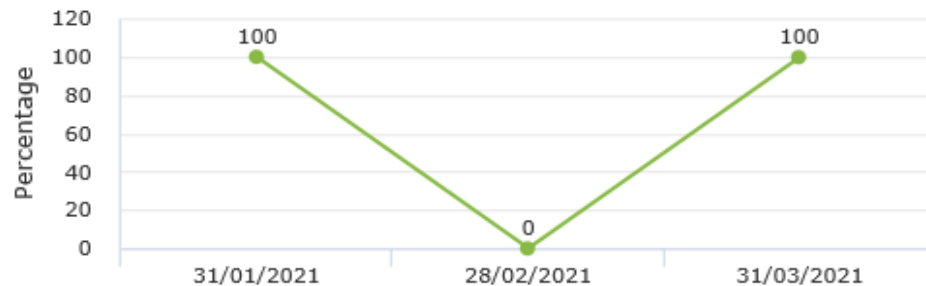
Number of compliments received



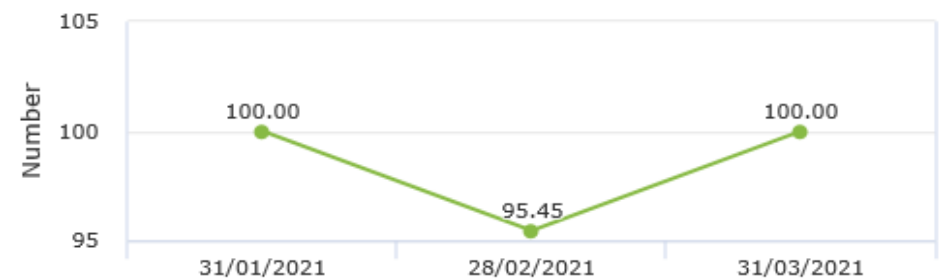
Percentage of stage 1 complaints responded to within 10 days



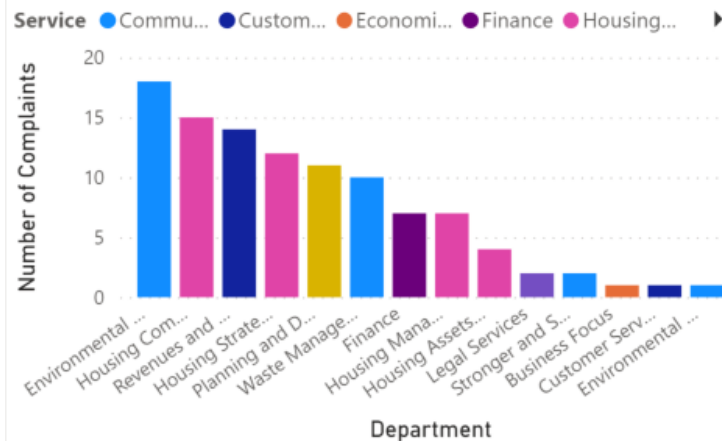
Percentage of stage 2 complaints responded to within 10 days



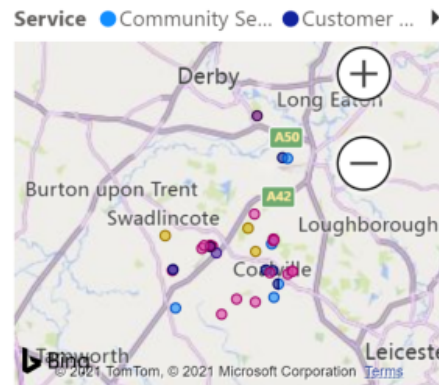
Percentage of MP enquiries responded to within 10 days



Number of complaints by Department



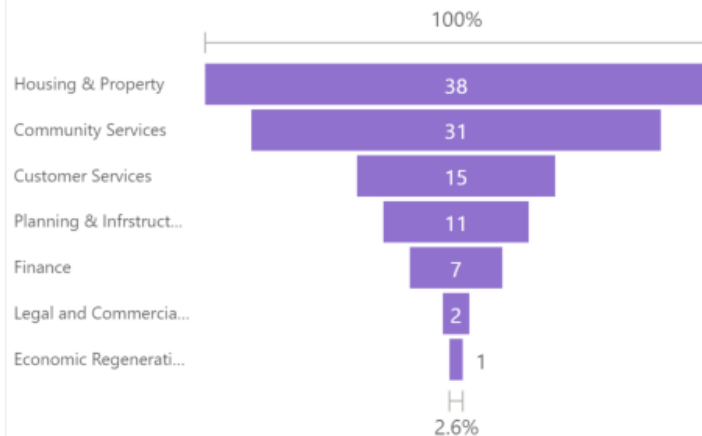
Complaints by Postcode and Service



Count of Complaint Number	Category
52	MP Enquiry
45	Stage 1
7	Stage 2
1	Ombudsman
105	

