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Meeting	CORPORATE SCRUTINY COMMITTEE
Time/Day/Date	6.30 pm on Wednesday, 7 December 2022
Location	Council Chamber, Council Offices, Coalville
Officer to contact	Democratic Services

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring interests you should make clear the nature of that interest and whether it is a disclosable pecuniary interest, registerable interest or other interest.	
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 8 June 2022.	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 - 20
6. 2022/23 QUARTER 1 AND 2 PERFORMANCE REPORT	
Report of the Head of Human Resources and Organisational Development	21 - 76
7. CUSTOMER SERVICES - PERFORMANCE AND FUTURE APPROACH	
Report of the Strategic Director	77 - 98

Circulation:

Councillor N Smith (Chairman)
Councillor V Richichi (Deputy Chairman)
Councillor J G Simmons
Councillor E G C Allman
Councillor D Bigby
Councillor A J Bridgen
Councillor G Hout
Councillor A C Saffell
Councillor S Sheahan
Councillor M B Wyatt

MINUTES of a meeting of the CORPORATE SCRUTINY COMMITTEE held in the Council Chamber, Council Offices, Coalville on WEDNESDAY, 8 JUNE 2022

Present: Councillor N Smith (Chairman)

Councillors V Richichi, J G Simmons, E G C Allman, D Bigby, A J Bridgen, G Hault, S Sheahan and M B Wyatt

In Attendance: Councillors R Johnson

Portfolio Holders: Councillors R D Bayliss

Officers: Mr A Barton, Mrs A Crouch, Mrs C Hammond, J Marshall, Mr M Murphy, Mr P Sanders, Mrs R Wallace and Miss E Warhurst

52. APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor A C Saffell

53. DECLARATION OF INTERESTS

There were no declarations of interest.

54. PUBLIC QUESTION AND ANSWER SESSION

None

55. MINUTES

Consideration was given to the minutes of the meeting held on 9 March 2022.

It was moved by Councillor J Hault, seconded by Councillor E Allman and

RESOLVED THAT:

The minutes of the meeting held on 9 March 2022 be approved as a correct record.

56. ITEMS FOR INCLUSION IN THE FUTURE WORK PROGRAMME

Consideration was given to the inclusion of any items on the work programme. The plan of forthcoming Cabinet decisions and the current work programme were set out in the agenda for information.

By affirmation of the meeting the work programme was noted.

57. ZERO CARBON UPDATE

The Head of Community Services introduced the report before handing over to the Climate Change Programme Manager who presented the detail of the report. The Portfolio Holder also addressed the Committee and spoke in support.

During discussion, a comment was made regarding the necessary work required to update many council homes to a decent energy efficiency rating, in some cases it was basic maintenance. It was felt that updating the properties would not only contribute towards the Council's zero carbon target but also help the tenants reduce their energy

bills. The Head of Community Services confirmed that there was a programme of improvements for council properties which included energy efficiency improvements but if there were any properties that were a particular concern, Members were encouraged to let him know so they could be reported. The Portfolio Holder concurred and stated that any property reported to him would be passed directly to the Interim Head of Housing when they meet on a regular basis.

Positive comments were made on the review of the staff travel expenses; it was felt that staff should be assisting with the zero carbon target by considering how they travel.

Officers were recognised for the work undertaken already in the Coalville Special Expenses area to reduce the carbon footprint, including tree planting, investment in solar panels and research into other investment opportunities.

In response to a question on the involvement of parish council's to reduce their carbon footprint, the Head of Community Services explained that parish clerks had been involved and have been offered support.

In response to a question in relation to the food waste collection trials, the Head of Community Services informed Members that usage was approximately 30 percent, which was above the national average, therefore performance was good. He added that as more funds became available from national government for this use, the collections would be rolled out across the district. The challenge to encourage people to recycle was acknowledged and it was noted that more publicity will be used going forward.

A Member questioned the usage figure for electric vehicle charges as it seemed low in comparison to the size of the district. The Climate Change Programme Manager explained that national evidence indicated that it took time for usage to grow but that there had been an increase in usage across all the sites, particularly North Street in Ashby. It was noted that the charging structure had changed to encourage usage.

Some concern was raised that investment was being made in relation to the use of electric vehicles which could be quickly outdated as other methods such as hydrogen were being explored.

It was suggested that the Planning Department start to encourage developers to install solar panels on all new builds as it was felt this would make a big difference on the carbon footprint.

A request was made for an update on the progress for the use of mine water for a heating source for the new leisure centre. The Head of Community Services explained that it was a very technical and challenging process, but it was something he was very passionate about, and progress was being made with the Coal Authority. Members were reminded that the heating system at the leisure centre was retrospectively fitted with a system that could be used for this type of heating, and talks were also ongoing with other organisations in Coalville to potentially use the heating source too. It was suggested by a Member that the mines in Ashby Woulds also be assessed as they could potentially be used in the same way.

Councillor M Wyatt left the meeting at 7.10pm, during discussion on the item.

Reference was made to the statistics showing the reduction in emissions as provided by BEIS, in particular the land use, land use change and forestry as no reduction was recorded. It was questioned if this was because there was no change or because it was not monitored. The Climate Change Programme Manager agreed to investigate the matter further and provide further information outside of the meeting.

During discussion on the role council houses would play in reducing the council's carbon footprint, Members felt more emphasis should be placed on this area. It was felt that efficiency improvements to council homes would make a considerable impact on the reduction target. The aim to achieve an EPC rating of C for all council homes was noted but it was felt that this did not go far enough to meet the zero carbon target. It was suggested that in the future, more information be provided to explain exactly how the efficiency work planned for council homes would help reduce the carbon footprint and if the current EPC rating targets were addressing the problem adequately.

In response to a question relating to the efficiency standards for the programme of new builds, it was confirmed that the standards were being pushed where possible, but it was acknowledged that the biggest benefit would come from improving the current housing stock.

It was moved by Councillor E Allman, seconded by Councillor J Simmons and

RESOLVED THAT:

The comments made be presented to Cabinet when considering the report at its meeting on 19 July 2022.

58. 2021/22 QUARTER 4 PERFORMANCE REPORT

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

In relation to the Marlborough Square project, some concerns were raised that works had not yet started on the site. It was noted that contractors had been appointed and several issues were still being resolved with Leicestershire County Council, Members were reassured that work was due to commence soon.

The accuracy of the footfall figures recorded for Coalville Town Centre were questioned as Members felt the town was much busier than indicated. The Head of Planning and Regeneration agreed that numbers did seem low compared to how busy the centre could be, particularly at the weekends. It was explained that these figures had to be used currently as it was the only evidence available from the counting system installed which used mobile phone signals, however as it did not seem accurate, better ways to collect the data moving forward were being investigated.

A Member questioned the performance of the Customer Services Team as targets were still not being met. It was noted that a dip in performance was always seen in Quarter 4 as demand was higher due to the annual council tax notification letters sent to every household. However, it was acknowledged that demand was particularly high this year due to the roll out of the national council tax rebate. The Strategic Director agreed to provide all available statistics outside of the meeting to allow a full picture of performance and to set up a briefing with the Customer Services Team Manager once the move to the new premises had concluded.

A Member commented on the number of parishes that were undergoing Neighbourhood Plans and asked what was being done to encourage take up from parish councils. The Head of Planning and Regeneration explained that the figure within the report was an annual figure for completed neighbourhood plans and confirmed there were several parish councils currently going through the process that were not indicated. Members were assured that parish clerks were contacted regularly, and support offered. It was agreed for further information to be provided outside of the meeting.

In reference to the success in setting up customer online accounts and the use of online forms, some concern was raised that there were not adequate systems in place to deal with the receipt of online forms. This was due to a personal experience of a Member and The Head of Community Services agreed to take this up outside of the meeting.

In response to a request for an update on the current position for the Ashby Tourist Information Centre, the Head of Property and Regeneration explained that progress was being made as part of the Ashby BID and a full update will be provided to Members in due course.

It was moved by Councillor E Allman, seconded by Councillor A Bridgen and

RESOLVED THAT:

The report be noted and comments made be presented to Cabinet when considering the report at its meeting on 19 July 2022.

59. SCRUTINY ANNUAL REPORT

The Strategic Director presented the report to Members, detailing the work of the Scrutiny Committees over the previous 12 months.

It was moved by Councillor A Bridgen, seconded by Councillor V Richichi and

RESOLVED THAT:

The report be received.

Councillor M B Wyatt left the meeting at 7.10pm

The meeting commenced at 6.30 pm

The Chairman closed the meeting at 7.50 pm

Corporate Scrutiny Committee – WORK PROGRAMME (as at 25/11/22)

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
4 January 2023				
4 January 2023	Capital Strategy, Treasury Management Strategy and Prudential Indicators	Glenn Hammons, Interim Head of Finance and Section 151 Officer	-	15 minutes
4 January 2023	General Fund Budget and Council Tax 2023/24	Glenn Hammons, Interim Head of Finance and Section 151 Officer	-	30 minutes
8 March 2023				
8 March 2023	2022/23 Quarter 3 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	-	30 minutes
14 June 2023				
14 June 2023	Zero Carbon Annual Update	Paul Sanders, Head of Community Services	-	30 minutes

Date of Meeting	Item	Lead Officer	Witnesses	Agenda Item Duration
14 June 2023	2022/23 Quarter 4 Performance Report	Mike Murphy, Head of Human Resources and Organisational Development	-	30 minutes
14 June 2023	Annual Report	Andy Barton, Strategic Director of Housing and Customer Services	-	15 minutes

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Requests for Items – None Received

Date request Received	Requested by	Summary of request	Consideration by scrutiny Y/N	Reasons
-	-	-	-	-

Principles and Criteria used for Assessing Items Put Forward

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

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

DRAFT Notice of Executive Key Decisions

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

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 Infrastructure	Councillor N J Rushton	-	Corporate
Councillor T Gillard	-	Business and Regeneration	Councillor R D Bayliss	-	Housing, Property & Customer Services
Councillor K Merrie MBE	-	Planning			

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
10 January 2023							
Housing Revenue Account Acquisitions and Disposals	Cabinet	Key	Public	10 January 2023	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Housing Assets Team Manager Tel: 01530 454137 jas.singh@nwleicestershire.gov.uk	Housing Revenue Account Acquisitions and Disposals	Decision being sought under approved Acquisitions & Disposal Policy.
Kegworth Project	Cabinet	Key	Public	10 January 2023	Councillor Tony Gillard Tel: 01530 452930 tony.gillard@nwleicestershire.gov.uk Head of Property and Regeneration Tel: 01530 454 354 paul.wheatley@nwleicestershire.gov.uk	Kegworth Project	Going straight to Cabinet owing to timings involved.
Quarter 1 Performance Report	Cabinet	Key	Public	10 January 2023	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	Quarter 1 Performance Report	31 August 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
Quarter 2 Performance Report	Cabinet	Key	Public	10 January 2023	<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>	Quarter 2 Performance Report	7 December 2022
Council Tax Base 2023/24 ↻	Cabinet	Key	Public	10 January 2023	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Finance Team Manager & Deputy S151 Officer Tel: 01530 454492 anna.crouch@nwleicester-shire.gov.uk</p>	Council Tax Base 2023/24	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	10 January 2023	<p>Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk</p> <p>Exchequer Services Team Leader andy.gould@nwleicestershire.gov.uk</p>	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Not required to be considered by a Scrutiny Committee. Under the constitution Cabinet are required to approve write-offs over £10,000.

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
Capital Strategy, Treasury Management Strategy and Prudential Indicators	Cabinet	Key	Public	10 January 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Interim Head of Finance and Section 151 Officer glenn.hammons@nwleicestershire.gov.uk	Capital Strategy, Treasury Management Strategy and Prudential Indicators	Corporate - 4th January 2023
General Fund Budget and Council Tax 2023/24 14	Cabinet	Key	Public	10 January 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Interim Head of Finance and Section 151 Officer glenn.hammons@nwleicestershire.gov.uk	General Fund Budget and Council Tax 2023/24	4th January 2023
Award of Housing Zero Carbon Works Contracts	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	10 January 2023	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Housing Assets Team Manager Tel: 01530 454137 jas.singh@nwleicestershire.gov.uk	Report Award of Housing Zero Carbon Works Contracts	Due to timings that the information will be available, there is no available scrutiny for it to be considered at.

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	10 January 2023	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Tel: 01530 454529 claire.hammond@nwleicester.gov.uk	Minutes of the Coalville Special Expenses Working Party	As a sub group of Cabinet, it is required that the minutes are agreed by Cabinet.
31 January 2023							
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	31 January 2023	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 meeting Minutes of the Coalville Special Expenses Working Party	The group is a sub group of Cabinet and therefore the report does not require scrutiny
Medium Term Financial Plans 2023/24-2027/28	Cabinet	Non-Key	Private	31 January 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Interim Finance Team Manager sarah.thirkettle@nwleicester.gov.uk	General Fund and Housing Revenue Account (HRA) Medium Term Financial Plans Medium Term Financial Plans 2023/24-2027/28	Not required, presented to Cabinet members for awareness of the medium-term financial positions when considering the 2023/23 final budgets.

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
Robustness of Budget Estimates and Adequacy of Reserves	Cabinet	Key	Public	31 January 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Interim Head of Finance and Section 151 Officer glenn.hammons@nwleicestershire.gov.uk	Robustness of Budget Estimates and Adequacy of Reserves	Corporate 4th January 2023
Housing Revenue Account Budget and Rents 2023/24 16	Cabinet	Key	Public	31 January 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Interim Head of Finance and Section 151 Officer glenn.hammons@nwleicestershire.gov.uk	Housing Revenue Account Budget and Rents 2023/24	Corporate 4th January 2023
February 2023							
Bereavement Services Review	Cabinet	Key	Public	28 February 2023	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicestershire.gov.uk	Bereavement Services Review	Community Scrutiny: 8 February 2023

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
Empty Homes Compulsory Purchase Orders	Cabinet	Key	Private Information relating to the financial or business affairs of any particular person (including the authority holding that information)	28 February 2023	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk	Empty Homes Compulsory Purchase Orders	Not being considered by Scrutiny as decision being sought under approved Empty Homes Policy
March 2023							
Private Sector Housing Policies 17	Cabinet	Key	Public	28 March 2023	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk	Private Sector Housing Policies	Community Scrutiny 8 February 2023
Minutes of the Coalville Special Expenses Working Party	Cabinet	Key	Public	28 March 2023	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicester.gov.uk Head of Community Services Tel: 01530 454832 paul.sanders@nwleicester.gov.uk	Minutes from the meeting Minutes of the Coalville Special Expenses Working Party	The group is a sub group of Cabinet and therefore the report does not require scrutiny

Decision	Decision Maker	Status of Decision	Public or Private (and reason – where private)	Date of Decision	Contacts	Documents to be submitted to the Decision Maker	Considered by Scrutiny or other Committee
PROVISIONAL FINANCIAL OUTTURN 2021/22	Cabinet	Key	Public	28 March 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Finance Team Manager & Deputy S151 Officer Tel: 01530 454492 anna.crouch@nwleicester.gov.uk	PROVISIONAL FINANCIAL OUTTURN 2021/22	This report is to present the provisional financial outturn prior to the publication of the draft Statement of Accounts on the 31 July. The final version of the Statement of Accounts will be presented to Audit Committee for approval.
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Public	28 March 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicester.gov.uk Exchequer Services Team Leader andy.gould@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Not required to be considered by a Scrutiny Committee. Under the constitution Cabinet are required to approve write-offs over £10,000.
Quarter 3 Performance Report	Cabinet	Key	Public	28 March 2023	Councillor Richard Blunt Tel: 01530 454510 richard.blunt@nwleicester.gov.uk Head of Human Resources and Organisational Development Tel: 01530 454518 mike.murphy@nwleicestershire.gov.uk	Quarter 3 Performance Report	8 March 2023

April 2023

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
Housing Revenue Acquisitions and Disposals	Cabinet	Key	Private	25 April 2023	Councillor Roger Bayliss Tel: 01530 411055 roger.bayliss@nwleicestershire.gov.uk Housing Assets Team Manager Tel: 01530 454137 jas.singh@nwleicestershire.gov.uk	Housing Revenue Acquisitions and Disposals	Decision being sought under approved Acquisitions & Disposal Policy.
Recycle More Refresh	Cabinet	Key	Public	25 April 2023	Councillor Andrew Woodman Tel: 07970 520357 andrew.woodman@nwleicestershire.gov.uk Waste Services Development Officer, Head of Community Services Tel: 01530 454592, Tel: 01530 454832 JOHN.BRIGHT@NWLEICESTERSHIRE.GOV.UK, paul.sanders@nwleicestershire.gov.uk	Recycle More Refresh	Community Scrutiny 5 April 2023

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May 2023

There are no items for consideration.

June 2023

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
The Leicestershire Partnership Revenues and Benefits Joint Committee - Appointment of Members	Cabinet	Key	Public	6 June 2023	Tel: 01530 454529 claire.hammond@nwleicestershire.gov.uk	Report The Leicestershire Partnership Revenues and Benefits Joint Committee - Appointment of Members	As the report is requiring Cabinet to appoint to executive members to the Joint Committee it does not require scrutiny consideration.
Treasury Management Stewardship Report 2022/23 20	Cabinet	Non-Key	Public	6 June 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Finance Team Manager & Deputy S151 Officer Tel: 01530 454492 anna.crouch@nwleicestershire.gov.uk	Treasury Management Stewardship Report 2022/23	To be considered by Audit Committee on the 26 April 2023.
Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Cabinet	Key	Public	6 June 2023	Councillor Nicholas Rushton Tel: 01530 412059 nicholas.rushton@nwleicestershire.gov.uk Exchequer Services Team Leader andy.gould@nwleicestershire.gov.uk	Former Tenant Rent Arrears, Current Tenant Rent Arrears, Council Tax, Non Domestic Rates and Sundry Debtor Write Offs	Not required to be considered by a Scrutiny Committee. Under the constitution Cabinet are required to approve write-offs over £10,000.

