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Meeting	CABINET
Time/Day/Date	5.00 pm on Tuesday, 24 October 2023
Location	Abbey Room, Stenson House, London Road, Coalville, LE67 3FN
Officer to contact	Democratic Services (01530 454512)

AGENDA

Item	Pages
1. APOLOGIES FOR ABSENCE	
2. DECLARATION OF INTERESTS	
Under the Code of Conduct members are reminded that in declaring 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	
4. MINUTES	
To confirm the minutes of the meeting held on 19 September 2023	3 - 6
5. COUNCIL DELIVERY PLAN	
The report of the Chief Executive Presented by the Infrastructure Portfolio Holder	7 - 96
6. INVESTMENT PROPERTY LEASEHOLD DISPOSALS	
The report of the Strategic Director of Place Presented by the Housing and Property Portfolio Holder	97 - 100
7. EXCLUSION OF PRESS AND PUBLIC	
The officers consider that the press and public should be excluded during consideration of the following items in accordance with Section 100(a) of the Local Government Act 1972 as publicity would be likely to result in disclosure of exempt or confidential information. Members are reminded that they must have regard to the public interest test and must consider, for each item, whether the public interest in maintaining the exemption from disclosure	

outweighs the public interest in making the item available.

**8. EXEMPTION FROM THE COUNCIL'S CONTRACT PROCEDURE RULES -
PROCUREMENT SERVICE**

The report of the Strategic Director of Resources **101 - 112**
Presented by the Corporate Portfolio Holder

9. EAST MIDLANDS DEVELOPMENT COMPANY LIMITED

The Report of the Strategic Director of Place **113 - 150**
Presented by the Infrastructure Portfolio Holder

10. UNIFORM IDOX SOFTWARE AND LICENCING CONTRACT RENEWAL

The report of the Strategic Director of Resources **151 - 154**
Presented by the Corporate Portfolio Holder

Circulation:

Councillor R Blunt (Chair)
Councillor M B Wyatt (Deputy Chair)
Councillor T Gillard
Councillor K Merrie MBE
Councillor N J Rushton
Councillor A C Saffell
Councillor A C Woodman

MINUTES of a meeting of the CABINET held in the Abbey Room, Stenson House, London Road, Coalville, LE67 3FN on TUESDAY, 19 SEPTEMBER 2023

Present: Councillor R Blunt (Chair)

Councillors M B Wyatt, T Gillard, K Merrie MBE, N J Rushton, A C Saffell and A C Woodman

In Attendance: Councillors P Lees and J Legrys

Officers: Mrs A Thomas, Mr J Arnold, Miss E Warhurst, Mr G Hammons, Mr P Stone, Mr T Devonshire and Mrs R Wallace

29. APOLOGIES FOR ABSENCE

There were no apologies received.

30. DECLARATION OF INTERESTS

There were no interests declared.

31. PUBLIC QUESTION AND ANSWER SESSION

Ms S. Dillon asked the following question:

“My question arises from scanning various management documents presented at the August Corporate Scrutiny Committee meeting and this Cabinet meeting, in particular the Council Development Plan.

The people of NWLD can be termed in various ways, such as residents or customers. These terms imply different types of relationships, suggesting there may be different levels of importance for the voices of people of NWLD.

In a prior question at Council, it was agreed that elected persons should represent the interests of their constituents.

In the development of your Plan, what weight is given to the voices of the people of NWLD in comparison to stakeholder groups, NGOs and government diktats?”

The Chair’s response was as follows:

“Many of the reports and documents presented to the committees of the Council are informed after consultations and discussions with stakeholder groups and individual members of the Council.

Members of the council are elected as representatives of their local communities to be a voice in those discussions.

The Council delivery plan is a good example of how members have been consulted across the political spectrum, and the process allows good public visibility of the plan as it progresses from the scrutiny committee to Cabinet and then on to full Council over a period of several months.

We have outlined our approach in the introduction to the Council Delivery plan, which is about being realistic about what we can deliver, working with stakeholders wherever possible, listening to feedback about our services and measuring our progress through the performance indicators.

We do sometimes refer to people differently depending on the interaction or relationship that they have with the council. That doesn't mean that they are or more or less important, but reflects their interaction.

The Council delivery plan does consider the plans of other stakeholder groups, government directives, legal considerations, likely future developments, and financial sustainability.

It is difficult to assess the weight given to each of these groups, but our aim is always to achieve the best outcomes within our limited resources for the many communities of North West Leicestershire.”

As a supplementary question, Ms Dillon asked how elected representatives went about the process of attaining the diverse views of their constituents; she found her experience variable.

The Chair said it varied from Councillor to Councillor and the community which they represented. He also advised that there was the impact of technological changes to consider. He then returned to the terminology used by the organisation to refer to stakeholders. He noted that given the shifting nature of language in general, some terms, in this instance customer, were more appropriate now than they may have previously been. The Chair and Ms Dillon agreed to discuss things further after the meeting.

32. MINUTES

The minutes of the meeting held on the 22 August 2023 were considered.

It was moved by Councillor M Wyatt, seconded by Councillor A Woodman and

RESOLVED THAT:

The minutes of the meeting held on 22 August 2023 be confirmed as an accurate record of proceedings.

Reason for decision: To comply with the Constitution.

33. REVIEW OF CORPORATE GOVERNANCE POLICIES

The Corporate Portfolio Holder presented the report.

It was moved by Councillor N. Rushton, seconded by Councillor K Merrie, and

RESOLVED THAT:

- 1) The comments from the Audit and Governance Committee made at its meeting on 26 July 2023 be noted.
- 2) The Corporate Governance Policies listed in paragraph 2 of the report be approved.

Reason for Decision: To ensure that the Council has an up-to-date suite of governance policies in place reflecting the law and best practice.

34. 2023/24 QUARTER 1 GENERAL FUND AND HOUSING REVENUE ACCOUNT (HRA) FINANCE UPDATE

The Corporate Portfolio Holder presented the report.

The Chair noted that all Members of the Cabinet had confidence in the Portfolio Holder's command of the role.

It was moved by Councillor N. Rushton, seconded by Councillor K Merrie, and

RESOLVED THAT:

- 1) The forecasted overspend on General Fund for 2023/24 of £242k based on Quarter 1 information be noted.
- 2) The Special Expenses forecasted outturn figures for 2023/24 based on Quarter 1 information be noted.
- 3) The forecasted overspend on the Housing Revenue Account for 2023/24 of £463k based on Quarter 1 information be noted.
- 4) The supplementary estimates detailed in Appendix 2(c) which are below £100k and are externally funded be noted.
- 5) The supplementary estimates detailed on Appendix 2(c) which are above £100k and are externally funded be approved.
- 6) All supplementary estimates detailed on Appendix 2(c) which require Council funding be approved.
- 7) The supplementary estimates detailed on Appendix 2(c) which are above £250k and are externally funded, which were approved by full Council on 5 September 2023, be noted.
- 8) The revised 2023/24 General Fund Capital Programme budget detailed in Appendix 5 as approved by full Council on 5 September 2023 be noted.
- 9) The revised Housing Revenue Account Capital Programme detailed in Appendix 9 be noted.

Reason for Decision: To update Cabinet on Quarter 1 and request approval for supplementary estimates as detailed in the recommendations below.

35. MINUTES OF THE COALVILLE SPECIAL EXPENSES WORKING PARTY

The Business and Regeneration Portfolio Holder presented the report.

The Chair queried why the CSEWP had not made recommendations to Cabinet on this occasion.

It was moved by Councillor T Gillard, seconded by Councillor R Blunt and

RESOLVED THAT:

- 1) The minutes of the Coalville Special Expenses Working Party at Appendix 1 be noted.
- 2) Any recommendations made by the Working Party at its meeting on 15 August 2023 be considered.

Reason for Decision: So that the decisions of the Coalville Special Expenses Working Party can be considered.

36. EXCLUSION OF PRESS AND PUBLIC

It was moved by Councillor R Blunt, seconded by Councillor T Gillard and

RESOLVED THAT:

In pursuance of Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the remainder of the meeting on the grounds that the business to be

transacted involves the likely disclosure of exempt information as defined in Paragraph 3 of Part 1 of Schedule 12A to the Act and that the public interest in maintaining this exemption outweighs the public interest in disclosing the information.

Reason for decision: To enable the consideration of exempt information.

37. AWARD OF CONTRACT FOR THE PROVISION OF INSURANCE

The Corporate Portfolio Holder presented the report.

A brief discussion was held on the contents of the report.

It was moved by Councillor N. Rushton, seconded by Councillor R Blunt, and

RESOLVED THAT:

The recommendations within the report be approved.

Reason for Decision: The level of expenditure on the proposed contract extension exceeds the authority level in the scheme of delegation and to ensure the contract is compliant.

The meeting commenced at 5.00 pm

The Chairman closed the meeting at 5.16 pm

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – TUESDAY, 24 OCTOBER 2023



Title of Report	COUNCIL DELIVERY PLAN	
Presented by	Councillor Keith Merrie MBE Infrastructure Portfolio Holder PH Briefed: Yes	
Background Papers	<u>Corporate Scrutiny Committee, 11 July 2023</u>	Public Report: Yes
	<u>Corporate Scrutiny Committee, 31 August 2023.</u>	Key Decision: Yes
Financial Implications	<p>The Council Delivery Plan (CDP) will need to be delivered within the overall financial resources the Council has available.</p> <p>At the time the Council set its revenue budget 2023/24 and Medium-Term Financial Plan (MTFP) in February 2023, the Council was operating in a climate of financial uncertainty. This uncertainty continues with high inflation, demand for services and uncertainty of local government funding in both the short and medium term.</p> <p>The MTFP has identified a funding gap of £1.6m in 2024/25 rising to an annual shortfall of £3.9m in 2027/28. The Draft Budget 2024/25 and MTFP 2024-29 will set proposals later in the year for plans to ensure the Council's financial stability and sustainability is maintained.</p> <p>Signed off by the Section 151 Officer: Yes</p>	
Legal Implications	None arising from the report.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	The Council Delivery plan sets out the priorities for the Council for a five-year period so has significant corporate and staffing implications.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	A revised Council Delivery Plan has been prepared by the new Council's Alliance administration. The plan has been	

	considered by the Corporate Scrutiny Committee.
Reason for Decision	To progress the Council Delivery Plan to the next stage which is consideration by full Council.
Recommendations	THAT CABINET PROVIDES ANY FEEDBACK ON THE PROPOSED COUNCIL DELIVERY PLAN PRIOR TO ITS PROGRESS TO COUNCIL

1.0 BACKGROUND

1.1 The Council has previously prepared a Council Delivery Plan for the life of the administration at the beginning of each Council term. The attached plan has been prepared following two workshop sessions in the summer of 2023 involving members of the Alliance administration and senior officers from the Corporate Leadership team. It also takes into consideration issues which have been previously flagged as being of key interest to all members arising from member enquiries and topics considered previously by the Council's two Scrutiny Committees and Cabinet.

1.2 The plan is in three parts – the Main Plan attached at Appendix 1, the performance indicators that will sit behind the plan (which will be monitored through quarterly reports to Cabinet and the Corporate Scrutiny Committee) at Appendix 2 and the corporate performance framework which explains how the plans will be implemented and monitored through the officer structures of the Council at Appendix 3.

1.3 A request was made at the meeting of the Corporate Scrutiny meeting held on 11 July 2023 for the (opposition) political groups to be consulted on the draft Council Delivery Plan when a more formed version was to be available. The Portfolio Holder for Infrastructure provided the political groups with a draft version of the plan in the first week of August 2023, and invited comments. A response was received from the Labour opposition group, and this was appended to the Corporate Scrutiny Committee report with officers' comments. The response is appended for information to this report at Appendix 4

The Council Delivery Plan was then formally presented to the Corporate Scrutiny Committee on 31 August 2023. The Committee's discussion on the item is included in Appendix 5 of this report, with the extracted draft minutes and further officer commentary for each of the discussion points.

1.4 Changes and clarifications have been made to the proposed Council Delivery Plan (the changes are highlighted in the document at Appendix 5) as a result of the feedback from the Corporate Scrutiny Committee and the updated plan is now presented with this report at Appendix 1.

1.5 During the preparation of the revised Council Delivery plan and associated documents attention has been paid to the developing government guidance on Best Value (currently in draft form for consultation) which states that the corporate plan for a well-functioning authority -

“.. is evidence based, current, realistic and enables the whole organisation’s performance to be measured and held to account. Strategic priorities are aligned with the authority’s financial strategy and delivery arrangements, and respond appropriately to local need, including the plans of partners and stakeholders”.

The guidance also advises against Council plans having too many unrealistic priorities – the number of priorities and performance indicators have been reduced considerably when compared to the previous plan to ensure there is a real focus on what is able to be resourced and achieved given the current information about the Council’s likely future resources.

Critically, the plan focuses on issues that are in the gift of the Council to deliver.

With this in mind, care has been taken to align the plan with the Medium-Term Financial Plan, and the known plans of other partner organisations.

1.6 This plan sets out a clear and realistic vision and set of priorities for the district in the Council’s area and scope of influence to help build local economic growth, social cohesion and a healthy local democracy.

1.7 The foreword to the plan contains a corporate narrative that sets out the Council’s ambition for the district. The development of this narrative was supported by the Local Government Association who would expect to see such a statement as part of any future Corporate Peer Review. The narrative was informed by interviews with the Leaders of all the Council’s political group leaders earlier this year as well as consultation with front line staff, managers and the Corporate Leadership Team. It is intended to use this narrative in the Council’s communication with stakeholders, partners, staff and with residents.

