**NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL**

**CABINET – WEDNESDAY, 20 MAY 2025**

| Title of Report | COUNCIL DELIVERY PLAN – PERFORMANCE REPORT – QUARTER 4 2024/25 | |
|---|---|---|
| **Presented by** | Allison Thomas<br>Chief Executive | |
| **Background Papers** | Council Delivery Plan Council meeting held on 14 November 2023 | **Public Report:** Yes |
| | | **Key Decision:** Yes |
| **Financial Implications** | There are no financial implications. | |
| | **Signed off by the Section 151 Officer**: Yes | |
| **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** | To report the performance of the Council during the first measurable quarter of 2025 against the objectives and key performance indicators set out in the Council Delivery Plan as agreed by full Council on 14 November 2023 | |
| **Reason for Decision** | To make members aware of the progress of the plan. | |
| **Recommendations** | **THAT CABINET CONSIDERS THE MONITORING REPORT AND HIGHLIGHTS THE ELEMENTS MAKING POSITIVE PROGRESS AND THOSE WHERE THERE IS A NEED FOR EARLY INTERVENTION.** | |

**1.0 BACKGROUND**

1.1     The Council prepared a Council Delivery Plan during late 2023, and the plan is scheduled to cover the lifetime of the Council administration for the period 2023/24 until a year beyond the next election in May 2027 (to ensure continuity in the aftermath of that election and to allow time for a new plan to be developed). The plan was developed with inputs from the Corporate Scrutiny Committee and the opposition groups and was agreed by Council at its meeting on the 14 November 2023.

1.2     The plan will be monitored in relation to the targets and a suite of performance indicators on a quarterly basis in line with the performance management framework. This will involve quarterly reports to Cabinet, the outcomes of the reports will then be shared with the Corporate Scrutiny Committee. Further information on the progress of the set of plans that sit below the Council delivery plan, the directorate plans, are monitored at officer level by the Corporate Leadership Team.

1.3 The reporting period for this report runs from January to March 2025.

**2.0 PERFORMANCE REPORT**

2.1 Executive Summary – the Council Delivery Plan contains four key priority areas – notably "A well run Council, Clean and Green, Housing and Communities and Planning and Regeneration".

The chart below shows the performance in quarter 4 overall against each of the four priority areas.

The chart shows the priorities that have been completed, those that were within a 5% variance of being completed, those that were not completed at all and those that were not applicable (usually due to no data being available, because they are scheduled for completion at a later stage of the plan.)

2.2     There are 18 key performance indicators (KPI's) in the Plan. Six relate to Planning and Regeneration, five to Housing and Community Services, four relate to Clean and Green and three relate to a well-run Council.

The chart below shows the performance in quarter 4 overall against each of the four priority areas. The table shows the priorities that have been completed, those that were within a 5% variance of being completed, those that were not completed at all and those that were not applicable (usually due to no data being available, because they are scheduled for completion at a later stage of the plan.)

## Our Priorities
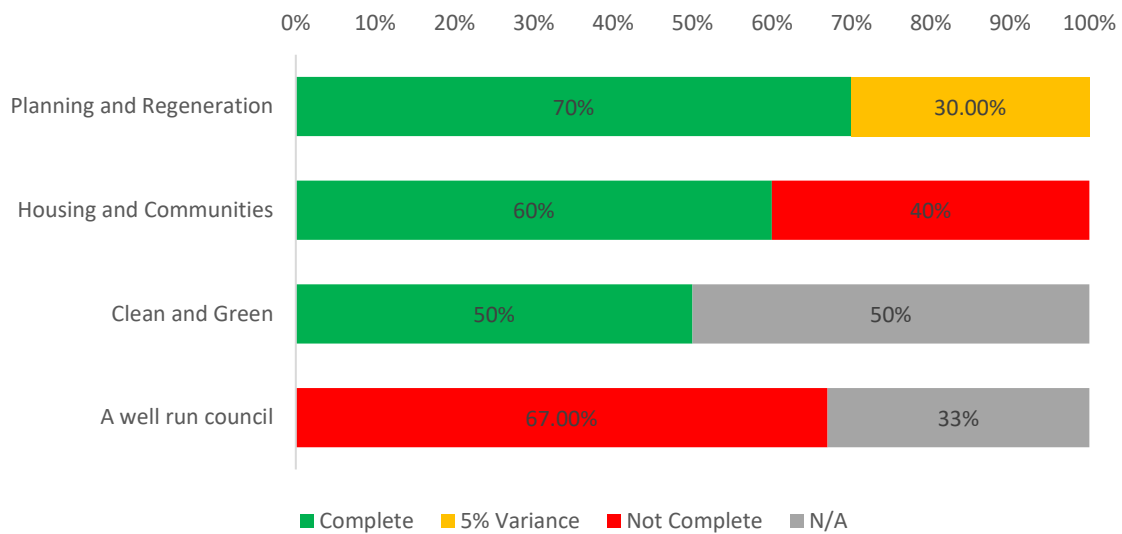


2.3     Of the 18 key performance indicators (KPIs) in the Council Delivery Plan:

Six relate to Planning and Regeneration. Four have been completed and two are within a 5% variance.

