

Title of Report	COUNCIL DELIVERY PLAN 2020/21 FORMAL ADOPTION & Q4 2019/20 MONITORING	
Presented by	Councillor Richard Blunt Leader of the Council	
Background Papers	The Council Delivery Plan for 2019/20 can be found on our website - https://www.nwleics.gov.uk/pages/performance Cabinet Report July 2020 Corporate Scrutiny Report September 2020	Public Report: Yes
		Key Decision: Yes
Financial Implications	The 'Review of the Medium Term Financial Plan' report on the same agenda sets out the range of scenarios associated with the funding position of the Council over the next 5 years and plans to deliver savings built into plans, and should be read in conjunction with this report.	
	<p>Due to the impact of COVID-19 on the council's financial position, there is a deficit of £0.978m on the General Fund forecast for the current financial year. As such there is a reliance on a contributions from the Self-Sufficiency reserve in order to deliver the Council Delivery Plan. Including the current year, the forecast deficit on the 5 year General Fund MTFP is £5.3m and there is £6.3m in the Self-Sufficiency reserve meaning that the Council would be able to deliver an ongoing balanced budget.</p> <p>On the HRA the 5 year MTFP position is a surplus of £1.1m over the five year period.</p> <p>Signed off by the Section 151 Officer: Yes</p>	
Legal Implications	This report sets in place the CDP for the current year and as such is a key policy document for the council as part of the budget and policy framework	
	Signed off by the Monitoring Officer: Yes	
Staffing and Corporate Implications	These are addressed under the Team Plans for each area of the council and through the MTFP.	
	Signed off by the Head of Paid Service: Yes	
Purpose of Report	To report on the final Council Delivery Plan (CDP) for the current year (2020/21) and agree to recommend the CDP to Full Council.	
Reason for Decision	To ensure that the council has a Delivery Plan in place for the current year in line with the constitution.	
Recommendations	<ol style="list-style-type: none"> 1. NOTE THE COMMENTS FROM CORPORATE SCRUTINY COMMITTEE IN ANNEX A REGARDING THE CDP AND PERFORMANCE REPORTING. 2. TO AGREE THE CDP IN ANNEX B AND RECOMMEND THIS TO FULL COUNCIL FOR ADOPTION. 3. TO NOTE THE PERFORMANCE REPORTING FOR Q4 2019/20 AND Q1 2020/21 IN ANNEX C. 	

1.0 COUNCIL DELIVERY PLAN 2020/21

- 1.1** The Council Delivery Plan (CDP) is produced annually to set out the priority areas of work and performance targets and information for the year ahead. This plan has been developed through discussions at the Corporate Leadership Team, Scrutiny and Cabinet. This process has been delayed this year due to the COVID19 pandemic as reported to Cabinet in July 2020. At that meeting Cabinet agreed 'in principle' to the draft CDP presented subject to comments from Corporate Scrutiny Committee.
- 1.2** Corporate Scrutiny considered the draft CDP earlier this month and a copy of the minutes in attached in Annex A. In summary scrutiny comments were regarding detail and wording of particular objectives. Where appropriate these have been updated in the CDP attached as Annex B to this report. Assuming Cabinet agreement, the CDP will be reported to Council at its next meeting for final adoption.
- 1.3** The Council's priorities for the year ahead are underpinned by a balanced budget, a constant focus on value for money, local income generation where appropriate and a balanced, prudent approach to the future challenges to our funding and expenditure as set out in the Medium Term Financial Strategy. As with all Councils, we are still assessing the impacts of COVID19 on our finances. The Medium Term Financial Plans (MTFPs) presented elsewhere on the agenda currently show a forecast deficit outturn for the General Fund for the 2020/21 financial year, based on monitoring undertaken in Quarter 1. The Q1 forecast position presents a projected deficit of £0.978m on the General Fund. As such, the CDP presented in this report fits with the MTFP, but there is a reliance on a contribution from the Self-Sufficiency reserve. Further assessment through regular budget monitoring will continue to focus on recovering the impact of COVID, seeking as much as is reasonably possible to balance the budget for 2020/21. Members can find full details relating to Q1 forecasts for 2020/21 in the medium term financial plan report.