1.8 The performance framework document at Appendix 3 outlines how the plan will be managed through the officer structure of the Council and provides more detail about how the priorities will be delivered. This document also outlines the corporate themes and approach behind the priorities – namely that we will:

- Be open about what can and can’t be achieved
- Be honest when we get things wrong
- Use a positive and friendly tone of voice (when engaging with customers).

Policies and other considerations, as appropriate	
Council Priorities:	This report proposes new Council priorities
Policy Considerations:	Previous Council Delivery Plan
Safeguarding:	No direct considerations
Equalities/Diversity:	No direct considerations, impacts across all of the districts’ communities.
Customer Impact:	This plan seeks to improve customer impacts and

	interactions with our many customers.
Economic and Social Impact:	This plan seeks to improve the economic and social impact of the Councils activities in the district.
Environment, Climate Change and Zero Carbon:	The plan contains the Councils commitments to a clean, green and zero carbon district.
Consultation/Community/Tenant Engagement:	The plan and narrative have been prepared in consultation with team managers, staff and the corporate leadership team. The plan has been shared with the recognised trade unions.
Risks:	Consideration has been given to the corporate risk register when compiling the plan.
Officer Contact	<p>Mike Murphy Head of HR and OD Mike.murphy@nwleicestershire.gov.uk</p> <p>Allison Thomas Chief Executive Allison.thomas@nwleicestershire.gov.uk</p>

APPENDIX 1 COUNCIL DELIVERY PLAN

APPENDIX 2 PERFORMANCE INDICATORS

APPENDIX 3 PERFORMANCE MANAGEMENT FRAMEWORK

APPENDIX 4 LABOUR PLAN RESPONSE

APPENDIX 5 CORPORATE SCRUTINY COMMITTEE MINUTES AND COMMENTS

Council Delivery Plan 2023 -2028



Welcome to our Council Delivery Plan

Like the National Forest that grows at the heart of the district, **our work is rooted in the lives of the people we are here for.**

We are proud to be part of North West Leicestershire, getting on with the vital day-to-day work of supporting and encouraging communities and businesses so that they are as healthy and prosperous as they can be.

As in nature, **we believe good growth comes from creating the right environment.** Just like the branches of a tree extend out from the centre, we know that our reach is greater than our size.

All across our district there are positive things to shout about. We successfully attract big brands, whilst nurturing specialist and independent businesses so that there are jobs at all levels. We're focussed on creating clean and green places where people want to live and visit. Whether it's Download music festival or motor racing at Donington Park, family fun at Conkers, Hicks Lodge and Snibston Colliery Park, getting active at one of our leisure centres or enjoying heritage at Moira Furnace - everyone is welcome and there's something for everyone.

We aim to get our services right first time and will negotiate hard to make sure our residents benefit from change. Our location at the centre of the country, with the airport and road network, gives us some great advantages but that same thing also puts pressure on our district as we embrace growth in the right places.

Our challenge is to make the most of all the positive things and minimise any impact.

This isn't easy. We are realistic that a council of our size and budget can't do everything or support what everyone wants. It can be hard to meet the needs of all our different communities.

But from Ashby to Castle Donington, from Coalville to Ibstock, the rural areas, villages and towns in between, we will proudly work to make the biggest positive impact we can.

Our duty is to act as a custodian of the district's welfare for future generations. **We will be here in the tough times and the good. We will go the extra mile** to get things right and share your frustrations when that doesn't happen. We know we need to be better at listening and responding to what residents tell us. We want the best because so many of us live here too.

This is about leadership, creating the right environment, making connections, speaking up for the area and encouraging ambition.

Our forest stands as a powerful symbol of a connected and resourceful council, one that nurtures, adapts and grows together with its community. That's what we aim to be.



Hicks Lodge

Our Vision

Our vision is that we support a clean, green and prosperous place where people want to live, work and visit.

Our priorities

Planning and regeneration

This priority is about economic growth and physical development of the district.

Communities and housing

This priority is about looking after our tenants and keeping our communities safe.

Clean, green and Zero Carbon

This priority is about looking after the environment we live in.

A well-run council

This priority is about making sure our services are provided in a positive and friendly way, that we provide good value for money and that our finances are in good order.

This plan links our priorities directly to the departmental business plans and the work of each service through their service plans. We monitor our performance throughout the year against our objectives.



Councillor Richard Blunt – Leader



Allison Thomas – Chief Executive

Planning and regeneration

Key aim

How will we know when we get there?



We will provide an effective planning service to our communities.

We will adopt a new Local Plan by 2026.

We will deal with your planning applications for major, minor and other developments by consistently meeting and exceeding the government's targets of 60%, 65% and 80% respectively.



We will secure high quality design in new developments.

We will have developed a new local design guide and new developments will comply with it.



We will effectively manage unauthorised development.

We will have reviewed our planning enforcement processes and procedures and reduced the number of live cases to 200 per annum.



We will create the right environment in Coalville for people and businesses to thrive.

We will have delivered our ambitious Coalville Regeneration Framework.



We will support towns, villages and communities across the district to improve for people and businesses.

We will have developed a regeneration framework and will be on the way to supporting thriving towns, villages and communities across the district.

Communities and housing

Key aim



We will provide a high quality housing service to our tenants.

We will deliver an excellent repairs' service.

How will we know when we get there?

We will regularly survey our tenants, measuring performance against the standards set by the Social Housing Regulator.

We will act on the results to improve the service to achieve a rating of 4 out of 5 or better against these standards.



Our private rental tenants across the district are able to live safely in their homes.

At least 90% of our private landlords will reach minimum energy efficiency standards for their home by 2028.

We will have published a Private Sector Housing Charter to clearly set out our expectations of landlords and what tenants can expect.



Our food businesses meet food safety standards.

The percentage of food businesses having a rating of 5 (very good) will increase to at least 85% by 2028.



Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities.

The leisure centres will be assessed independently against a national standard and achieve a 'good' or higher rating.

Clean, green and Zero Carbon district

Key aim



We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved.

How will we know when we get there?

Households in our district will recycle at least 52% of their waste (not including food waste) or at least 60% (including food waste) by 2028.



We will aim to be carbon neutral as a Council by 2030, and as a district by 2050.

We will have delivered our ambitious zero carbon programme, reduced our energy use, reduced our impact on the environment, and reduced our carbon emissions from all Council operations by 2030.



We will increase the biodiversity of our District.

We will have delivered a minimum of 10% biodiversity net gain on all developments across the district.



We will have produced a Tree Management Strategy to better manage our tree stock.

We will have produced and implemented a tree management strategy.

A well-run council

Key aim

How will we know when we get there?



Our customers are at the heart of everything we do.

We will respond to all customer complaints promptly, admit when we get things wrong and learn from our mistakes to improve our services.



We will provide value for money services.

We will have been independently assessed by our external auditors and been given a clean bill of health.

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We will live within our financial means.

We will balance our budget every year and reduce our forecasted funding gap to zero.

Tracking our success

This plan links our priorities directly to our departmental business plans and the work of each service through specific service plans.

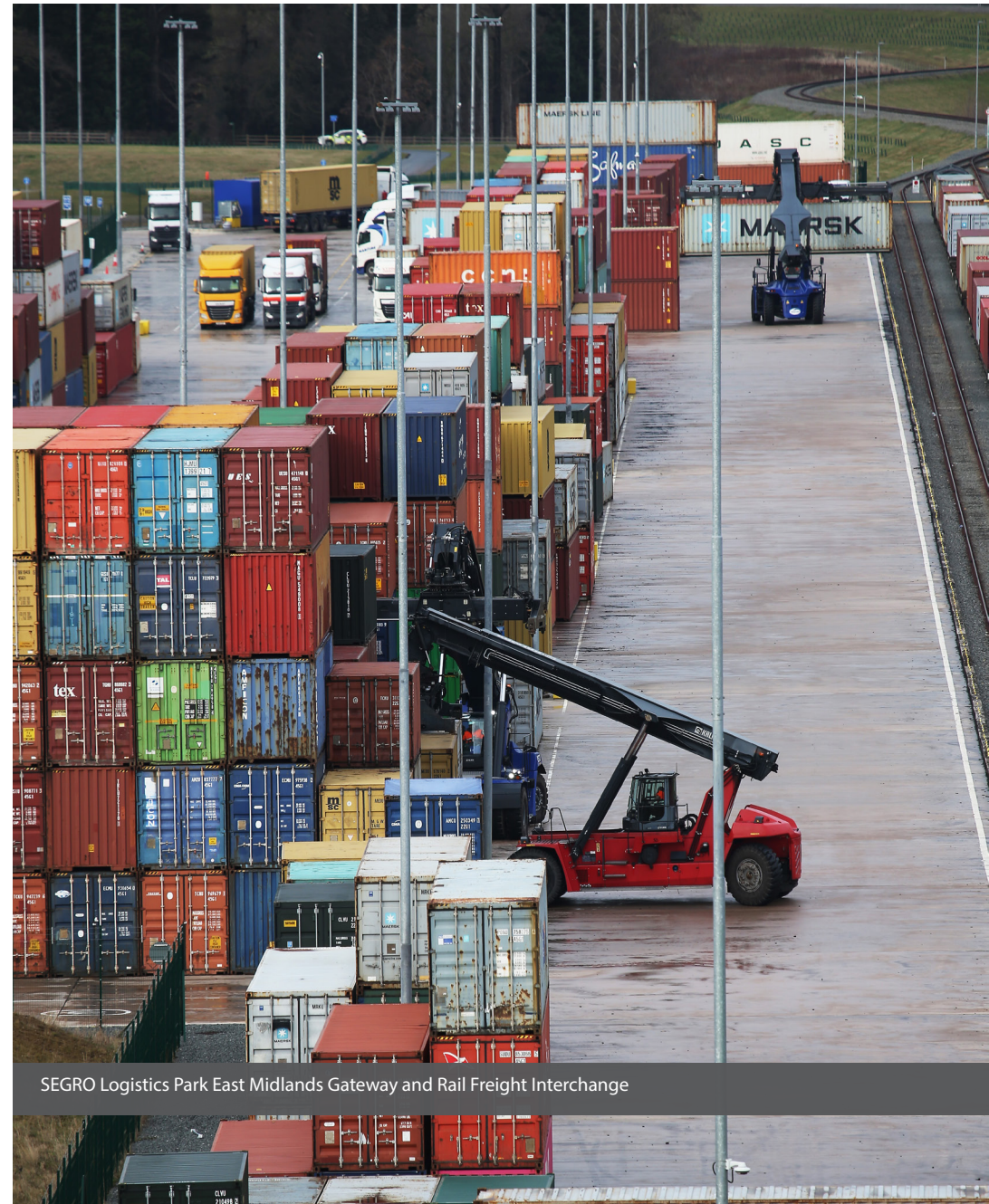
We monitor our performance throughout the year against our objectives.

This roadmap on page 9 shows how we plan what we do annually, how we monitor our progress and how we evaluate what we're doing.

Starting with our vision and priorities, we plan our work using the medium-term financial plan to make sure any decisions are financially sound.

Each department has an overall plan, with service plans in each service, to make sure our work fits with our priorities and that we're fulfilling our statutory obligations.

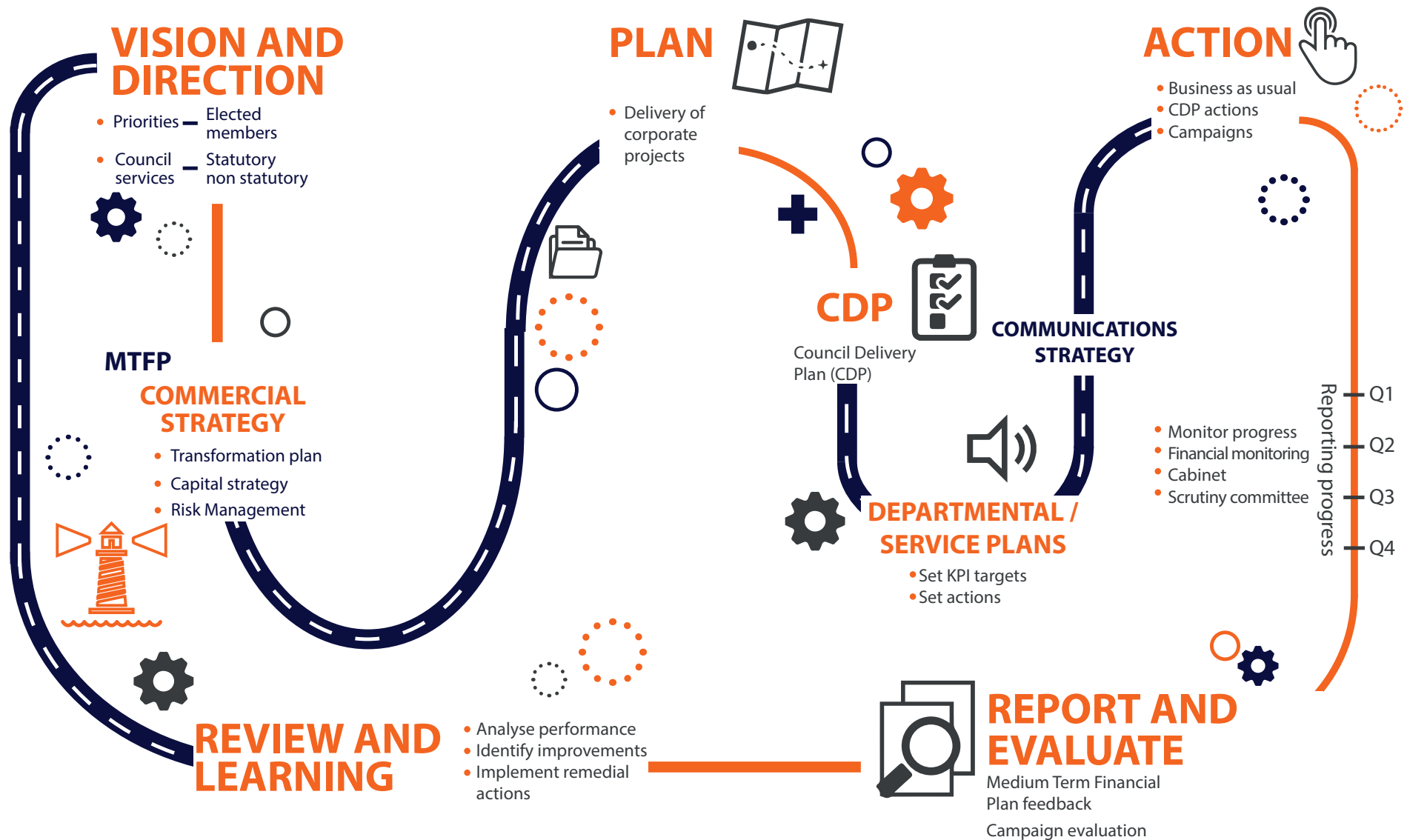
Our communications strategy supports how we engage and inform our different audiences about our work, and we check in on our performance every three months. The last performance report of the year takes a more in-depth look at how we're doing, so we can always look to improve.