NWLDC Complaints Summary

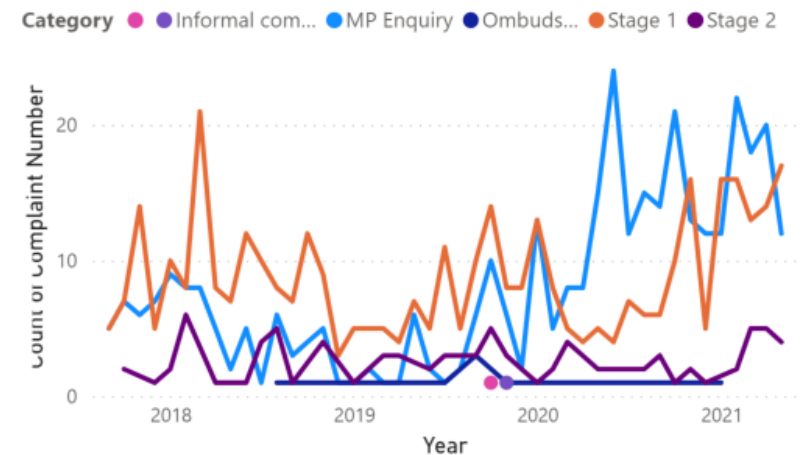
Complaints received by Service area



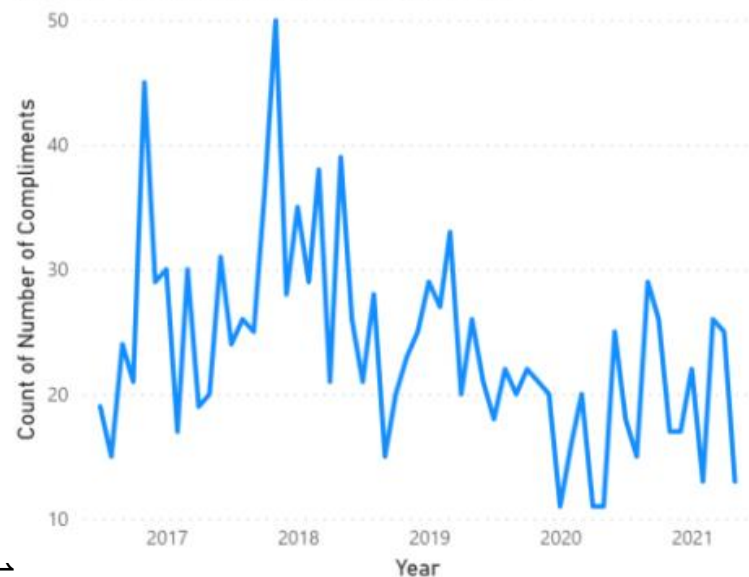
Number of Open Complaints where the due date falls within the quarter

1

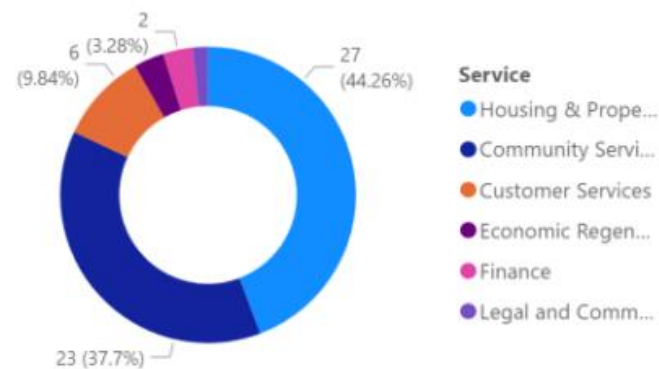
Numbers of complaints received by Due date and Category



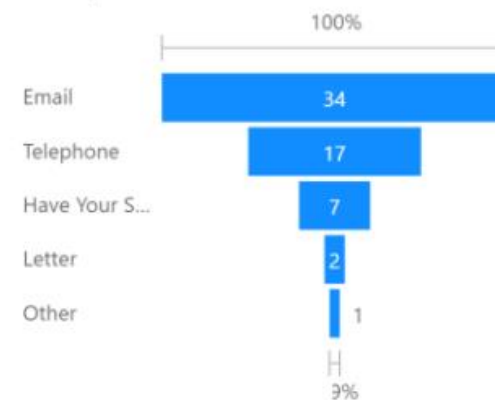
Number of Compliments received over time



Compliments received by Service Area

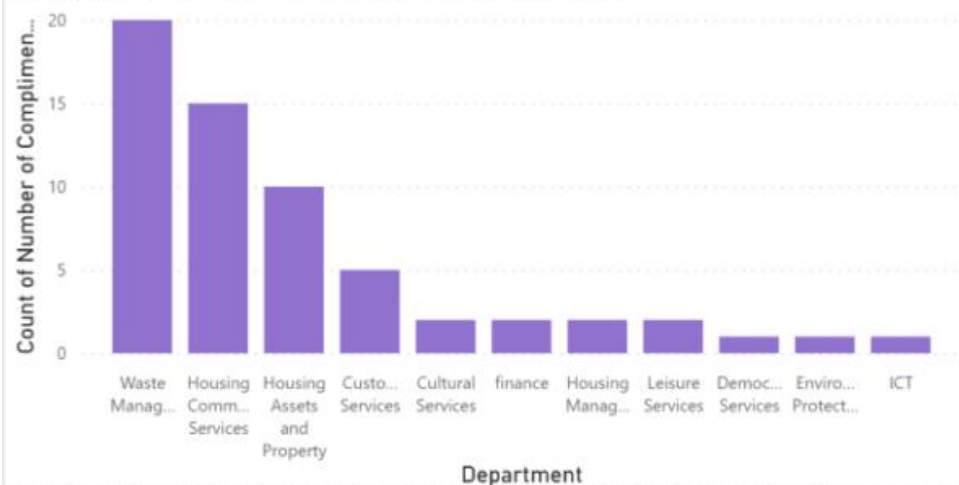


Compliments received by Method of Receipt

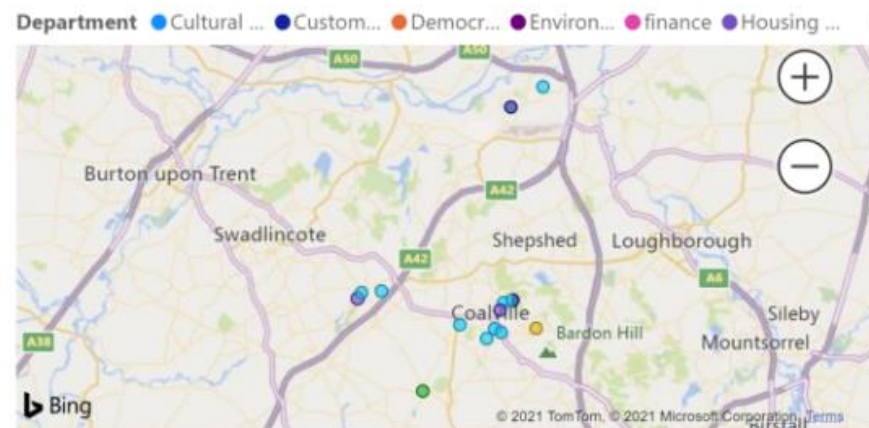


NWLDC Compliments Summary

Compliments received by Department and Category



Compliments received by Postal Code and Service Area



Customer Services Call Centre Statistics

Annual analysis of 540 replies provides an overall 90.75% satisfaction rating which has been influenced by COVID-19 and reflects the reduction to council services affected, seeing a lower response return and satisfaction rating since quarter 2. However despite this, the Customer Services department are still seen as achieving a high score in addition to receiving the Customer Service Excellence standard.