Five relate to Housing and Communities. Three have been completed and two have not been completed.

Four KPIs relate to the Clean and Green objective. Two are complete and two are scheduled for completion at a later stage.

Three relate to a Well-run Council. Two have not been completed and one is scheduled for completion at a later stage.

The following four charts show the more detailed breakdown of the indicators as they relate to each of the priority areas using the same assessment scale in relation to percentage completed etc. For each of the priority areas more information is provided in the later stages of the report together with detailed commentary on the progress.

# Planning and regeneration
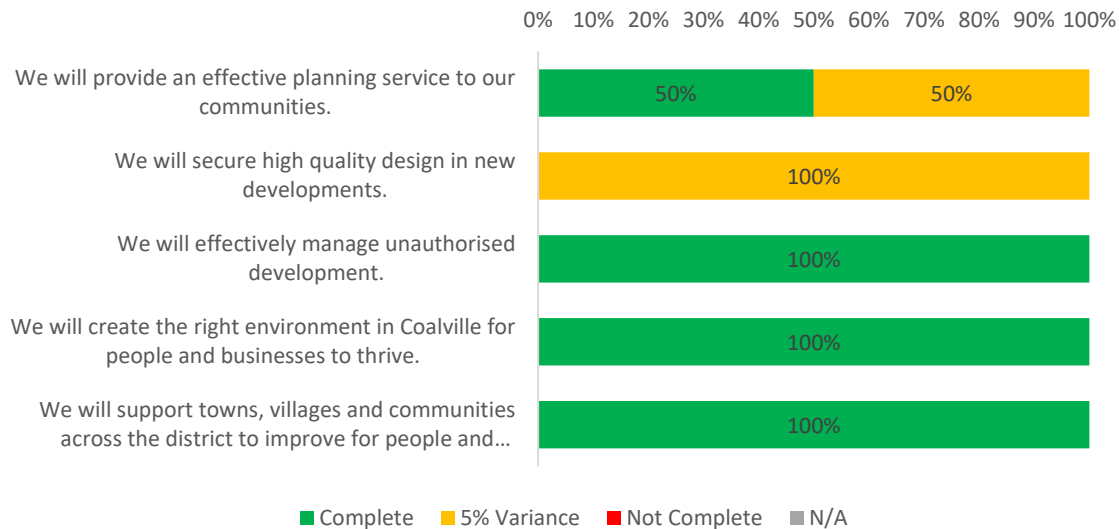


Planning and regeneration_ Overview of Performance in Percentage of KPI

| As a percentage of applicable KPIs | Complete | 5% Variance | Not Complete | N/A |
|---|---|---|---|---|
| We will provide an effective planning service to our communities. (Split into two sections) | 50% | 50% | | |
| We will secure high quality design in new developments. | | 100% | | |
| We will effectively manage unauthorised development. | 100% | | | |
| We will create the right environment in Coalville for people and businesses to thrive. | 100% | | | |
| We will support towns, villages and communities across the district to improve for people and businesses. | 100% | | | |

Planning and regeneration_ Overview of Performance in KPI numbers

| As a number of applicable KPIs/KPI sections | Complete | 5% Variance | Not Complete | N/A |
|---|---|---|---|---|
| We will provide an effective planning service to our communities. (Split Across 2 KPIs  1. Adoption of a local plan by 2026 and 2. Timely determination of planning applications- Major, Minor and other) | 0.5 | 0.5 | | |
| We will secure high quality design in new developments. | | 1 | | |

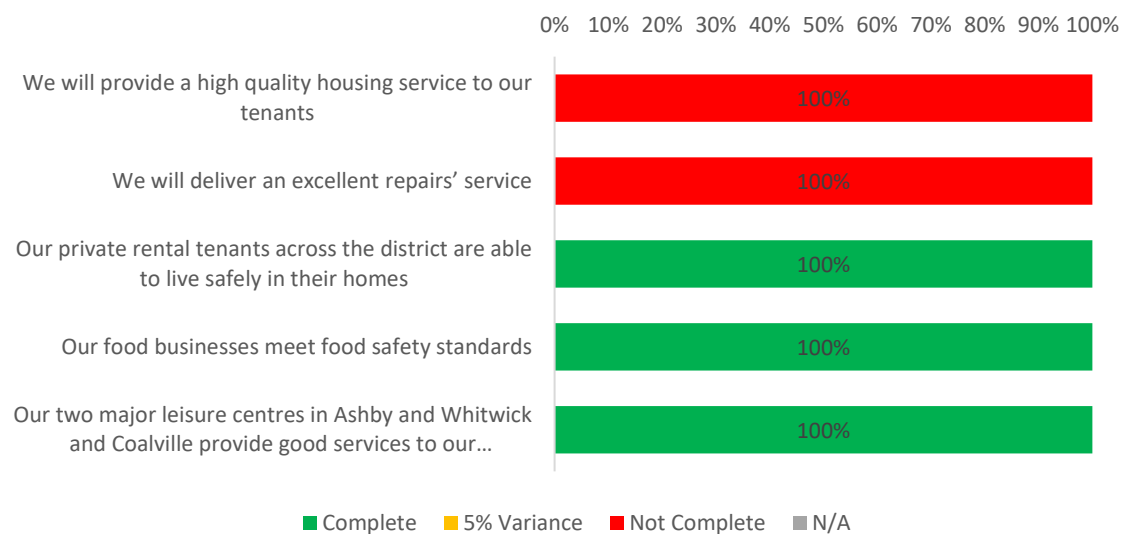| | |
|---|---|
| We will effectively manage unauthorised development. | 1 |
| We will create the right environment in Coalville for people and businesses to thrive. | 1 |
| We will support towns, villages and communities across the district to improve for people and businesses. | 1 |