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE - WEDNESDAY 7
DECEMBER 2022

Title of Report	2022/23 QUARTERS 1 AND 2 PERFORMANCE REPORT	
Presented by	Mike Murphy Head of Human Resources and Organisation Development	
Background Papers	Various documents collated from departments held electronically by the Performance team.	Public Report: Yes
Financial Implications	The forecast financial position as at Quarter 2 for the financial year 2022/23 is set out in the report.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications		
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications		
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	The report provides members of Corporate Scrutiny with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for Quarters 1 and 2 of the financial year (April to September 2022)	
Recommendations	THAT THE CORPORATE SCRUTINY COMMITTEE NOTES THE QUARTERLY REPORTS AND PROVIDES COMMENTS FOR CONSIDERATION BY CABINET AT ITS MEETING ON 10 JANUARY 2023.	

1. INTRODUCTION

- 1.1 This report provides an update of the Council's key objectives and performance indicators for the first two quarters of the financial year – the period April to September 2022. Performance is managed at a strategic, service, operational and individual level. This report provides information measured against the Council Delivery Plan agreed by full Council in September 2021. The detail of Quarter 1 performance is set out in Appendix 1 and Quarter 2 in Appendix 2.

1.2 The quarterly performance reports seek to recognise good performance, share best practice across the organisation and to identify 'performance gaps' highlighting if and where action is required to meet targets. Once these gaps are identified, 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

2.1 This report sets out the performance and progress against the Council Delivery Plan actions and key performance indicators.

2.2 A report on the progress made against the Council Delivery Plan actions and indicators is included in the tables below at 3. Below. During the quarters 31 of the 35 actions in the Council Delivery Plan were in progress and four had been achieved'.
Looking at the forty-four performance indicators, at the end of Quarter 2 23 had been achieved or were within 5% tolerance, 12 had not been achieved and 9 are reported annually (or where the data was not available at the time of writing this report).

Actions	Target	Actual Q1 2022	Actual Q2 2022	RAG (Q2)
Number of Actions achieved	35	4	4	★
Number of Actions not achieved		0	0	●
Number of Actions in progress		31	31	▲

Performance Indicator	Target	Actual Q1 2022	Actual Q2 2022	RAG (Q2)
Number of targets achieved	44	17	18	★
Number of targets within 5% variance of target (10% financial)	0	1	5	●
Number of targets Not achieved	0	14	12	▲
Not applicable/Annual Measure	0	12	9	

2.3 The following notable achievements in the first two quarters of 2022/23 were: -

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

- The Coalville Newmarket has been open now for 12 months. Footfall has increased steadily over the last three quarters, and this has been encouraged by a programme of bespoke and regular activity events to raise the profile and to seek to appeal to diverse groups.
- Progress continues to develop the best opportunities for the former Hermitage Leisure Centre site, and approval was given for the demolition of the building during the quarter.

2.5 Our communities are safe, healthy, and connected

- Following customer feedback, new forms have been developed to enable customers to self-serve in on-line and self-service locations in the new Customer centre.
- Four neighbourhood plans are in development.
- The development strategy has been agreed by the Local Plan Committee.
- The Integrated Neighbourhood team has been undertaking preparation work for the Health Communities plan with consultation workshops to follow in quarter three. The Health and Wellbeing strategy has been revised and updated.

2.6 Local people live in High quality, affordable homes

- A further nine social housing properties were passed to the Housing Management service for rental allocation during August. A number of feasibility studies for new Council housing supply sites are underway, and forty-one new affordable homes were delivered in Quarter 2.
- Preparatory work with the external contractors was completed during the quarter which will now facilitate further programme of improvement works to Council tenants' homes.
- Work on estate improvements is progressing to plan with works in Cropston Drive complete and improvements in Long Whatton and Thringstone scheduled for completion later this year.
- The Cropston Drive Community Garden works have been completed and have been very positively received by the local community.

2.7 Support for businesses and helping people into jobs

- Business growth and investment continues apace with further development and a number of significant moves on the business parks at Bardon Hill, Coalville, SEGRO, and Willow Farm in Castle Donington. These moves will help to create a considerable number of new jobs in the District in the next few years.
- Local footfall in the shopping areas across the District have been supported using local loyalty card schemes.
- The business case for the East Midlands Freeport was submitted to government in April. The Council decided, in May 2022 to join the East Midlands Freeport Company.

2.8 Developing a clean and green district

- Work continues with the National Forest on its draft masterplan which is due to be completed in November following the community engagement and consultation.

- Electric vehicle charging points continue to be developed across the District – considering further locations are being considered in Measham, Ibstock and Ashby.
- Purchasing arrangements are beginning to be put in place to support our Council’s Fleet Management Strategy which aims to transition the vehicle fleet to a zero carbon/low carbon solution.
- A zero-litter project Board has been established to help manage and steer the work of Council services and the various voluntary groups operating in the district.
- The Council’s Leisure partner Everyone Active has been working on the delivery of their action plan to reduce carbon emissions at the new Whitwick and Coalville Leisure Centre and these are detailed in the report.

3. SUMMARY OF FINANCIAL FORECAST QUARTER 2.

3.1 The forecast of the financial position, based on the position on 30 September 2022, is shown at Appendix 3. The key headlines are shown below.

3.2 General Fund Revenue Budget

3.3 The table below summarises the latest forecast position on the General Fund Revenue Budget.

	Revised Budget	Forecast Net Expenditure	Variance
	£000	£000	£000
Net Service Expenditure	16,705	17,685	980
Journey to Self Sufficiency Savings Target	-895	0	895
Net Revenue Expenditure	15,810	17,685	1,875
Contribution to Reserves	1,196	301	-895
Budget Requirement	17,006	17,986	-980

3.4 The Council set its budget for the 2022/23 financial year in February 2022. This was based on the council making a contribution to the Journey to Self Sufficiency Reserve of £1,196,000 arising from a surplus in net service expenditure of £301,000 and achieving a savings target of £895,000.

3.5 The latest forecasts show a projected overspend of £980,000 on net service expenditure due to the pay award being significantly higher than budgeted (£508,000) and a range of service pressures (£472,000) primarily arising due to the cost-of-living crisis which is impacting upon service costs and demand. More detail on the service pressures is shown in Appendix 3.

3.6 The council has not made sufficient progress in reducing its cost base to meet its Journey to Self Sufficiency savings target. This combined with service pressures means that the planned contribution to reserves is unlikely to be achieved.

3.7 The council is exploring ways to reduce its forecast cost projections for the remainder of the financial year in order to minimise any the use of reserves to finance the projected overspend.

3.8 Housing Revenue Account (HRA)

3.9 The HRA is projecting a deficit of £587,000. This is due to the pay award being higher than budgeted (£198,000) and the Journey to Self Sufficiency Savings not being achieved (£325,000). More detail on the service pressures is shown in Appendix 3.

3.10 The council is exploring ways to reduce its forecast cost projections for the remainder of the financial year in order to minimise any the use of HRA reserves to finance the projected overspend.

3.11 Capital Programme General Fund and Housing Revenue Account (HRA)

3.12 The table below summarises the latest forecast position on the Capital Programme for the General Fund and Housing Revenue Account.

	Revised Budget	Forecast Net Expenditure	Variance
	£000	£000	£000
General Fund	18,900	8,900	-10,000
Housing Revenue Account	24,500	11,000	-13,500

3.13 The has been very significant reprofiling of expenditure from 2022/23 to future financial years. The General Fund forecast spending variance is a 53% reduction on budget and the HRA forecast spending variance is a 55% reduction on budget.

3.14 The magnitude of this reprofiling suggests a significant optimism bias in the pace at which capital investment plans are delivered which affect service delivery. It should be noted the delay in schemes being delivered does also has a positive impact on the revenue budget as capital financing costs (interest and provision for debt repayment) is also delayed until future years.

Policies and other considerations, as appropriate	
Council Priorities:	This report documents the progress against all the priorities in the Council delivery plan as agreed by Council in September 2021.
Policy Considerations:	The actions cut across several 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	Mike Murphy Head of Human Resources and Organisation Development mike.murphy@nwleicestershire.gov.uk

APPENDIX 1 Quarter 1 report

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 2022/23	Quarter 1 Performance
<p>Complete Coalville's Regeneration Framework and commence delivery.</p> <p>In progress</p>	<p>The final draft of the Coalville Regeneration Framework is completed and due to be presented to Cabinet for sign off in July 2022. Once approved the Framework will be published and project development work can commence with some of the framework projects potentially delivered through the UK Shared Prosperity Fund.</p>
<p>Begin construction of Marlborough Square new public space.</p> <p>In progress</p>	<p>Works will commence once the S278 Highways agreement has been signed by Leicestershire County Council.</p>
<p>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.</p> <p>In progress</p>	<p>Newmarket has been open to trade for nine months and support to our traders continues to be provided. Footfall has increased by 11.8% this quarter and innovative ways to attract both new and old customers through our promotions and activities are being considered.</p> <p>We had lots to celebrate this quarter including Easter and the Queens Platinum Jubilee. The Easter event was held in partnership with Snibston Colliery where an outdoor market was held with a children's bunny trail linking Snibston to Newmarket. Over 115 children took part which helped raise the profile of both venues. The Jubilee celebrations were a great success with lots of activities for families. Newmarket was adorned with Union Jacks and royal memorabilia which created a festive, fun atmosphere appreciated by both traders and customers.</p> <p>Activities aimed at children are proving to be extremely popular with families and we are therefore more regular activities for children to enjoy are being developed. This has the added advantage of allowing parents the opportunity to spend time at Newmarket to shop at the market stalls and experience the variety of food on offer to eat in or take away. Feedback has been enormously encouraging with families wanting more of these types of events</p> <p>This quarter also saw Newmarket host its first Open Mic Night which attracted over forty customers with eight local acts performing on stage. Due to popular demand this event will now take place monthly. Newmarket held the first East Midlands Final of the Young Market Traders event in partnership with the National Market Traders Federation. This event is designed to encourage young people into the industry and is the first time the region has held an event of this kind. We had four young traders taking part and the winner of each category will be going forward to the regional final in Wolverhampton and hopefully the</p>

	<p>national final which takes place in Strafford over the August bank holiday weekend.</p> <p>All activities are designed to help increase footfall and raise awareness and the Council is working collaboratively with traders to help them drive sales. 'Grow with Zo' has been successfully delivered by one of our traders and more businesses have expressed an interest in delivering activities and evening events. The Council Communications with traders continues through the monthly newsletters, the trader notice board and face to face meetings. Market officers operate an open-door policy to provide support and guidance to all traders and team meetings take place weekly at Newmarket giving all officers the opportunity to converse with traders.</p>
<p>Seek a cinema operator for Coalville.</p> <p>In progress</p>	<p>A report presenting options was presented to Cabinet in July 2022.</p>
<p>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.</p> <p>In progress</p>	<p>An options paper has been prepared that captures the future vision of the entire site following a range of extensive stakeholder engagement. This was presented to Community Scrutiny in June with a view to presenting to Cabinet in July to agree a direction of travel to develop business cases. However, the report was deferred to a future meeting.</p>

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

Coalville is a good place to do business

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Increase footfall in Coalville town centre per annum	7.3%	3%	★	<p>Economic Development are trialling new 12-month footfall count data collection process for Coalville Town Centre. Data for May 2022 shows a 7.37% rise in footfall from the month of April 2022.</p> <p>This equates to a 74.78% increase in footfall from the same period in May 2021 during the pandemic.</p>

Percentage of major residential development schemes scoring / performing positively against Building for a Healthy Life and the Council's Good Design Supplementary Planning Document	100%	90%		The Team continue to exceed the target with all schemes that have been determined performing positively against Building for a Healthy Life and the Council's Good Design Supplementary Planning Document
High Street Retail Vacancy Rate in Coalville is below national average	13%	< 13.7% * *Note: targets for 2021/22/23 may vary as National Average varies		Our current vacancy rate is slightly below the national average
Increase the number of Coalville events attendees by 500 per year from baseline of 5000 in 2020/21	3000	5500		Two events were delivered in Q1 as part of the Queen's Jubilee Celebrations on 4 and 5 June. Due to very wet weather conditions on 5 June event attendee numbers were significantly impacted, despite the weather a number of people attended and enjoyed the event.
Trade Occupancy rates in Coalville's Newmarket.	Tuesday 31% Thursday 37% Friday 34% Saturday 38%	88%	 We have not met our occupancy rates this quarter. Occupancy rates from Q4 22/23 v Q1 22/23 show the following variances Tuesday +6% Thursday +5% Friday - 3% Saturday -22%	Promotional offers of free casual stalls on Tuesday and 50% discount on a Thursday if traders attend both days have slightly increased occupancy rates on these days and has recently been introduced for Friday and Saturday. Foodie Friday and Creative kids' activities on a Saturday are designed to help increase footfall and raise awareness which should have a positive impact on occupancy rates on Friday and Saturday. Seventeen new business have started during this quarter, and the team continue to reach out to new traders through direct

				<p>marketing, social media, and engagement with trade bodies. Misto Kitchen unfortunately ceased trading last month, but the popular St Joseph's tearoom has now taken up residency and discussions with Rustic Bakehouse are currently taking place who will be occupying the third catering unit from the start of September. This will mean that three of the catering units will be permanently occupied.</p> <p>Visits from the footfall counter have been recorded and the data reports-</p> <p>April = 2,633 visits May = 2,104 visits June = 2,817 visits</p> <p>This shows an 11.8% increase on last quarter</p>
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Our communities are safe, healthy, and connected

Our aims

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

– Support safer neighbourhoods

Key tasks 2022/23	Quarter 1 Performance
<p>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.</p> <p>In progress</p>	<p>Customer emails are now integrated to the telephony system dramatically improving response rates to customers</p> <p>Digital review completed for Customer Service to improve options for customers and promote alternative contact channels</p> <p>Contact channels and associated processes have been reviewed to remove waste and improve efficiency</p>
<p>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</p> <p>Achieved</p>	<p>This action has now been completed. The new leisure centre opened over five months early in February 2022, and usage since then has exceeded all expectations, with pre-Covid participation levels at both sites being achieved by April 2022. Fitness membership levels across both sites were at 5,280 in May 2022 as compared to 2,881 in March 2020, and swim lesson pupils were at 3,369 as compared to 2,624 pre-Covid. As well as the new leisure</p>

	centre seeing higher than anticipated members, Ashby Leisure Centre has also seen significant membership increases.
Encourage and support town and Parish Councils to write and prepare their own Neighbourhood plans. In progress	Four Neighbourhood Plan groups are currently being supported. Discussions with one other group is taking place regarding the possible review of an existing plan.
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. In progress	Consultation took place January – March 2022. Initial report back from consultation to Local Plan Committee 12 July 2022.
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. In progress	<p>Following completion of a Health Needs Analysis undertaken by the Integrated Neighbourhood Team (INT), the NWL Health and Wellbeing Healthy Communities draft plan has been completed and is now out for consultation with partners. Whilst the priorities are likely to be focussed on care planning, obesity, and mental health, other themes being consulted on include.</p> <ul style="list-style-type: none"> • Inequality in life expectancy, particularly in males. • Breastfeeding initiation is below England and the regional value. • Low Covid vaccination rates for people living in Measham, Coalville and Agar Nook • Levels of loneliness and isolation experienced in Ashby De La Zouch are in the top 10 risk group Adults (18+) • Hip fracture rates and dementia diagnosis rates are higher than England and the East Midlands region • Temporary Residential Care Home Deaths shows values to be higher than regional and average in North West Leicestershire. • Deprivation, fuel poverty and poor air quality is high in some parts of North West Leicestershire. • Average attainment 8 score is low in the district compared to England and regional values • Homelessness • Priorities from the NWL Health and Wellbeing Strategy

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 2022/23	Performance	Commentary
Number of online accounts	42,660	40,000		
Number of online forms submitted by customers (transactions)	15,769 Q1 total	4,000		April = 4,416 May = 6,641 June = 4,712
Percentage of customer satisfaction (Customer Services)	87.02% Average across all categories	95%	 82.16% Speed 93.98% - CSO 84.93% Resolve Q1 Average for each category	Quality of call handling remains high with speed to answer and resolution still requiring attention. Resource review shows high absences and process mapping of service delivering ongoing Call handling time 1.5 times higher than target – though remains consistent. Call waiting times almost seven times higher than target across the quarter
The percentage of adults in North West Leicestershire who are overweight or obese.		71.3%		Info available in Quarter 4
Levels of participation at Hermitage / Whitwick and Coalville Leisure Centres.	206,372	323,893		WCLC continues to see better than predicted fitness membership and swim lesson pupil numbers, with the former also positively impacting on fitness class visits. These outcomes have been delivered on the back of significant investment into marketing and promotion, along with a successful swim teacher recruitment campaign to ensure staffing resilience at a time when centres nationally are struggling for teacher resource In addition to this, positive growth continues to be seen in sports

				<p>hall-based activities at the new centre. Existing clubs that transferred across from the former Hermitage Leisure Centre have experienced attendance growth, whilst a combination of strong internally and externally delivered sessions and bookings such as gymnastics, trampoline, climbing wall, and the NWL Netball League have all impacted favourably on usage along with an increase in casual swimming. Much of this success has been driven by the Active Communities Manager through the extensive engagement and networking that he undertakes with clubs, facilitators, and regional governing bodies</p>
Levels of participation at Hood Park / Ashby Leisure Centre	105,590	371,526	▲	<p>It was predicted that the new WCLC would impact negatively on Ashby Leisure Centre and Lido, which had benefitted previously from redevelopment and the associated flagship site status that came with that.</p> <p>Despite there being a slight reduction due to migration to the new centre and also a reluctance for some users to return to the centre due to the Covid pandemic, usage levels at Ashby have been encouraging with fitness memberships continuing to show growth, swim lesson pupil numbers plateauing, and activity numbers being boosted by growth in event hires and attendances to the Bridge Club booking that has long been a key feature within the Ashby programme.</p>
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)		Annual target reported at year end