2.0 QUARTER 4 2019/20 & QUARTER 1 2020/21 – PERFORMANCE REPORTING

- 2.1** This report sets out the performance and progress against the Council Delivery Plan priority actions, performance indicators, sickness absence management and finance. As noted above due to the COVID19 related issues the reporting has been delayed, and is reported for completeness. The latest monitoring was presented to Corporate Scrutiny Committee on the 2 September 2020, and an extract of the minutes of that meeting are included in Annex A. A high level report of the Council's performance for Q4 and Q1 is included in Annex C. We will resume normal quarterly reporting at the end of Q3 to scrutiny and Cabinet when the revised Council Delivery Plan has been approved and team plans amended and updated to reflect the refocussed activities and performance of the Council in view of the COVID-19 impacts.

SUMMARY OF PERFORMANCE QUARTER 4

- 2.2** In summary of the 46 actions in the Council Delivery Plan 21 were achieved during the year, good progress was made with 18 of the actions and 7 were not progressed. The following notable achievements in the final quarter of 2019/20 were:-
- 2.3 Supporting Coalville to be a more vibrant, family friendly town**
- The Council submitted a Stage 1 expression of Interest application to the governments Future High Street Fund in March 2019 and a grant of £150,000 was subsequently awarded to assist with the development of a full business case. We also secured grant funding of £100,000 from the Leicester and Leicestershire Enterprise Partnership Business Rates Pool fund to continue the development of the projects identified within the Coalville Regeneration Framework.
 - A methodology for the delivery of a cinema in Coalville was been identified and agreed in principle with interested parties – to bring the project to fruition external

funding will be needed and this will be sought as part of the Future High street fund.

- The redesign of the Marlborough square project continued during the quarter and construction work commenced on the new indoor market.

2.4 Our communities are safe, healthy and connected.

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

2.5 Local people live in High quality, affordable homes

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

2.6 Support for businesses and helping people into jobs

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

2.7 Developing a clean and green district

- A weekly food waste collection trial commenced during the year was operational until mid March but had to be suspended as we refocussed our refuse and recycling efforts to meet social distancing and a reduced workforce as a result of employees needing to shield from the risks of COVID-19.
- Plans for the expansion of our free tree scheme started in Q1 but there may be delays as a result of COVID-19.

- Air Source Heat pumps were installed in 335 properties since 2018. We are continuing to work with partners and tenants to seek to further increase this number.

2.8 Finance

2.9 At the end of the financial year the Council's budgets have been managed effectively. Increased revenue surpluses have been achieved for both the General Fund and Housing Revenue accounts. The Special Expenses accounts has now contributed to reserves rather than the forecast contribution from reserves.

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

2.11 Performance Indicators

2.12 The use of both qualitative and quantitative measures (indicators) to supplement the delivery of actions in the Council Delivery plan provides a picture of how we are performing against the expected outcomes. Progress against the Council's key indicators is detailed in Appendix C with explanations of the progress against each of the key tasks identified for the current financial/operating year. Some of the indicators were affected by the start of the COVID-19 pandemic which started to have an impact on our activities during the last month of the quarter. Nevertheless, the overall performance against the indicators was good - 25 were on target or better than the target, 2 were within target or within tolerance and 5 were behind target.

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

- Spend on agency workers

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

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

- Sickness absence.

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

A high proportion of the sickness absence (66%) in the quarter, was long term. There were 30 long term cases of sickness and 26 were managed to return to work. While many employees commenced a period of self-isolation due to the start of the corona virus

pandemic during the quarter, we did not have any confirmed cases of sickness due to COVID-19 during 2019/20 in the Council workforce.

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

- Percentage of commercial units occupied per annum

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

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

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

- Value of Coalville shop fronts grants awards.

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

Policies and other considerations, as appropriate	
Council Priorities:	The CDP support all council priorities: <ul style="list-style-type: none"> - Supporting Coalville to be a more vibrant, family-friendly town - Support for businesses and helping people into local jobs - Developing a clean and green district - Local people live in high quality, affordable homes - Our communities are safe, healthy and connected
Policy Considerations:	None Directly
Safeguarding:	None Directly
Equalities/Diversity:	None Directly
Customer Impact:	None Directly but programme of work will positively impact
Economic and Social Impact:	The CDP includes a series of economic and social aims programmes and deliverables
Environment and Climate Change:	The CDP includes a series of environmental and climate change aims programmes and deliverables
Consultation/Community Engagement:	None directly but individual programmes will
Risks:	Noted in the report
Officer Contact	Andy Barton - Strategic Director Andy.Barton@nwleicestershire.gov.uk