## Housing and Communities



Housing and Communities- overview of Performance in Percentages of KPIs

| As a percentage of applicable KPIs | Complete | 5% Variance | Not Complete | N/A |
|---|---|---|---|---|
| We will provide a high quality housing service to our tenants | | | 100% | |
| We will deliver an excellent repairs' service | | | 100% | |
| Our private rental tenants across the district are able to live safely in their homes | 100% | | | |
| Our food businesses meet food safety standards | 100% | | | |
| Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities | 100% | | | |

Housing and Communities- overview of Performance in KPI numbers

| As a number of applicable KPIs/KPI sections | Complete | 5% Variance | Not Complete | N/A |
|---|---|---|---|---|
| We will provide a high quality housing service to our tenants | | | 1 | |
| We will deliver an excellent repairs' service | | | 1 | |
| Our private rental tenants across the district are able to live safely in their homes (This KPI is split across two distinct Services- Private Landlord compliance with MEES standards which is dealt with Environmental protection Team and Private Landlord's charter which is dealt with by Housing) | 1 | | | |
| Our food businesses meet food safety standards | 1 | | | |
| Our two major leisure centres in Ashby and Whitwick and Coalville provide good services to our communities | 1 | | | |

## Clean and Green
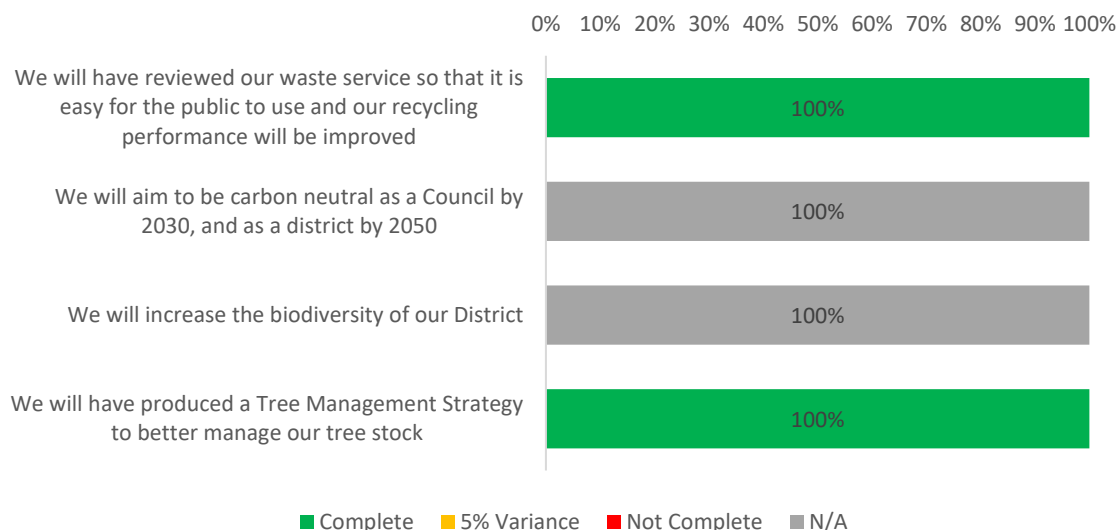
```
        0%  10% 20% 30% 40% 50% 60% 70% 80% 90% 100%
```

We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved — **100%** (Complete)

We will aim to be carbon neutral as a Council by 2030, and as a district by 2050 — **100%** (N/A)

We will increase the biodiversity of our District — **100%** (N/A)

We will have produced a Tree Management Strategy to better manage our tree stock — **100%** (Complete)

■ Complete  ■ 5% Variance  ■ Not Complete  ■ N/A

Clean and Green- overview of Performance in Percentages of KPIs

| As a percentage of applicable KPIs | Complete | 5% Variance | Not Complete | N/A |
|---|---|---|---|---|
| We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved | 100% | | | |
| We will aim to be carbon neutral as a Council by 2030, and as a district by 2050 | | | | 100% |
| We will increase the biodiversity of our District | | | | 100% |
| We will have produced a Tree Management Strategy to better manage our tree stock | 100% | | | |

Clean and Green- overview of Performance in number of KPIs

| As a number of applicable KPIs/KPI sections | Complete | 5% Variance | Not Complete | N/A |
|---|---|---|---|---|
| We will have reviewed our waste service so that it is easy for the public to use and | 1 | | | |

| | | | | |
|---|---|---|---|---|
| our recycling performance will be improved | | | | |
| We will aim to be carbon neutral as a Council by 2030, and as a district by 2050 | | | | 1 |
| We will increase the biodiversity of our District | | | | 1 |
| We will have produced a Tree Management Strategy to better manage our tree stock | 1 | | | |