Number of new Neighbourhood Plans made	1	2	▲	Blackfordby Neighbourhood Plan made 28 April 2022.
Number of new locations for mobile CCTV cameras in partnership with local stakeholders including parish and town councils to help make our communities safer.	0	5	▲	<p>All requests for the installation of mobile CCTV cameras are considered in accordance with data protection requirements.</p> <p>A mobile camera will only be positioned if both the Data Protection Impact assessment concludes that it is proportionate to do so and it is cost effective.</p> <p>Three locations are currently being considered – Measham, Ravenstone and Castle Donington</p>

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 2022/23	Quarter 1 Performance
<p>New Council Housing Supply – ensure we deliver at least 10 additional NWL Council Homes.</p> <p>In progress</p>	<p>The Council Housing development processes review has been completed and a new seven stage process established for all current and future site acquisitions and developments.</p> <p>All current sites have been assessed against these seven stages.</p> <p>The new development procedures established considers seven key stages for each site and each stage has a number of sub processes which are required to be completed prior to sign off at every stage, before progression to the next stage.</p> <p>The seven stages are shown below</p> <ol style="list-style-type: none"> 1) Desktop Site Feasibility 2) Scheme Design 3) Site Acquisition 4) Procurement 5) Building Contract 6) Post Contract Handover 7) Post Completion

	<p>There are currently nine sites that the Council owns, and each site is being assessed against the seven key stages.</p> <p>Currently there are three sites which are being now moved to procurement stage to procure a developer. Working with the Procurement hub the aim is to procure a developer and construction drawings are currently being drawn up by the architects.</p> <p>The sites at stage four are as follows</p> <p>Cherry Tree Court, Moira – 20 units Cedar Grove, Moira – 2 units Queen Street, Measham – 6 Units</p>
<p>New Council Housing Supply – Complete feasibility assessment of potential new Council Housing build across the District, and progress to Planning Application stage if viable.</p> <p>In progress</p>	<p>As detailed in key task above the Asset Management team are reviewing all sites to move along the various stages to for final handover to our Housing Management</p> <p>Below are the stages each and sites at each stage</p> <ol style="list-style-type: none"> 1) Desktop Site Feasibility – one Site 2) Scheme Design – three Sites 3) Site Acquisition - NONE 4) Procurement – four Sites 5) Building Contract – one Site 6) Post Contract Handover – two Site 7) Post Completion – two Sites
<p>New Housing Supply - Work with housing associations & partners to deliver 1000 new affordable homes over the next 5 years to help meet local housing needs.</p> <p>In progress</p>	<p>Thirty-one new homes have been delivered during quarter one of this year. These are a combination of homes delivered through the planning system and direct development by housing associations.</p> <p>This is the second year of a cumulative target of 1000 homes over five years' It is currently forecast that 165 homes will be delivered this year which combined with last year's 299 is well within the profile necessary to achieve the cumulative total by March 2026.</p>
<p>Maintaining & Improving Council Tenants Homes - Complete a programme of investment of up to £4.5m of improvement works to maintain our tenant's homes at the Decent Homes standard.</p> <p>In progress</p>	<p>To ensure the compliance with Construction Design Management (CDM) regulations enhanced Health and Safety documentation and processes are required before a start on site. The Housing Assets Team Manager and Housing Commercial Services Team Manager are working closely with CDM consultants (Michael Dyson Associates) to ensure this is done to avoid any regulatory breaches. Work is also ongoing to produce a schedule to complete this program with the aim of starting on site during the first month of Q2.</p>
<p>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.</p> <p>In progress</p>	<p>Works that were delayed due to COVID are being included within a new procurement contract we are procuring to be completed by an external contractor. The pre-procurement stage has been completed with a Framework identified. The plan is to procure and award in time for a start on site in October and contract completion by 31st March 2023.</p>

<p>Maintaining Our Council Homes Estates – Invest up to £1.06m in estate improvements to improve the quality of life for residents of Council estates, including our tenants.</p> <p>In progress</p>	<p>The works on estate improvements are going well. Parking improvements have been completed in Cropston Drive in Coalville and parking improvements at Main Street Long Whatton are due to be completed in Quarter 2 (July 22). There are four car parking sites in Melrose Road, Thringstone being mobilised with a projected completion in Autumn, this year.</p> <p>The demolition of the two deteriorating footbridges on the Riverway Estate, Measham are currently being reviewed for removal and replacement. Alliance will be providing construction drawings to review in July 22 for NWLDC to approve and get submitted to planning. Works are envisaged to commence September/October this year.</p> <p>Fencing – A pilot was set up on the Riverway Estate on Pipit Close in the previous financial year to improve the appearance of the dilapidated stores, garages and fencing. The second phase of these works is underway and all the rear and side elevations complete. Work to start on the frontages is scheduled to start in July 2022.</p> <p>Cropston Drive Community Garden – These works have been completed and have received a large amount of praise from the local community group for undertaking the work</p>
<p>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.</p> <p>In progress</p>	<p>Work commenced on site with appointed contractors Alliance Group Solution on 11 May with expected completion later this year.</p>

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

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Percentage of major residential development schemes scoring / performing positively	100%	90%	★	All major housing schemes have scored positively against building for life criteria Seven schemes were approved in the quarter.
Percentage of major planning applications determined within 13 weeks	90.91%	75%	★	The team exceeded both the local indicator of 75% and the national standard of 60% of all major applications being determined in 13 weeks.

Percentage of minor planning applications determined within 8 weeks	54.55%	80%		The performance of the team has dipped in quarter one both below the local standard of 80% and below the national standard of 65%. This has impacted by staff departures in the team and the difficulty in securing agency staff to cover vacant posts due to the competitive market at present. Measures have been put in place to ensure that performance recovers in Q2 so that both local and national measures are met moving forwards.
Percentage of other planning applications determined within 8 weeks	78.24%	85%		The performance of the team has also dipped slightly for the determination of the others category of development to below the local standard of 85% and the national standard of 80%. Again, this has been caused by a continued increase in the volume of householder type applications received by the team, staff departures and the difficulty in securing agency staff to cover. Again, measures have been put in place to ensure that performance recovers in Q2 so that both local and national measures are met moving forwards
Percentage of all repairs completed within target	96.4%	97%		The team came very close to achieving its target despite the challenges with implementing the new Housing IT system. To put this into context the shortfall represents nine jobs completed beyond the timeframe for each job out of the 1382 jobs completed during Q1. The team will continue to work hard to achieve its target while improvements with the system are taking place during Q2.
Average length of time taken to re-let a Council property when it becomes vacant	45 days	28 days		During Q1, sixty-six properties have been let in an average of 45 days which is an improvement of six days compared with Q4 performance. It also reflects a period when the new Choice Based Lettings system was going live which prevented properties being advertised for a period of time. Performance

				improvements are anticipated during the next quarter.
Number of New Council Homes delivered within year. Built, Purchased, or through S106 Bid TOTAL	7	10	▲	<p>1 – Worthington Lane, Newbold (4 Units)</p> <p>All properties were handed over to NWLDC in May 2022.</p> <p>2 – Beesley Gardens, Ravenstone (3 Units)</p> <p>Due to the layout of the site the decision was taken to postpone this handover to allow for all properties to come across at the same time due to potential health and safety risks to the new tenants, living on a construction site whilst works were still ongoing. All properties are due to be handed over in August 2022.</p> <p>3 – Main Street, Osgathorpe (3 Units)</p> <p>These units have still not been handed over and the team are working with the developers' solicitors and developer to confirm when the sites will be fully completed and also that all required documentation and certificates are in place prior to exchange of contracts.</p>
Number of New affordable homes delivered by Housing Associations & Partners within the year.	Q1 31	1000 between 2021/22 and 2025/26	★	Current forecasting suggests that the target will be met although there will be some fluctuations within individual years.
Number, type & Value of components improved across NWL Council Homes in year. Bathrooms, Kitchens, Electrical Rewire, Roof, Heating or Other Total Components Total Spend	90 £459,728	 £6.9m	▲	<p>Two programmes to deliver the Housing Improvement Programme (HIP) programme are now in place for the 22/23 financial year.</p> <p>One programme consists of the work that was not completed in the previous financial year (2021/22) and is budgeted for the underspent value of £3,000,000 with 688 components to deliver through the Internal Repairs Team.</p>

				<p>The second programme is valued at £4,500,000 with 850 components to deliver.</p> <p>The 2022/23 HIP programme has not started yet.</p> <p>Work has been completed in Q1 from the shortfall from the previous year's HIP programme.</p> <p>In Q1 the following components have been completed</p> <p>Pitched Roofs – 11 External Doors – 18 Windows – 32 Rewires – 1 Consumer unit - 1 Full Central Heating system – 1 Gas Boiler Only – 7 Distribution Only - 2 Kitchen Replacements -11 Bathroom Replacements – 6</p> <p>In total ninety components have been replaced with a total value of £459,728. Asset Management is working with Housing Commercial to produce a revised plan and to ensure the shortfall of the last years and this year's HIP programme is completed as per stock condition data and asset management requirements.</p>
Number, type & value of adaptations to homes for our most vulnerable tenants	£191,074.95	£300k (Annual target)		<p>Aids and adaptations work is going well, and we are now seeing a trend in service delivery in pre covid times.</p> <p>Major Adaptations</p> <p>A total of 25 major adaptations have been completed at a cost of £124,285. A further 15 major</p>

				<p>adaptations on site with a value of £58,300. An external contractor is undertaking these works.</p> <p>Minor Adaptations A total of 30 minor adaptations have been completed at a cost of £8,484. and a further 23 minor adaptations on site with a value of £4,052.1 These works are undertaken by the In-house Repairs Team</p>
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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

Key tasks 2022/23	Quarter 1 Performance
<p>Update the North West Leicestershire Economic Growth Plan and commence delivery.</p> <p>In progress</p>	<p>Examples of Economic Growth Plan delivery actions for quarter 1 include:</p> <ul style="list-style-type: none"> • Ongoing work with DSV company and Jaguar Land Rover/Unipart to support recruitment including collaborations with education and training providers to utilise the onsite Mercia Park construction training centre. • Ongoing collaborations with the employers at the SEGRO site including the development of a 'Responsible SEGRO Framework', which seeks to assist those who need support into employment and supporting environmental projects locally. Furthermore, improvements have made to the onsite shuttle bus increasing the frequency to meet the shift patterns of the latest occupiers. • Officers delivered the spring NWL Virtual Jobs Fair in partnership with Leicester Employment Hub; DWP and Stephenson College which ran from April through to May. • Opportunities continue to be explored to expand out Disability Confident programme to assist those furthest from the labour market. Officers are engaged with Shropshire Council to learn from the best practice recognised for their 'Enable' programme. • Work is underway to complete a Managed Workspace study to explore solutions and recommendations for the Council to directly or

	<p>indirectly support the creation and delivery of workspace for small and growing businesses in the District</p> <ul style="list-style-type: none"> Officers have had an expression of interest accepted by The Department for Levelling Up, Housing and Communities to access an earmarked a provisional allocation of £2,414,817 of UK Shared Prosperity Fund. Funding is subject to the approval of an Investment Plan due to be submitted before 1 August 2022.
<p>Enable business growth and inward investment in North West Leicestershire that contributes to the objectives of NWL Economic Growth Plan.</p> <p>In progress</p>	<p>The Range has been supported as part of its investment to relocate to Whitwick Business Park. The £1million investment has resulted in the creation and fulfilment of 50 new jobs (mainly part time). Half of these new vacancies have been filled by former claimants from the Coalville Job centre</p> <p>Officers are working with Ceva Logistics following its recent investment at Segro Logistics Park Investment are being supported to create up to 350 employees when fully operational from September</p>
<p>Preserve the vibrancy of our High Streets by supporting Shop Local initiatives designed to reduce vacancy rates.</p> <p>In progress</p>	<p>Funded through the Welcome Back Fund, there are now 62 shops in Coalville and 41 in Ashby (103 total) live on the shop local 'ShopAppy.com' trading platform. The three-month progress report showed a high page visit ratio (second only to Winchester in all their UK towns) with an estimated spend of £4,700 in those 12 weeks with an estimate wider economy of £12,900.</p> <p>Also funded through the Welcome Back Fund, the number of businesses using the Hex card currently stands at 20. Despite the smaller number of businesses opting to use the card, over £32,800 has been spent in participating businesses since launch in March.</p>
<p>Develop our "visitor economy" offer to encourage dwell time, local spend and investment in new and improved attractions.</p> <p>In progress</p>	<p>Projects continue to be developed that will increase our visitor economy offer e.g., Cinema in the Park</p>
<p>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.</p> <p>Achieved</p>	<p>Final output reported in Q4 2021/22.</p>
<p>Contribute to the work of the East Midlands Development Corporation Interim Vehicle in implementing deliverables included in the Business Plan. This includes developing a strategic masterplan/infrastructure plan and delivery strategy for the East Midlands Airport Area.</p> <p>Achieved</p>	<p>The District has continued to contribute to work of the East Midlands Development Corporation Interim Vehicle (EM Dev Co). A 2022/23 Business Plan and Budget has been prepared by the Dev Co including updating the programme of work and outputs. Work has commenced with the appointed commercial partner (Areli) (funded by government grant) to crystallise a deliverable ambition for the three sites within the DevCo. including the development of the delivery strategy for the East Midlands Airport Area. This work will inform the</p>

	<p>development of the strategic masterplan identified in year 1.</p> <p>The EM Dev Co also received £1 m government support to manage the refresh of the East Midlands HS2 Growth Strategy. The Strategic Director (Place) has attended the EM Dev Co Board meetings and the Portfolio Holder (Infrastructure) has attended the Oversight Authority on behalf of NWL.</p>
<p>Contribute to the establishment of the East Midlands Freeport with private sector businesses, other local authorities, and government.</p> <p>In progress</p>	<p>The final business case for the East Midlands Freeport was submitted to government in April for consideration. NWLDC decided to join the EMF Company, once incorporated, at the meeting of Council on 10 May 2022. Authority was delegated to the Chief Executive to agree the documents required to facilitate incorporation. The Portfolio Holder and Chief Executive continue to attend the EMF Board meetings on behalf of the Council</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	Actual	Target 2022/23	Performance	Commentary
Support Inward Investment to the District	2 large businesses 400 jobs	5 large Businesses per year 1000 new jobs per year £1,000,000 of investment per year	▲	The Range - £1million investment at Whitwick Retail Park creating 50 jobs Ceva Logistics – Multimillion pound investment at 10 Segro Logistics Park Investment creating up to 350 jobs when fully operational
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	★	Whilst all funding provided in 2020-21 financial year has been dispersed, the Government have awarded a further programme of funding (CHARF) during the first six months of 2022-23 financial year

Increase the number of jobs in the tourism sector in the District		2%		Evidenced by external statistics information and comparisons. *note - figure reduced by 59% from Dec 2019 due to Covid- 19. 2021 data will not be available until June / July 2022 (source: STEAM report)
Increase annual Visitor spend		2%		Evidenced by external statistics information and comparisons. *note – figure reduced by 62% from Dec 2019 due to Covid-19. 2021 data will not be available until June / July 2022 (source: STEAM report)
Increase the number of overnight stays in NWL year on year		2%		Evidenced by external statistics information and comparisons. *note – figure reduced by 63% from Dec 2019 due to Covid-19 2021 data will not be available until June / July 2022 (source: STEAM report)
Work with schools / colleges and local businesses to improve employment skills / opportunities.	7 Schools and Colleges	Work with 5 schools per year across the district		Q1 joint collaborations through the Leicestershire Enterprise Partnership with seven local schools and colleges (Ashby School, Castle Donington College, Forest Way School, Ibstock Community College, Ivanhoe College, Stephenson College, and The Newbridge School). Engagement activity is focused on each school curriculum and requirements but includes skills for employment, careers advice curriculum and employer engagement.
Support Market Town Businesses to respond to transformational opportunities		Deliver 5 Digital Growth Training Sessions. Support 25 businesses to Access Digital Growth Training.		In quarter 1 the final eight grants of up to £1,000 have been paid to the businesses taking part in the last training cohort. Officers are currently working on putting together a “Stage 2” course later in the year for the 34 businesses who took part in Cohort 1 or 2 during 2021.

		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%	★	Final output reported in Q4 2021/22.
Local economic value to the local area as a result of the construction of the new Whitwick and Coalville Leisure Centre. (Target £2.2m)		£0.4m	★	Final output reported in Q4 2021/22.

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

Key tasks 2022/23	Quarter 1 Performance
Increase recycling rates by at least 1% per annum through our Recycle more campaign. In progress	The household recycling rate for the District for 2022/23 will not be confirmed by Defra until December 2023.
Support towns and villages to develop an identity associated with the National Forest open spaces. In progress	Work with the National Forest has continued to develop the following initiatives: <ul style="list-style-type: none"> Heart of The Forest masterplan – work on this continues. Community engagement and consultation on the draft masterplan commenced in Q1. The final report is scheduled for completion and launch in September 2022. Progression and implementation of the masterplan will form part of the U Shared Prosperity Fund (UKSPF) application. Sustainable Tourism Accommodation design guide and Accelerator Programme - work on this programme continues and throughout 2022/23. Moira Furnace has been identified as an asset for further feasibility work under this programme, which could support the future sustainability and development of the site as a tourist attraction. Progression and implementation of initiatives at Moira Furnace will form part of the UKSPF application.
Review our employee travel and allowances to help deliver the Zero Carbon Roadmap. In progress	A salary sacrifice scheme for electric and Ultra low Electric Vehicles (ULEV) has been launched for employees. Discussions around travel allowances with the trade unions are continuing.