SEGRO Logistics Park East Midlands Gateway and Rail Freight Interchange

PERFORMANCE ROADMAP

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Priority- This indicator relates to the area of Communities and Housing

Outcome- We will aim to be carbon neutral as a Council by 2030, and as a district by 2050

Measure	There are several key actions to progress this measure: - <ul style="list-style-type: none"> • Progress action plan • Report on Scope 1 (gas, HVO) & Scope 2 (electric) emissions • Development of Scope 3 reporting plan (indirect, purchasing, investments) 	Reviewing Body	This Key performance indicator will be reviewed by: - CLT\Cabinet\Corporate Scrutiny
Definition	Progress in respect of this KPI will be reported Annually	Why this is important	Put simply, net zero means we are not adding new emissions to the atmosphere. Emissions will continue but will be balanced by absorbing an equivalent amount from the atmosphere. Carbon Emissions contribute to climate change and if we continue to pump out the gasses which contribute to global warming, temperatures will rise to a level which threaten the lives and livelihoods of all of us
How will we measure success?	We will have reduced carbon emissions from all our council operations to zero by 2030. We will have delivered our ambitious zero carbon programme, reduced our energy use, reduced our impact on the environment, and reduced our carbon emissions from all Council operations by 2030.	Actions we are taking to ensure success	Various actions as set out in the action plan
History with this indicator			
2022/3 Baseline Data (if available) 982.6 tCO2e 22/23		Will be available at the end of the year – 21/22 figure set out above	

(1761.2 tCO2e in 21/22)					
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March
2023/24	Targets will be set once current assessment work completed				
2024/25	Targets will be set once current assessment work completed				
2025/26	Targets will be set once current assessment work completed				
2026/27	Targets will be set once current assessment work completed				
2027/28	Targets will be set once current assessment work completed				
Overview of Performance				Actions needed to Improve/Sustain Performance	
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Benchmarking					

Priority- This indicator relates to the area of Clean and Green and Zero Carbon District

Outcome- Increasing Biodiversity within our District

<p>Measure</p>	<p>We will achieve a minimum of 10% biodiversity net gain (BNG) on developments across the District that are subject to the provisions of the Environment Act 2021 through applications approved by the Planning Service.</p>	<p>Reviewing Body</p>	<p>This Key performance indicator will be reviewed by: - CLT Corporate Scrutiny Planning Committee DLUHC</p>
<p>Definition</p>	<p>The requirement for BNG is enforced by the 2021 Environment Act, which introduced an automatic new condition to every planning permission granted (with some exemptions including householder applications and permitted development rights) for a biodiversity net gain (BNG) of 10% on large developments (10 or more houses or greater than 1000 sq. meters of floorspace) from November 2023-April 2024 and large and small developments (less than 10 houses and 1000 sq. meters of floor space) from April 2024.</p>	<p>Why this is important</p>	<p>Biodiversity net gain (BNG) is a strategy to develop land and contribute to the recovery of nature. It is a way of making sure the habitat for wildlife is in a better state than it was before development.</p> <p>Mandatory Biodiversity Net Gain (BNG) will apply to large developments granted planning permission from November 2023 and large- and small-scale developments from April 2024.</p> <p>Under the Environment Act 2021, all planning permissions granted in England (with a few exemptions such as householder developments and permitted development rights) except for small sites will have to deliver at least 10% biodiversity net gain from November 2023. BNG will be required for small sites from April 2024. BNG will be measured using Defra’s biodiversity metric and habitats will need to be secured for at least 30 years.</p>

How will we measure success?	We will have delivered a minimum of 10% biodiversity net gain on all large developments across the District from November 2023 and large and small developments from April 2024	Actions we are taking to ensure success		Updated and increased level service level agreement with Leicestershire County Council to provide support on biodiversity net gain. Section 106 agreement monitoring Planning enforcement monitoring	
History with this indicator	None available				
2022/3 Baseline Data (if available) N/A					
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March
2023/24	10% BNG on large developments with planning permission	N/A	N/A		
2024/25	10% BNG on large and small developments from April 2024 with planning permission				
2025/26	10% BNG on large and small developments with planning permission				
2026/27	10% BNG on large and small developments with planning permission				
2027/28	10% BNG on large and small developments with planning permission				
Overview of Performance				Actions needed to	

		Improve/Sustain Performance	
Benchmarking			

Priority- This indicator relates to the area of Clean and Green and Zero Carbon District

Outcome- We will have produced a Tree Management Strategy to better manage our tree stock.

Measure	Progress of Tree Management Strategy	Reviewing Body	This Key performance indicator will be reviewed by: - CLT			
Definition	Create a Tree stock Management Strategy.	Why this is important	Managing our trees ensures that we safely manage our assets, ensuring they are safe, managed correctly and in a manner that keeps our estate in good order			
How will we measure success?	We will have produced and implemented a Tree Management Strategy to better manage our tree stock.	Actions we are taking to ensure success				
History with this Indicator	New indicator					
2022/3 Baseline Data (if available) Tree management across corporate estate complete						
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March	
2023/24	Cataloguing of Housing tree estate complete					
2024/25	Publication of updated tree management strategy					
2025/26	Target to be updated once tree management strategy updated					
2026/27	Target to be updated once tree management strategy updated.					

2027/28	Target to be updated once tree management strategy updated.				
Overview of Performance				Actions needed to Improve/Sustain Performance	
Benchmarking					

Priority- This indicator relates to the area of a well-run Council

Outcome- Our customers are at the heart of everything we do.

Measure	Formal complaints responded to on time.	Reviewing Body	This Key performance indicator will be reviewed by: - CLT\Cabinet\Corporate Scrutiny		
Definition	This measure will be reported quarterly.	Why this is important	Our focus is on getting things right the first time. Monitoring and taking action where this is not the case is a key way of ensuring that we are responsive to customers		
How will we measure success?	We will respond to all customer complaints promptly, admit when we get things wrong and learn from our mistakes to improve our services.	Actions we are taking to ensure success			
History with this indicator					
2022/3 Baseline Data (if available)					
68% of complaints in Q1 23/24 cumulative of Stage 1 2 and Ombudsman were responded to on time					
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March
2023/24	70% of Complaints responded to on time	68%			
2024/25	80% of Complaints responded to on time				
2025/26	90% of Complaints responded to on time				

2026/27	95% of Complaints responded to on time				
2027/28	100% of Complaints responded to on time				
Overview of Performance				Actions needed to Improve/Sustain Performance	
Benchmarking					

Priority- This indicator relates to the area of a well-run Council

Outcome- The Council lives within its means – it is financially sustainable.

Measure	Financially Balanced General Fund Medium Term Financial Plan (MTFP) Reduction of funding gap in each year	Reviewing Body	This Key performance indicator will be reviewed by: - CLT\Cabinet\Corporate Scrutiny		
Definition	This measure will be reported annually.	Why this is important	Our focus is on our customers and providing value for money means that we are making the most efficient use of public money and ensuring the financial sustainability of the Council.		
How will we measure success?	We will balance our budget every year and reduce our forecasted funding gap to zero.	Actions we are taking to ensure success			
History with this indicator					
2022/3 Baseline Data (if available) Funding Gap by year 2024/25 £1.4m 2025/26 £1.8m 2024/25 £2.0m 2025/26 £3.4m					
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March
2023/24	Zero funding gap				
2024/25	Zero funding gap				
2025/26	Zero funding gap				
2026/27					
2027/28					

Overview of Performance		Actions needed to Improve/Sustain Performance	
Benchmarking			

Priority- This indicator relates to the area of Communities and Housing

Outcome- Our food businesses meet food safety standards

Measure	Compliance of Food businesses with Food Safety Standards and having a rating of 5 (Very Good).	Reviewing Body	This Key performance indicator will be reviewed by: - CLT\Cabinet\Corporate Scrutiny		
Definition	This will be measured quarterly against the food hygiene standards set by the Food Standards Agency.	Why this is important	We are a customer focussed organisation therefore the safety of our residents is important to us. Good hygiene standards of food businesses help prevent cases of food contamination and food poisoning.		
How will we measure success?	The percentage of food businesses having a rating of 5 (very good) will increase to at least 85% by 2028	Actions we are taking to ensure success			
History with this indicator	79% of food businesses in the District currently have a Food hygiene rating of 5.				
2022/3 Baseline Data (if available)					
79% of food businesses in the District currently have a Food hygiene rating of 5.					
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March
2023/24	80%				
2024/25	81%				
2025/26	83%				
2026/27	84%				
2027/28	85%				
Overview of Performance				Actions needed to	

		Improve/Sustain Performance	
Benchmarking			

Priority- This indicator relates to the area of Communities and Housing

Outcome- We will deliver an excellent repairs' service.

Measure	The level of satisfaction of our housing tenants with the repairs service that we provide	Reviewing Body	This Key performance indicator will be reviewed by: - CLT\Cabinet\Corporate Scrutiny			
Definition	This will be measured annually (interim quarterly) via the Tenant Satisfaction Measures Standard set by the Social Housing Regulator (measure TP02)	Why this is important	We are a customer focussed organisation therefore the satisfaction level and feedback of our customers is important to us.			
How will we measure success?	We will regularly survey our tenants, measuring performance against the standards set by the Social Housing Regulator. We will act on the results to improve the service to achieve a rating of 4 out of 5 or better against these standards.	Actions we are taking to ensure success				
History with this indicator	New indicator from Social Housing Regulator					
2022/3 Baseline Data (if available) None available as this is a new indicator – baseline being collected in 23/24						
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March	
2023/24	Once baseline is known annual targets will be set					
2024/25	Once baseline is known annual targets will be set					
2025/26	Once baseline is known annual targets will be set					

2026/27	Once baseline is known annual targets will be set				
2027/28	Achieve a level of 'fairly satisfied' rating by 2028 (point 4 of a 5-point scale) on overall satisfaction from council tenants on repairs undertaken in the last 12 months.				
Overview of Performance				Actions needed to Improve/Sustain Performance	
Benchmarking					

Priority- This indicator relates to the area of Communities and Housing

Outcome- We will provide a high-quality housing service to our tenants.

Measure	The level of satisfaction of our housing tenants with the service that we provide	Reviewing Body	This Key performance indicator will be reviewed by: - CLT\Cabinet\Corporate Scrutiny		
Definition	This will be measured annually via the Tenant Satisfaction Measures Standard set by the Social Housing Regulator (measure TP01)	Why this is important	We are a customer focussed organisation therefore the satisfaction level and feedback of our customers is important to us		
How will we measure success?	We will regularly survey our tenants, measuring performance against the standards set by the Social Housing Regulator. We will act on the results to improve the service to achieve a rating of 4 out of 5 or better against these standards.	Actions we are taking to ensure success			
History with this indicator	This is a new indicator from the Social Housing Regulator				
2022/3 Baseline Data (if available) Unavailable as this is a new indicator. Baseline being collected in 22/23.					
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March
2023/24	Once baseline is known annual targets will be set				
2024/25	Once baseline is known annual targets will be set				
2025/26	Once baseline is known annual targets will be set				

2026/27	Once baseline is known annual targets will be set				
2027/28	Achieve a 'fairly satisfied' rating by 2028 (point 4 of a 5-point scale) on overall satisfaction from council tenants.				
Overview of Performance				Actions needed to Improve/Sustain Performance	
Benchmarking					

Priority- This indicator relates to the area of Communities and Housing

Outcome- Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities.