In March 2021 we have seen more calls than March 2020, an increase by 8.58%. This also shows an increase in the quarterly calls which are up by 6.5%, and therefore the Year to date (YTD) figures show we had 3,289 more calls overall. This is expected with the COVID pandemic and a service issues/demands.

An increase in call demand due to the pandemic and service demands also means an increase in dropped/lost calls seen in the abandoned stats affecting Q4. However overall for the year we answered more calls and therefore our YTD abandoned figure is 8.77%, an improvement of 629 less calls lost on 2019-20.

Due to receiving more calls the average handling time was up by 1:39 minutes and therefore this had the knock on effect of increasing the average call wait time up by 0:18 seconds.

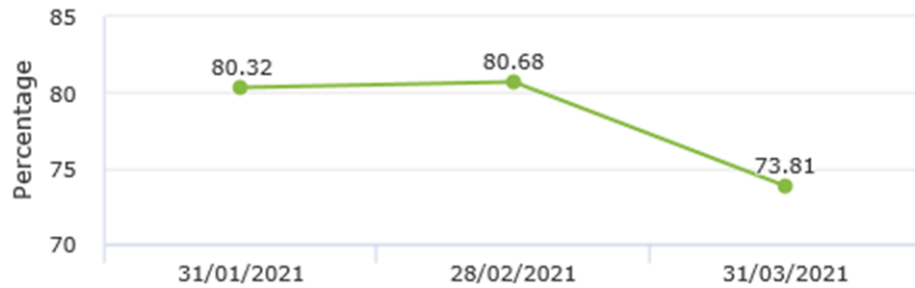
Quarterly, the average call wait time was the same when compared to the same period last year even though the handling time was up by 1:21 minutes on average.

We answered 1,116 more of them more quickly than in the previous year, whilst calls took on average 45 seconds longer. Despite this, the average wait time went up by only 1 second.

Customer Services Call Centre Statistics Graph

Measure Name		Jan 2021	Feb 2021	Mar 2021
PI029 - Percentage of calls answered in the call centre	Actual	80.32	80.68	73.81
PI030 - Percentage of Call centre rate of abandonment	Actual	10.38	10.57	13.09
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	66	76	99

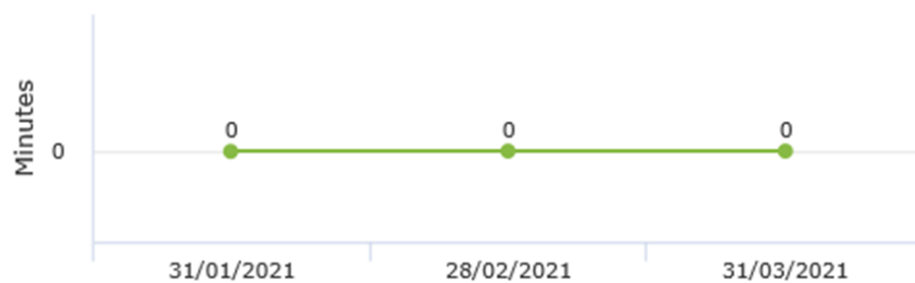
Percentage of calls answered



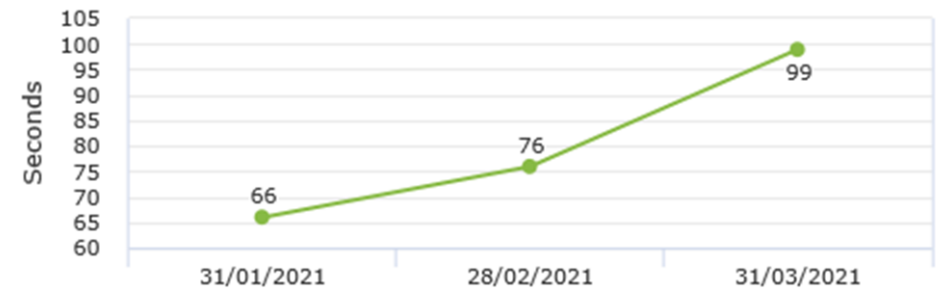
Percentage of calls abandoned



Average amount of time a customer waits before being seen



Average amount of seconds for customer calls waiting time



Finance

A separate report on the 2020/21 revenue budget outturn will be reported to Cabinet on 27 July. This will allow time to fully understand the impact of COVID on the Council's finances particularly in relation to Council Tax, Business Rates and reductions in fees and charges as well as the final levels of Government financial support relating to COVID.

Health and Safety

1.0 The main focus in Health and Safety during 2020/21 was supporting managers and employees in the workforce to be able to work safely during the COVID-19 pandemic. This involved responding to government guidance about COVID-19 safety in workplaces, considering the impacts on our services and methods of operation and responding quickly to introduce new measures, and completing risk assessments at an individual and job level while minimising the impacts and risks to our customers and services.

The pandemic placed a new emphasis on the need for robust risk assessments for all of our operations, and these were considered in relation to the many job roles. Some of the pre-pandemic risks in the workplace were reduced – the overall number of vehicular journeys were reduced, and some of our service areas were suspended where they could not be continued safely or in response to the government guidance or to minimise the potential risk of spread to our customers.

The Health and Safety Officer worked closely with our critical services – particularly those where social distancing arrangements were complicated and in areas of the workforce impacted by quarantine and the needs of self-isolation. One area requiring significant input was the waste services functions, and during the early days of the pandemic, daily meetings were arranged with the management and involved very close working with the local trade unions to maximise the safety of the workforce.

Waste was considered to be a critical service due to the potential risks to public health if not managed effectively, and accordingly arrangements were put in place by the waste management team to enable the refuse facility to prioritise and continue with minimal interruptions throughout wherever possible. Support was also provided to other critical services to assist with the continued provision of services wherever possible.