<p>Explore the setting up of a Carbon offset fund as part of the Local Planning process.</p> <p>In progress</p>	<p>The amount of development that needs to be provided for will be a key determinant as to the level of carbon offsetting required. Therefore, work has been delayed until have more certainty about how much development needs to be provided for.</p>
<p>Develop a council wide strategy for more Electric Vehicle (EV) 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</p> <p>In progress</p>	<p>The EV charging points at Peggs Close car park in Measham are now operational. This installation replicates the charging points already installed across the district and is the sixth location across the district in council owned car parks.</p> <p>Plans are in place for charging points to be installed at Whitwick Business Centre as part of the Accommodation project and Fleet Management Strategy. London Road car park opportunities will also be reviewed.</p>
<p>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.</p> <p>In progress</p>	<p>The waste vehicles have all been fitted with new artwork to show they are running on HVO fuel – updating the newer vans within the housing fleet is underway. The preparation activity for the housing van trial is underway and volunteers are in place. Regarding procurement of electric vehicles, after a framework approach proved unsuccessful due to market conditions (sellers’ market), a tender exercise is underway to go to market in August.</p>
<p>Develop a property portfolio action plan and retrofit programme to make our assets fit for purpose and reduce our carbon footprint.</p> <p>In progress</p>	<p>Data is now available that enables the Council to understand the energy performance / carbon footprints of each of our commercial properties. Our consultants are currently modelling the impact of energy / carbon efficiency measures to ensure that the action plan contains measures that will deliver maximum cost benefit</p>
<p>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.</p> <p>In progress</p>	<p>A new Zero Litter Project Board has been set up to help manage and steer the work around tackling litter throughout the District. This group is working on multiple streams of work and projects that have all been put together under the Zero Litter heading, with particular emphasis on enhancing the work of volunteers and streamlining processes between the Environmental Protection Team and the Waste Services Team. The following initiatives and processes have been implemented so far.</p> <ul style="list-style-type: none"> • Fly tipping procedure has been streamlined, which will result in far less overlap of services, thus reducing instances of doing the same job twice, and resulting in better capture of data for the recording of fly tipping incidents and better evidence gathering to ensure appropriate action is taken where evidence is found. • The continuation of providing equipment for volunteer litter pickers throughout the district, along with supporting community run litter picks. Fifteen new volunteers in Q1 of this year join the over 400 we already have. • A new event called “Pick your own street” was also rolled out and we had a further 107 volunteers that signed up for this event, and again all equipment was provided by the team. This was part of the national “Big Spring Clean”.

<p>Deliver improvements to 56 of the least energy efficient Council tenant's homes through the Green Homes Grant (GHG) Local Authority Delivery Phase 1B Programme, including the installation of additional insulation, air source heat pump systems, and photovoltaic electricity generation.</p> <p>Achieved</p>	<p>The Green Homes Grant project was delivered successfully, Phase 1b consisted of 56 properties. All relevant documentation has been sent to BEIS and the project has also received sign off by the Chief Executive. Of the 56 properties identified on the first phase, 12 had an Energy Performance Certificate (EPC) rating of D, 17 had an EPC rating of E and 2 had an EPC rating of F. Following the completion of the works 24 properties had a new EPC rating of C, 31 had a new EPC rating of B and 1 had a new EPC rating of A.</p> <p>In total 257 new green energy efficient measures were installed at the 56 properties.</p>
<p>Reduce carbon emissions at the new Whitwick and Coalville Leisure Centre and Ashby Leisure Centre by 20% by 2024.</p> <p>In progress</p>	<p>Baseline data for the monitoring of carbon emissions is being produced for the leisure centres following the opening of Whitwick and Coalville LC. Fundamental to this is the reduction of utility consumption and targets have been established that will deliver a 2% reduction in usage in 2022/23. Actions that support this include.</p> <ul style="list-style-type: none"> • The replacement of lights at Ashby LC with LED's • The reduction and maintaining of air temperatures in activity rooms • A behavioural change training programme for staff • Promotions encouraging users to use alternative forms of travel to access the centres • Investigating the feasibility of solar panels at Ashby LC <p>Investigating the feasibility of additional solar panels at Whitwick and Coalville LC.</p>
<p>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).</p> <p>In progress</p>	<p>Commencing on 1 September 2021, the council's taxi and private hire policy requires all licensed vehicles to be fitted with at least a Euro 5 compliant engine, at the time of their next licence renewal.</p> <p>From 1 January 2025, all licensed vehicles must be fitted with a Euro 6 compliant engine, at the time of their renewal.</p> <p>This policy has meant that the transition to a minimum of Euro 5 will complete on 1 September 2022.</p>

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	Actual	Target 2022/23	Performance	Commentary
Number of trees delivered to the local community to increase the number of trees in the district's National Forest area		13,000		It is intended to increase the hedging this year, due to the demand last year and having to close the booking form early. The choice of trees will be advertised during the summer and the booking form will be open September. The giveaway day will be in November (date To be confirmed)
Percentage increase on yearly recycling rate by 1%	TBC by Defra	1%		The household recycling rate for the district for 2022/23 will not be confirmed by Defra until December 2023.
Amount in kgs of household waste sent to landfill per house, per year	110.30kgs -14.7kg	125kgs	★	The amount of non-recyclable waste sent to landfill, refuse derived fuel or energy from waste collected from each household during this quarter is 14.7kg less than the target. This is encouraging as it means residents are disposing less waste in the black bin than the target.
% of the taxi vehicle fleet that are fitted with a Euro 5 engine or higher	99%	93%	★	202 or 204 licensed vehicles are euro 5 or 6 118 of 204 licensed vehicles are fitted with a euro 6 engine (58%)

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

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Percentage of rent loss	1.14%	1.20%	★	The rent loss performance for Q1 was 1.14% which in monetary terms is £55,509.03. The amount of rent loss reflects the length of time properties have been empty. During Q1 there was a period where properties were unable to be advertised due to the new choice-based lettings system going live which has caused some delays. Improving the re-let performance which directly impacts on the rent loss performance is a priority for 2022/23.
Percentage of Council Tax Collected (in year target)	28.1%	96.7%		This is an Annual target, and the Actual figure is as at June 2022
Percentage of National Non-Domestic Rates (in year target)	28.1%	99.20%		This is an Annual target, and the Actual figure is as at June 2022
Number of days taken to process new claims	15.5 days	18.7 days		This is an Annual target, and the Actual figure is as at June 2022
Percentage of rent collected from commercial tenants		98%		This is an Annual target
Percentage of commercial units occupied per annum	92%	90%	★	The council's portfolio of commercial properties continues to operate at a level that is considered within the industry to represent full occupancy. 100% occupancy is rarely possible with a portfolio of smaller units due to tenant "churn" (tenants setting up, expanding their operations, outgrowing the accommodation, and moving on)
Amount of annual income achieved by the In-house Repairs Team		£1,300,000		The output from the trading account is not available this Quarter as the Finance Business Partner is not in post and issues with the new housing system prevents financial completion of repairs.

Finance

General Fund	Annual Budgeted Position	Q1 Annual Forecast Position	Forecast Variance	
Budgeted Contribution to/(from) Reserves	£1.196m	(£0.325m)	£1.521m	

The general fund forecast outturn is currently £1.521m lower than the budgeted contribution to reserves position, which is predominantly due to unachieved targeted savings in relation to J2SS of £895k.

Other significant variances include:

- Strategic Housing forecast overspend of £245k. This is largely due to an overspend on Bed & Breakfast accommodation of £211k due to a significant increase in the average number of households per night along with the average cost per booking per night increasing by 15% since 2021-22. To mitigate this overspend, there are a number of initiatives to reduce reliance on B&B but any positive impact of these initiatives will not be known until Q2.
- Waste Services forecast overspend of £189k. This is predominantly due to an overspend on overtime and agency totalling £194k which is partly offset by an underspend on vacancies which leaves a net overspend on employees of £72k. There are also large overspends on HVO fuel of £97k and £89k on hire of vehicles due to the delay in delivery of new refuse vehicles. There has been additional income from recycling materials of (£447k) but also reduced income from green bin charges of £179k.
- Property Services overspend of £105k. This is made up of a large number of smaller variances, the largest being the reduced rental income of £39k due to vacant properties.
- Environmental Protection overspend of £90k. This is in the main due to New Market income under recovery of £60k.

Housing Revenue Account	Annual Budgeted Position	Q1 Annual Forecast Position	Forecast Variance	
Budgeted (Surplus)/Deficit	(£0.065m)	£0.190m	£0.255m	

The HRA forecast deficit position of £0.190m is largely due to unachieved targeted savings in relation to J2SS of £325k.

Other significant variances include:

- Staff vacancies net of agency costs across HRA (£235k).
- AIP (New Housing System) due to project delays – forecast salary costs £84k.
- Disrepair claims of £60k.
- New requirements for 2022-23 relating to carbon monoxide alarms costing £50k.

Special Expenses	Annual Budgeted Position	Q1 Annual Forecast Position	Forecast Variance	
Budgeted Contribution to/(from) Reserves	(£0.179m)	(£0.189m)	(£0.010m)	

The budgeted contribution from special expenses reserves has increased by £10k due to a contribution towards Christmas Decorations of £7k and £3k insurance for Jubilee celebrations.

General Fund Capital Programme	Annual Budgeted Position	Q1 Annual Forecast Position	Forecast Variance	
Budgeted Expenditure	£17.3 million	£8.3 million	£9.0 million	

Total spend on the general fund capital programme in quarter one was £0.5m. Some of the reasons for the low spend are;

- Fleet Replacement Programme: Long lead time in the procurement and delivery of vehicles means no expenditure has been incurred yet with this programme. £3.5m of the budget is forecast to be carried forward to 2023/24.
- Marlborough Square Improvements: Some of the work on this scheme is expected to run into the next financial year and so £1.2m is forecast to be carried to the 23/24 financial year.
- Marlborough Centre Purchase and Renovation: The construction contract is due to start in 2023/24 and therefore £3.3m of the budget will be carried to this year.
- Coalville Regeneration: The works are due to get underway in 2023/24. Forecast budget carry-forward is £572k.

Housing Revenue Account Capital Programme	Annual Budgeted Position	Q1 Annual Forecast Position	Forecast Variance	
Budgeted Expenditure	£24.5 million	£10.1 million	£14.4 million	

Total spend on the HRA capital programme in quarter one was £0.5m. Some of the reasons for the low spend are;

- Home Improvement Programme: £2.7m is projected to be spent on this programme and £4.9m carried forward to 2023/24.
- Howe Road, Whitwick: This scheme is expected to get underway in future years and therefore the budget of £2.3m is forecast to be carried forward to 2023/24.
- Woulds Court, Moira: The scheme is projected to start in 2023/24 and so the £2.1m budget will be carried forward to the next financial year.
- Zero Carbon Programme: Programme delivery is expected to be delayed. The council is waiting on external funding approval from the Department for Business, Energy, and Industry Strategy (BEIS) to support this programme. Funding approval is expected around February 2023. £3m of the budget is forecast to be carried forward to 2023/23.

APPENDIX 2 Quarter 2

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 2022/23	Quarter 2 Performance
<p>Complete Coalville's Regeneration Framework and commence delivery.</p> <p>In progress</p>	<p>The Regeneration Framework Document remains in final draft form waiting final publication. Projects within the framework are being progressed to delivery.</p>
<p>Begin construction of Marlborough Square new public space.</p> <p>In progress</p>	<p>Construction will start once the Section 278 Agreement is approved by LCC Highways</p>
<p>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.</p> <p>In progress</p>	<p>Newmarket has been open now for a full 12 months and officers continue to provide support to traders. Footfall has remained steady with a 1.84% increase compared with last quarter. A study undertaken by NABMA indicates that week on week the markets index has declined 6.1% when compared to 2019. Officers do not have local statistics to make a direct comparison with 2019, but evidence suggests that footfall has steadily increased over the last three quarters which is of benefit to Newmarket traders. The Council's programme of regular and bespoke activities is helping to drive footfall and raise awareness. Activities for children are proving especially popular and the regular Creative Kids Club is supported by traders who offer suggestions and help to deliver the sessions. Newmarket also supports one of the permanent traders to host fortnightly craft sessions and officers encourage all the traders to offer bespoke activities and promotions to help raise awareness and increase footfall. In addition, Newmarket hosted a Youth Café during the summer holidays in partnership with the Council's Wellbeing Team. Young people benefited from professional advice from the youth engagement team and received a voucher to spend at Newmarket's food outlets which was of benefit to the traders.</p> <p>Officers continue to engage with followers on social media reaching new people and keeping them up to date with trader offerings and activities. We also undertook a leaflet drop to 10,050 residential properties in Coalville to reach out to residents who do not use social media.</p> <p>Officers continue to communicate with traders through the monthly newsletters, the trader notice board and face to face meetings. Market officers operate an open-door policy to provide support and guidance to all traders and team meetings take place weekly at</p>

	Newmarket giving all officers the opportunity to converse with traders.
Seek a cinema operator for Coalville. In progress	Negotiations with Cinema Operators and Developers continue
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. In progress	<p>This project has now been split into two strands: the Hermitage Leisure Centre (HLC) building and site, and the Hermitage Recreation Ground (HRG). Cabinet have approved the demolition of the HLC building and consideration will now be given to developing a business case to assess if it is feasible to create a small residential development on the site following appropriation of the area to the Housing Revenue Account (HRA). If there is, then consideration will also be given to reinvesting the savings generated to the General Fund account into the HRG as part of an Active Community Zone.</p> <p>Whilst the Active Community Zone cannot be progressed until the business case for the HLC site has been assessed and, if appropriate, approved, proposals to develop an Ecopark on the HRG have been progressing. These proposals will be developed in line with stakeholder feedback from the various consultations undertaken, and could include tree planting, a Tiny Forest, increased footpaths to allow for more cycling and walking, a trim trail, interactive nodes, and significant biodiversity improvements. The intention would be that the Ecopark is developed and maintained with no additional capital or revenue financial support required from the Council. Once proposals have been developed, further stakeholder engagement will be undertaken, including a report to Scrutiny Committee and Cabinet.</p>

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

Coalville is a good place to do business

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Increase footfall in Coalville town centre per annum	5.61% increase from June 2022 to July 2022	3%	★	We are seeing quarterly increases in footfall in the range of 5 to 7% A figure for the year will be produced in Q4
Percentage of major residential development schemes scoring / performing positively against Building for a Healthy Life and the Council's Good Design Supplementary Planning Document	100%	90%	★	The performance of the team continues to exceed the local standard for this indicator.
High Street Retail Vacancy Rate in Coalville is below national average	11.6%	< 13.7% * *Note: targets for 2021/22/23 may vary as National Average varies	★	Coalville Town Centre vacancy rate has fallen further between quarter 1 and quarter 2 and remains below the national average.
Increase the number of Coalville events attendees by 500 per year from baseline of 5000 in 2020/21	4119 (Q2) 3000 (Q1)	6000	★	One event was delivered in Q2 'Cinema in the Park – Coalville'. A 12-day event, showing 36 films and over 4000 tickets issued. The event was well attended and supported and the response via social media was very positive. Christmas in Coalville will be delivered in Q3 and will conclude the 2022/23 event delivery programme.
Trade Occupancy rates in Coalville's Newmarket.	42%	88%	★ Occupancy rates have increased this quarter, but we	It is predicted that occupancy targets will be met when the outdoor market is open to trade

			<p>have not met our target occupancy rates</p> <p>Occupancy rates from Q1 22/23 v Q2 22/23 show the following variances</p> <p>Tuesday +6%</p> <p>Thursday +8%</p> <p>Friday +10%</p> <p>Saturday +3%</p>	<p>Two new permanent traders to Newmarket this quarter. The Rustic Bakehouse now occupy one of our catering units which means that all the permanent food outlets are now occupied. Kim's Little Wool Shop has taken a permanent unit and is in the process of agreeing a lease on a further unit to sell a range of candles and gifts. There is now only one permanent unit vacant at Newmarket which is utilised for children's activities in the interim.</p> <p>Discounted rates continue to be offered to attract traders for the casual stalls and a campaign to attract casual traders for the Christmas period will be initiated.</p> <p>Visits from the footfall counter have been recorded and the data reports</p> <p>July = 1,878 visits</p> <p>August = 2,843 visits</p> <p>September = 2,972 visits</p> <p>This shows a 1.84% increase on last quarter</p>
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Our communities are safe, healthy, and connected

Our aims

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

– Support safer neighbourhoods

Key tasks 2022/23	Quarter 2 Performance
<p>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.</p> <p>In progress</p>	<p>Both the Customer Experience and Customer Service teams have been working on new forms in collaboration based upon customer feedback to make sure where enquiries can be self-served at the customer convenience this is available. some self-serve skins have been developed for use new terminals at the new customer centre to enable greater self-serve. The Customer Services team is working on a new process of floor walkers and appointments ahead of the move to the customer centre.</p>

	Email templates and automated responses giving digital options have been introduced.
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 Achieved	Completed in Q4 2021/2
Encourage and support town and Parish Councils to write and prepare their own Neighbourhood plans. In progress	Four Neighbourhood Plans are in the process of being developed, including one which is subject of consultation prior to submitting for independent Examination.
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. In progress	A Development Strategy has been agreed by the Local Plan Committee on 27 September 2022. Work to identify potential allocations progressing but delayed due to awaiting comments from County Highways.
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. In progress	The Integrated Neighbourhood Team (INT) did not meet in July or August due to low availability during the holiday period. Therefore, background work has been undertaken during quarter 2 in preparation for the plan being developed in the Autumn. <ul style="list-style-type: none"> • Data has been refreshed. • Work has been completed on analysing 'care close to home' by looking at what is needed locally and what is provided by Coalville Hospital. • A workshop has been developed to consult on priorities with stakeholders and will be delivered to the NWL Health and Wellbeing Partnership in October. • The Integrated Care Board have developed a series of workshops for the INT to ensure the group is fully equipped to design and deliver against the plan. • INT will start to develop the plan through a series of consultation workshops during Q3. • The NWL Health and Wellbeing Strategy has been revised and updated to ensure that it complements and aligns to the 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 2022/23	Performance	Commentary
Number of online accounts	Quarter 2 1325	450		The monthly target is 450 new online accounts. This quarter an average of 441 accounts per month was achieved. We have

	Total number accounts to date 43450			seen a decrease in the number of new online accounts since waste forms no longer require an account. This change was made following feedback to make the customer experience better.
Number of online forms submitted by customers (transactions)	Quarter 2 total number of forms submitted 12576	4,000	★	Average per month for quarter 2 was 4192 which was 192 per month more than the monthly target. Form submissions can vary depending upon if a form is created for a specific event that can get a lot of traction. The more online forms there are submissions will increase.
Percentage of customer satisfaction (Customer Services)	88% when combining all satisfaction ratings	95%	▲	The overall satisfaction rating was reduced due to call resolution and not having the answer available at first point of contact. The team is working with key service areas on this issue,
The percentage of adults in North West Leicestershire who are overweight or obese.		71.3%		This is an annual indicator that will be reported on in Q4
Levels of participation at Hermitage / Whitwick and Coalville Leisure Centres.	134,659	323,893	▲	The new centre enjoyed another strong quarter exceeding the usage target for Q2. Over the course of the quarter, Fitness Membership, which previously sat at 1,472 at Hermitage at the start of February 2022, rose from 3,875 to 3,979, whilst Swim Lesson Pupils rose from 1,939 to 2,139. Both figures are above the targets identified within Everyone Active's tender submission for the end of the first mature year following the opening of the centre. Allied to this, new sessions such as Gymnastics and Trampoline continued to blossom, increasing to 130 collective visits per week, whilst the inclusive user Enrych sessions were extended on the back of initial success.