Measure	<p>The Service provided by the Leisure Centres will be measured through a Biennial independent QUEST assessment undertaken at Ashby Leisure Centre and Lido and Whitwick and Coalville Leisure Centre, complemented with a biennial Direction of Travel maintenance assessment at each site. An annual Quest Action Plan will also be developed.</p>	Reviewing Body	<p>This Key performance indicator will be reviewed by: - CLT\Cabinet\Corporate Scrutiny</p>
Definition	<p>QUEST, which will be used to assess Leisure Centre Service, is the recommended Sport England tool for measuring continuous improvement in leisure centre customer service standards. Performance against this KPI will be measured annually, and we are reliant upon Sport England to timetable assessments.</p>	Why this is important	<p>We are a customer focussed organisation therefore the service we provide to our residents is important to us.</p>
How will we measure success?	<p>The leisure centres will be assessed independently against a national standard and achieve a 'good' or higher rating.</p>	Actions we are taking to ensure success	
History with this indicator	<p>Ashby was assessed as 'Very Good' in May 2022 and had a Direction of Travel assessment in May 2023 for which the report is still awaited. Whitwick and</p>		

	Coalville is being assessed in June 2023 for the first time.					
2022/3 Baseline Data (if available)						
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March	
2023/24	A rating of “Good” or higher	Annual in Q3	Annual in Q3		Annual in Q3	
2024/25	A rating of “Good” or higher	Annual in Q3	Annual in Q3		Annual in Q3	
2025/26	A rating of “Good” or higher	Annual in Q3	Annual in Q3		Annual in Q3	
2026/27	A rating of “Good” or higher	Annual in Q3	Annual in Q3		Annual in Q3	
2027/28	A rating of “Good” or higher	Annual in Q3	Annual in Q3		Annual in Q3	
Overview of Performance				Actions needed to Improve/Sustain Performance		
Benchmarking						

Priority- This indicator relates to the area of Planning and Regeneration

Outcome- We will support towns, villages and communities across the district to improve for people and businesses

<p>Measure</p>	<p>Year 1 – Framework Document Produced. Year 2 onwards - Project milestones achieved</p>	<p>Reviewing Body</p>	<p>This Key performance indicator will be reviewed by: - CLT\Cabinet\Corporate Scrutiny</p>
<p>Definition</p> <p>40</p>	<p>The North West Leicestershire Regeneration Framework will be produced during 2024 and will set out projects that will contribute towards the regeneration of the District.</p> <p>Within the 2024 Framework those projects where the council intends to lead delivery will be identified and project plans (containing milestones) developed. Quarterly reports identifying progress against milestones will be produced.</p> <p>It is recognised that other regeneration projects will emerge during the life of the CDP and that the council may wish to add these to the NWL Regeneration Framework to ensure it remains a live document. To accommodate this, it is proposed that an annual update to the Framework is published. This annual update forms part of the Outcome measure.</p>	<p>Why this is important</p>	<p>The Regeneration of North West Leicestershire relies on the delivery of regeneration projects. Each project comprises milestones. Measuring progress against milestones is a way of evidencing project progress and that regeneration is being delivered.</p>

<p>How will we measure success?</p>	<p>Success will be demonstrated by:</p> <p>2024/25 - the publication of a NWL Regeneration Framework document, quarterly progress reports and an annual review</p> <p>2025/26 onwards - Publication of an annual review of the Framework document and quarterly reports on progress against milestones for council led projects.</p>	<p>Actions we are taking to ensure success</p>	<p>Each Project within the Regeneration Framework that NWLDC is delivering will have a defined project manager and project sponsor, responsible for ensuring the project is progressed.</p>		
<p>History with this indicator</p>	<p>This is a new indicator.</p>				
<p>2022/3 Baseline Data (if available)</p>					
	<p>Annual Target</p>	<p>Q1 April- June</p>	<p>Q2 July- September</p>	<p>Q3 October- December</p>	<p>Q4 January- March</p>
<p>2023/24</p>		<p>none</p>	<p>none</p>	<p>none</p>	<p>NWL Regeneration Framework in production</p>
<p>2024/25</p>		<p>NWL Regeneration Framework Published</p>	<p>Quarterly progress statement</p>	<p>Quarterly progress statement</p>	<p>Annual Framework Review and Quarterly progress statement</p>
<p>2025/26</p>		<p>Quarterly progress statement</p>	<p>Quarterly progress statement</p>	<p>Quarterly progress statement</p>	<p>Annual Framework Review and Quarterly progress statement</p>
<p>2026/27</p>		<p>Quarterly progress statement</p>	<p>Quarterly progress statement</p>	<p>Quarterly progress statement</p>	<p>Annual Framework</p>

					Review and Quarterly progress statement
2027/28		Quarterly progress statement	Quarterly progress statement	Quarterly progress statement	Annual Framework Review and Quarterly progress statement
Overview of Performance				Actions needed to Improve/Sustain Performance	Delivery of projects in the Regeneration Framework by the council needs to be resourced.
By the end of the CDP period project milestones will have been achieved, demonstrating progress towards delivery of the projects identified in the Regeneration Framework.					
Benchmarking					

Priority- This indicator relates to the area of Planning and Regeneration

Outcome- We will create the right environment in Coalville for people and businesses to thrive

<p>Measure</p>	<p>Framework document reviewed and updated annually.</p> <p>Achievement of milestones for projects where the council is leading delivery.</p>	<p>Reviewing Body</p>	<p>This Key performance indicator will be reviewed by: - CLT\Cabinet\Corporate Scrutiny</p>
<p>Definition</p>	<p>The Coalville Regeneration Framework 2023 sets out 11 current projects that will contribute towards the regeneration of the town.</p> <p>It is recognised that other projects will emerge during the life of the CDP and that the council may wish to add these to the Regeneration Framework to ensure it remains a live document. To accommodate this, it is proposed that an annual update to the Framework is published. This annual update forms part of the outcome measure.</p> <p>In 2023 there are 6 projects where the council will be directly involved in delivery. These are:</p> <ul style="list-style-type: none"> • Marlborough Square (Public Realm) • The Marlborough Centre • Stenson House and Square • Mantle Lane • Hermitage Recreation Ground • Wolsey Road Regeneration area <p>For each project there will be a project plan setting out critical project</p>	<p>Why this is important</p>	<p>The Regeneration of Coalville relies on the delivery of regeneration projects. Each of the council led projects comprises milestones. Measuring progress against milestones is a way of evidencing project progress and that regeneration is being delivered.</p>

	milestones. Achievement of these milestones forms the second part of the measure against this outcome.				
How will we measure success?	Success will be demonstrated by completion of the Coalville Regeneration Framework. Annual Review and progress against set project milestones.	Actions we are taking to ensure success	Each Project within the Regeneration Framework that NWLDC is delivering will have a defined project manager and project sponsor, responsible for ensuring the project is progressed.		
History with this indicator	This is a new indicator.				
2022/3 Baseline Data (if available)					
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March
44		none	none	Quarterly progress statement	Annual Framework Review and Quarterly progress statement
2023/24		Quarterly progress statement	Quarterly progress statement	Quarterly progress statement	Annual Framework Review and Quarterly progress statement
2024/25		Quarterly progress statement	Quarterly progress statement	Quarterly progress statement	Annual Framework Review and Quarterly progress statement
2025/26		Quarterly progress statement	Quarterly progress statement	Quarterly progress statement	Annual Framework Review and Quarterly progress statement
2026/27		Quarterly progress statement	Quarterly progress statement	Quarterly progress statement	Annual Framework Review and

					Quarterly progress statement
2027/28		Quarterly progress statement	Quarterly progress statement	Quarterly progress statement	Annual Framework Review and Quarterly progress statement
Overview of Performance				Actions needed to Improve/Sustain Performance	Delivery of projects in the Regeneration Framework by the council needs to be resourced.
By the end of the CDP period a number of project milestones should have been achieved demonstrating progress towards delivery of the council led projects identified in the Regeneration Framework.					
Benchmarking					

Priority- This indicator relates to the area of Planning and Regeneration

Outcome – We will adopt a new local plan by 2026

Measure	The agreement and adoption of a Local Plan by 2026. Delivery in accordance with up-to-date local development scheme	Reviewing Body	This Key performance indicator will be reviewed by: - CLT Local Plan Committee Cabinet Council			
Definition	Delivery of an up-to-date local plan is a statutory requirement and will provide planning policies to manage new development and growth in the district across the plan period 2020-2040	Why this is important	The Local Plans set out a vision and a framework for the area and provides the Council with control over where new development is located. These are developed in conjunction with the local Community. Once in place, Local plans become part of the statutory development plan, which is the starting point for making decisions on planning applications.			
How will we measure success?	Through annual reporting of the Local Development Scheme to Local Plan Committee. Adoption of the new local plan following external examination by 2026 with the potential to span over the calendar years of 25/26 and 26/27	Actions we are taking to ensure success	Assessment of workload to ensure that there is an appropriate level of staff/resource to deal with the preparation of the Local Plan. Briefings with Strategy Group, portfolio holders and members to update them on local plan issues and potential site allocations.			
History with this indicator						
2022/3 Baseline Data (if available)						
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March	
2023/24	Submit local plan (Reg 18 consultation					

2024/25	Pre-submission consultation (Reg 19) Submission of local plan and examination				
2025/26	Adoption of the Local Plan by Q4 earliest	N/A	N/A	N/A	
2026/27	Adoption of the Local Plan by the end of 2026				
2027/28					
Overview of Performance				Actions needed to Improve/Sustain Performance	
Benchmarking					

Priority- This indicator relates to the area of Planning and Regeneration

Outcome- We will effectively manage unauthorised development.

Measure	Reduce the number of live planning enforcement cases and unauthorised development	Reviewing Body	This Key performance indicator will be reviewed by: - CLT Corporate Scrutiny Planning Committee			
Definition	The planning system regulates the development and use of land in the public interest, under powers set out in the Town and Country Planning Act 1990 and the council has various enforcement powers.	Why this is important	When development is carried out without planning permission when required, it does not properly follow the detailed plans or comply with conditions attached to planning permissions, serious harm can be caused to the environment or the way that people live. Residents and businesses have a right to expect that harmful activities and unauthorised developments are dealt with effectively.			
How will we measure success?	A reduction of the number of enforcement cases to a manageable level of two hundred cases	Actions we are taking to ensure success	Recruitment of a new Planning Enforcement Team Leader and Planning Enforcement Officer.			
History with this indicator	Cases have been high due to recruitment issues		Short term use of agency staff to help reduce the number of live planning enforcement cases in 2023/24			
2022/3 Baseline Data (if available) The current baseline is three hundred live planning enforcement cases per annum						
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March	
2023/24	The Planning Advisory Service (PAS) will be engaged to review existing processes and procedures and support service improvements					
2024/25	Develop a new Planning Enforcement policy.					

	Adoption of new Planning Enforcement Policy. Reduction in planning enforcement investigations to two hundred live cases.				
2025/26	Reduction in planning enforcement investigations to two hundred live cases.				
2026/27	Reduction in planning enforcement investigations to two hundred live cases.				
2027/28	Reduction in planning enforcement investigations to two hundred live cases.				
Overview of Performance				Actions needed to Improve/Sustain Performance	
Benchmarking					

Priority- This indicator relates to the area of Planning and Regeneration

Outcome- Ensure that the statutory targets in terms of percentage of planning applications being dealt with in a timely manner are being consistently met

Measure	The percentage of applications being determined in a timely way exceeding national targets.	Reviewing Body	This Key performance indicator will be reviewed by: - CLT DLUHC		
Definition	This measure calculates the percentage of planning applications in specific categories (Major, Minor and other) which have been determined within the requisite time frame and above.	Why this is important	To ensure compliance with statutory obligations and guidance, to avoid the Council being taken into special measures for failure to meet targets and to provide our residents with a good quality service		
How will we measure success?	The purpose of this PI is to see the statutory targets consistently met over the next five years. This KPI is calculated quarterly	Actions we are taking to ensure success	Assessment of workload to ensure that there is an appropriate level of staff to deal with the volume of applications received.		
History with this indicator	Performance against this KPI has improved over the last two quarters of 2022/23		Review of processes to improve capacity for planning officers to determine planning applications in line with government targets		
2022/3 Baseline Data (if available) Q4 data Major- 100% determined within 13 weeks, minor- 85% determined within 8 weeks and other 96% determined within 8 weeks.					
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March
2023/24	Major Planning Applications: 60% of applications determined within 13 weeks. Minor Planning Applications: 65% of applications determined within 8 weeks.				

	<p>Other Planning Applications: 80% of applications determined within 8 weeks.</p>				
2024/25	<p>Major Planning Applications: 60% of applications determined within 13 weeks.</p> <p>Minor Planning Applications: 65% of applications determined within 8 weeks.</p> <p>Other Planning Applications: 80% of applications determined within 8 weeks</p>				
2025/26	<p>Major Planning Applications: 60% of applications determined within 13 weeks.</p> <p>Minor Planning Applications: 65% of applications determined within 8 weeks.</p> <p>Other Planning Applications: 80% of applications determined within 8 weeks</p>				
2026/27	<p>Major Planning Applications: 60% of applications determined within 13 weeks.</p> <p>Minor Planning Applications: 65% of applications determined within 8 weeks.</p>				

	Other Planning Applications: 80% of applications determined within 8 weeks				
2027/28	Major Planning Applications: 60% of applications determined within 13 weeks. Minor Planning Applications: 65% of applications determined within 8 weeks. Other Planning Applications: 80% of applications determined within 8 weeks				
Overview of Performance				Actions needed to Improve/Sustain Performance	
52					
Benchmarking					

Priority- This indicator relates to the area of Planning and Regeneration

Outcome – We will secure high quality design in new developments.

<p>Measure</p>	<p>We will secure high quality design in new developments.</p> <p>Compliance with the requirements of Good Design for North West Leicestershire Supplementary Planning Document for new developments</p>	<p>Reviewing Body</p>	<p>This Key performance indicator will be reviewed by: - CLT Planning Committee annually External design review on strategic applications</p>
<p>Definition</p>	<p>The Good Design Guide for North West Leicestershire will provide advice to planning applicants and developers about what the Council requires with respect to the design quality of proposed new developments.</p>	<p>Why this is important</p>	<p>To ensure all new Developments within the District show excellence and quality in their design.</p> <p>The Good Design for North West Leicestershire gives us the ability to make sure we can be proud of our built environment and the developments we approve to be built.</p> <p>New development offers us the opportunity to use good design to create socially and economically vibrant places that work well for everyone. Well-designed buildings and spaces create meaningful places – places that people are proud of, will last for generations and help to make people’s lives happier and more fulfilling.</p>
<p>How will we measure success?</p>	<p>We will have developed a new local design guide and new developments will comply with it.</p>	<p>Actions we are taking to ensure success</p>	<p>Assessment of workload to ensure that there is an appropriate level of resource to produce and adopt the Good Design Guide.</p> <p>Working and engaging closely with stakeholders and partners to ensure support for the document.</p> <p>External design review (Design Midlands) on strategic sites</p>
<p>History with this indicator</p>	<p>Performance monitored in the last Council was consistently high – see below</p>		

2022/3 Baseline Data (if available) All major residential schemes in 22/23 secured a high-quality design in compliance with the Good Design SPD					
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March
2023/24	Develop a new Design Guide for North West Leicestershire adopting current best practice in accordance with the Governments National design guide. Undertake public consultation on the new Design Guide for North West Leicestershire.				
2024/25	Adopt the new design guide for North West Leicestershire New development complies with the requirements of the adopted design guide.				
2025/26	New development complies with the requirements of the adopted design guide.				
2026/27	New development complies with the requirements of the adopted design guide.				