## A well run Council
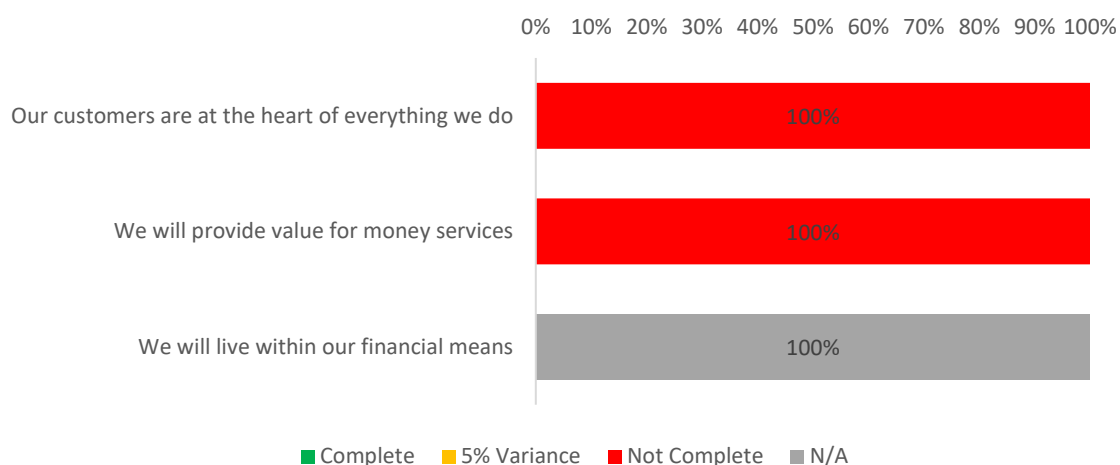


Well Run Council- overview of Performance in Percentages of KPIs

| As a percentage of applicable KPIs | Complete | 5% Variance | Not Complete | N/A |
|---|---|---|---|---|
| Our customers are at the heart of everything we do | | | 100% | |
| We will provide value for money services | | | 100% | |
| We will live within our financial means | | | | 100% |

Well Run Council- overview of Performance in numbers of KPIs

| As a number of applicable KPIs/KPI sections | Complete | 5% Variance | Not Complete | N/A |
|---|---|---|---|---|
| Our customers are at the heart of everything we do | | | 1 | |

| | |
|---|---|
| We will provide value for money services | 1 |
| We will live within our financial means | 1 |

**Key Progress Areas for the Quarter:**

- **Timely Planning Application Determination:** All three targets for this period were comfortably exceeded for the fourth consecutive quarter.

- **District Wide Regeneration Framework:** The framework has been adopted and there has been successful delivery of several projects, including the Kegworth Market Place Public Realm, Visitor Economy Action Plan (Taste The Place and Sustainable Tourism Schemes), National Forest Masterplan projects, and the (Pilot) Ambassadors Scheme. Additionally, £720,000 from the UKSPF grant has been invested in community-based projects across the district.

- **MEES Policy Compliance:** 100% of landlords were contacted within the specified timeframe, resulting in a significant improvement in compliance, reducing non-compliant properties from 118 in September 2023 to just 7 in Quarter 4 of 2024/25.

- **Customer Complaint response times-** Significant progress in terms of complaint response times over the last quarter (from 58% overall in Quarter 3 to 74% in Quarter 4), narrowly missing out on an Amber RAG rating.

  Although complaints narrowly missed the target for the quarter, there was a significant improvement compared to Quarter 2. The Customer Services Team is actively collaborating with various services to ensure complaints are addressed promptly. This includes forming working groups to review customer contact standards and holding dedicated sessions with specific services to better understand the customer journey.

- **Financial Management:** While the Council faces a medium-term funding gap, it is actively exploring options through its budget process and transformation programme to close this gap. The Council successfully set balanced budgets for both 2024/25 and 2025/26, with significant efforts to identify savings in each year.

  The Council is working closely with external auditors to ensure the timely completion of the Statement of Accounts, despite ongoing issues with the new finance system. On 23 April 2025, the Director of Resources provided a detailed response to the Audit and Governance Committee, outlining the actions being taken to address these challenges.

Despite these issues, the Council's financial management is improving. For instance, the Council has partnered with V4 to ensure its procurement processes comply with the Procurement Act 2023. Earlier this year, the Council updated its contract procedure rules to align with the new regulations, and a Procurement Strategy was approved in March 2025.

The Council has also reviewed its financial monitoring activities, ensuring that reports presented to Cabinet are transparent and involve key stakeholders to monitor budgets and take appropriate actions when necessary.

The Council reports its financial position to key stakeholders, and its treasury management arrangements are robust. Recent benchmarking shows excellent returns on investment compared to other district councils. Capital governance arrangements, implemented over two years ago, continue to be monitored by the Capital Strategy Group.