Levels of participation at Hood Park / Ashby Leisure Centre	109,631	371,526	★	The impact of the new W&CLC is starting to be seen on Ashby LC & Lido, with some customers that previously predominantly used Ashby now migrating their usage patterns to the new centre. However, this was anticipated and the usage targets for Q2 have been met. A warm and dry summer led to a strong season for the Lido, whilst the continued migration of events previously held at the former Hermitage Leisure Centre to Ashby both contributed to actual usage levels being marginally higher than predicted usage. Fitness Memberships and Swim Lesson Pupils plateaued across the quarter, with the former rising nominally from 1,633 to 1,665, whilst the latter dropped slightly from 1,484 to 1,464.
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)		Annual target
Number of new Neighbourhood Plans made	1	2	★	1 neighbourhood Plan made in 2022/23 (Blackfordby). One more (Swannington) subject to consultation before Examination
Number of new locations for mobile CCTV cameras in partnership with local stakeholders including parish and town councils to help make our communities safer.	4	5	★	All requests for the installation of mobile CCTV cameras are considered in accordance with data protection requirements. A mobile camera will only be positioned if both the data protection impact assessment (DPIA) concludes that it is proportionate to do so and it is cost effective. Locations have been considered within Measham, Castle Donington, Ravenstone and Agar Nook. Following the DPIA assessment of all locations, work is underway

				to locate mobile cameras in four locations within Castle Donington, associated with theft from motor vehicles and anti-social behaviour.
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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 2022/23	Quarter 2 Performance
New Council Housing Supply – ensure we deliver at least 10 additional NWL Council Homes. In progress	Nine new properties were taken on board and passed to housing management in August 2022. Preparatory work is being undertaken to one site for the development of seven properties in house. Alongside this preparatory work we have a large project going through the process of obtaining planning permission currently
New Council Housing Supply - Complete feasibility assessment of potential new Council Housing build across the District, and progress to Planning Application stage if viable. In progress	Below is a breakdown of the sites by stage 1) Desktop Site Feasibility – one Site 2) Scheme Design – three Sites 3) Site Acquisition – one Site 4) Procurement – four Sites 5) Building Contract – one Site 6) Post Contract Handover – None 7) Post Completion – three Sites
New Housing Supply - Work with housing associations & partners to deliver over 100 new affordable homes per year to help meet local housing needs. In progress	A further 41 homes have been delivered in quarter 2. Cumulatively we have delivered 72 homes this year and 367 since the new target of 1000 homes over five years starting in April 2021.
Maintaining & Improving Council Tenants Homes - Complete a programme of investment of up to £4.5m of improvement works to maintain our tenant's homes at the Decent Homes standard. In progress	Work to ensure compliance with CDM regulations, by the Housing Assets Team Manager and Housing Commercial Services Team Manager, working closely with CDM consultants (Michael Dyson Associates) which was required before work can start on site, has been satisfactorily completed and a start on site commenced during Q2. Recruitment of permanent trades operatives, or operatives to cover on an agency basis, remains difficult and is challenging the delivery plans. Work with colleagues in HR is progressing to ensure staff are in place to deliver the program.
Commence a programme of additional improvement works, worth up to £3m to complete improvement works deferred from 2020/21 as a result of the Covid-19 pandemic.	Home Improvement Work that was delayed due to COVID has been procured and awarded to an external contractor. The contract is with the Framework provider

<p>In progress</p>	<p>and will be executed by both parties subject to legal services sign off. Pre-contract meetings have commenced to enable a start on site in October, as planned. The contract completion date is 31st March 2023.</p>
<p>Maintaining Our Council Homes Estates - Invest up to £1.06m in estate improvements to improve the quality of life for residents of Council estates, including our tenants.</p> <p>In progress</p>	<p>The works on estate improvements are going well. Parking improvements have been completed in Cropston Drive in Coalville and parking improvements at Main Street Long Whatton are due to be completed in Quarter 2 (July 22) – Completed with the exemption of a permit to complete dropped kerb access being delayed by Highways at LCC. There are also four car parking sites in Melrose Road, Thringstone being mobilised with a projected completion in Autumn, this year. Costs projected at £800k which the current budget does not allow.</p> <p>The demolition of the two deteriorating footbridges on the Riverway Estate, Measham are currently being reviewed for removal and replacement. Alliance is submitting to planning. Works are envisaged to commence November/December this year.</p> <p>Fencing – A pilot was set up on the Riverway Estate on Pipit Close in the previous financial year to improve the appearance of the dilapidated stores, garages and fencing. The second phase of these works is underway and all the rear and side elevations complete. Residents have refused the fence upgrade works to the frontages on certain streets in the estate and we are unable to enforce the replacements. Work is being completed where we are able and then we cannot undertake any more work to the estate with regards fencing.</p> <p>Cropston Drive Community Garden – These works have been completed and have received a large amount of praise from the local community group for undertaking the work</p> <p>Installation of the scooter stores is now complete on all schemes. Snagging works are just being undertaken before being put into use.</p>
<p>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.</p> <p>In progress</p>	<p>Redevelopment works are nearing completion expected to be the end of October. The new welfare block which is nearing commission has been fitted with solar panels to provide power and hot water to the toilets and showers. The stream to the rear of the site which takes rainwater away from the village of Appleby Magna is currently being assessed for structural content and integrity. Work will be taken to address any issues found from recent testing.</p> <p>Works are expected to complete by the end of November 2022.</p>

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

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Percentage of major residential development schemes scoring / performing positively	100%	90%	★	The performance of the team continues to exceed this local standard.
Percentage of major planning applications determined within 13 weeks	92.31	75%	★	The performance of the team in dealing with major planning applications exceeds both the local and national performance standards.
Percentage of minor planning applications determined within 8 weeks	79.07	80%	●	The performance of the team in dealing with minor applications continues to improve and is only slightly below the local standard of 80%. However, it significantly exceeds the national standard of the determination of 65% of all minor applications in 8 weeks.
Percentage of other planning applications determined within 8 weeks	86.01	85%	★	The performance of the team in dealing with others category of planning applications exceeds both the local and national performance standards.
Percentage of all repairs completed within target	95.3%	97%	●	Challenges follow implementing of the new Housing IT system have continued during Q2. Nonetheless, the team came close again to achieving target. As the improvements to the system is likely to continue until Q4 the team will continue to minimise service to tenants as far as they possible can.
Average length of time taken to re-let a Council property when it becomes vacant	32	28 days	★	During Q2, 77 properties have been let in an average of 32 days. Cumulative the performance for the year is 38 days which is an improvement of seven days compared with the Q1

				performance. 139 properties have been let as at the end of Q2.
Number of New Council Homes delivered within year. Built, Purchased, or through S106 Bid TOTAL	13	10	★	Achieved in Quarter 1/2 Chevin Homes – four properties – one x 2 bed detached bungalow, one x 2 bed semi-detached house, one x 3 bed terraced house, one x 3 bed semi-detached house – handed over 11/05/2022 Peveril Homes – nine properties – two x 2 bed detached dormer bungalow, two x 2 bed semi-detached dormer bungalow, two x 3 bed semi-detached house, two x 2 bed end terrace house, one x 2 bed mid terraced house – Handed over 22/08/2022
Number of New affordable homes delivered by Housing Associations & Partners within the year.	41 in quarter two	100	★	The five-year target remains on profile.
Number, type & Value of components improved across NWL Council Homes in year. Bathrooms, Kitchens, Electrical Rewire, Roof, Heating or Other Total Components Total Spend	196 £734,698.17	£7.5m	▲	Two programmes to deliver the HIP programme are now in place for the 22/23 financial year. One programme consists of the work that was not completed in the previous financial year (2021/22) and is budgeted for the underspent value of £3,000,000 with 688 components to deliver through IRT. The second programme is valued at £4,500,000 with 850 components to deliver. In Q1 and Q2 the following components have been completed across both programmes: Pitched Roofs – 23 External Doors – 28 Windows – 58

				<p>Rewires – 2</p> <p>Consumer unit - 1</p> <p>Full Central Heating system – 3</p> <p>Gas Boiler Only – 20</p> <p>Distribution Only - 2</p> <p>Kitchen Replacements -15</p> <p>Bathroom Replacements – 10</p> <p>In total 162 components have been replaced with a total value of £734,698.17. Asset Management is working with Housing Commercial to produce a revised plan and to ensure the shortfall of the last years and this year's HIP programme is completed as per stock condition data and asset management requirements.</p>
Number, type & value of adaptations to homes for our most vulnerable tenants	£296,547.21	£300k		<p>Aids and adaptations work is going well, and a trend in service delivery to pre covid times is returning.</p> <p>Major Adaptations</p> <p>A total of 57 major adaptations have been completed at a cost of £296,547.21 Aa further 15 major adaptations are on site with a value of £57,983.20 ,300. These works are undertaken by an external contractor.</p> <p>Minor Adaptations</p> <p>A total of 55 minor adaptations at a cost of £15,944.66A further 18 minor adaptations on site with a value of £4,227.25. These works are undertaken by the In-house Repairs Team</p> <p>The budget of £300k still requires the rollover from 2021/22 underspend of £70k to be rolled over to the 2022/23 aids and adaptations budget</p>

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

Key tasks 2022/23	Quarter 2 Performance
<p>Update the North West Leicestershire Economic Growth Plan and commence delivery.</p> <p>Achieved</p>	<p>Task completed</p>
<p>Enable business growth and inward investment in North West Leicestershire that contributes to the objectives of NWL Economic Growth Plan.</p> <p>In progress</p>	<p>Global logistics company Nippon Express – one of the top five logistics providers in the world, has taken a new lease on a new 45,000 sq. ft unit at Willow Farm, Castle Donington. The company has had smaller premises in Castle Donington for the past 15 years and their expansion shows commitment to the area. There will be additional jobs being created as well as staff transferred from their existing premises on the airport site.</p> <p>The Bardon Hill Park development is in the final stages of landscaping and completion of units is imminent. Companies will begin to move in shortly with four of the six units let or under offer. Advanced Engineering firm TriMark is relocating to the development and consolidating several smaller units into a large unit on the park.</p> <p>Arvato has relocated into plot 9 on SEGRO EMG in Kegworth which will be the base for their high-tech logistics operations. This investment will result in the creation of up to 300 jobs withing three years.</p>
<p>Preserve the vibrancy of our High Streets by supporting Shop Local initiatives designed to reduce vacancy rates.</p> <p>In progress</p>	<p>Currently discussing renewal of the digital schemes trialled using Welcome Back Funding.</p> <p>Both schemes are potentially eligible for further funding under the UKSPF local business interventions.</p> <p>As a minimum officers will renew the digital high street for Coalville. With provider ShopAppy it is hoped to work in partnership with Ashby BID to continue support for Ashby-de-la-Zouch also. A funding request is being prepared by ShopAppy for the BID to discuss in coming weeks.</p> <p>We will stop supporting the loyalty card (Hex) in Ashby after the trial period ends in December 2022. Businesses in Ashby currently using the card will be able to pay to remain in the scheme if desired. This is to avoid competition and confusion with the new Gift Card launched by the BID.</p> <p>Businesses elsewhere in District will be supported to retain the loyalty card platform for another 12 months, and the Council can continue to offer a pay-per-business model for any new sign ups. (Previously software licenses were purchased in bulk – buying on demand will be cheaper).</p>

Develop our “visitor economy” offer to encourage dwell time, local spend and investment in new and improved attractions. In progress	A number of activities are being rolled out to attract new visitors and increase dwell time including environmental improvements and town trails.
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. Achieved	Delivered in Q4 of 2021/22
Contribute to the work of the East Midlands Development Corporation Interim Vehicle in implementing Year One deliverables included in the Business Plan. This includes developing a strategic masterplan/infrastructure plan and delivery strategy for the East Midlands Airport Area. / In progress	No further update from Q1
Contribute to the establishment of the East Midlands Freeport with private sector businesses, other local authorities, and government. In progress	The final business case for the East Midlands Freeport was submitted to government in April for consideration. NWLDC decided to join the EMF Company, once incorporated, at the meeting of Council on 10 May 2022. Authority was delegated to the Chief Executive to agree the documents required to facilitate incorporation and work is continuing in this area. The Portfolio Holder and Chief Executive continue to attend the EMF Board meetings on behalf of NWL.

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	Actual	Target 2022/23	Performance	Commentary
Support Inward Investment to the District	2 business in quarter 1 equating to a recorded £1million investment and 400 new jobs 4 business in quarter 2 as yet no quantified value of	5 large Businesses per year 1000 new jobs per year £1,000,000 of investment per year		Nippon Express is relocating into a new 45,000 square foot unit on Willow Business Park in Castle Donington. Trimark EU has been supported to relocate into a larger purpose-built unit in new Bardon Park near Coalville.