1.1 Accident/incident Statistics Analysis

Category	2019/20	2020/21
1 .Slip, trips and falls	8	12
2. Manual Handling	5	15
3. Contact with static object	10	3
4. Struck by moving object	12	9
5. CoSHH	0	1
6. Other types of incident	3	2

Totals	38	42
Health and Safety - Near Misses	6	11

The largest increase by type of accident/incident this year was identified as Manual Handling. There has been a significant increase from 5 (2019/20) to 15 in manual handling injuries in 2020/21, the majority of these were in the Internal Housing Repairs Team and the Waste services with 7 incidents in each. Manual handling training has been put in place where possible – COVID-19 restrictions permitting.

1.2 Analysis

There were a total of 42 reported accidents/incidents to employees in 2020/21. An increase of 6 on the previous year.

All accidents were recorded on our new SHE software system, and actions to mitigate / prevent future occurrences were considered in each case in conjunction with the reporting manager. Any follow up actions are now sent by automatic e-mail reminders generated by the SHE software system.

The new case management and logging software was implemented during the year across the Council the associated training was delayed due to the pandemic but has now been completed for managers across the Council.. There was an increase in reportable (RIDDOR - Reporting of Injuries, diseases and Dangerous Occurrence Regulations) accidents with three in the year compared to one in the previous year. The incidents were reported to the Health and Safety Executive (HSE) in accordance with the RIDDOR regulations. All three incidents involved waste operatives. Following investigation, none of the RIDDOR incidents were found to have occurred as a result of defects in the workplace or in systems of work.

1.3 With many of our employees working from home during the pandemic, Display Screen Assessments (DSE) were scheduled to ensure home working arrangements were effective and safe, The Council also put in place arrangements to support employees when remote working and to especially assist those who were affected by mental health considerations.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE - TUESDAY, 6 JUNE 2021



Title of Report	COUNCIL DELIVERY PLAN REVIEW - 2021/22 AND 2022/23	
Presented by	Bev Smith Chief Executive Mike Murphy Head of Human Resources and Organisational Development	
Background Papers	None	Public Report: Yes
Financial Implications	None identified.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None identified.	
	Signed off by the Deputy Monitoring Officer: Yes	
Staffing and Corporate Implications	None identified.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	To provide the opportunity for members to scrutinise the proposed plan, objectives and performance measures for the 2021/22 and 2022/23 period.	
Recommendations	THAT THE CORPORATE SCRUTINY COMMITTEE REVIEWS THE COUNCIL DELIVERY PLAN AT APPENDIX 1 AND PROVIDES COMMENTS FOR CONSIDERATION BY CABINET AT ITS MEETING ON 27 JULY 2021	

1. BACKGROUND

- 1.1 The Council Delivery Plan has been refreshed and updated to respond to the impact of the COVID pandemic which has had a major impact on our Districts economy and communities and will focus activity over the next two years up until May 2023 contributing to our economic and community recovery. The plan will be regularly reviewed and updated to take account of the emerging impacts of COVID 19. The short to medium term recovery plan will sit under the umbrella of the Council Delivery Plan.

2. NORTH WEST LEICESTERSHIRE CONTEXT

The wider context within North West Leicestershire helps inform the activities and priorities set within the Council Delivery Plan.

A combination of good transport links, an adaptable workforce, strong support services and a number of strategically significant growth sectors have contributed to North West Leicestershire becoming one of the fastest growing areas in the country. These factors have assisted the District's economy to be relatively robust during the Covid Pandemic.

The district is predominately a rural area, with six town and local centres. Coalville and Ashby de la Zouch being the largest. Over 100,000 residents and over 4,000 businesses call North West Leicestershire home, as well as being the location for East Midlands Airport and the East Midlands Strategic Rail Freight Interchange, which has just secured Free Port status.

The District's population in 2019 stood at 103,600⁽¹⁾ – 11.8% higher than ten years previous and the population growth was higher than both the regional and national averages.

In the period 2011-20, 5,547 new homes have been built, with the build rate exceeding 600 homes each year since 2014 and 700 homes each year since 2016. Both these trends support the need for a robust Local Plan to ensure appropriate sustainable development and the delivery of quality homes.

The health of people in the district is varied compared with the England average. About 12.8% (2,175) children live in low income families. Life expectancy for both men and women is similar to the England averages, although this is 6.7 years lower for men and 6.4 years lower for women in the most deprived areas of the district than in the least deprived areas². There are a higher percentage of adults classified as overweight or obese than nationally.² We are a key partner working within our wider Health partner family contributing to the health recovery plan, activity which will be focussed on increased participation levels, tackling obesity and isolation.

As regards qualifications, in 2020, 41.7% of the District's population had an NVQ4 or above, higher than the East Midlands 37.2% but below GB's 43.1% - with 88.2% stating that they had an NVQ1 & above – above both the regional and national figure.³

The district supports a diverse dynamic economy which has stood up well during the past year, with few redundancies recorded and some sectors, particularly logistics, seeing growth as sales switched on-line.

The District has the third highest job density ratio in the East Midlands of 1.09⁴ – (ratio of total jobs to working-age population) – far higher than the regional and national figures of 0.81 & 0.87 respectively, illustrating the high number of employers and their related jobs which attract workers from neighbouring areas.

In recent years, the District has seen two particularly significant private sector investments in both SEGRO Logistics Park East Midlands Gateway, which is home to such companies as The Very Group; XPO (Nestle); Amazon and in the near future, DHL (Mars) and, Mercia Park which will be the home to Jaguar Land Rover for their 2.94 million square foot Global Logistics Centre and DSV Logistics.

Of Leicestershire's Top 200 Companies in 2019, 54 of them were based in North West Leicestershire and there is less reliance on the Public, Education and Health Sectors than regionally and nationally too. The largest sectors by employment are Wholesale & Retail; Transportation & Storage and Manufacturing. The number of claimants claiming unemployment-related benefits stands at 2,600 (as at March 2021) - 4.1%. This is lower than the East Midlands (5.6%) and GB (6.5%)⁵.

In July 2020, the District saw 8,400 residents furloughed, representing 16% of eligible employees but this fell to 6,400 in February 2021 (Around 10%) and this figure is likely to drop as Lockdown eases.⁶

With the economy beginning to revive and an increased business confidence, it is hoped that North West Leicestershire is well placed to continue to have a robust and resilient economy in the years to come.

