



Council Delivery Plan 2015/16





“We are very fortunate to live in an area full of character, thanks to our busy market towns, close-knit rural villages, rolling farmland and wooded countryside”

Introduction...

Welcome to our Council Delivery Plan for 2015/16, which sets out the council's focus for the year ahead.

We are working harder than ever to provide value for money in these challenging financial times and, while this sometimes means taking tough decisions, our focus for 2015/16 remains on providing high quality frontline services for our customers. While we are reducing our overall expenditure, we will make funding available to maintain, invest in and make essential improvements to services for the communities in our district.

We're proud of our achievements during the past year:

Value for money

- Our customers now have better access to our services 24/7, through our investment in a new website, providing self-service options
- We have continually made efficiencies in services. Due to this success; we've been able to put money back into the community through our £20,000-for-Seven grant scheme.

Business and jobs

- We have invested £268,000 in Coalville Market – both in its physical appearance, inside and

out, and in bringing new events, like the popular Farmers Market

- We are making good progress with our Local Plan, which will set out how the district will grow over the next 20 – 25 years – in terms of employment, infrastructure and homes. This process has been guided by a cross political party advisory group, who represent the views of residents, and we aim to have an adopted plan in place by 2016.

Homes and communities

- Our tenants are benefiting from council homes with modern standards, as our Decent Homes Improvement Programme reaches the 3,000th property mark - the whole programme will be complete by April 2015
- We're helping to provide more affordable housing for local people by investing in key flagship schemes – like bringing the Pick and Shovel site in Coalville town centre back into use as affordable housing with East Midlands Homes and the Homes and Communities Agency.

Introduction...

Green Footprints

- For the first time, we're helping our tenants access cheaper electricity with renewable technology installed in their homes. Our Green and Decent Homes Project will generate an income for the council when any surplus energy is sold to the grid, so we can reinvest in services, as well as being kinder to the environment
- Around 150 volunteer litter pickers across North West Leicestershire are now helping us to keep the district a cleaner, greener place, thanks to our recruitment drive
- We've been recognised nationally for our green focus – a networking and skill sharing event for community groups and businesses won national gold at the Green Apple Awards, and our Street Action Team was highly commended in two MJ Local Government Awards for its roadside litter campaign.



A handwritten signature in black ink, appearing to read 'Richard Blunt'.

Cllr Richard Blunt
Leader
North West Leicestershire
District Council

The future

Having achieved the decent homes standard, a key focus for the council next year is to build new, affordable homes. We will continue to improve our services to enable us to be responsive to the changing funding environment of local government.

We are dedicated to making our services better and more accessible through the second phase of our Improving the Customer Experience Programme which will use customer feedback to make sure we develop services that meet the needs of both residents and businesses in North West Leicestershire.

We would like to thank all our staff, customers and partners that have worked with us to shape and deliver our services throughout 2014/15.

We look forward to building on our successes during 2015/16 and beyond.



A handwritten signature in black ink, appearing to read 'Christine E. Fisher'.

Christine E Fisher
Chief Executive
North West Leicestershire
District Council

What we plan to do in 2015/16



Family bike ride at Hicks Lodge
Photo courtesy of the National Forest Company - Jacqui Rock

Our vision for the future

'North West Leicestershire will be a place where people and businesses feel they belong and are proud to call home.'

Delivering this vision is the focus of our four priorities and ensures that we concentrate on using our resources to provide services that really matter to local people and businesses.

Council priorities for 2015/16

• Value for money

We aim to provide council services that people feel provide good value for money

• Business and jobs

We aim to make the district a better place to invest, work and visit

• Homes and communities

We aim to improve the wellbeing of people living in North West Leicestershire

• Green Footprints

We aim to make people feel proud to be part of a greener district



Our people

At North West Leicestershire District Council we know our staff is our biggest asset. Providing excellent service for our customers means developing and supporting our staff to be their best; we measure success not only by delivering great results, but also in the way we achieve them. The council promotes five core values for its employees as part of its Best Employee Experience (BEE) programme:

- **Spend our money wisely** – Our staff ensure they deliver value for money in everything they do
- **Support what is possible** – Our staff agree and provide the best possible outcomes for all customers
- **Be fair and proud** – Our staff show pride in

their work and take individual responsibility for delivering what is agreed

- **Listen carefully** – Our staff listen and respond to the needs of customers and colleagues – both internally and externally
- **Deliver agreed quality** – Our staff ensure they deliver within agreed timescales and to the expected quality

During 2015/16 our staff will continue to deliver on our core values through regular appraisals, monitoring of feedback from customers and training and development. We will celebrate the achievements of staff that consistently demonstrate outstanding service and will use feedback from our customers to identify staff providing exceptional customer experiences.

Value for money

People feel council services provide good value for money

What we want to achieve

- Customers are happier with key services provided
- People feel the council is spending money wisely

How we will achieve it

Providing high quality frontline services

To provide fair and supportive services for our customers through the following actions:

Outcome	Action
Customers are supported within the framework of Universal Credit and feel that the transition is managed effectively	Work in partnership with the Department for Work and Pensions and other local authorities for the introduction of Universal Credit
People feel that the council is using its resources efficiently	Review the procurement plan to ensure that the council maximises value for money
	Develop strategy to manage our assets (like buildings and land), making sure that this supports the overall direction of the council
People are confident that the council can respond to the changing picture of local government finance	Empty council properties will be allocated and re-let quickly
	Address the Government's spending review in Autumn 2015 by reviewing our Medium Term Financial Strategy

Value for money

People feel council services provide good value for money

Delivering high priority corporate projects	
Outcome	Action
Customers of the revenues and benefits service receive a more efficient service	Implement the second phase of recommendations from the Institute of Revenues, Ratings and Valuation (IRRV)
Customer satisfaction is improved and customers can interact with the council at a time and place that suits them	To deliver phase 2 of the Improving the Customer Experience (ICE) programme
Council performance is improved through staff development	To develop a co-ordinated and targeted learning and talent development programme with full evaluation of its effectiveness
Frontline services are maintained	Investigate further opportunities to maximise income to support those services

Other 'Value for money' measures we will monitor and report to Cabinet

- Quarterly updates on managing our finances
- Quarterly updates on managing sickness absence



Good financial management and efficiency meant we could inject thousands back into the community through our '£20,000-for-Seven' fund, which saw community groups win at least £10,000 each, decided by public vote

Business and jobs

Our district is a better place to invest, work and visit

What we want to achieve

- Businesses choose to locate and remain in our district
- People find suitable employment within the district
- The council supports sustainable development and growth

How we will achieve it

Providing high quality frontline services

The Business Focus Team will provide a proactive support for businesses through the following actions:

Outcome	Action
Local businesses feel supported and make positive investment decisions within the district that ensures income from business rates is maximised	Develop and implement innovative ways to help businesses thrive within the district Introduce a £500,000 funding pot for small businesses to bid for funding
The council attracts new businesses and employers to the district and delivers an increase in inward investment that ensures business rates income is increased	Consolidate service provision through a review of the Business Focus team to provide an effective and seamless support package to businesses that require interaction with several council departments
Partnership working delivers new jobs, investments and infrastructure which deliver growth across the district	The council proactively engages with pan-Leicestershire business support through the Leicester and Leicestershire Enterprise Partnership



The council proactively engages with pan-Leicestershire business support through the LLEP

Business and jobs

Our district is a better place to invest, work and visit

To provide a fair and timely planning and development service through the following actions:

Outcome	Action
Customers are happier with the service provided	The Planning and Development Team will review and refresh the agents forum and streamline current processes and practices
Customers understand and appreciate the council's design aspirations for residential development	Develop a design guide for planning applications in the district including feedback from the customer survey on future affordable housing

To provide a robust and supportive environmental health service through the following actions:

Outcome	Action
Businesses view the environmental health service as an effective and efficient service that supports business growth	To deliver customer led improvements to the service through the work of the Leicester, Leicestershire and Rutland Regulatory Services Partnership and Better Business for All work programme
Food produced or sold in the district is safe to eat	To provide an enhanced level of support to food businesses identified as 'high risk'