	<p>investment (it will likely be in the millions). The total number of new jobs aren't known. Unipart have appointed to 121 new jobs as of 30 September 2021</p>			<p>Arvato is being supported to recruit new staff as a result of their significant investment to set up new high-tech facility in Kegworth.</p> <p>Unipart has been supported to recruit 121 new staff at their Jaguar Land Rover operations at Mercia Park near Appleby. It is anticipated that the number of jobs will rise to 400 by the end of March 2023 and over 750 by the end of July 2023.</p>
<p>Businesses supported to recover from the impacts of Covid-19</p>	<p>Over £1.6 million of CARF funding to 197 eligible NWL businesses</p>	<p>£500,000 of Restart Grant shared between up to 50 businesses. £250,000 of Growth Grant shared between up to 10 businesses</p>	<p>★</p>	<p>Whilst all funding provided in 2020-21 financial year has been dispersed, the Government has awarded a further programme of Covid Additional Relief Funding (CARF) during the first six months of 2022-23 financial year.</p> <p>The Council awarded over £1.6million to approximately 200 eligible North West Leicestershire businesses.</p>
<p>Increase the number of jobs in the tourism sector in the District</p>	<p>-22.8% change from 2019 to 2021</p>	<p>2%</p>	<p>★</p>	<p>The expenditure and activity of visitors to North West Leicestershire supported a total of 2,012 Full-Time Equivalent jobs (FTEs). Total employment includes the jobs directly generated by the expenditure of visitors on goods and services, totalling 1,594 FTEs, and the indirect and induced employment supported through local businesses and residents spending tourism revenues locally, accounting for a further 418 FTEs.</p> <p>By comparison, in 2019 the expenditure and activity of visitors to North West Leicestershire supported a total of 2,606 Full-Time Equivalent jobs (FTEs), a -22.8% decrease from 2019 to 2021.</p> <p>Although the number of FTEs supported directly by visitor</p>

				<p>activity fell significantly between 2019 and 2020, those businesses who were eligible for support with operating and permanent staffing costs (furlough) did take them up in large numbers and this is believed to have significantly reduced the incidence of redundancy for these types of employees and businesses. However, the support mechanisms did not reach all businesses in the visitor economy or supply chain and support for those in self-employment and temporary / seasonal staff was limited. Despite a significant increase in employment of 88.1% between 2020 and 2021, nationally, there have been many reports of businesses facing challenges in job recruitment and retention as operating restrictions ease, with evidence to suggest that this was serving to reduce operating capacities in some cases.</p> <p>(source: STEAM report)</p>
Increase annual Visitor spend	-16.4% change from 2019 to 2021	2%	★	<p>The value of tourism activity in North West Leicestershire was estimated to be £182.7m in 2021. By comparison, the district's visitor economy was worth £218.65m in 2019. The estimated financial losses of £134.7m in 2020 sustained due to the COVID-19 pandemic were borne not just by those businesses offering goods and services direct to the visitor, but also those businesses that supply and support front-line visitor services. Encouragingly, the economic impact of visitors rose by 117.5% in 2021 and is now only 16.4% below 2019 pre-covid levels (Leicester as a whole lies -14.3% below 2019 pre-covid levels).</p> <p>(source: STEAM report)</p>
Increase the number of overnight stays in NWL year on year	-18.4% change from 2019 to 2021	2%	★	<p>There were an estimated 2.83m tourism visits to North West Leicestershire in 2021, -18.2% lower than in 2019, but</p>

				substantially higher than in 2020 (123%), evidence of a strong post-covid recovery, also seen throughout Leicester and Leicestershire as a whole. Between 2014 and 2019, the district had seen the total number of visits rise by 11.4% to 3.46m. (source: STEAM report)
Work with schools / colleges and local businesses to improve employment skills / opportunities.	7 Schools and Colleges	Work with 5 schools per year across the district	★	Collaborations are ongoing through the Leicestershire Enterprise Partnership with 7 local schools and colleges (Ashby School, Castle Donington College, Forest Way School, Ibstock Community College, Ivanhoe College, Stephenson College, and The Newbridge School).
Support Market Town Businesses to respond to transformational opportunities	6 training sessions for 16 business (there are no grants included in this third cohort)	Deliver 5 Digital Growth Training Sessions. Support 25 businesses to Access Digital Growth Training. Provide £10,000 of Digital Growth Grants	★	The original digital training sessions concluded in 2021 with all grants being paid out to businesses who successfully completed the training programmes. Our Third Digital Skills cohort has now started – two groups totalling 16 businesses will be taken through training on business/digital strategy, social media advertising and use of social media, Search Engine Optimisation, and use of Website Analytics These cohorts of training will be completed in late November
% of construction materials used in the construction of the new Whitwick and Coalville Leisure Centre that are sourced in the local area.		25%	★	Delivered in Q4 2021/22
Local economic value to the local area as a result of the construction of the new Whitwick and Coalville Leisure Centre. (Target £2.2m)		£0.4m	★	Delivered in Q4 2021/22

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

Key tasks 2022/23	Quarter 2 Performance
<p>Increase recycling rates by at least 1% per annum through our Recycle more campaign.</p> <p>In progress</p>	<p>The household recycling rate for the district for 2022/23 will not be confirmed by Defra until December 2023.</p>
<p>Support towns and villages to develop an identity associated with the National Forest open spaces.</p> <p>In progress</p>	<p>Work with the National Forest has continued to develop the following initiatives:</p> <ul style="list-style-type: none"> • Heart of The Forest masterplan – work on this continues. Community engagement and consultation on the draft masterplan commenced in Q1. The final report is scheduled for completion and launch in November 2022. Progression and implementation of the masterplan will form part of the UKSPF application. <p>Sustainable Tourism Accommodation design guide and Accelerator Programme - work on this programme continues and throughout 2022/23. Moira Furnace has been identified as an asset for further feasibility work under this programme, which could support the future sustainability and development of the site as a tourist attraction. Progression and implementation of initiatives at Moira Furnace will form part of the UKSPF application.</p>
<p>Review our employee travel and allowances to help deliver the Zero Carbon Roadmap.</p> <p>In progress</p>	<p>A salary sacrifice electric and PHEV lease car scheme for employees was launched in the quarter. Conversations with the Trade unions are continuing.</p>
<p>Explore the setting up of a Carbon offset fund as part of the Local Planning process.</p> <p>In progress</p>	<p>The Local Plan Project Board agreed to defer pending outcome from Local Plan consultation and more certainty regarding amount of growth required.</p>
<p>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</p> <p>In progress</p>	<p>The Council car park known as Peggs Close in Measham is the latest location in the roll out of off-street electric vehicle charging points. This brings the Council's charging services to 24 bays across the District.</p> <p>Instructions have been given to our preferred supplier Pod-Point to carry out feasibility studies in two locations in Ibstock and another on South Street car park in Ashby.</p> <p>Ibstock Parish Council has been asked to respond by 14 October as to whether they wish to execute the transfer of assets at Gladstone Street and High Street. NWLDC has notified the parish council of its intention to install further EV charging in these locations should they decline. NWLDC will apply for OZEV funding, however, a key point to note is the scheme will now only provide up to 60% of future projects capital costs.</p>

	<p>Conversations continue to take place with our Everyone Active colleagues regarding the commissioning of the EV charging points at the new leisure centre.</p>
<p>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.</p> <p>In progress</p>	<p>Following the fleet management strategy approval in September 2021, tender activity has recently taken place to procure electric cars and vans. The outcome and recommendations will be reported to Cabinet in November.</p>
<p>Develop a property portfolio action plan and retrofit programme to make our assets fit for purpose and reduce our carbon footprint.</p> <p>In progress</p>	<p>An Energy Performance Assessment of the Council's own property portfolio has now been completed and an action plan is being developed which will become part of the emerging Asset Management Plan.</p>
<p>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.</p> <p>In progress</p>	<p>A Zero Litter Project Board has been set up to help manage and steer the work around tackling litter throughout the District. This group is working on multiple streams of work and projects that have all been put together under the Zero Litter heading, with particular emphasis on enhancing the work of volunteers and streamlining processes between the Environmental Protection Team and the Waste Services Team. The following initiatives and processes have been implemented so far.</p> <ul style="list-style-type: none"> • Fly tipping procedure has been streamlined, which will result in far less overlap of services, thus reducing instances of doing the same job twice, and resulting in better capture of data for the recording of fly tipping incidents and better evidence gathering to ensure appropriate action is taken where evidence is found. • The continuation of providing equipment for volunteer litter pickers throughout the District, along with supporting community run litter picks. 12 new volunteers joined in Q2 of this year to join with the 400 volunteers. • Further community litter picks were supported within the areas of Castle Donington – 50 Volunteers, Whitwick – 15 volunteers and Bardon Aggregate – 10 volunteers. • A new event called “Pick your own street” was also rolled out and a further 107 volunteers signed up for this event, and again all equipment was provided by the team. This was part of the national “Big Spring Clean.” • Support has been given to Ravenstone Scout group who had twenty volunteer litter pickers picking the area throughout the national campaign of The Big Green Week. • Provided an extra six hundred litter bags for North West Leicestershire Wombles

	<ul style="list-style-type: none"> • Further joint working between Environmental Protection and Street Cleansing. One thousand stickers printed saying 'Dog waste accepted in this bin' these will be stuck on all street litter bins, parks and open spaces to encourage dog owners to dispose of their pet's waste responsibly. This came after speaking with dog owners who said they were unsure if they could put their pets waste in litter bins, they assumed they had to find a dog waste bin which are few and far between. • Attendance at the Parish fair. A workshop was provided around littering and other work our team are involved in, while answering questions and providing advice and guidance around how we enforce offences for littering.
<p>Deliver improvements to fifty-six of the least energy efficient Council tenant's 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.</p> <p>Achieved</p>	<p>Achieved Quarter 1</p>
<p>Reduce carbon emissions at the new Whitwick and Coalville Leisure Centre and Ashby Leisure Centre by 20% by 2024.</p> <p>In progress</p>	<p>The Council's leisure partner, Everyone Active, continues to work with and support the Council on the journey to Zero Carbon through delivery of their Energy Management Plan 2022/23. Actions within it focus on.</p> <ul style="list-style-type: none"> • A reduction in Carbon Emissions. 2022-23 will set the baseline data and a reduction target set for 2023-24. • A reduction in utility consumption with all on target with the exception of gas at WCLC. • A reduction in the amount of waste generated at the centres • An increase in the amount of recycling from the waste generated at the centres • Encouraging users to utilise green forms of transport to access the centres. <p>Specific actions delivered in Q2 to support delivery of these aims include.</p> <ul style="list-style-type: none"> • Approval for the installation of a new Building Management System at ALCL in Q3 • The EV charging points at WCLC becoming operational • Air conditioning units having timers installed on them • Air Handling Units being turned down overnight • New Recycle Stations purchased to be sited in then reception areas of both centres <p>The development of a Travel Plan</p>
<p>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).</p>	<p>The Council's hackney carriage and private hire licensing policy sets out the timeframe for reducing the vehicle emissions from licensed hackney carriage and private hire vehicles.</p>

In progress	All (100%) of licensed vehicles are fitted with either a Euro 5 or 6 engine. The licensing team is encouraging drivers to purchase vehicles with a Euro 6 engine or a ULEV (ultra-low emission vehicle). The Council offers a 15% reduction in the licence fee for all ULEV.
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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	Actual	Target 2022/23	Performance	Commentary
Number of trees delivered to the local community to increase the number of trees in the district's National Forest area		13,000		<p>The Free Tree Scheme and Hedge Scheme, delivered in partnership with the National Forest Company, will be open from 10 October 2022.</p> <p>There is a target of 1,000 garden trees and 20,000 hedging trees to be distributed through a giveaway campaign during November 2022.</p> <p>The National Forest Company has agreed to support the programme with up to £9,000</p>
Percentage increase on yearly recycling rate by one%	TBC by Defra	1%	N/A	The household recycling rate for the district for 2022/23 will not be confirmed by Defra until December 2023
Amount in kgs of household waste sent to landfill per house, per year	107.6	125kgs	<p>★</p> <p>-17.4kg</p>	The amount of non-recyclable waste sent to landfill, refuse derived fuel or energy from waste collected from each household during this quarter is 17.4kg which is less than the target. This is encouraging as it means residents are disposing less waste in the black bin than what the target is.
% of the taxi vehicle fleet that are fitted with a Euro 5 engine or higher	100%	93%	★	<p>All 204 licensed vehicles are fitted with a Euro 5 or 6 engine or are ULEV</p> <p>128 of the 204 licensed vehicles (63%) are fitted with a Euro 6 engine.</p>

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

Performance Indicator	Actual	Target 2022/23	Performance	Commentary
Percentage of rent loss	1.04%	1.20%	★	The rent loss performance for Q2 was 0.97% which in monetary terms is £44,949.94. The cumulative performance for the year is 1.04%, £98,458.97.
Percentage of Council Tax Collected (in year target)	55.1%	96.7%		This figure is a year-to-date figure as at September 2022
Percentage of National Non-Domestic Rates (in year target)	55.4%	99.20%		This figure is a year-to-date figure as at September 2022
Number of days taken to process new claims	15.8 Days	18.7 days	★	The actual figure is derived from an average of the monthly figures for the financial year to date (Latest figures as of September 2022)
Percentage of rent collected from commercial tenants	96.32%	98%		Annual Measure- (Latest figures as of September 2022)
Percentage of commercial units occupied per annum	90%	90%		Annual Measure- (Latest figures as of September 2022)
Amount of annual income achieved by the In-house Repairs Team		£1,300,000		The financial information was not available by the report deadline as the focus by colleagues in finance was on budget setting.

Appendix 3: Financial Forecast as at Quarter 2

General Fund	Annual Budgeted Position	Q2 Annual Forecast Position	Forecast Variance	Movement to Q1
Net Revenue Expenditure	£15.810m	£17.685m	£1.875m	£0.354m

The general fund forecast outturn is currently an overspend of £1.875m, which is predominantly due to unachieved targeted savings in relation to J2SS of £895k and the unfunded pay award over and above the 2% originally included in the budget which is forecast to be approximately £508k.

Other significant variances include:

- Strategic Housing forecast overspend of £36k. The position has improved since Q1 by (£208k) due to increased grant income of (£160k). The forecast overspend on Bed & Breakfast accommodation has also reduced by (£28k) to £183k. The overspend on B&B is due to a significant increase in the average number of households per night along with the average cost per booking per night increasing by 15% since 2021-22.
- Waste Services forecast overspend of £303k which is an increase of £113k from Q1. The overspend is predominantly due to an overspend on Refuse & Recycling on overtime, agency and temporary staff totalling £335k. There are also large overspends on HVO fuel of £137k and £109k on hire of vehicles due to the delay in delivery of new refuse vehicles. There has been additional income from recycling materials of (£479k) but also reduced income from green bin charges of £177k.
- Property Services forecast overspend of £127k. This is made up of a large number of smaller variances, the largest being the reduced rental income of £62k due to vacant properties.
- Environmental Protection forecast overspend of £117k. This is in the main due to New Market income under recovery of £57k along with repairs and maintenance costs of £14k and other smaller variances.
- On Investment Income there is a forecast over recovery of income of (£425k) due to increased interest rates generating additional income on investments.
- Head of Finance & Customer Services forecast overspend of £114k due to interim cover of £38k and consultancy costs of £133k partly offset with savings on Procurement of (£55k).
- Revenues & Benefits forecast overspend of £67k which is due to forecast overspending on rent allowances and rent rebates. This is very hard to predict, and an updated forecast will be provided at Q3.
- There are other forecasts overspends on an increase in Net Financing Costs of £71k partly due a change in funding from reserves to unsupported borrowing and £108k overspend due to various costs relating to Hermitage LC and Old Market Hall.

Housing Revenue Account	Annual Budgeted Position	Q2 Annual Forecast Position	Forecast Variance	Movement to Q1
Budgeted (Surplus)/Deficit	(£0.065m)	£0.587m	£0.652m	£0.398m

The HRA forecast deficit position of £0.587m is largely due to unachieved targeted savings in relation to J2SS of £325k.

Other significant variances include:

- Staff vacancies net of agency costs across HRA services (£28k).
- Increased premises insurance of £30k
- Increased voids due to rehoused tenants meaning more void cleaning £79k
- Disrepair claims of £90k.
- Electrical inspections price and volume differ from budget assumptions £89k
- New requirements for 2022-23 relating to carbon monoxide alarms costing £50k.
- Improved forecast of rent collection due to higher performance over first two quarters (£91k).

Special Expenses	Annual Budgeted Position	Q2 Annual Forecast Position	Forecast Variance	Movement to Q1
Budgeted Contribution to/(from) Reserves	(£0.179m)	(£0.177m)	(£0.002m)	(£0.009m)

The budgeted contribution from special expenses reserves has reduced due to increased burial fee income of (£6k) and reduced ongoing tree maintenance of (£6k).

General Fund Capital Programme	Annual Budgeted Position	Q2 Annual Forecast Position	Forecast Variance	Movement to Q1
Budgeted Expenditure	£18.9 million	£8.9 million	£10.0 million	£0.6 million

Total spend on the general fund capital programme in quarter two was £1.7m. Some of the reasons for the low spend are;

- Fleet Replacement Programme: Long lead time in the procurement and delivery of vehicles means no expenditure has been incurred so far this year. £2.1m of the budget is forecast to be carried forward to 2023/24.
- Marlborough Square Improvements: Minor work expected this year meaning most of the budget will be carried to the 23/24 financial year.

- Marlborough Centre Purchase and Renovation: The construction contract is due to start in 2023/24 and therefore £3.3m of the budget will be carried to 2023/24.
- Coalville Regeneration: The works are due to get underway in 2023/24. Forecast budget carry-forward is £325k.

Housing Revenue Account Capital Programme	Annual Budgeted Position	Q2 Annual Forecast Position	Forecast Variance	Movement to Q1
Budgeted Expenditure	£24.5 million	£11.0 million	£13.5 million	£0.9 million

Total spend on the HRA capital programme in quarter two was £2.1m. Some of the reasons for the low spend are;

- Home Improvement Programme: Forecast spend for the year is £4m with carried forward budget of £3.6m to 2023/24.
- Howe Road, Whitwick: This scheme is expected to get underway in future years and therefore the budget of £823K is forecast to be carried forward to 2023/24.
- Woulds Court, Moira: The scheme is projected to start in 2023/24 and so the £2.1m budget will be carried forward to the next financial year.
- Zero Carbon Programme: Forecast spend for the year is £1m and £3.5m of the budget carried forward to 2023/24. Programme delivery is expected to be delayed. The council is waiting on external funding approval from the Department for Business, Energy, and Industry Strategy (BEIS) to support this programme. Funding approval is expected around February 2023.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CORPORATE SCRUTINY COMMITTEE – WEDNESDAY, 7
DECEMBER 2022

Title of Report	CUSTOMER SERVICES - PERFORMANCE AND FUTURE APPROACH	
Presented by	Nichola Oliver Team Manager Customer Services	
Background Papers	Customer Experience Strategy 22-25	Public Report: Yes
Financial Implications	Day to Day financial issues are addressed by the normal operating budgets for the service. Service enhancements, such as the proposal for customer insight, will be addressed via the budget process.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	None	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	None bar those addressed in the day to day management of the service.	
	Signed off by the Head of Paid Service: Yes	
Reason Agenda Item Submitted to Scrutiny Committee	Satisfying a member request for the issue of customer service performance to be discussed by the committee.	
Recommendations	<p>THE CORPORATE SCRUTINY COMMITTEE IS INVITED TO:</p> <ol style="list-style-type: none"> 1. REVIEW AND COMMENT ON THE REPORT, INCLUDING THE PROGRESSION WITH THE ACTION PLAN SET OUT IN ANNEX 2. 2. NOTE THE REPORT'S COMMENTS ON THE DIRECTION OF TRAVEL FOR CUSTOMER SERVICE AND THE ROUTE FOR REFINEMENT OF PERFORMANCE MONITORING IN THE NEW COUNCIL'S DELIVERY PLAN 3. SUPPORT THE PROPOSED INTRODUCTION OF CUSTOMER SERVICE IN TO THE INDUCTION PROGRAMME FOR MEMBERS 4. SUPPORT THE INCLUSION OF AN ANNUAL REPORT TO THIS COMMITTEE ON THE PROGRESS AND DEVELOPMENTS IN CUSTOMER SERVICE AND ADD THIS TO THE COMMITTEE WORK PROGRAMME. 	