3. COUNCIL DELIVERY PLAN PRIORITIES

- 3.1** Whilst the world has changed the vision for our Districts communities to provide ambition and focus for the future remains valid and it is proposed to retain the five key priorities until the full review of the Corporate Delivery Plan early 2023.

The five key priorities:

- 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
- Support for businesses and helping people into local jobs
- Developing a clean green district

With a theme of Value for Money thread through the Council Delivery Plan.

- 3.2** The challenge now is to prioritise our actions, focus our energy and work in partnership with residents, stakeholders, communities and businesses to lead NWL into the future with confidence. Ensuring our work programme consists of projects and initiatives that contribute to the outcomes and principles set out within the plan remain central, but will take into account the impacts of COVID 19.

- 3.3** The attached proposed delivery plan at Appendix 1 incorporates elements of work that are in progress but also recognises the following changes:

- A shift in consumer behaviour to maximise digital technology and access our services in a different way. alongside a demand for new services such as the community hub support presents both an opportunity and challenge
- a rapid increase in pace for consumer on line retail matched with a recognition of local supply chains have reinforced the importance of our retail centres which will need reimagining and support to grow and regenerate.
- growth of new sectors and markets and need for support to those sectors impacted adversely
- ensuring our District wide workforce has the skills required to support future growth
- increased national and public focus on climate change is providing an opportunity to rethink economic growth and how we can continue to champion a green recovery
- health recovery requires collaborative leadership across multiple partners to ensure health inequalities are tackled

The key performance indicators to accompany the refreshed Council Delivery plan actions have also been refocussed.

3.4 Performance Management

The council's performance framework sets out the clear route for monitoring and managing performance against the key actions. Performance is monitored at service level and throughout the organisation, with data clearly identifying where there is a

need for early intervention. A distinction has been made between service specific 'business as usual' actions and those at a strategic level requiring member oversight. Performance against the key actions will continue to be reported to members through Corporate Scrutiny and Cabinet on a quarterly basis. The quarterly performance reports will also include additional information set around key organisational effectiveness indicators such as customer complaints, sickness absence and health and safety.

In addition we are proposing the following changes

- Annual 'State of North West Leicestershire' which will provide members with a summary of the contextual information such as skills, employment and health indicators. This will accompany the annual review of the Council Delivery Plan and feed into the budget setting process
- Annual Individual Ward member narrative provided in September to help support ward members. These profiles would also support the Scrutiny committees where there are cross cutting areas the committee members may want to look at in more detail and incorporate into scrutiny work programmes

4. Financial Context

- 4.1** The Council has maintained strong financial health in recent years due in part to healthy growth in business rates, council taxbase and New Homes Bonus. However, it is widely expected that future funding will reduce significantly as the Government focusses on redistributing income to authorities with social care pressures. Consequently, North West Leicestershire, like most district councils, will have to plan carefully to address reduced funding over the next few years.

The Council will maintain a focus on Value for Money in order to ensure that it remains financially resilient over the longer term. The Journey to Self Sufficiency Programme will identify and progress opportunities for delivering long term savings through better ways of working.

As part of this programme, the Council will challenge all revenue and capital budgets in respect of their link to the Corporate Delivery Plan in order to show that financial decisions support organisational objectives. For capital schemes, business cases will be produced which provide detailed information on capital costs as well as subsequent revenue costs and incomes in addition to the benefits in terms of improved well-being outcomes.

The Council will update its Procurement Strategy in order to use its buying power to support local businesses and so assist local economic growth. Whilst the strategy will still look to ensure good value and quality, it will also seek to measure the social, economic and environmental value that is achieved through supporting good local suppliers and businesses.

5. Communication

- 5.1** The final approved Council Delivery plan will be summarised and published in a customer friendly short document which sets out the key priorities for the District. As the current plan comes to an end a public consultation will be held to inform the new plan post 2023.

Sources:

1 ONS Population Estimates 2020

2 Public Health England LA Health Profile 2019

3 ONS Annual Population Survey

4 ONS Jobs Density 2020 – the level of jobs per resident aged 16 – 64. e.g. a job density of 1.0 would mean there is one job per every resident aged 16-64

5 ONS Claimant count April 2021

6. HMRC Coronavirus Job Retention Statistics March 2021

Policies and other considerations, as appropriate	
Council Priorities:	<p>The report applies to all of the Council priority areas.</p> <ul style="list-style-type: none"> - Supporting Coalville to be a more vibrant, family-friendly town - Support for businesses and helping people into local jobs - Developing a clean and green district - Local people live in high quality, affordable homes - Our communities are safe, healthy and connected
Policy Considerations:	The Council Delivery Plan incorporates a number of key policy areas.
Safeguarding:	Not applicable.
Equalities/Diversity:	The Council delivery plan will be subject to an equality impact assessment
Customer Impact:	Detailed in the report.
Economic and Social Impact:	Detailed in the report
Environment and Climate Change:	Detailed in the report
Consultation/Community Engagement:	Consultation has taken place across the service area of the Council.
Risks:	Contained in the corporate risk register.
Officer Contact	<p>Bev Smith Chief Executive bev.smith@nwleicestershire.gov.uk</p>

Appendix 1 - PROPOSED UPDATED COUNCIL DELIVERY PLAN 2021 - 2023

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

2021/22	2022/23	Narrative to explain change from previous years action
Complete Coalville's Regeneration Framework and commence delivery.	Continue delivery of the projects set out in Coalville Regeneration Framework.	2020 -21 key task of seeking funding from the new national Future High Streets Fund completed although unsuccessful. The work will be used to support future funding opportunities and regeneration projects. The Regeneration Framework will be finalized in 2021 building on this work and all previous community/business engagement and work of The Prince's Foundation/Regeneration Strategy. It will set out key projects for the regeneration of Coalville.
Begin construction of Marlborough Square new public space.	Complete construction of Marlborough Square public space and put in place an events programme designed to increase footfall and improve the shopping experience.	20/21 – Implementation carried forward to 21/22 due to need to develop designs to meet highway legal requirements particularly the need to model and accommodate all types of traffic using the local network. 21/22 – Key tasks to enable construction to start include: Obtaining planning/highway approvals; procuring contractor and starting initial construction.
Open Coalville's Newmarket once COVID -19 restrictions permit and continue to provide support, guidance and funding for Coalville Market traders to grow their businesses.	Enable further growth of market trading activity and associated events by establishing an open air market on Marlborough Square.	
Seek a cinema operator for Coalville.	Operator identified and programme for delivery in place including funding model/planning application and targeted completion.	2020 – 21 key task of seeking a cinema operator for Coalville continued and formed part of funding bid to Future High Streets Fund.