2027/28	New development complies with the requirements of the adopted design guide.				
Overview of Performance				Actions needed to Improve/Sustain Performance	
Benchmarking					

Priority- This indicator relates to the area of Communities and Housing

Outcome-Our private rental tenants across the district are able to live safely in their homes.

Measure	Compliance of Private Landlords with Minimum Energy Efficiency Standards (MEES) at E or above)	Reviewing Body	This Key performance indicator will be reviewed by: - CLT\Cabinet\Corporate Scrutiny		
Definition	This will be measured quarterly	Why this is important	We are a customer focussed organisation therefore the safety of our residents is important to us		
How will we measure success?	At least 90% of our private landlords will reach minimum energy efficiency standards for their home by 2028. We will have published a Private Sector Housing Charter to clearly set out our expectations of landlords and what tenants can expect	Actions we are taking to ensure success			
History with this indicator	This is a new indicator				
2022/3 Baseline Data (if available) 68% Private Landlord compliance with the MEES standard as at June 2023					
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March
2023/24	70%				
2024/25	75%				
2025/26	80%				
2026/27	85%				
2027/28	90%				
Overview of Performance				Actions needed to	

		Improve/Sustain Performance	
Benchmarking			

Priority- This indicator relates to the area of Communities and Housing

Outcome-We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved.

Measure	The Department for Environment, Food and Rural Affairs (Defra) has released the UK's statistics on waste from 2021 and release the recycling rate figures annually.	Reviewing Body	This Key performance indicator will be reviewed by: - CLT\Cabinet\Corporate Scrutiny		
Definition	The official figure is released by DEFRA annually- this KPI will also be tracked quarterly.	Why this is important	Recycling is important to the environment because it: - <ul style="list-style-type: none"> • Reduces waste that is sent to landfills and incinerators, therefore cutting back on harmful greenhouse gas emissions that contribute to climate change and global warming. • Conserves important natural resources. • Prevents the spread of pollution. • Saves energy. • Produces lower carbon emissions by using less energy on sourcing and processing new raw materials. 		
How will we measure success?	Households in our district will recycle at least 52% of their waste (not including food waste) or at least 60% (including food waste) by 2028.	Actions we are taking to ensure success			
History with this indicator	46.6% recycling rate (2021/22 Defra figure)				
2022/3 Baseline Data (if available) Not available until end of year					
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March
2023/24	47%				

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2024/25	48%				
2025/26	49%				
2026/27	50%				
2027/28	52% by 2028 without food or 60% with food				
Overview of Performance				Actions needed to Improve/Sustain Performance	
Benchmarking					

Priority- This indicator relates to the area of a well-run Council

Outcome- We will provide value for money services

Measure	The Council's Services provide value for money and we are efficient and effective in our use of resources.	Reviewing Body	This Key performance indicator will be reviewed by: - CLT\Cabinet\Corporate Scrutiny			
Definition	This measure will consist of an unqualified opinion from an external Auditor and will be reported annually.	Why this is important	Our focus is on our customers and providing value for money means that we are making the most efficient use of public money and ensuring the financial sustainability of the Council.			
How will we measure success?	We will have been independently assessed by our external auditors and been given a clean bill of health	Actions we are taking to ensure success				
History with this indicator	Unqualified VFM opinion from Mazars for 2020/21					
2022/3 Baseline Data (if available)						
	Annual Target	Q1 April- June	Q2 July- September	Q3 October- December	Q4 January- March	
2023/24						
2024/25						
2025/26						
2026/27						
2027/28						
Overview of Performance				Actions needed to Improve/Sustain Performance		

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PERFORMANCE MANAGEMENT FRAMEWORK 2023

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1. PURPOSE

The council sets out its priorities and the actions we will take to deliver them in the Council Delivery Plan. To achieve the work we have committed to in our plan we need to ensure that we effectively manage our performance. We need to monitor and respond to our actual performance to make outcomes for our communities better than they would otherwise be.

2
The council takes an integrated approach to performance management. This means we ensure collaboration of the traditionally siloed strategic planning, budgeting and forecasting, investment, decision-making and performance management functions.

This provides the platform on which 'one team, one council' working can be built. It enables us to make effective, well informed and timely decisions which focus on the outcomes expressed in the Council Delivery Plan for our communities.



Allison Thomas
Chief Executive

This guidance aims to:

- Provide clarity about how the performance management system works
- Raise the awareness and understanding of performance management
- Explain how it all fits together
- Outline who is responsible for what
- Help us to improve our corporate working to ensure we achieve our vision and deliver high quality outcomes for the communities in North West Leicestershire.

2. SCOPE

Ensuring high quality outcomes for our customers and businesses is at the top of the council's agenda at a time when the demand for improvement and the pace of change is increasing dramatically.

We are faced with a range of challenges and opportunities, including significantly reduced levels of resources from central government to deliver key services married with increasingly high expectations from customers. This very scenario also provides us with an opportunity to fundamentally re-think our role.

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We need effective performance management and measurements to ensure success in meeting these challenges, to provide evidence of achievements, to identify what works and tackle things that are not working so well.

The key messages of the framework are:

- Everyone in the council has a role to play in managing performance
- Councillors and senior management depend upon good-quality performance information to make well-informed decisions
- Managing performance is essential for good governance and accountability
- Efficiency and value for money

- Performance measures must reflect our priorities to ensure objectives are being met – we need to be clear about what success looks like
- Self-evaluation and review of activity are an important part of continuous improvement
- Performance information must be acted upon to improve outcomes.



3. WHAT DO WE MEAN BY PERFORMANCE MANAGEMENT?

Monitoring performance helps us demonstrate that we are making the best use of resources to deliver efficient and effective services to the community. Councillors and senior officers must therefore ensure that managing performance is part of their day-to-day business.

A properly constructed Performance Management Framework (PMF) supports this by removing the risk of inadequate or inappropriate performance reporting.

However, over-complicated reporting arrangements are burdensome, with the likelihood that they either won't be followed, or that the differing requirements of various service areas may overlap, resulting in misleading information.

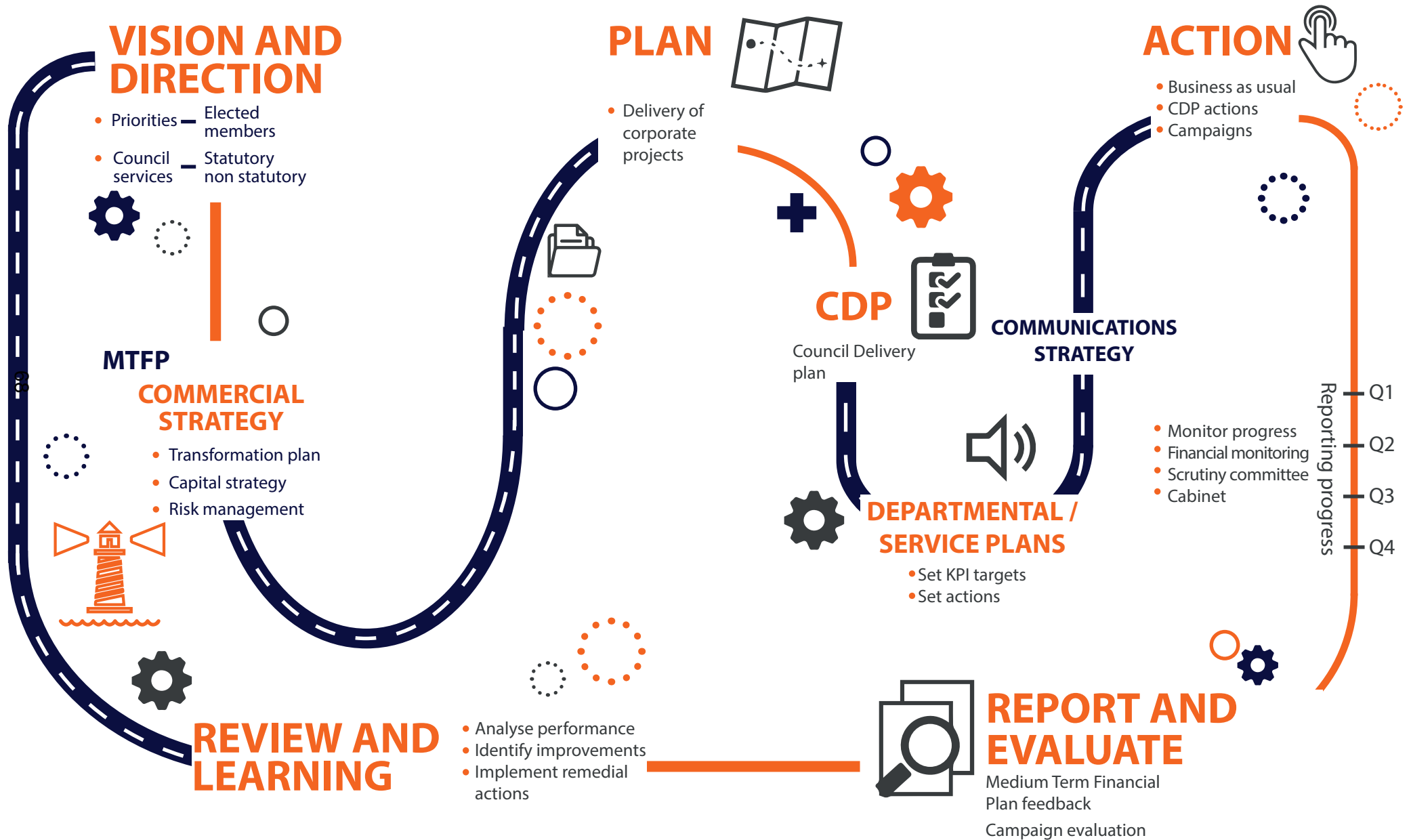
For any PMF to be effective it must reflect the council's priorities and be fully integrated into business planning arrangements. Put simply, if the Council Delivery Plan outlines **what** we will do, this framework explains **how** we will do it.

Effective performance management will help to:

- Prioritise what gets done and ensure there are sufficient resources to do it
- Ensure the council provides value for money
- Identify and rectify poor performance at an early stage and learn from past performance
- Increase user and public satisfaction.

The objective is to build, from the ground up, a proactive and collaborative performance management culture at all levels of the council. This will support improvement, delivery and decision making.

FIGURE 1 : PERFORMANCE ROADMAP



4. VISION AND DIRECTION

We receive our direction from two key areas:

Government

We provide a range of statutory services – like waste and planning – that operate under specific legislation and regulation.

Local political decisions

Our elected members will make evidence and knowledge-based decisions about the needs of our communities to inform our work and set the key priorities for the council.

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This evidence and knowledge forms the basis of business cases and reports that are provided to Cabinet and Council for decision-making, and also inform management decisions and day to day operations.



5. PLAN

We deliver the priorities set by members via a number of plans:

i) The Council Delivery Plan

The key priorities within the plan are:

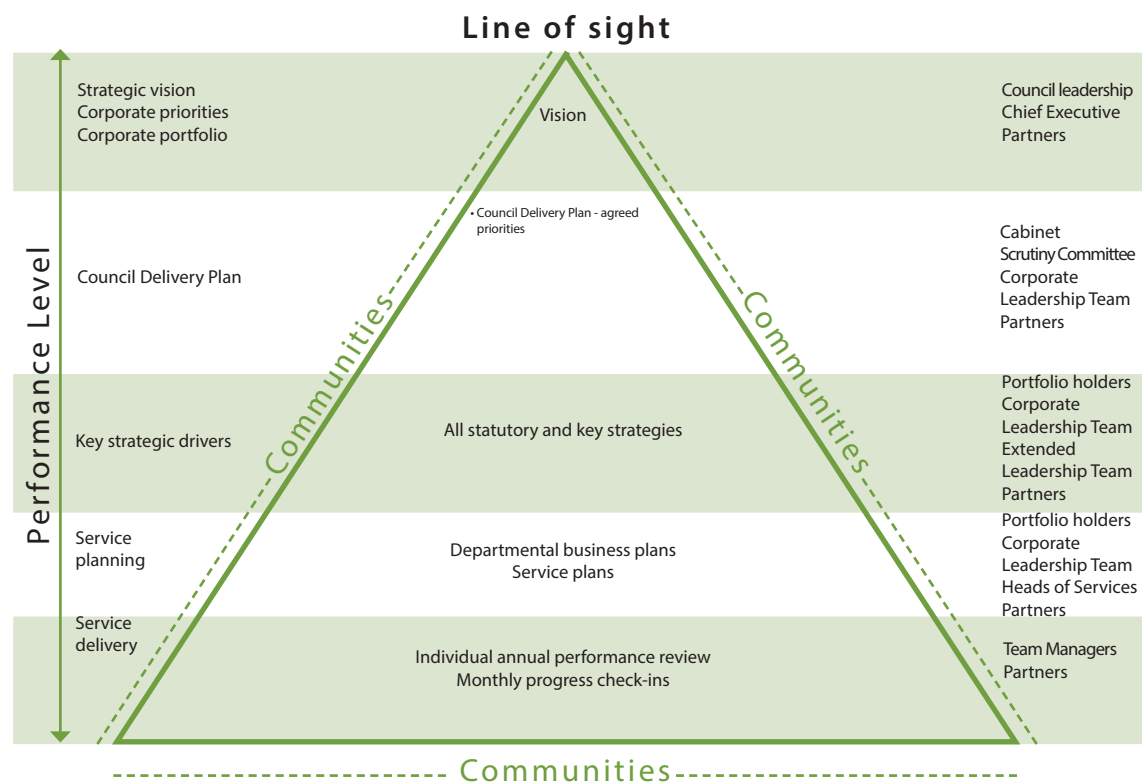
- Planning and regeneration
- Communities and housing
- Clean, green and Zero Carbon
- A well-run council

ii) Corporate themes

In delivering our priorities, we will:

- Be open about what can and can't be achieved
- Be honest when we get things wrong
- Use a positive and friendly tone of voice

Each of the key priorities outlined span across the portfolios held by each member of the Cabinet. The routine performance monitoring of priorities and portfolio areas drive the delivery of activity in order to realise ambitions in each thematic area.