Delivering high priority corporate projects

Outcome	Action
Residents will have access to good quality homes, leisure and shopping facilities and new job opportunities	Develop the Local Plan for submission to the Secretary of State by 2016
	Refine the local growth plan including the development of an action plan to facilitate the delivery of priority projects
Coalville town centre will be an attractive place to visit, shop and trade	Continue to improve Coalville town centre through various projects including: <ul style="list-style-type: none"> • Phase 2 of the market hall improvement plan; • Redevelopment of the Pick and Shovel in partnership with East Midlands Housing • Use the Coalville conservation area to attract funding for high quality developments, including improvements to Marlborough Square • Shop front improvement scheme.

Homes and communities

The wellbeing of people in North West Leicestershire is improved

What we want to achieve

- People feel proud of their homes and communities
- People feel safe in their community
- Families in need are supported by the council

How we will achieve it

Providing high quality frontline services

To provide a fair and supportive housing service through the following actions:

Outcome	Action
There is a smooth transition to Universal Credit for affected council tenants	Council tenants affected by Universal Credit have access to services to help become financially independent and suitable rent payment arrangements are in place
A high quality responsive repairs service for which there are high levels of tenant satisfaction	Review the current priorities and operations of the responsive repairs service and implement any changes
Tenants can effectively scrutinise the housing service and their feedback is taken on board	Tenant scrutiny panel is supported in carrying out comprehensive inspections of the housing service and providing two inspection reports to Cabinet
People feel proud of their homes and communities	Introduce customer satisfaction survey to obtain customers views on design and layout of new homes to inform future affordable developments
People feel that the council acts fairly in meeting the diverse housing needs of local residents	Publish a district lettings plan for 2015/16
People feel that their needs are being met and the council is spending money well	Publication of a new housing strategy for 2016-2021 that is sensitive to emerging local and national issues, plans and policies
	Collect more information about our customers, identify any hidden needs and use profiling information to offer new services or vary existing services

Homes and communities

The wellbeing of people in North West Leicestershire is improved

To provide a dynamic and customer-focused Leisure service through the following actions:

Outcome	Action
Residents help us improve our customer service in leisure	To co-design service improvements following customer listening week and visits from industry assessors
Residents have access to sporting opportunities from grass roots to elite levels	To support and develop local sports clubs, athletes, volunteers and opportunity pathways

To provide a stronger and safer community through the following actions:

Outcome	Action
Reduced crime and anti-social behaviour through partnership working	Manage the district's community safety strategy and delivery plan
Families in need are effectively supported to make positive, long lasting change to protect them from risk of harm and to enable them to engage in education and employment	Assist the delivery of Supporting Leicestershire Families by continuously developing relationships between families and their support services and agencies
Parish councils and community organisations feel engaged with the Council and that we are working together to provide services that their communities want	To further develop effective and efficient working practices between parishes and district council to deliver improved services in localities

Delivering high priority corporate projects

Outcome	Action
The affordable housing needs of local people are met, improving their well-being	Develop and implement the council's strategy for facilitating new homes in the district
Residents and businesses are satisfied that the council is making best use of its resources and assets to achieve a balance between supply, demand and budgets whilst seeking to improve the prosperity of the district	Develop an updated Housing Revenue Account Asset Management Strategy and deliver the capital investment programme for 2016-17
	Use the evidence available to us to make sure that we coordinate decisions about our assets (like buildings and land) to the benefit of the local economy
The council offers fully integrated services that meet the needs of vulnerable groups	Delivery of the Hood Park Leisure Centre well-being centre

People feel proud to be part of a greener district

What we want to achieve

- To enable others in the district to help us make it a greener and cleaner place