		Work continues on this task in collaboration with the new owner of Belvoir Shopping Centre although progress has been slowed by COVID-19.
Develop a framework of opportunities for the land adjacent to the new Leisure Centre, the Hermitage Recreation Ground and the existing Hermitage Leisure Centre Building.	Start the roll out of a new framework of uses for the land adjacent to the new Leisure Centre, the Hermitage Recreation Ground and the existing Hermitage Leisure Centre Building.	

Supporting Coalville to be a more vibrant, family friendly town - performance indicators
 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	Actual	Target 21/22	Target 22/23	Commentary
Increase footfall in Coalville town centre per annum	Baseline to be established	3%	3%	Percentage Increase in Coalville Town Centre footfall per annum – Target 3%
Percentage of major residential development schemes scoring / performing positively against Building for a Healthy Life and the Council's Good Design Supplementary Planning Document	New PI	90%	90%	New KPI
High Street Retail Vacancy Rate in Coalville is below national average	National Average 13.7% (Dec 2020) Coalville 14% (Dec 2020)	< 13.7% *	< 13.7%*	*Note: targets for 2021/22/23 may vary as National Average varies
Increase the number of Coalville events attendees by 500 per year from baseline of 5000 in 2020/21	5000	5500	6000	New KPI
Trade Occupancy rates in Coalville's Newmarket.	New PI	88%	90%	Occupancy rates will be reported for 2021/2 for the period July 21 to March 22 and will be compared with similar markets within neighbouring areas.

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

2021/22	2022/23	Narrative to explain change from previous years action
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.	Make sure our customers can interact with us in a way which meets their needs, improving our services, continuing to promote self-serve and digital options as well as providing face-to-face support compliant with COVID19 guidance. Explore the opportunities to introduce new methods of contact, such as Web chat.	Minor revision. We have new facilities available which makes methods of contact such as a web chat a realistic prospect in the next 12 months.
133 Work with our leisure partners to continue the construction of the new Whitwick and Coalville Leisure Centre with completion planned for July 2022 and increase participation at both this centre and Ashby Leisure Centre to where they were pre-COVID-19	Work with our leisure partners to continue the construction of the new Whitwick and Coalville Leisure Centre with completion planned for July 2022 and increase participation levels by 58% by 2026 at both Whitwick/Coalville Leisure Centre and Ashby Leisure Centre	This has combined two previous actions.
Encourage and support town and Parish Councils to write and prepare their own Neighbourhood plans.	Encourage and support town and Parish Councils to write and prepare their own Neighbourhood plans.	20/21 Key task c/f to 21/22. Monitoring by engagement with Parish Councils and number of neighbourhood plans progressing/adopted.
Work towards increasing participation back to where there were at before -Covid at Coalville and Ashby Leisure Centres.	Work towards increasing participation levels at Coalville and Ashby Leisure Centres by 58% by 2026.	

Consultation will take place with relevant stakeholders on emerging options for the Local Plan Substantive Review including the development strategy and potential site allocations for new development.	The Local Plan Substantive Review will be published and this will be followed by submission for Examination at Public Inquiry.	Partial Review of Local Plan adopted in 20/21 and new Council Delivery Plan target 21/22, 22/23 to prepare and submit to Planning Inspectorate a new Local Plan.
As part of the Integrated Neighbourhood Team, and in partnership with the West Leicestershire Clinical Commissioning Group, the North West Leicestershire GP Federation, Adult and Social Care, front line health care workers, and other key stakeholders, develop a locality based Healthy Communities plan aimed at tackling significant health inequalities in North West Leicestershire.	Identify key performance indicators that can be used to measure the success of the North West Leicestershire Healthy Communities plan.	

Our communities are safe, healthy and connected – performance indicators

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

– Support safer neighbourhoods

Performance Indicator	Actual	Target 21/22	Target 22/23	Commentary
Number of online accounts		40,000	45,000	Existing KPI
Number of online forms submitted by customers (transactions)		4,000	5,000	Existing KPI
Percentage of customer satisfaction (Customer Services)		95%	97%	Existing KPI
The percentage of adults in North West Leicestershire who are overweight or obese.	71.3%	71.3%	70.3%	Leicestershire County Councils Healthy Weight strategy and emerging action plan will drive forwards a range of interventions.
Levels of participation at Hermitage/Whitwick and Coalville Leisure Centres.	406,431 (19/20)	323,893	626,577	New KPI
Levels of participation at Hood Park / Ashby Leisure Centre	462,051 (19/20)	371,526	558,639	New KPI
NWL Local Plan – number of new homes built since the start of the Local Plan period in 2011 (target 481 homes annually)		5,291 (11 years x 481 homes)	5,771 (12 years x 481 homes)	New KPI
Number of new Neighbourhood Plans made		2	2	New KPI
Number of new locations for mobile CCTV cameras in partnership with local stakeholders including parish and	5	5	5	Each installation will be based upon need and evidence and will be deployed in partnership with the Joint Action Group

town councils to help make our communities safer.				
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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