5. PLAN

iii) Departmental business plans and service plans

Departmental business plans and service plans are a vital part of our performance management framework linking thematic priorities.

Having a clear framework enables each service area to identify how their actions contribute to the Council Delivery Plan and improved outcomes for North West Leicestershire.

Forecasting and benchmarking are core parts of well produced service team plans; an essential tool that ensures rational, evidence-based decisions can be taken concerning levels and types of activity.

We have service plans covering each service area. The plans contain actions, milestones and KPIs which:

- Contribute to achievement of the council's priorities
- Are driven by the need to improve efficiency and effectiveness
- Relate to frontline service or delivery of statutory requirements, whether or not directly related to the council's priorities.

These form the cornerstone of our performance reporting process by explaining in detail the methods and targets developed to measure and report progress. Everyone in the organisation should have a clear line of sight between their individual objectives, service plans and the Council Delivery Plan.

The annual performance management cycle is designed to provide a process for deciding what success looks like rather than just being a good measurement system for what we are doing now.

There is no point in having a system that demonstrates excellent performance if ultimately the council does not address its strategic priorities.



5. PLAN - GOVERNANCE AND SCRUTINY

Council structure

The structure of the council shown on page 11 supports delivery of the Council Delivery Plan at every level.

Council comprises 38 elected members who meet six times each year. They make decisions of matters reserved for council including the budget and policy framework.

Councillors decide the authority's priorities and delivery plan, agree some policies and set the budget each year. The council appoints a Leader who in turn appoints their Cabinet from amongst the elected councillors.

Cabinet is chaired by the Leader of the Council, who appoints the Deputy Leader and six elected members who serve as Portfolio Holders. Cabinet meetings are generally open to the public except where confidential matters are being discussed.

The Cabinet is the part of the council which is responsible for most day-to-day decisions. Cabinet has particular responsibility for determining the council's vision, defining priorities to achieve that vision, developing and implementing policy and the specific performance indicators by which to measure progress. Cabinet has responsibility to manage the budget once set by council.

Cabinet ensures that:

- Performance is being appropriately managed for each portfolio area
- Performance is robustly challenged and actions are appropriate
- Responds to performance issues raised by the corporate scrutiny committee.

Scrutiny committees

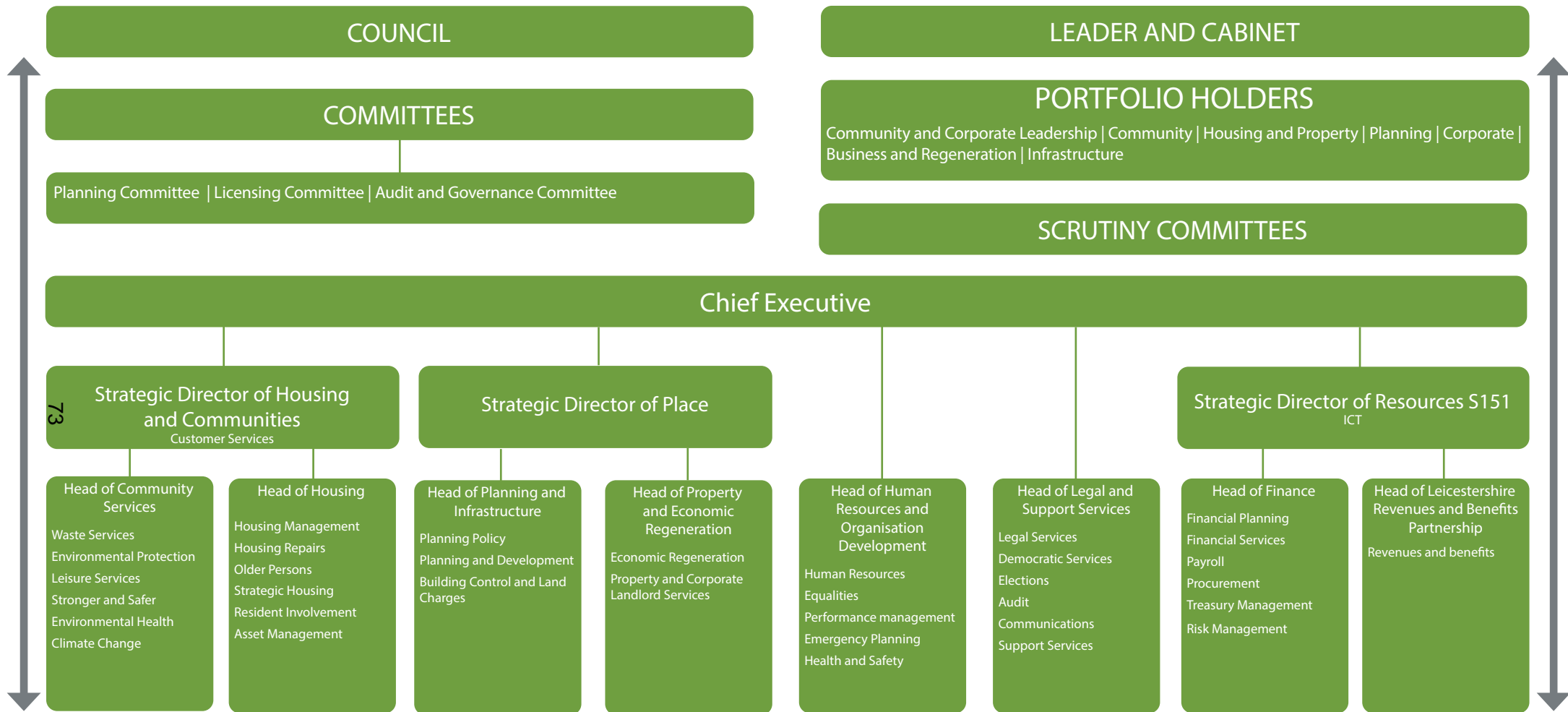
The council has two scrutiny committees; Corporate and Community. Both committees comprise of 11 members and they support the work of the Cabinet and the council on policies, budget and service delivery.

The committees monitor the decisions of the Cabinet and can 'call-in' a decision Cabinet has made but not yet implemented, enabling them to consider whether the decision is in line with the council's principles of decision making. They may recommend that Cabinet reconsider the decision.

Corporate Scrutiny Committee also provides challenge on the council's performance and risk management. The information on quarterly performance is presented to the committee for close examination and challenge.

Heads of Service can be called for further enquiry and the committee can choose to elevate matters of particular concern for further examination.

PERFORMANCE MANAGEMENT



6. ACTION

Strategic Directors are the primary interface between elected members and operational management with strategic responsibility for service provision.

Each Strategic Director is responsible for of the full range of services within their directorate and will:

- Set, monitor and manage Council Delivery Plan actions, milestones and indicators
- Present performance reports and highlight any risks, current and future, to each Portfolio Holder
- Demonstrate that performance is actively and appropriately managed
- Update relevant members about key changes.

Corporate Leadership Team (CLT) comprises the Chief Executive, the three Strategic Directors and Heads of Service.

Overarching performance management at corporate level is undertaken by the Corporate Leadership team (CLT), which monitors the progress of each service on performance issues and provides constructive challenge.

CLT's role within this framework is to:

- Ensure that performance monitoring is undertaken for the whole council
- Identify over or under performance and strategic opportunities
- Identify the actions necessary to re-balance under or over performance
- Facilitate effective allocation of resources
- Ensure targets are properly set and reviewed at least annually
- Review and challenge the performance of each service
- Monitor the risk register to meet the council's risk appetite.

Heads of Service carry the top level of responsibility for service provision within their particular service areas, whilst driving forward corporate projects across the council.

Services - the Council provides outward facing services such as Environmental Health, Housing and waste collection, and internal support functions such as ICT, finance and Legal. Each service is headed by a team manager who is responsible for all aspects of day to day operations.

6. ACTION

The **Team Manager**'s role in the framework is to:

- Identify service outcomes
- Monitor and manage their service performance against actions, milestones and KPIs
- Agree appropriately challenging targets with individuals
- Ensure their service identifies the actions within their control that are necessary to re-balance under or over performance
- Identify risks and develop action plans to mitigate them
- Engage teams in service planning
- Cascade and discuss performance information
- Ensure accurate information on service performance is provided
- Conduct comprehensive performance reviews.

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Employees - underpinning every service are teams of officers who work individually and collectively towards service-specific and corporate objectives and, through these, provide support to the community by achieving the aims defined in the Council Delivery Plan.

In applying this framework, every member of staff at NWLDC is directly and actively involved in the progress of the authority. Everybody has a clear part to play, all equally important and connected to achieving the council's vision.

Staff have access to a range of supporting documents and guidance to ensure their planning and delivery fit with the overall direction of the organisation, including:

- Organisation performance
- The Council Delivery Plan
- The Corporate Communications Strategy, including communication principles
- Business and service plans
- Performance reports

All of these documents are published on the intranet for staff to access at any time.

7. REPORT AND EVALUATE

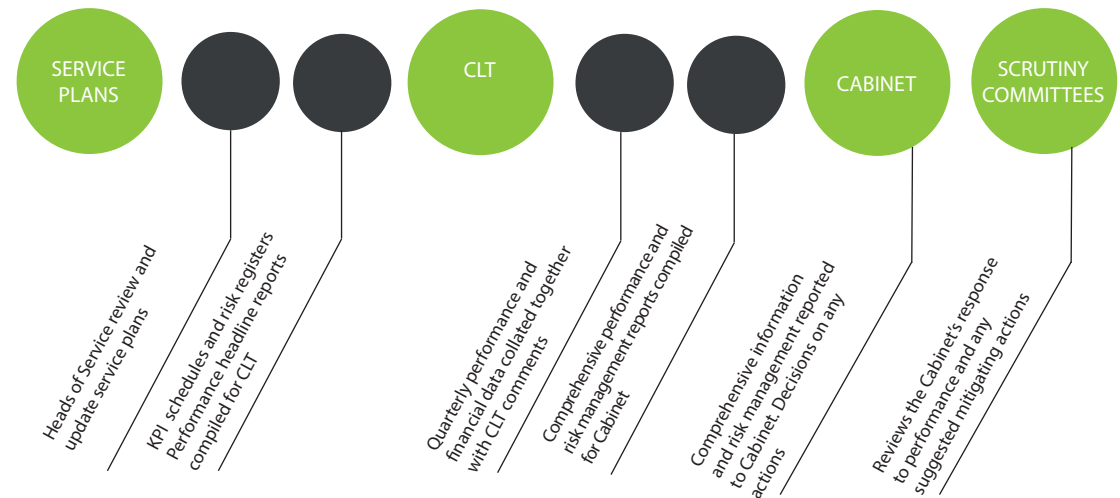
Organisation Performance Team

This team provides a range of support functions, working closely with staff and management across the whole council.

The team underpins the PMF by:

- Ensuring the performance cycle is maintained and reporting requirements are met
- Quality checking targets are SMART and sufficiently challenging
- Working with services to facilitate accurate data quality
- Recommending interventions where performance is below target .

REPORTING TIMELINE



7. REPORT AND EVALUATE

Reporting cycle

Reporting provides challenge, reviews exceptions quarterly, addresses under performance and identifies corrective actions.

Actions, milestones and KPIs are recorded on a monthly cycle and meetings take place between team managers and their Heads of Service to review performance dashboards and to identify interventions if performance is behind schedule.

77 Performance is reported quarterly to CLT, Cabinet and Corporate Scrutiny Committee ensuring progress is continuously monitored and reported at every level of the council.



7. REPORT AND EVALUATE

Performance measures

Being able to **measure** performance is key to **managing** performance, as only by devising appropriate measures can we properly monitor progress

Sound business planning with clear objectives not only determines the appropriate business model but also establishes the conditions of success to be measured. This forms the basis of what to measure in order to provide information based around clear performance objectives, tailoring performance measurement to key delivery drivers that cover:

- Service performance
- Trend and benchmarking data
- Targets
- Outcomes.

Correctly devised measures clearly link inputs and activities to outputs and outcomes. This enables accurate monitoring and interpretation of current performance, supports continuous improvement and affords credible projections of future performance.

Performance measures show how the Council is progressing towards achieving strategic objectives and also what matters most to prioritise resources.

Key performance indicators

A key performance indicator (KPI) is the measure of performance of an activity that is critical to the success of the Council and must be both **meaningful** and **measurable**.

We differentiate two types of KPIs; strategic that directly relate to the objectives set out in the Council Delivery Plan and business as usual.

When determining which indicators to monitor and the target levels of performance required the council takes the following into account:

- Impact of service delivery on customers and residents
- The state of the economy and likely impact on demand for services
- The Council Delivery Plan, strategic direction and matters arising from its review.