- **Governance:** The Council continues to ensure its Governance arrangements are robust.  The Director of Resources and the Head of Legal and Support Services, together with the Leisure Services Team Manager recorded an 'in conversation' video answering a range of questions in respect of decision-making across the Council. The Local Government Association views the Council as an exemplar in governance arrangements, with a dedicated focus on governance training across the organisation. There is ongoing work to ensure officers understand the decision-making processes in place. Governance training is conducted regularly, with an annual programme delivered over the past two years.


**Areas Requiring Improvement and Remedial Actions:**

- **Tenant Satisfaction:** There has been a decline in tenant satisfaction levels from the previous quarter, primarily due to issues with repair services. A recovery programme is underway and has been reported to both the Cabinet and Scrutiny Committee**.**

- **Outstanding Statement of Accounts for 2023/24:** Efforts are ongoing to address this issue in collaboration with our external auditors. Work is also being done to resolve historic issues with Unit 4, the Council's finance system, and additional resources have been procured to facilitate the closure of the 2023/24 accounts.  The Director of Resources provided a detailed update to the Audit and Governance Committee on 23 April 2025 outlining the actions being taken.

- **Funding Gap:** The Council has developed a programme to address the funding gap over the medium term. Preparations will begin in Spring 2025 to support budget setting for the 2026/27 financial year, focusing on identifying additional savings or income. A balanced budget for 2025/26 has been approved**.**

| Priority | KPI reference | Key Aim | Q4 Progress | Target | Commentary | Head of Service | RAG rating |
|---|---|---|---|---|---|---|---|
| Planning and regeneration | 1 | We will adopt a local plan by 2026 | | 2023-4 Submit local plan (Reg 18 consultation). 2024/5 Pre-submission consultation (Reg 19)<br><br>Submission of local plan and examination. | New Local development Scheme published.<br><br>Housing allocations for the wider district (not including the previously agreed greater Coalville allocations) were agreed at Local Plan Committee on 11th March.<br><br>Consultation taking place until 2 May 2025 in respect of potential additional housing and employment sites. | Head of Planning and Infrastructure | 🟧 |
| | 2 | 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. | 88.89%<br><br>80.49%<br><br>86.96% | Major- At least 60% of applications determined within 13 weeks.<br><br>Minor- At least 65% of applications determined within 8 weeks.<br><br>Other- At least 80% of applications determined within 8 weeks. | The team has comfortably exceeded all three of the set targets for this period for the fourth quarter running.<br><br>Cumulatively for all quarters 24/25:<br>Majors = 86.54%<br>Minors = 83.54%<br>Others = 89.27% | Head of Planning and Infrastructure | 🟩 |

| | 3 | We will have developed a new local design guide and new developments will comply with it. | | 2023-4<br>Develop a new Design Guide for North West Leicestershire adopting current best practice in accordance with the Governments National design guide.<br><br>Undertake public consultation on the new Design Guide for North West Leicestershire.<br><br>2024/5<br>Adopt the new design guide for North West Leicestershire.<br><br>New development complies with the requirements of the adopted design guide. | Public Consultation is now anticipated in Q1, 25/26. Proposing to take the Good Design Guide to Local Plan Committee in May 2025 to agree consultation and then Cabinet and Local Plan Committee for adoption in Q3 25/26. | Head of Planning and Infrastructure | |

| | 4 | We will effectively manage unauthorised development. | | Work begins in 2024/5 Adopt a new local enforcement plan by the end of Q2 24/25 <br><br> Monitor and measure response times against the targets set out in the adopted Local Enforcement Plan and report biannually to Planning Committee in Q3 and 4 24/25 | New Local Enforcement Plan adopted at Cabinet on 22 October 2024. <br><br> Monitoring will now be reported to Committee in Q1 25/26 and then once every six months after that. | Head of Planning and Infrastructure | |
|---|---|---|---|---|---|---|---|
| | 5 | We will have delivered our ambitious Coalville Regeneration Framework. | | Quarterly progress statement plus an additional Annual Framework review in Q4 | Progress continues to be made on implementing those projects where the Council has identified it will take the lead role. A review of the framework has been undertaken and a "refreshed" document has been drafted. | Head Of Property and Regeneration | |
| | 6 | We will have developed a regeneration framework and will be on the way to supporting thriving towns, villages and communities across the district. | | Work begins in Q4 with the production of the NWL Regeneration Framework | Members have adopted a District Wide Regeneration Framework for NWL. From that Framework the following projects have now been delivered: Kegworth Market Place Public Realm, Visitor Economy Action Plan (Taste The Place and Sustainable Tourism Schemes), National Forest Masterplan projects, and the | Head Of Property and Regeneration | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | (Pilot) Ambassadors Scheme. We have also invested £720,000 of UKSPF grant into Community based projects across the district. A Refresh of the Framework has also commenced to be informed by Vital And Viable studies | | |
| Housing and Communities | 7 | We will provide a high quality housing service to our tenants. | | 2023/4 First data publication | 55% resident Satisfaction level<br><br>This has dropped since last year driven by poor repairs measures, however, other measures have increased. A recovery plan for repairs service as a whole is in train and has been reported to Scrutiny and Cabinet. | Head of Housing | |
| | 8 | We will deliver an excellent repairs' service. | | 2023/4 First data publication | 56% Satisfaction level<br><br>This has dropped since last year driven by poor repairs measures however other measures have increased. A recovery plan for repairs service as a whole is in train and has been reported to Scrutiny and Cabinet. | Head of Housing | |
| | 9 | Our private rental tenants across the district are able to live safely in their homes. | | 100% of Landlords contacted within the specified time-period within the MEES policy for non-compliance | 100% of Landlords were contacted within the time period specified by the MEES Policy.<br><br>The number of non-compliant properties following enforcement | Head of Community Services | |