2021/22	2022/23	Narrative to explain change from previous years action
New Council Housing Supply – ensure we deliver at least 10 additional NWL Council Homes.	New Council Housing Supply – ensure we deliver at least 10 additional NWL Council Homes.	Updated and reframed to latest position
New Council Housing Supply - Complete feasibility assessment of potential new Council Housing build across the District, and progress to Planning Application stage if viable.	New Council Housing Supply - Obtain Planning Permission and commence on site if they are considered viable for development.	New action
New Housing Supply - Work with housing associations & partners to deliver over 100 new affordable homes per year to help meet local housing needs.	New Housing Supply - Work with housing associations & partners to deliver over 100 new affordable homes per year to help meet local housing needs.	Combined total of Section 106, and new Registered Providers affordable housing developments as well as Council new build. Year of delivery of sites once planning permission granted is complicated by multiple market factors making detailed target setting complex. Reporting will include details on volumes and locations.
Maintaining & Improving Council Tenants Homes - Complete a programme of investment of up to £4.5m of improvement works to maintain our tenants homes at the Decent Homes standard. Commence a programme of additional improvement works, worth up to £2.4m to complete improvement works deferred from 2020/21 as a result of the Covid 19 pandemic.	Maintaining & Improving our Council Homes - Complete a programme of investment of up to £4.5m of improvement works necessary to maintain our tenants homes at the Decent Homes standard. Complete the programme of additional improvement works, worth up to £2.4m to complete improvement works deferred from 2020/21 as a result of the Covid 19 pandemic.	Targets refined to match budget setting. This work will include the replacement of components within each homes including rewiring, new kitchens and bathrooms, reroofing, new windows and doors, and heating systems. They are replaced due to their age and/or condition on an annual programme of works, the contents of which are determined from conditions surveys. The detail around the Covid catch up programme yet to be confirmed and could possibly be completed in 2021/22.
Maintaining Our Council Homes Estates - Invest up to £1.06m in estate improvements to improve the quality of	Maintaining Our Council Homes Estates - Invest £1.47m in estate improvements	Targets update to align with budget allocations

life for residents of Council estates, including our tenants.	to improve the quality of life for residents of Council estates, including our tenants.	
Other Housing Actions - Obtain Planning Permission, appoint a contractor and complete the delivery of the redevelopment of Appleby Magna Caravan Park, to provide a modern fit for purpose environment for the residents.		Project delivery timetable currently indicates completion by the end of Q3 2021/22, No 2022/23 target as should be completed in 2021/22.

Local People live in high quality, affordable homes – performance indicators

Performance Indicator 2020-21	Actual	Target 21/22	Target 22/23	Commentary
Percentage of major residential development schemes scoring / performing positively		90%	90%	Retained KPI
Percentage of major planning applications determined within 13 weeks		75%	75%	Retained KPI
Percentage of minor planning applications determined within 8 weeks		80%	80%	Retained KPI
Percentage of other planning applications determined within 8 weeks		85%	85%	Retained KPI
Percentage of all repairs completed within target		94%	95%	Retained KPI
Average length of time taken to re-let a Council property when it becomes vacant		25 days	25 days	Retained KPI
Number of New Council Homes delivered within year. Built, Purchased, or through S106 Bid TOTAL		10	10	This new indicator will show those new council houses delivered to NWL stock through build, buying from market or bid through s106.
Number of New affordable homes delivered by Housing Associations & Partners within the year.		100	100	This new indicator will show new homes for rent delivered via Housing Associations & Partners.
Number, type & Value of components improved across NWL Council Homes in year. Bathrooms, Kitchens, Electrical Rewire, Roof, Heating or Other			To be determined via budget	This new target will show global spend and number of component changes by major categories – combined main programme and COVID catch up. No target for

Total Components			setting for 2022/23	individual components as relies on need and demand.
Total Spend		£6.9m		
Number, type & value of adaptions to homes for our most vulnerable tenants		£300k	To be determined via budget setting for 2022/23	This new target will show global spend Council Delivery Plan narrative will summarise where and what

Support for businesses and helping people into local jobs

Our aims

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

2021/22	2022/23	Narrative to explain change from previous years action
Update the North West Leicestershire Economic Growth Plan and commence delivery.	Continue delivery of the North West Leicestershire Economic Growth Plan	
Enable business growth and inward investment in North West Leicestershire that contributes to the objectives of NWL Economic Growth Plan.	Enable business growth and inward investment in North West Leicestershire that contributes to the objectives of NWL Economic Growth Plan.	
Preserve the vibrancy of our High Streets by supporting Shop Local initiatives designed to reduce vacancy rates.	Preserve the vibrancy of our High Streets by supporting Shop Local initiatives designed to reduce vacancy rates.	
Develop our “visitor economy” offer to encourage dwell time, local spend and investment in new and improved attractions.	Develop our “visitor economy” offer to encourage dwell time, local spend and particularly support the improvement of one tourism attraction in NWL.	
Working with our leisure centre construction contractor increase local employment, training and apprenticeship opportunities with a key focus on local supply chains in the construction of the new Whitwick and Coalville Leisure Centre.	Working with leisure centre construction partner increase local employment, training and apprenticeship opportunities with a key focus on local supply chains in the construction of the new Whitwick and Coalville Leisure Centre.	Note: specific targets set in performance indicators and reported quarterly.
Contribute to the work of the East Midlands Development Corporation Interim Vehicle in implementing Year	Contribute to the work of the East Midlands Development Corporation (Interim Vehicle).	New key task. Interim Development Corporation to be established in 2021/22. NWL represented on new Board. Outputs identified with the business case .

One deliverables included in the Business Plan. This includes developing a strategic masterplan/infrastructure plan and delivery strategy for the East Midlands Airport Area.	Implementing deliverables established from Year One Business Plan.	The key task is to deliver inclusive growth for the whole East Midlands Region. (Targets include 84K jobs and £4.8bn of Gross Value Added (GVA) by 2045)
Contribute to the establishment of the East Midlands Freeport with private sector businesses, other local authorities and government.	Contribute to the establishment of the East Midlands Freeport with private sector businesses, other local authorities and government.	<p>New key task due to East Midlands Freeport announced by the Government creating an estimated 60,000 new skilled jobs for the region.</p> <p>Based around the East Midlands Airport and Gateway Industrial Cluster, North West Leicestershire will work with the consortium of private sector businesses and local authorities to develop the business case and work with Government.</p>

Support for businesses and helping people into local jobs
Performance Indicators

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

Performance Indicator 2020-21	Actual	Target 21/22	Target 22/23	Commentary
Support Inward Investment to the District		5 large Businesses per year 1000 new jobs per year £1,000,000 of investment per year	5 large Businesses per year 1000 new jobs per year £1,000,000 of investment per year	
Businesses supported to recover from the impacts of Covid 19		£500,000 of Restart Grant shared between up to 50 businesses. £250,000 of Growth Grant shared between up to 10 businesses		2021/22 target to reflect specific timelimited grant programme
Increase the number of jobs in the tourism sector in the District	Tourism Sector Jobs: 777 FTE* (Dec 2020)	2%	2%	Evidenced by external statistics information and comparisons. *note - figure reduced by 59% from Dec 2019 due to Covid 19.
Increase annual Visitor spend	Visitor Spend: £13.6m* economic impact (Dec 2020)	2%	2%	Evidenced by external statistics information and comparisons. *note – figure reduced by 62% from Dec 2019 due to Covid 19.