This information is reviewed and used to chart and report actual movement or trend, thereby illustrating progress and identifying areas for improvement.

7. REPORT AND EVALUATE

Successfully designed KPIs are quantifiable, statistically or otherwise, with clear targets set for each one to achieve. The most effective indicators follow the SMART criteria.

Targets can take many forms; they may be statistical, such as a specific number, value or weight, have a clear time frame or completion date, or relate to recognised best practice.

Most importantly, the target must be both relevant to the indicator being measured and achievable. Targets set too high will result in apparent under-performance, whilst targets set too low undermine the monitoring process. Historical data may be of use to benchmark against for future results, but only in the context of the current environment. Last year's results are not necessarily any guide to future outputs.

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KPI CRITERIA

→ SPECIFIC

Target a specific area for improvement with clear unambiguous objectives:

- What do we want to accomplish and why?
- Who is involved?
- Which requirements or constraints apply?

→ MEASURABLE

Indicators must be quantifiable concrete criteria for measuring progress:

- How much? How many? How will we know when it is accomplished?

→ ACHIEVABLE

Set goals that are realistic and attainable for the level of skills and resources:

- How can the goals be accomplished?

→ RELEVANT

Relevant goals drive the team forward:

- Is this worthwhile?
- Is this the right time?
- Does this match our other needs?

→ TIMELY

Specify when the results can be achieved:

- Commit to a deadline or time frame to focus resources on completion.
- Prevent goals being overtaken by day-to-day issues.

7. REPORT AND EVALUATE

Financial monitoring

Financial management

A fundamental aspect of the council's performance is its financial management overseen by the Strategic Director of Resources as the S151 Officer. There is an established system for monitoring the council's financial position, which is reported to Cabinet on a quarterly basis.

08 Departmental monitoring

The Finance Team is responsible for co-ordinating budget monitoring for the relevant Service Manager with individual monitoring arrangements agreed by Strategic Directors and Heads of Service. The finance team takes a business partnering approach to working with Team Managers, regularly reporting to Strategic Directors and senior management and monitoring reports produced at agreed frequencies



7. REPORT AND EVALUATE

Accurate information

Councillors and senior management need performance information in order to:

- Tailor service provision to community needs
- Identify and address areas of concern
- Demonstrate service improvements and value for money.

The performance information reported must therefore be accurate.

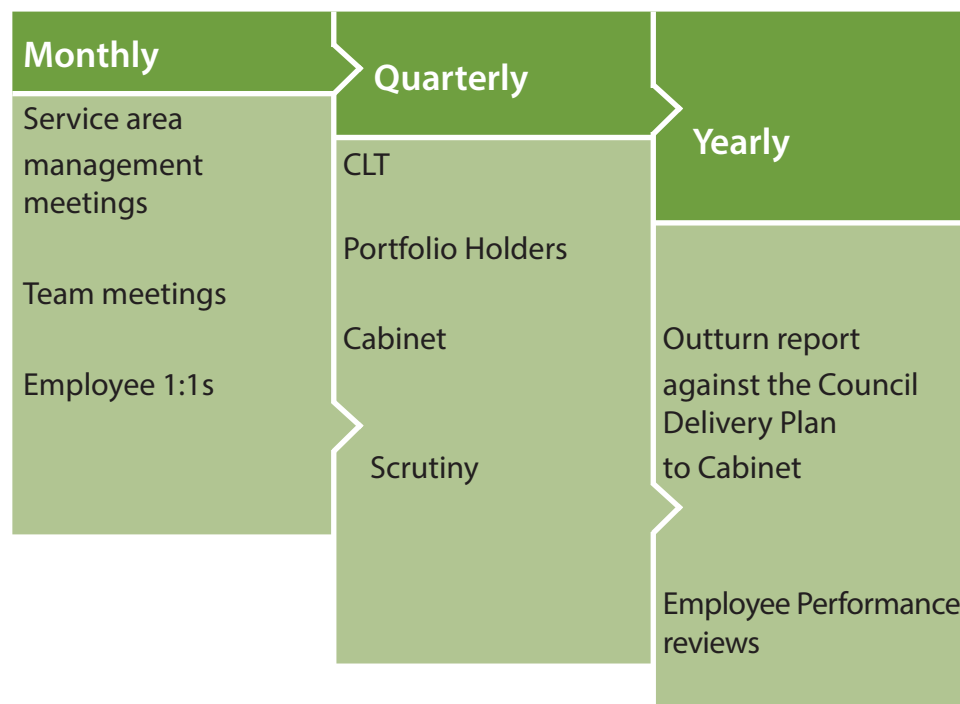
Equally, the best selection of performance measures is of little use if monitoring data is unreliable or not reported effectively. These factors are therefore crucial when reporting performance information:

- Constructing valid measures or KPIs
- Producing high quality data
- Reporting information in context
- Presenting information with insight and commentary.

Reporting via red, amber, green

The performance of every indicator is carefully reviewed against its target for the period and awarded a status using a red, amber, green rating system.

The council operates a tolerance level of 5%, or 10% for financial KPIs. This means that any KPI reporting performance up to **5% (or 10%) below** the set target will be classified 'amber' to be kept on watch. Any KPI reporting performance **more than 5% (or 10%) below** target are classified 'red' for urgent attention.

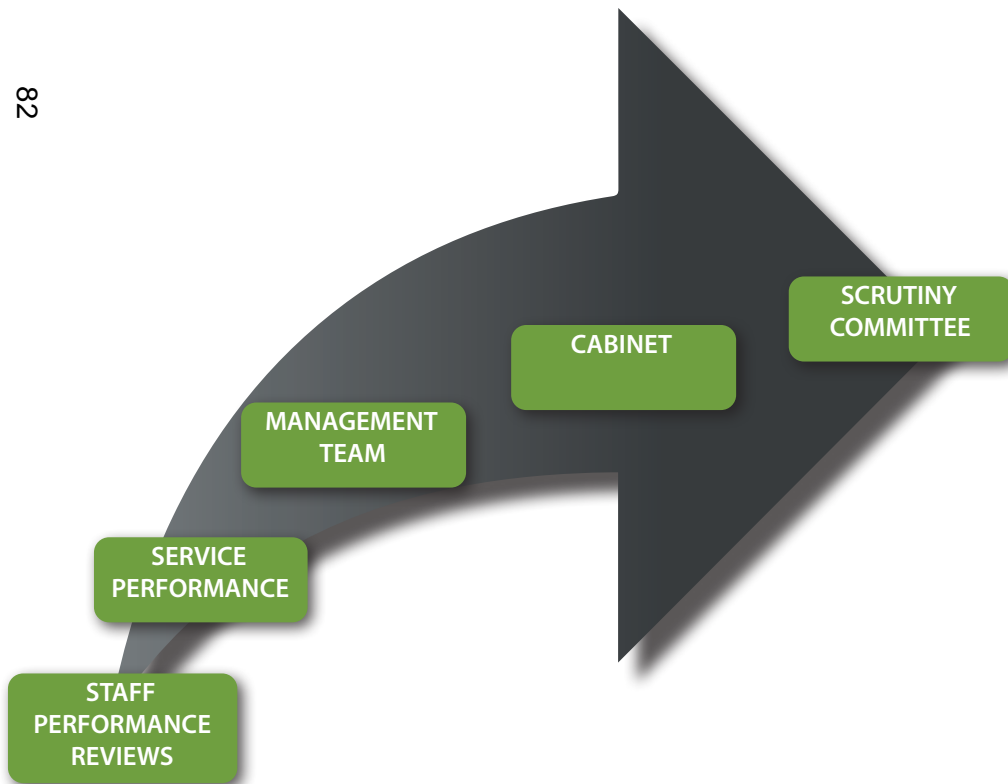


8. REVIEW AND LEARNING

Continuous review

This framework has been designed to ensure continuous review of performance at service level, through sequential upward reporting to senior management and members.

REPORTING SEQUENCE



Analyse

Analysing the performance information provided in the quarterly reports enables early awareness of emerging issues and developing conditions, allowing forward planning to correct areas of weak performance.

It also enables management to properly target resources. Total resource needs, including staff, are never likely to be available. However, with regular performance monitoring resources that are available can be directed where they are most needed in order to maximise the achievement of our priorities.

Performance data

We use monthly performance reports, feedback from our Medium Term Financial Plan and campaign evaluation to inform the setting of priorities for the next year and the following year's Council Delivery Plan.

8. REVIEW AND LEARNING

Continuous improvement

Having a highly developed PMF is not an end in itself. To be successful decision-makers take action based on what the performance information is telling them.

The true value of a performance management process is generated by implementing its outcomes. For continuous improvement to occur the performance information must be acted upon; poor performance remedied, good practice shared and resources allocated most effectively.



To assist with this, service plans include a section describing their improvement plans, with corresponding action plans to ensure these are delivered. Improvement plans need to clearly distinguish:

- The issues
- The action to be taken
- The timescales
- The resources required to implement the actions
- How progress will be monitored and by whom
- What the measure of success will be.

The performance information gathered, revisions made, resources employed, targets set and outcomes accomplished through this process also informs future council aims and objectives.

In this way the council is able to improve on past years and embed those improvements into future Council Delivery Plans.

We know that our work is never done and that we will always need to listen to our communities, make the most of the resources we have and improve the district for the benefit of the people that live and work here.

APPENDIX 4 – RESPONSE FROM THE LABOUR GROUP

Priority Area	Corporate Leadership Team Response
Housing	
Increase the number of new social homes built for rent, whilst ensuring that growth in the Council's housing stock stays ahead of sales under the Right to Buy.	The business plan for the service area will include targets around new homes delivery (council and other providers). This is supporting the Council Delivery Plan (CDP) targets on tenant satisfaction.
Closely monitor routine housing repairs to ensure work is completed on time and to a proper standard.	The business plan for this area will include targets around repairs monitoring and supports the CDP target of satisfaction with repairs by tenants.
Through a carefully planned maintenance programme, ensure that all the Council's housing stock exceeds the minimum standards set by the Government.	This is a regulatory requirement, and similar targets are planned to be included in the business plans for the Directorate. This is supporting the CDP targets on tenants' satisfaction.
Introduce a Good Landlords' Charter. Whilst I note that this has been included in the draft Council Delivery Plan, it is important to see that the service provided is fit for purpose and adequately staffed.	As noted, this is included in the CDP. Cabinet has agreed to appoint additional staff resource in this area and funding for this is currently being explored.
All housing stock to achieve EPC C or above by 2028 and be on track to achieve net zero carbon emissions by 2030.	EPC by 2028 is a legislative/regulatory target and hence does not need to be included in the CDP. Council Housing Stock is a tier 3 emission and therefore is addressed in the Council's 2050 target. The approach to planning for this will be stock condition surveys, leading to an Asset Management Strategy which will explore the best way forward to address the balance regarding retro fit, new homes, and management overall of the existing stock. It is broadly accepted that a cost of c£15k per homes will be required to achieve zero carbon (this is benchmark data and not specific to NWL). This would equate to a cost of approximately £62m which is unfunded at the current time.

	<p>This challenge will be considered during the preparation of the new Asset Management Plan and Business Plan for the HRA.</p> <p>This is a significant cost in the context of the Council's HRA, for example the current total five-year Capital Programme is around £60m. The inclusion of a zero-carbon target would double the size of the current five-year capital programme. This would likely breach the Council's current strategy to repay its HRA borrowing. The Council could not afford this level of additional investment without external support from Government.</p>
The local economy	
Promote the District as a place for manufacturing businesses to set up and grow and encourage all businesses to take on apprentices.	These are actions. On their own they are not measurable. They should sit below Inward Investment Promotion activity that forms part of the District Regeneration Framework.
Invest in low-cost managed workspaces for creative enterprises, with appropriate support structures.	The development of a business case for the expansion of the supply of small business workspace is expected to be a defined activity within the District Regeneration Framework. The funding implications would need to be carefully considered as part of the business case.
Adopt a Buy Local policy.	This would need for more definition to be workable. What does buy local mean? Local supplier, locally based parent company, locally produced goods, locally sourced materials? How would it be measured? The cost and procurement implications would need to be assessed.
Support the restoration of the Ivanhoe Line and the Ashby Canal.	Support is not a measurable indicator. The scope and tangible delivery of projects to support these initiatives are likely to feature within the District Regeneration Framework subject to resources being secured. The Framework itself would be subject to Scrutiny consideration and Cabinet sign off.
Town Centres	

Provide more start-up units for new small businesses and continue to support them through a reduced Business Rate for the first two years.	Expansion of the supply of small business workspace would be subject to the necessary business case being developed. This is expected to be a defined activity within the District Regeneration Framework. The Framework itself would be subject to Scrutiny consideration and Cabinet sign off.
Ensure continued investment in Ashby-de-la-Zouch as a centre for tourism, working closely with the Ashby Business Improvement District.	Subject to the necessary business case being agreed this would be a proposed regeneration activity for Ashby and be defined in the District Regeneration Framework. The Framework itself would be subject to Scrutiny consideration and Cabinet sign off.
Planning	
Reorientate the Local Plan towards the needs and demands of the community, centred on a target for social homes for rent.	The Council is required to meet the development needs of the area, including, but not restricted to, those in need of affordable housing. This will be addressed as part of the new Local Plan.
Ensure staffing numbers in planning enforcement are maintained at the level required for an effective service.	This is not a strategic indicator and part of the business-as-usual activity of the service. There is sufficient budget within the service to employ an appropriate number of enforcement officers. It will be monitored on an ongoing basis.
Ensure effective oversight of the Freeport and respond to the concerns of the residents affected.	This is not a measurable target. The Infrastructure Portfolio Holder is engaged in the work of the East Midlands Freeport Board. As proposals are developed the Freeport Board will undertake consultation with all stakeholders, including local communities. The Council will respond as a key stakeholder.
Environment and Waste	
Actively pursue measures to reduce the carbon footprint of the District, to become a net-zero Council by 2030 and a net-zero District by 2050.	These targets are already included in the CDP draft