| | | | | | intervention in Q4 in the District has reduced to seven. The baseline number in September 2023 was 118. | | |
|---|---|---|---|---|---|---|---|
| | | | | Creation of a Private Sector Housing Charter. | Further work has taken place to update landlord specific information on the Council's website. A second meeting of the relaunched landlord's forum has been arranged and promoted | Head of Housing | |
| | 10 | Our food businesses meet food safety standards. | 81.3% | 2024/25 81% of food businesses having a hygiene rating of 5 (very good) | 81.3% of food businesses were assessed as having a hygiene rating of 5. | Head of Community Services | |

| | 11 | 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. (This will be provided annually in Q3 | Reported on in Q3 | Head of Community Services | |
|---|---|---|---|---|---|---|---|
| Clean and Green | 12 | We will have reviewed our waste service so that it is easy for the public to use and our recycling performance will be improved. | | 43% Recycling rate 2023/4 | In Leicestershire, the Council remains second behind Harborough District Council with a 44.7% recycling rate for 2023-24 (The latest published figures from Defra). It is the tenth best performing council in the East Midlands region, and it is ranked 125th out of 320 of all councils in England.<br><br>Data is a year behind, but target met Q4 23/24 | Head of Community Services | |

| | 13 | We will aim to be carbon neutral as a Council by 2030, and as a district by 2050. | | 2023/4 Development of assessment work and target setting | Estimating the cost of net zero for the Council is dependent on Asset Management Plans which are being developed for both Housing (to inform budget 26/27) & Property Services (to inform budget 27/28), and fleet replacement.<br><br>Fleet replacement plans are linked to the Waste Services review which will be presented to Cabinet in April and whilst options will be explored, it is unlikely that any vehicles purchased will be electric. Food Waste collection vehicles procurement is underway and these will not be electric due to the cost difference and government funding. Non-electric fleet will continue to run on HVO.<br><br>Gas and electric utility meters have been updated to automated meter reading (AMR) – the final few will be completed  by June. The new CAFM system roll out will provide visibility of usage at building level for users. | Head of Community Services | |

| | | | | | Across the district, the Council is working collectively as the Green Living Leicestershire (GLL) partnership. Grant funding and support schemes to help residents improve the energy efficiency of their homes ended in March.  GLL has applied for the funding for the follow on Warm Homes grant to continue to help residents improve the energy efficiency of their homes.

The current Solar Together scheme ended in March and a future offer is being considered.   Energy Switch, a collective buying utility scheme, ran in March and a summer auction is planned.

Under LEVI project, a solar PV electric vehicle charging hub is at Moneyhill car park tender is underway and rural EV charge points tender is due in April.

Working with the LCAN project, led by LCC and other parties, workstreams include developing local area energy plans and promoting community energy. A | | |
|---|---|---|---|---|---|---|---|

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | new [Greener Future](#) website has been launched. | | |
| | 14 | [We will increase the biodiversity of our District.](#) | | 10% Biodiversity Net Gain on large developments with planning permission | This is a mandatory requirement for major planning applications and some smaller planning applications after February and April 2024, so will be achieved on all relevant planning permissions issued after these dates. | Head of Planning and Infrastructure | |
| | 15 | [We will have produced a Tree Management Strategy to better manage our tree stock.](#) | | 2024/25 Publication of updated tree management strategy . | Work to catalogue the portfolio of the Housing tree estate is ongoing. With regards to the Tree Management Strategy, this was presented to Community Scrutiny for feedback in February. Following further amends, the document was corporately adopted by Cabinet at their meeting in March. Work will now commence on the associated Action Plan. | Head of Community Services | |
| **A well-run Council.** | 16 | [Our customers are at the heart of everything we do.](#) | 74% overall across both stages Stage 1 – 73% Stage 2 – 78% | 2024-5 80% of Complaints responded to on time by end of year | Progress on response times since Q3 (where performance was 58% overall). Complaint investigation training rolled out to team leaders and above plus those who regularly investigate complaints. Root Cause analysis work ongoing with waste services. | Customer Services Team Manager | |

| | 17 | We will provide value for money services. | | Unqualified Opinion to be provided | The Council is working its external auditors, Azets on the completion of the Statement of Accounts 2023/24.<br><br>There is a focus on resolving historic issues following the implementation of the new finance system in 2023.  This will support the closedown process.<br><br>Additional resources are in place to support the closedown process. | Head of Finance | |
|---|---|---|---|---|---|---|---|
| | 18 | We live within our means | | Zero funding gap | The Council has developed a Transformation Programme to support closing the funding gap over the medium term.<br><br>In addition, work will commence in Spring 2025 to support the budget setting for the 2026/27 financial year with a focus on finding additional savings or income to close the funding gap.<br><br>A balanced budget for 2025/26 has been approved with a contingency budget created to support uncertainty over both the short and medium term. | Head of Finance | |