Increase the number of overnight stays in NWL year on year	Overnight stays: 255,000 * (Dec 2020)	2%	2%	Evidenced by external statistics information and comparisons. *note – figure reduced by 63% from Dec 2019 due to Covid 19
Work with schools / colleges and local businesses to improve employment skills/opportunities.		Work with 5 schools per year across the district	Work with 5 schools per year across the district	
Support Market Town Businesses to respond to transformational opportunities	0	Deliver 5 Digital Growth Training Sessions. Support 25 businesses to Access Digital Growth Training. Provide £10,000 of Digital Growth Grants	Deliver 5 Digital Growth Training Sessions. Support 25 businesses to Access Digital Growth Training. Provide £10,000 of Digital Growth Grants	
% of construction materials used in the construction of the new Whitwick and Coalville Leisure Centre that are sourced in the local area.	25%	25%	10%	Ongoing monitoring of local material and suppliers is being undertaken by the project team. Strong levels of engagement has been experienced thus far from the local market which is positive.
Local economic value to the local area as a result of the construction of the new Whitwick and Coalville Leisure Centre. (Target £2.2m)	£1.7m	£0.4m	£0.1m	These figures are a combination of spend in local shops, local hotels/B&B's/guesthouses etc as well as monies spent with material suppliers and local contractors/trades workers,

Developing a clean and green district

Our aims

Lead by example by delivering the council's Zero Carbon Roadmap's Action Plan and ambition to be zero carbon for its operations by 2030 – Reduce littering and fly tipping – Promote the work of the National Forest

2021/22	2022/23	Narrative to explain change from previous years action
Increase recycling rates by at least 1% per annum through our Recycle more campaign.	Increase recycling rates by at least 1% per annum through our Recycle more campaign including the district wide roll out of food waste recycling and a new stackable or drawer container system to all households across the district.	
Support towns and villages to develop an identity associated with the National Forest n spaces.		2020/21 key task carried forward to 2021/22. NWL supporting National Forest Company to develop new marketing plan for the National Forest.
Review our employee travel and allowances to help deliver the Zero Carbon Roadmap.	Commence work on the review. Complete by end of year with view to implementation in 2022/23.	
Explore the setting up of a Carbon offset fund as part of the Local Planning process.		New key action
Develop a council wide strategy for more Electric Vehicle charging points on council car parks, housing land and corporate property land. Initial installations to be made at Lindon Way Depot to support electric vehicle trials	Secure funding to install EV charging points at Council Offices/Depots in line with fleet management strategy recommendations and grey fleet strategy (personal vehicles used for business use).	
Develop a fleet management strategy to transition our fleet to a zero carbon/low carbon solution by 2030 and start the first phase of procurement and purchase of vehicles.	Implement year 2 of the fleet management procurement.	New key action

Develop a property portfolio action plan and retrofit programme to make our assets fit for purpose and reduce our carbon footprint.		New key action
Develop and implement a new taskforce to tackle litter across the district by enhancing the work of volunteers and aligning with the work carried out by street cleansing.	Implement the year two action plan to tackle litter across the district.	New amended key action
Deliver improvements to 56 of the least energy efficient Council tenants homes through the Green Homes Grant Local Authority Delivery Phase 1B Programme, including the installation of additional insulation, air source heat pump systems, and photovoltaic electricity generation.	Evaluate the opportunities presented by the Social Housing Decarbonisation Fund (SHDF) to obtain grant funding for energy efficiency improvement to Council tenants homes and submit bids as appropriate.	New action - Grant applied for and successfully obtained. Line added to CDP to enable reporting and tracking.
Reduce carbon emissions at the new Whitwick and Coalville Leisure Centre and Ashby Leisure Centre by 20% by 2024.	Reduce carbon emissions at the new Whitwick and Coalville Leisure Centre and Ashby Leisure Centre by 20% by 2024.	New PI showing current emission rates. Are we not factoring this into the new build? Separate out the Ashby figures.
Reduce vehicle emissions from licensed Hackney Carriage and Private Hire vehicles by encouraging taxi operators to move to vehicles that emit lower emissions (Euro 5).	Reduce vehicle emissions from licensed Hackney Carriage and Private Hire vehicles by encouraging taxi operators to move to vehicles that emit lower emissions (Euro 5).	

Developing a clean and green district -Performance indicators

Lead by example by delivering the council's Zero Carbon Roadmap's Action Plan and ambition to be zero carbon for its operations by 2030 – Reduce littering and fly tipping – Promote the work of the National Forest

Performance Indicator 2020-21	Actual	Target 21/22	Target 22/23	Commentary
Number of trees delivered to the local community to increase the number of trees in the district's National Forest area	0	13,000		Retained KPI
Percentage increase on yearly recycling rate by 1%		1%	1%	Retained KPI
Amount in kgs of household waste sent to landfill per house, per year	132.6kgs	125kgs	120kgs	Retained KPI
% of the taxi vehicle fleet that are fitted with a Euro 5 engine or higher	88%	93%	100%	New KPI

Value for money performance indicators indicators (No CDP actions for VFM)

Performance Indicator	Actual	Target 21/22	Target 22/23	Commentary
Percentage of rent loss	0.87%	0.75%	0.75%	Retained KPI
Percentage of Council Tax Collected (in year target)	91.1%	96.7%	96.7%	Retained KPI
Percentage of National Non Domestic Rates (in year target)	87.6%	99.20%	99.2%	Retained KPI
Amount of days taken to process new claims		18.7 days	18.7 days	Retained KPI
Percentage of rent collected from commercial tenants	95.84%	98%	98%	Retained KPI
Percentage of commercial units occupied per annum	86%	90%	90%	Retained KPI
Amount of annual income achieved by the In-house Repairs Team	£911,051.60	£1,300,000	To be determined via budget setting for 2022/23	Retained KPI

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