1. BACKGROUND

- 1.1 This report has come before the Committee following a member request by Councillor Sheahan and agreement by the Committee to add it to the work programme at its last meeting. The scoping request for the item focused on the overall levels of performance, the performance metrics used and what action has and is planned to be taken to address this.
- 1.2 In terms of desired outcome, the request focused on:
- what has been achieved to raise the performance of the Customer Services team
 - whether the new accommodation changes and new Customer Services Strategy are having an impact
 - whether the performance measurement or target should be reviewed considering the above
 - how to improve service between Customer Services and back-office services to ensure that customer outcome is improved.
- 1.3 The report sets out a summary of the customer service provision in the Council, the current strategies and recent history of changes impacting on the service. The report moves on to then consider the current and historic performance, comparison to other councils and concludes with recent actions and those planned in the coming period.

2. POLICY & STRATEGY FRAMEWORK

- 2.1 The adopted Customer Experience Strategy (which was considered by this Committee last year and adopted by Cabinet earlier this year) sets the context for the consideration of Customer Service and its operation in the Council. A link is provided in the header of this report.
- 2.2 In summary, the strategy makes several key statements which provide the policy context for this report:
- i. “Effective management of a customer relationship is not only about how responsive, efficient and technologically advanced services are, but is equally about the emotion, feeling and impression that an individual experiences.
 - ii. This strategy starts the journey of the authority moving away from a view that customer service is the responsibility of a team or department, but instead recognises that it is a cross cutting theme that spans the whole organisation and links intrinsically with our wider plans, behaviours and values.
 - iii. Emphasizes the importance of digital experience, both to meet customer demand (and often preference), fits our future resources, but also to free up resources to help those who need more of our help, or need to access our services in different ways
 - iv. Begins the movement of the Council to one of customers being at the heart of what we do.”
- 2.3 The Strategy also outlines a set of principles that the development of customer service (in all areas of the Council) will draw upon:
- “Customer First: Placing customers at the heart of the organisation. Empowering our staff to provide their very best customer experience in a way that customers tell us that they want to.

- Customer Access: A modern, fresh approach to customer experience and spaces, whether physical or digital. Light, clean and welcoming environments.
 - Digital by Default: Digital experiences so good that they are the channel of choice.
 - Inclusion: Recognising our customers' unique circumstances and in doing so ensuring that those that need our services are not excluded.
 - Customer Insight: Consistently measuring our customer experiences. Knowing our customers and their needs. Understanding why things go wrong and learning from this to improve our services.
 - Value for Money, Efficiency and Return on Investment: Recognising the financial climate, benefit focused outcomes and business minded decision making".
- 2.4 These principles are driving the changes to customer provision up to 2025 and a copy of the Plan for delivery of the strategy is included in Annex 1 to this report.

3. CUSTOMER SERVICE DELVIERY

- 3.1 When the Council considers customer service provision, it is easy to fall into the simplistic notion that this refers the Customer Services Team. This is not the case (albeit they are a very important part). All Council staff provider customer service in some shape or form. Set out below is a summary of the main areas of sizable customer interaction – however, all areas of the Council have some level of customer contact:
- Customer Services – this is a team of 15 Full Time Equivalent (FTE) Customer Service Officers, two Supervisors and one team leader and one team manager across both Customer Services and Customer Experience. Customer Services is the main support providing the front-end contact for many Council services with much of the initial customer contact coming through this team either face-to-face or by phone and email.
 - Customer Experience Team – this is a team of two FTE transformation officers, one feedback officer and one team leader. This team captures, analyses and acts upon customer feedback, data and insight at every stage of the customer journey and then shares this with the rest of the Council. They work with back-office teams to capture the customer journey and look at ways they can improve this both for the customer and the service. The team has worked with several services to digitalise processes whilst being the voice of the customer. A case study showing the work done with Environmental Health team and the benefits of this can be found in Annex 5 of this report.
 - Housing Repairs Team - This team takes the initial calls from tenants who are reporting and chasing either responsive or planned works.
 - Housing Choices – This team takes the initial calls from customers who are in need of social housing either through homelessness or wanting to be on the choice based lettings register.
 - Waste services – calls for waste services are answered by the customer services team with an aim to resolve them at the first point of contact. These include dealing with a missed bin report, ordering new or additional waste containers, bulky waste

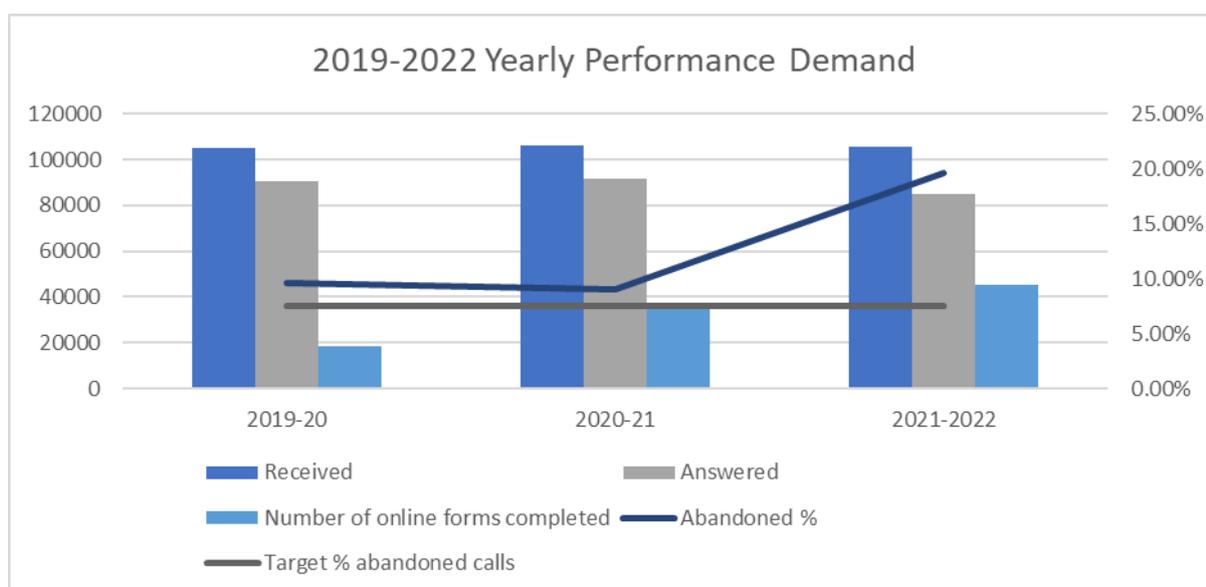
collections, advice on collections and promotion of all waste services and initiatives. Calls maybe transferred to the waste team if the enquiry needs escalation or customer services is unable to answer the question presented.

- Planning - calls for planning are answered by the customer services team with an aim to resolve them at the first point of contact or to signpost them to an appropriate digital form or resource where applicable. Where calls are for specific officers or related to certain applications these calls are transferred to the planning support team.

For a breakdown of call data into Customer Services by service for the main core customer enquiry types please see graph in Annex 6

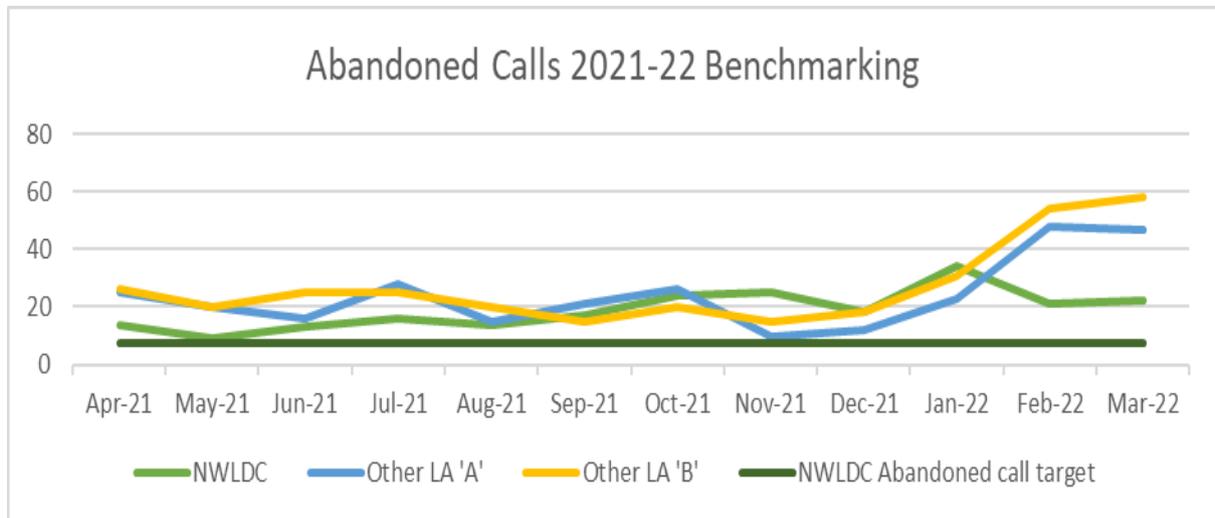
4. PERFORMANCE DATA

2019 – 2022 Performance Demand

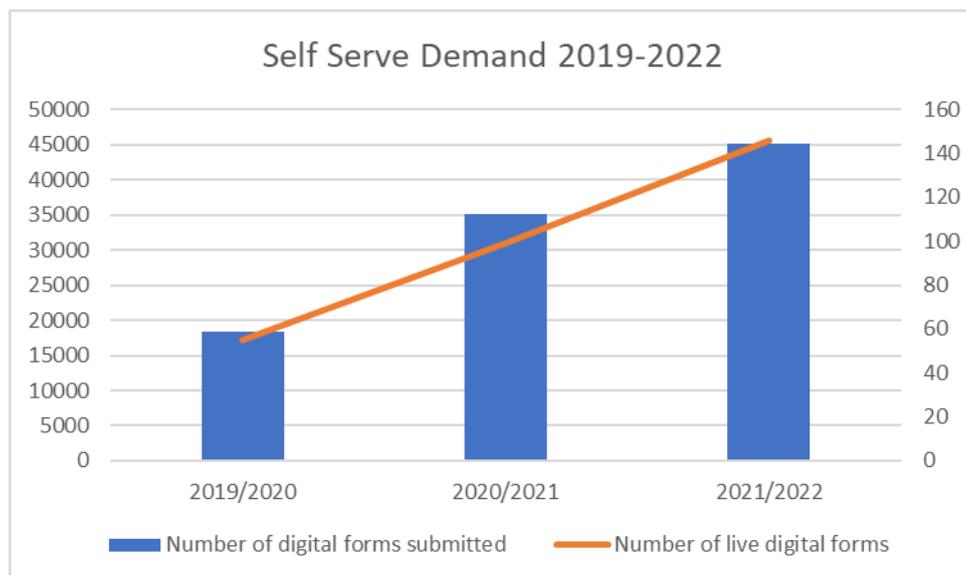


- 4.1 In 2021/22, call handling times increased in excess of an average of one minute per call. This is to be expected as there has been an increase in digital self-service demand and therefore, the remaining enquiries are typically more detailed and require more time to handle. This means the 'new' routine enquiries officers receive from customers are more complex and often involve dealing with more vulnerable residents. As a result, call times rise and therefore call wait times and abandoned calls tend to rise also.
- 4.2 Other impacts on call demands which have affected performance have been the additional services delivered by the team. These include the Covid related business grant schemes, changes to waste services and the introduction of the government's Household Support Fund. Likewise resident concerns over costs of living etc are also growing and often are more complex in nature.
- 4.3 In view of the above factors, it is, therefore, very difficult to compare like-for-like data as the demand and call on Customer Service agents varies considerably.

4.4 This increase in call handling time has led to a lower percentage of calls being answered against current target, however, benchmarking against other local authorities with comparative data within Leicestershire, (see below), shows that the Council is performing relatively the same, if not better than its peers. The current target also does not take into account the change in types of contact set out above. It, therefore, needs revising to address this change in service.



4.5 Over the last three years, the availability of the Council's digital online self-service platform has increased with 2021/22 seeing 140 forms available for customers across a multitude of service areas. A big increase in this area is due to the demands of Covid-19 but more generally services have been increasingly working to provide services digitally and utilising online forms to improve access channels to services for customers. As shown below, along with the increase in digital forms available the number of customers accessing this channel has increased, almost doubling in a two-year period.



4.6 The Customer Service survey carried out in 2021 showed that out of the 2663 responses received only 2% of those preferred to contact the Council face-to-face.

During the pandemic face-to-face delivery was affected significantly and since the Council Offices reopened to mainly appointments only from May 2021, there has continued to be a shift in customer behaviour. There has been a slight increase in the number of people 'dropping in' over recent months, but nothing significant when compared to pre-pandemic data. Contacts have now significantly shifted to the telephone which is also reflected in the survey responses. The opening of the new customer centre will be an opportunity to track this trend towards telephone contact. The new centre provides an opportunity to offer customers with more complex needs in depth face-to-face handling of their enquiry. It also provides a much greater opportunity to inform face-to-face attendees about options for using digital services in the future if they can. Nevertheless, digital and phone will remain the main contact methods for customers, especially as most do not have any reason to see us face-to-face.



Summary

- 4.7 Call handling times are increasing; however, this is due to handling more complex and challenging contacts as simple and transactional contacts are moving to digital routes. There is also a two-stage shift in customer behaviour emerging, in that simple enquires are increasingly digital and those which are more complex have move to telephone contact, with a resultant drop off in face-to-face contact.
- 4.8 This was anticipated in the customer strategy – with more simple contacts where possible being supported through digital routes; and the more complex, or in need of assistance moving to phone and/or face-to-face. Due to this, new customer facing targets will be proposed through the new Corporate Plan for the new Council to consider and adopt. Officers feel this needs to wait until this time as it allows time for the new customer centre to bed in, and also aligns this change with the new Council along with other changes that may take place at this time.
- 4.9 More detailed performance data can be found in Annex 3.

5. RECENT CHANGES AND CHALLENGES

- 5.1 Over the last few years, there have been considerable challenges and changes to working practice. A number of these stemmed from the COVID-19 pandemic and the Council's response to this; but more importantly the changes that customers experienced as part of their reaction to the pandemic as well. There have been

considerable changes in how customers want to access Council services (a strong move from face-to-face to phone, and from phone to digital), and a desire to access services outside of traditional opening hours.

- 5.2 The survey work undertaken to support the Customer Excellence Strategy confirmed these changes in approach, as well as the need to ensure that more traditional access channels remained available.
- 5.3 In response to this work, the financial challenges facing the Council and the accommodation changes there have been a number of other changes made in the last few months. These all stem from the Customer Excellence Strategy and its core principles. In summary these are:
- A. A change in location and style of provision for the Customer Centre – moving from an edge of town to centre of town site and providing a more welcoming and modern customer service provision.
 - B. Significantly improved ability for surgery type provision for key services – for example housing choices.
 - C. A change to opening times, moving ‘protected’ training time from a morning to an afternoon to avoid the times of peak demand for customers
 - D. Linked to the above a better drop-in provision for self-service for customers, and a focus on supporting face-to-face customers to be able to self-serve and remote serve
 - E. Improvements to the communication and information flow/awareness of other services and their impact on customer services provision, and vice versa. For example, regular meetings with back office services are taking place to ensure awareness of planned activity which may have impacts on customer delivery.
 - F. New integration of customer services agents being presented with calls and or emails for response rather than these being a choice by the agent. This has meant that turn-around times for email contact is now radically improved and often same or next day from previously around a week.
 - G. New email templates to standardise responses and improve quality.
 - H. A new automated response to customer emails sign posting to online digital forms to help deal with their enquiries whilst awaiting a response and for future enquiries.
 - I. A new team manager for Customer Services, providing greater management capacity to help address issues both within, but more importantly connecting with other parts of the Council. This is to ensure a seamless process is available for customers and is starting to hold services to account in placing the customer at the centre of the Council’s business.
 - J. Introduction of the new contact standards previously known as ‘Customer Service Standards’.
 - K. Customer Service Excellence accreditation.
- 5.4 Some of the activity around changes for customers has been deliberately delayed so that it is aligned with other events. This was agreed by Cabinet when adopting the Customer Experience Strategy. For example, some of the activity above has been deliberately held back to occur at the same time as our accommodation move, making the transition easier for customers and staff.

ISSUES AND CHALLENGES

- 5.5 The summary of performance and the recent changes to service provision are still settling in. However, the above performance analysis, and changes to date still mean there is more to do. Annex 2 provides an updated action plan for the Customer Experience Strategy which was developed as part of its adoption.

5.6 There are, however, further steps officers believe should be taken. These are in response to now activating the Customer Experience Strategy and also in regard the performance focus of the initial scoping leading to this item coming before the Committee. There will be further opportunity to expand on this work as part of the new Corporate Plan under the new Council next year including:

- A. Benchmarking across other Leicestershire local authorities. How is the Council performing against other customer service teams delivering a similar service.
- B. Developing more achievable, positive performance metrics that encompass Council values which measure achievements in line with the Customer Experience Strategy and the change in demand types illustrated in this report.
- C. Starting to embed the new contact standards across the organisation and not just in Customer Services.
- D. Introducing a 'health check' with the digital services contractor Granicus to ensure the Council is paying for what it using and that this aligns with targets. Also investigating what else is on offer to help achieve the delivery of the Customer Experience Strategy.
- E. Working with the Revenues and Benefits partnership to digitalise some of its key processes.
- F. Introducing a 'secret shopper' survey across all customer service provision to give an external view and feedback on how customers are served and how this feedback can inform the improvements to customer interactions. This is the subject of a budget request this year and is featured elsewhere on the Committee's agenda.