# Performance of Transformation Delivery Plan

## £500k Funding



Pie chart segments:
- LGA Graduate, £86,647
- Committed Spend, £145,714
- Remaining, £267,639
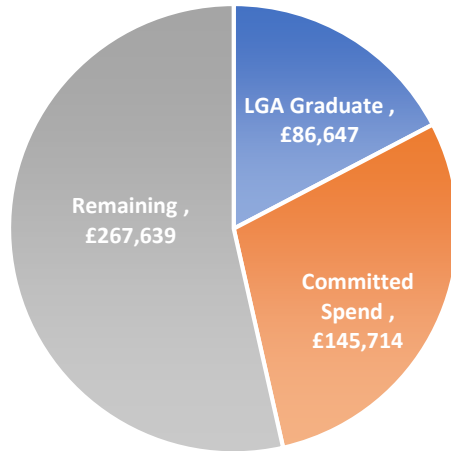
## Progress against funding gap



Bar chart:
- 1,900,000 (FUNDING GAP)
- 271,203 (SAVINGS TO DATE)

Y-axis: -, 500,000, 1,000,000, 1,500,000, 2,000,000
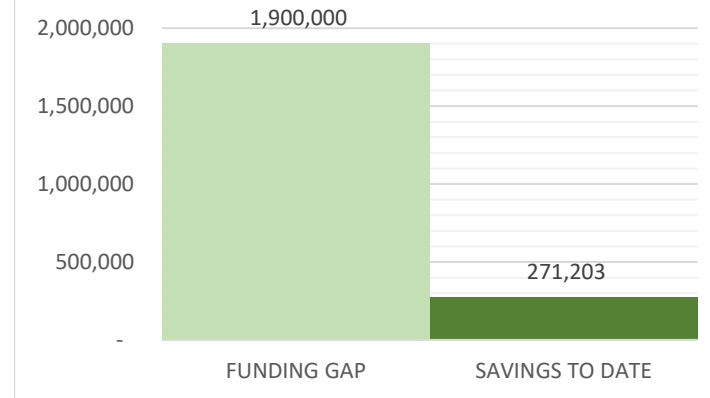
| Expenditure | £ | Comments |
|---|---|---|
| Additional communications support | 13,844 | Increased from 13,603 due to pay increase |
| HR support | 64,038 | Project is under review |
| Customer contact | 45,984 | |
| LGA Graduate | 86,647 | |
| Microsoft CoPilot proof of concept | 20,600 | Configuration and training costs now confirmed and added. |
| GovDelivery upgrade | 1,248 | Upgrade to add additional topics for increased reach and engagement |
| Total Spend | 232,361 | |
| Savings to date | 271,203 | |

## Transformation Projects

| Ref | Transformation Project Name and description | Start Date | End Date | Approved Budget | Planned Savings / Revenue | RAG Status | Previous Quarter |
|---|---|---|---|---|---|---|---|
| TR1 | **Strategic Communication Support** – Increased working hours for the Communications Team Manager | Apr 24 | Mar 25 | £13,603 (£13,844 actual) | N/A | | |

| Project Status | Key Deliverables | | Q4 update |
|---|---|---|---|
| Approved | • Employee Survey<br>• Delivery of Staff Roadshows<br>• Transformation Comms Strategy in place | | • Workplace stress survey<br>• Staff Roadshows<br>• Transformation Comms Strategy<br>• Additional colleague engagement opportunities implemented including knowledge exchange, "in conversation with" and a formalised Team Leaders forum.<br>Project closed and 2025/26 funding from LGR budget |
| Live | | | |
| Delayed | | | |
| Closed | | | |

| Ref | Transformation Project Name and description | Start Date | End Date | Approved Budget | Planned Savings / Revenue | RAG Status | Previous Quarter |
|---|---|---|---|---|---|---|---|
| | | | | | | | |

| TR2 | **Additional HR Support** (Waste Services sick absence management) | Sep 24 | Jun 26 | £64,038 No spend to date | TBC | | |
|---|---|---|---|---|---|---|---|

| Project Status | Key Deliverables | Q4 update |
|---|---|---|
| Approved | • Reduced sickness absence rates in Waste Services<br>• Reduced budget overspends – reduced agency costs.<br>• Achieve vacancy savings | Project is currently on hold while the deliverables and benefits are re-assessed. Wider root cause analysis of agency spend across the whole organisation to be carried in 2025/26 out as part of a larger project, to be taken forward by new Head of HR & OD |
| Live | | |
| Delayed | | |
| Closed | | |

| Ref | Transformation Project Name and description | Start Date | End Date | Approved Budget | Planned Savings / Revenue | RAG Status | Previous Quarter |
|---|---|---|---|---|---|---|---|
| TR10 | **Customer Contact Improvement** - improving how our customers contact and interact with the Council. | Sep 24 | Apr 26 | £45,984 | £34,000 (non-cashable) | | |