Ensure that a comprehensive survey of local public opinion is built into any review of the Council's Waste and Recycling services.	The waste review is in progress and members, staff and resident consultation is included as part of this work.
Leisure	
Open up leisure and health promoting opportunities for all ages and abilities.	<p>The Sport and Physical Activity Commissioning Plan delivers physical activity-based interventions targeting the inactive, areas of deprivation, children and young people, the elderly, people with disabilities, and cohorts that require specific health interventions. Activities can be free or subsidised, are community and/or leisure centre based, and are a mixture of sporting and non-sporting activities.</p> <p>The Everyone Active Community Wellbeing Plan highlights the actions the Council's leisure partner will deliver or support delivery of both within the community and the leisure centres either independently or in partnership with the NWLDC Health and Wellbeing Team to help improve the health and wellbeing of leisure centre and non-leisure centre users.</p> <p>This is a business-as-usual activity.</p>
Celebrate community life by supporting public art and local festivals.	This is not a measurable target. This is a business-as-usual activity. The Economic Development and Events Teams already undertake this type of activity. as well as our events teams.
Plan for improvements to leisure provision in the Castle Donington and Kegworth areas.	The Council is in the process of commissioning an Open Spaces and Built facilities strategy which will assess the leisure and recreational needs of the district. It will be a key piece of evidence to support the preparation of the new Local Plan which is already a proposed CDP priority and will also inform the wider work of Community Services.
A caring Council	
Strive for the highest standards in customer service by	This is not a measurable indicator however the Council Delivery Plan already contains three high level themes, one of which focuses

investing in staff and technology.	on putting customers at the heart of what the Council does.
Develop a comprehensive policy to tackle social isolation and loneliness.	This is not a core function or responsibility of the Council, however, there are elements of this work reflected in the business-as-usual activities of some services. .
Carry forward the key initiatives proposed by the Council's Fuel Poverty Action Group.	These have already been incorporated in a number of CDP targets. The rest will be captured in business plans and service plans for the areas in line with Cabinet decisions.

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	COUNCIL DELIVERY PLAN Corporate scrutiny comments.	Officer response comments
1	A Member said that she felt that, as a new Member, she found the delivery plan clear, well formatted, and easy to understand.	Good to hear some positive feedback – the plan has been developed following the engagement of Cabinet in two workshops, and informal prior consultation with the opposition political groups/members.
2	A Member asked whether the reports back to the Committee would be judged against Key Performance Indicators in this document or the lower-level departmental performance indices. He was concerned that if the latter, this might obscure things from the Committee that had previously come before them. The Head of Human Resources advised the reporting will be against indicators in appendix 2. He set out the logic behind this and how it would operate.	<p>The reports back to the Corporate scrutiny committee would be against the indicators in the Appendix 2 of the report. There has been a deliberate reduction in the indicators previously reported to the scrutiny committee when compared to the previous Council Delivery Plan to make the CDP a genuinely strategic document.</p> <p>During the preparation of the CDP, attention has been paid to the developing government guidance on Best Value (currently in draft form for consultation) which states that the corporate plan for a well-functioning authority - “. is evidence based, current, realistic and enables the whole organisation’s performance to be measured and held to account.</p> <p>Strategic priorities are aligned with the authority’s financial strategy and delivery arrangements, and respond appropriately to local need, including the plans of partners and stakeholders.”</p> <p>The guidance also advises against Council plans having too many unrealistic priorities – the number of priorities and performance indicators have been reduced considerably when compared to the previous plan to ensure there is a real focus on what is able to be resourced and achieved given the current information about the Council’s future resources. It also focuses on issues that are in the gift of the Council to deliver.</p> <p>The lower-level performance indicators will be monitored at officer level in the Directorate and Head of service business plans and information on progress will be shared with the Portfolio holders and shadow portfolio holders.</p>

3	<p>A Member found the new Key Performance Indicators, for example in Housing and Leisure but he felt his point could be applied more widely, concerning as they did not go into enough depth nor have a wide enough scope. He also found some unoriginal.</p>	<p>As explained above the detail and depth will be provided in the lower-level plans. It is recognised that not all the performance indicators in the proposed plan are original – some have been retained from the previous plan where they remain current and relevant – in some cases they are related to national targets, which is the reason they have been retained. This also applies to those monitored through the Business Plans.</p>
4	<p>A Member wanted more information from housing to be gathered. She also felt the benchmarks seemed unambitious and the report gave no contextual information on what they had been based, she feared they were simply set near to current benchmarks.</p>	<p>The Strategic Director of Communities advised that in the example given, regarding Housing complaints, the plan was scaled to work up to 100% over the plan period, this was also the case for most of the targets in the plan. These are a subset of the national indicators that the service is judged against by the regulator. Previous background information had also been presented to this committee through past monitoring reports, therefore the background is published. Other indicators are monitored via the Business Plans (for the reasons set out above), and those regulatory returns. The proposed approach is not to include every metric available only those most pertinent to the delivery of the CDP as a whole</p>
5	<p>The Member still felt that the first-year benchmarks were too low. Key Performance Indicators should be aspirational and benchmarked against peers.</p>	<p>The first-year targets have been reviewed by Officers in consultation with the portfolio holder and changes have been made where it is considered the targets are not sufficiently challenging. Benchmarking information is still being sought for some areas and where available will be included within future reports to Cabinet and the Scrutiny Committee.</p>
6	<p>A Member expressed concern with both the form and content of the report.</p>	<p>A request was made at the previous meeting of the corporate scrutiny committee for the (opposition) political groups to be consulted on the draft Council delivery plan when a more formed version was available. The Portfolio Holder for Infrastructure provided the political groups with a draft version of the plan in the first week of August 2023, and invited comments. A response was received from the Labour group, which was attached to the CDP report at Appendix 4 along with officer commentary on their proposals.</p>

	The member wanted to consult with the Head of Human Resources and Organisational Development again outside of the meeting.	Officers advised that the formal process of Scrutiny meant this committee needed to comment in the meeting prior to the report going forward to Cabinet and then Council.
7	The Portfolio Holder welcomed Members feedback so far and would work with Officers to reflect Scrutiny comments. The Portfolio Holder intended the Delivery Plan to be a costed and achievable document which synthesised the thoughts of Officers, the Alliance, and Opposition Members. The Chair concurred that the Delivery Plan must be costed and targeted and success should be clearly defined and measurable.	(This box is deliberately left blank.)
8	A Member expressed concern that Key Performance Indicators may have unintended consequences which needed to be considered. He listed some ways which he felt that overly simplistic metrics may lead to undesirable outcomes.	This comment was particularly related to the indicator around enforcement case numbers. This indicator has been clarified in the directorate business plan to ensure there are no unintended consequences.
9	Then he asked what had happened to net-zero Council houses by 2030 and why had this been pushed back to 2050. He dismissed budgetary concerns as they could and should be allayed by central government grants. The removal of this target removed any incentives to raise this money and pursue the matter with appropriate zeal.	The movement of Council housing directly from the 2030 target is a combination of: the anticipated cost for achievement by 2030 is outside of the available funds to the HRA at the current time, and whilst piecemeal funding is being announced there is no clarity or predictability from government regarding further funding. It is also reflecting the work level required to be completed to achieve such a change to the Council's stock, and the ability of the industry to achieve this within that time frame. Finally the Council does not fully control all elements of the use of our housing stock (i.e. the Council cannot control how tenants make certain decision on how they use their homes). As such there is no certainty on deliverability, and as with most councils this a scope 3 issue to address.

		<p>This does not mean that work is stopped, the EPC C target in 2028 is being retained even though this has been removed by government, and this provides a step towards zero carbon. Work is commencing on the HRA Business Plan and Asset Management Plan which will provide the data supported backbone to enable a clear and costed case for moving towards zero carbon of the housing stock, and following this a plan for our housing stock will be developed which takes account of this new data and available finance. This is a specific piece of work identified in the Business Plan for the Communities Directorate. It is also clear from the CDP that this is a 'by 2050' date and is operating as a final stop date not a target for completion.</p>
10	<p>Performance Indicator 9 regarding private rental tenants and minimal energy standards also seemed in his view both immeasurable and unambitious.</p>	<p>We have updated the indicator to pick up this comment</p>
11	<p>Expanding on the point of unsophisticated metrics and unforeseen outcomes, another Member felt that decreased crime rates would be a more sensible measure of success with regards to what was hoped to be achieved by CCTV. Another Member suggested that wider community cooperation was necessary to combat crime and should be reflected in the appropriate Key Performance Indicators however accepting that this was not fully in the Councils control.</p>	<p>The CCTV indicator / action was chosen because it is one of the only direct influences the district council has around crime rates. It is recognised the crime rates are rightly much more significantly influenced by the actions of the Police and other stakeholders. Consequently this indicator has been moved from the CDP to the Business Plan</p>
12	<p>A Member referred to the waste management Key Performance Indicators and requested more specificity around food waste recycling.</p>	<p>The targets have been set based on the information currently available. There is considerable uncertainty around future collection arrangements while governments guidance is awaited, particularly in relation to food waste collection. This has been further complicated by very recent announcements from Government.</p>

		The targets are likely to be reviewed following a better understanding of the government guidance and/or when the outcomes of the waste review are known, and if needing updating will be done so via the formal reporting process
13	A Member expressed concern that a Key Performance Indicator which detailed how successful the Council had been at getting landlords to sign up to the housing charter had been omitted from the document.	This indicator was discussed in the context of a related report at the Community Scrutiny Committee on the 28 September 2023 and has been modified in the Directorate Business Plan.
14	The Chair felt the document was unclear and ought to be restructured. He felt that the drafting process was failing, and the final document would not achieve what it hoped to achieve. Several Members felt that, with the critical importance of what was being discussed, it was imperative that the granular and complex nature of the discussion be accurately recorded in the minutes. No alternative measures or metrics were provided by the Committee.	The comments of the committee have been recorded in detail in this document and further responses made to hopefully address some of the Committee's concerns.

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NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 24 OCTOBER 2023



Title of Report	INVESTMENT PROPERTY LEASEHOLD DISPOSALS	
Presented by	Councillor Andrew Woodman Housing, Property and Customer Services Portfolio Holder PH Briefed: Yes	
Background Papers		Public Report: Yes
		Key Decision: No
Financial Implications	Leasing out the Council's investment properties provides an income to the Council's general fund.	
	Signed off by the Section 151 Officer: Yes	
Legal Implications	The council's constitution requires all leases where the total income over the life of the tenancy is more than £30,000 to be approved by Cabinet.	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	None	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To seek Cabinet approval of six lettings of council owned commercial property in accordance with Section G2, 8.4 of the Constitution.	
Reason for Decision	To enable the letting of council commercial properties to proceed and rental income to be generated.	
Recommendations	THAT CABINET APPROVE THE GRANT OF THE LEASES DETAILED IN TABLE 2.1.	

1.0 BACKGROUND

The Council has a portfolio of investment properties that are rented out on a commercial basis to provide an income. The Council's Property Services Team manage this portfolio and are responsible for negotiating lease terms with prospective tenants. The current Constitution (following its recent revision) only provides authority to officers to grant leases where the total rental value does not exceed £30,000 over the life of the lease. Where the value of the rental stream over the life of the tenancy exceeds £30,000 Cabinet has reserved the power to approve the lease to itself.

2.0 CURRENT APPLICATIONS

Six applications for leases, detailed in table 2.1, are currently being processed where the total rental value for the term of each lease will exceed £30,000. The lettings are proposed to be carried out using the council's standard lease terms (prepared by NWL Legal Services) and at market rent (as determined by the council's valuer)

Table 2.1

Property	Lease Term	Total rent for the term of the lease (subject to rent reviews)
Unit 8 Marlborough Centre, Coalville, Leics. LE67	10 years	£130,000
24 Belvoir Road, Coalville, Leics. LE67 3PN	15 years	£127,200
Units 1 & 2 The Courtyard, Stenson Road, Coalville, Leics. LE67 4JP	15 years	£352,020
Units 7 & 9 The Courtyard, Stenson Road, Coalville, Leics. LE67 4JP	6 years	£112,104
Unit 6 Marquis Court, Moira, Derbys, DE12 6EJ	6 years	£111,000
Worthington Post Office, 76 St Matthews Avenue, Worthington, Leics. LE65 1SH	15 years	£90,000

3.0 FINANCIAL IMPLICATIONS

Should the above leases not proceed, the council will not generate income, the premises will remain vacant and additional holding costs will be incurred.

4.0 RECOMMENDATION

It is recommended that Cabinet agree to the grant of the leases set out in table 2.1 of the report.

Policies and other considerations, as appropriate	
Council Priorities:	Support for businesses and helping people into local jobs. A well run council
Policy Considerations:	Council Constitution – existing limits to delegated powers
Safeguarding:	N/A
Equalities/Diversity:	N/A
Customer Impact:	N/A
Economic and Social Impact:	Enable businesses to take up premises within the

	Council's estate.
Environment, Climate Change and Zero Carbon:	N/A
Consultation/Community/Tenant Engagement:	N/A
Risks:	When granting leases, the council needs to consider whether it is achieving best value in terms of rent achieved. To manage this risk the lettings recommended to council are at market rent (as certified by the council's valuer) and contain appropriate provisions for review of the rent during the term.
Officer Contact	Paul Wheatley Head of Economic Regeneration paul.wheatley@nwleicestershire.gov.uk

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Agenda Item 8.

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Agenda Item 10.

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