6. CONCLUSION

- 6.1 The Council's customer service provision has been through a journey of change over the last few years, from a traditional service, through radical change during the Covid pandemic, and is now in the process of resettling into a new normal.
- 6.2 The demand and type of service provision is changing, and the Council is reacting to this. In turn, this means that there is a need to revisit both the physical provision of services (in part achieved by the new Customer Centre), and the digital offer. This is an area that is developing well but will need continual focus.
- 6.3 The aim of the Customer Excellence Strategy is to ensure that the Council is customer centred and ensures that customer feedback and opinion informs service delivery improvements. As part of this approach and reflecting members interest in this topic, it is proposed that a report on customer service and the delivery of the Strategy becomes an annual feature of this Committee's agenda. This would include a review of the strategy, current trends and data and also reporting on other related aspects such as comments, compliments and complaints.

Policies and other considerations, as appropriate	
Council Priorities:	<p>Our customers present the main way in which we deliver all of our services and hence all of the Council Priorities Apply.</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:	Customer Excellence Strategy
Safeguarding:	None directly, but are a factor in some of our customer facing services and how those operate
Equalities/Diversity:	EIA are undertaken when major changes are planned in line with our approach overall.
Customer Impact:	Detailed in the report
Economic and Social Impact:	Indirectly our activity with customers can make real impacts and changes to our residents and businesses, but nothing specific from this report directly.
Environment and Climate Change:	None specific
Consultation/Community Engagement:	Detailed in the report are proposals for different engagement approaches.
Risks:	These are covered in operational policies for customer contact. Other issues are addressed in service and corporate risk management approaches.
Officer Contact	Nichola Oliver Team Manager Customer Services Nichola.Oliver@nwleicestershire.gov.uk

ANNEX 1 -EXTRACT FROM CUSTOMER EXCELLENCE STRATEGY 22-25

Year 1

- ▶ Develop a programme of Digital Transformation across the organisation reviewing customer facing processes/transactions end to end
- ▶ Move Customer Services into brand new face to face location to deliver specialised support services to customers with additional support needs
- ▶ Investigate options around the introduction of a web app to establish if there is a business case to provide this option to our customers
- ▶ Continue development of online forms
- ▶ Create a Customer focus/feedback group to inform and update our Customer Standards and inform service process redesign
- ▶ Initiate work with partners to create a digital inclusion network
- ▶ Introduce the concept of Digital Champions across the district
- ▶ Review website content to ensure easy to find and use

Year 2

- ▶ Phase 1 - Digital Transformation programme
- ▶ Investigate use of robotic process automation and voice recognition with a view to streamlining process and improving efficiency
- ▶ Customer experience and digital skills training for all staff
- ▶ Centralise all information about digital skills in the District in one place
- ▶ Grow the number of digital champions across the district
- ▶ Embed our Customer Standards across the organisation
- ▶ Implement a one question approach to customer satisfaction
- ▶ Design and implement an ongoing communication campaign promoting the use of digital
- ▶ Review the current complaint policy

Year 3

- ▶ Phase 2 Digital Transformation programme
- ▶ Review options for current CRM system
- ▶ Investigate use of Artificial Intelligence
- ▶ Robotic Automation process proof of concept
- ▶ Create and Embed a NWLDC 'Triage and Signposting system'

ANNEX 2 – UPDATED ACTION PLAN

Recommendation:	In Response to (Issues)	Delivered	Planned
1	Customer Voice and Experience	<p>Inconsistent quality of service across contact channels</p> <p>High call waiting times</p> <p>Members' experience when contacting the Council</p> <p>Workflow / Contact channel mapping and reviews completed to recommend process improvements for a "Value-Added Streams" across: Telephony, emails, correspondence, face-to-face and digital services</p> <p>Website announcement on the telephony system</p> <p>Integration of emails into the telephony system - improved response times</p> <p>Reduced administration time</p> <p>Customer progress announcements in times of high call demand</p> <p>Customer telephony options reviewed and prioritised</p> <p>Voicemails on extension numbers / Contact details on correspondence to support switchboard option</p> <p>Move to a new Customer Centre</p> <p>New opening hours</p>	<p>Scheduled reviews of customer feedback from: Complaints, Comments, Compliments, Surveys and across all Council services to identify customer value and areas for improvement and change</p> <p>Detailed value stream mapping</p> <p>Community engagement days at the new Customer Centre as an opportunity to engage and be involved with the community</p> <p>Improved Customer Contact Standards to be rolled out across the organisation to align service delivery and performance</p> <p>Improve Partnership collaboration and relationship</p>

<p>2</p> <p>88</p>	<p>Culture</p>	<p>Customer Service the responsibility of one team</p> <p>Corporate Leadership team: Objectives and strategy - where change and continuous improvement are the norm</p> <p>Openess and transparency</p>	<p>Customer Experience Strategy</p>	<p>Refocus on "Customer Voice" as everyone's responsibility</p> <p>Outcome focussed "Quality not Quantity"</p> <p>Mandatory Customer service training as part of the Councillors / Members Induction programme</p> <p>Mandatory Customer Service (including complaints) training as part of the onboarding and recruitment and leadership programme</p> <p>Rolling programme of refresher training and shadowing in Customer Services team for all service areas key to understanding the customer needs</p> <p>Create a positive complaints culture with accountability, responsibility, learning and improvement</p> <p>Third-year review and accreditation of the Customer Service excellence award.</p>
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3	<p>Performance Management and Reporting of Outcomes</p>	<p>Historical and out of date Customer Service metrics as a measure of quality</p> <p>Customer Service scope creep and blurred boundaries of responsibility</p> <p>Lack of support to and awareness of the Customer Service team responsibilities</p> <p>Siloed change delivery that adversely impacts Customer Services.</p>	<p>Monthly meetings and Service Level Agreements (SLAs) to agree service content and delivery across the channels:</p> <ul style="list-style-type: none"> * Used to identify areas of frustration for the customer through contact and performance data * Highlights upcoming changes within other service areas where Customer Services maybe impacted * To improve knowledge, relationships and agree principles of a working relationship * To share and support each other to deliver the customer journey <p>Monthly performance reviews within Customer Services to understand activities and available call time</p> <p>Monthly performance stats for other key services, reviewed monthly</p> <p>Customer Experience (Digital) performance stats - reviewed monthly</p>	<p>Improved data management and measures to deliver change and improvements</p> <p>Use customer feedback to understand learning opportunities and take corrective and preventative action that improves first call resolution and remove defects, rework and waste from the customer journey</p> <p>Change and improvement to be identified, agreed, coordinated and aligned to our service delivery for the customer</p> <p>Revised performance metrics and flexibility in line with external demands</p> <p>Performance benchmarking across other Leicestershire Local Authorities and sharing of best practice</p>
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06	4 Maximise Digital	<p>Web site - not user friendly</p> <p>Out of date, historical information</p> <p>Multiple systems and limited functionality / integration</p>	<p>Customer Services digital review</p> <p>Continuous improvement, upgrades and roll out of digital services</p>	<p>Performance opportunities for digitalisation in Customer Service being explored for key services with the Partnership such as Council tax, discounts</p> <p>Digital transformation: Each responsible service to undertake a suitability review of the customer's digital experience to support channel shift and strategy</p> <p>Creation of digital champions across all services to work with the Customer Experience team</p> <p>Improve self-serve support - increased opportunities at the new Customer Centre</p> <p>Review of customer systems, functionality and integration to enable a holistic experience</p> <p>Website review and redesign - needs to be user friendly and accessible for all levels of competency</p> <p>Enhanced self-serve options through digital services at the new Customer Centre</p> <p>Customer focus groups to be formed to work with Customer Experience team as customer testers and customer sounding boards when developing new forms and digital ways of working</p>
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Annex 3 Performance Data

2020/22 Call Performance

	Q1	Q2	Q3	Q4
Received	25344	28401	23852	28581
Answered	20860	24792	21714	24032
Answered in 30 secs	73%	67%	78%	61%
Answered in 60 secs	78%	74%	83%	69%
Abandoned	8%	9%	5%	13%
Waiting Time	00:00:57	00:00:53	00:00:37	00:01:18
Handling Time	00:04:37	00:04:33	00:04:01	00:04:24

2021/22 Call Performance

	Q1	Q2	Q3	Q4
Received	25403	25136	25035	29926
Answered	22312	21123	19294	22021
Answered in 30 secs	65%	57%	51%	48%
Answered in 60	73%	66%	61%	59%

secs				
Abandoned	12%	16%	22%	26%
Waiting Time	00:01:35	00:02:25	00:03:12	00:03:31
Handling Time	00:05:30	00:05:34	00:05:40	00:05:31

2022/23 Call Performance to date

	Q1	Q2
Received	27323	22150
Answered	20363	19348
Answered in 30 secs	48%	62%
Answered in 60 secs	59%	69%
Abandoned	25%	13%
Waiting Time	00:03:28	00:02:44
Handling Time	00:05:09	00:04:46

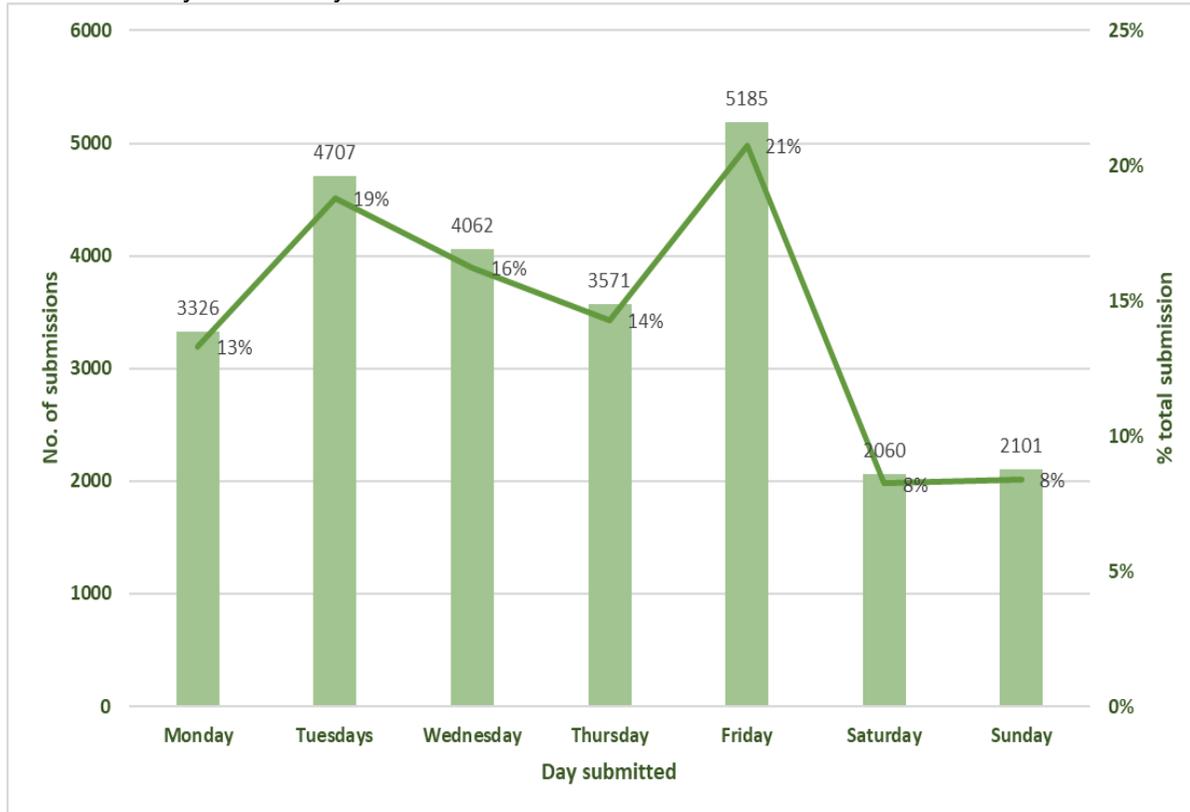
Digital Data

The following data has been taken from the top 20 forms in 2021/2022

Interactions by day of the week



Interactions by time of day



CASE STUDY- Customer Experience and Environmental Health Team

The Environmental Health Team started its digital transformation journey in 2017. They were the first Service to embrace this challenge to build an online environment for customers and improve lengthy processes for staff.

Work had begun and then the COVID-19 pandemic hit - this accelerated and solidified the need for the online forms. The Team was asked to enable new hybrid ways of working alongside a greater demand for digital services from customers.

The challenge

Environmental Health was a team reliant on paper. In order to improve service efficiency there was a recognition that the team needed to be less reliant on paper files and had started the process of scanning all files and attaching them on to the relevant cases on the system. This then led to incoming applications and documents being scanned on to the system daily. However, an office move was about to restrict how much space the team had for filing so there was an additional imperative for working more digitally, . Initially the Customer Experience team worked closely with the Environmental Health team and understand their processes and way of working. The Customer Experience Team was then able to process-map each application and identify ways that working processes could be simplified. This included transferring paper information to online forms.

The Environmental Health Team found testing and answering queries about online forms difficult to fit in with their day-to-day work. The day job took priority, so this meant that building these forms took longer than anticipated. To combat this issue, several team sessions were scheduled where ideas could be discussed, training given and problems resolved.

Initial feedback from customers showed that some customers found completing forms a challenge. Some customers are not digitally literate and they found completing forms online difficult. Both the Environmental Health Team and the Customer Experience Team spent time taking customers through the forms individually over the phone. Once a customer had been supported through the forms once or twice, they then had more confidence and knowledge when they filled them in next time. A Transformation Officer also attended a Driver Forum to demonstrate how to complete the Taxi Driver Application Form. This was a good opportunity for the team to engage with customers and gain their feedback on the form.

The results

The Environmental Health Team is responsible for processing large volumes of licences and permits. The team was dealing with large amounts of paper applications and face-to-face appointments to gather supporting documentation. All of this needed to be scanned and filed once the applications were complete - a time-consuming task.

The Customer Experience Team worked with the team to migrate²⁷ paper forms to an online format. Each was introduced gradually without disrupting 'business as usual'.

External forms include:

- Animal Licence
- Bulky Waste
- Food Business – Register a New Business
- Food Hygiene – Issue with premise or food and drink
- House to House Collection Licence
- Food Hygiene Advice
- Food Hygiene Rating Scheme - Request a re-visit
- Found Stray Dog
- Gambling Act - Notification of 2 or less gaming machines
- Gambling Act - Prize Gaming Permit (Section 289)
- Licence To Keep Dangerous Wild Animal(s)
- Notification of an interest in premises under Section 178
- Personal Licence - Disclosure of Convictions and Civil Immigration Penalties
- Pest Control Treatment
- Pest Problem - Advice on how to deal with it
- Premises Licence
- Premises Licence - Disapply a Designated Premises Supervisor (DPS)
- Premises Licence - Minor change
- Premises Licence - Transfer
- Premises Licence - Vary
- Premises Licence - Vary to Specify a Designated Premises Supervisor (DPS)
- Street Collection or Sale - Permit
- Street Trading Consent
- Tattooing, Acupuncture and Cosmetic Services Business Registration
- Taxi - Driver Licence Application
- Taxi - Private Hire Operator Licence
- Taxi - Vehicle Licence Application
- Temporary Event Notice

Internal forms include:

- Animal Licensing - Send Grant Fee To Customer
- Animal Licensing - Send Renewal Fee To Customer
- Report of an inspection carried out under The Licensing Act 2003
- Spot Check - Taxi and Hackney Carriage
- Licensing of Hackney Carriages and Private Hire Vehicles Mechanical Examination
- Animal Welfare - Report Of Visit
- Dangerous Wild Animal Licensing - Send Renewal Fee To Customer.

How have online forms helped the customer and the team?

- **Uploading documents** – Customers can upload documents to a digital form, negating a visit to the Council, reducing face-to-face appointments and saving the customer and staff time
- **More modern and professional approach** – Customers can access online forms at a time to suit them, save a version, and then finish at a convenient time

- **Reduce print costs** – Online forms can be updated whenever needed. Licensing has regular legislation changes so forms can be updated as and when needed, freeing up staff time and saving money on expensive print costs
Forms can be easily shared with a URL – Online forms create a URL which can be included on letters, the Council’s website, and email communication, making access to the forms quick and easy
 Improved productivity - many of the forms integrate into back-office systems such as Uniform, eliminating the need for data entry, manual scanning, filing, and freeing up staff time. Historically, staff tended to manually enter cases in their own way leading to inconsistency and some fields being missed. Human error has now been eradicated and cases are consistent
No more filing - The team no longer need physical folders. All documents – application forms, supporting documents were integrated straight into Uniform and filed. This has freed up a filing room which can now be used as a meeting room
Create an online account - Customers can log into their account and see a copy of their applications
Booking appointments – Some forms allow customers to book appointments online. For example, the Pest Control Treatment form allows the customer to choose an appointment slot and, once submitted, this is booked straight into the technician’s diary which reduces inbound calls to our Customer Service Team
 Payments – many forms have the capability to take payments, reducing the amount of calls to the Customer Service Team and also visits into the office
Declarations – some forms legally require a signature - online forms meet the requirements that are needed for the process

These are just some of the ways that digital forms have supported the Environmental Health Team to improve its customer experience and increase productivity within the department.

What does the team say?

Andy Cooper, Licensing Team Leader:

“The creation of digital forms is not only modernising our service area but giving our customers greater flexibility to submit applications at times to suit them.

“It enabled us to move forwards with removing hundreds of paper files, modernising the way we work, allowing greater flexibility for staff to work in a more hybrid and agile way. Everything is in one place at the same time, creating greater efficiencies.”