| Project Status | Key Deliverables | Q4 update |
|---|---|---|
| Approved | • Analysis of customer contact<br>• Website content and content management review<br>• Wholesale customer contact review (including written – letters, emails – and verbal – phone, in person)<br>• Ongoing complaint analysis (already underway)<br>• Staff training (customer contact, complaint handling, tone of voice – some already underway)<br>• Topic-specific customer focus groups<br>• Central 'knowledge hub' for customer contact | • Project Support Officers are in post have completed the following:<br>• Created project plan<br>• Commenced work on website (top tasks, data extract, web editor permissions, expired / embargoed web pages)<br>• Baseline figures, key issues and common themes identified for avoidable contact.<br>• Workshop with Waste Services on avoidable contact |
| Live | | |
| Delayed | | |

| Closed | • Improved website content<br>• Reduced avoidable calls.<br>• Enhanced customer complaint handling | |
|---|---|---|

| Ref | Transformation Project Name and description | Start Date | End Date | Approved Budget | Planned Savings / Revenue | RAG Status | Previous Quarter |
|---|---|---|---|---|---|---|---|
| **TR16** | **Microsoft CoPilot Proof of Concept** (25 users) | Oct 24 | TBC | £20,600 | N/A | | |

| Project Status | Key Deliverables | | Q4 update |
|---|---|---|---|
| Approved<br><br>Live<br><br>Delayed<br><br>Closed | • Creation of baseline information that can be used to inform an organisation wide rollout of Microsoft CoPilot<br>• Potential for future savings assessed.<br>• DPIA + Privacy Notice.<br>• AI Usage Policy | | • Procurement of config and training underway and cost of this is £13,100 (approved by Steering Group)<br>• List of 25 Super Users finalised<br>• DPIA and Usage Policy drafted. |

| BUDGET HOUSEKEEPING INITIATIVES | | | | | | |
|---|---|---|---|---|---|---|
| Ref | Description | Start Date | Update / Comments | | Savings 2024/25 | Savings 2025/26 |
| **TR3** | **Review of ICT Contracts** | Apr 24 | Total contract spend before savings = £771,570<br>Reduce rolling contracts<br>OMS Legal has moved to IKEN under a new 5-year contract. House on the Hill the IT service desk system is moving to a 5-year renewal next year, saving around £6k - Total savings over 5 years will be £10,695 | | £388 | £2139 |

| TR9 | Budget Housekeeping | Apr 24 | | £270,815 | £573,000 (planned) |
|---|---|---|---|---|---|
| TR15 NEW | Contract Management | Jan 25 | Track savings from contract management. | | |

| OTHER PROJECTS - MONITORED BY TRANSFORMATION | | | | |
|---|---|---|---|---|
| **Ref** | **Project Name and Description** | **Project Benefits / Deliverables** | **Planned Savings / Revenue** | **Update / Comments** |
| TR4 | **Waste Services Review** | TBC – Business Case being reviewed / updated New improved waste collection system | TBC | Scrutiny and Members workshop held on 27th March Going to Cabinet on 22nd April. |
| TR5 | **Parking Review** | No change to parking occupancy Number of violations Simplified and aligned charging structure Enhanced electric vehicle charging points | TBC | Paused |
| TR6 | **Council Tax Discounts and Exemptions and Discretionary Rates Relief Paul Stone** | Additional Revenue Reduction in number of empty homes | £26k + 2nd home premium TBC | Cabinet approved the council tax discounts and exemptions in January 2025, which are expected to generate an additional £26,000 in council tax income. The Second Homes Premium will be implemented in April 2026, with the additional income to be calculated at that time |

| TR8 | UNIT4 finance system enhancements | A Unit4 system that has wide range functionality<br>Implementation of systems such as budget monitoring<br>Further implementation of other financial management systems | N/A | Embridge have deadline of end April 25 to resolve the issues around:<br>• Automated bank reconciliation<br>• Direct debit processing<br>• Automated invoice payment (Proactis)<br>Project Manager in place and working well with the Council. |
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| TR11 | Capital Asset Facilities Management (CAFM) | Consolidated list of all properties across NWLDC<br>• £120k increased revenue over 3 years (estimate based on benchmarked data)<br>• £200k capital receipts over 3 years (disposal of surplus property – estimate)<br>• Reduction in compliance risks (no baseline)<br>• Reduced exposure to legal, financial and safety risks (no baseline)<br>• Quicker turnaround when addressing property defects (no baseline) | £120k (over 3 years)<br>£200k in capital receipts (over 3 years) | • Overview sessions have started to highlight system functionality to Property Services staff.<br>• Project Plan received from Concerto.<br>• Over 1/2 of sites have been sent to Concerto. and working through the rest of the sites. On track to have all uploaded by end of April. |
| TR12 | Council Wide Document Management / Intranet 2.0 | An improved and efficient intranet<br>A cleansed intranet site with the most up to date information | N/A | • Paper to CLT on discuss the document management process and controls May 2025 |