How we will achieve it

Providing high quality frontline services

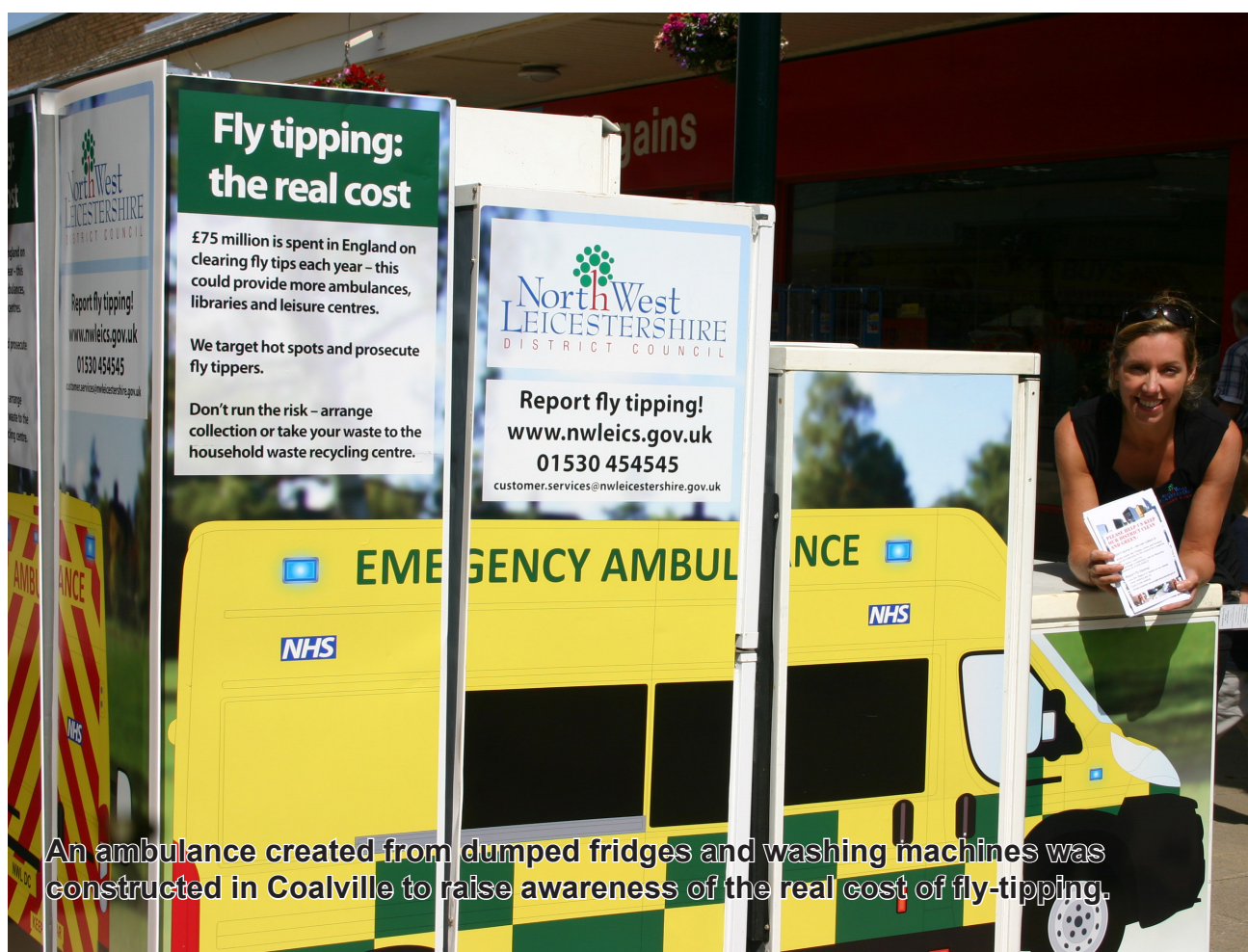
To provide a reliable and efficient waste collection, recycling and cleansing service through the following actions:

Outcome	Action
That the district is cleaner and greener	To undertake environmental improvement campaigns relating to dog fouling, fly tipping and littering
Residents are motivated to become involved in making their community greener	Increase the number of environmental volunteers To empower community groups to develop a series of projects that make a difference to residents quality of life and the environment
Residents feel that the council is spending money wisely	Continuously improve the efficiency of the waste collection and street cleansing services
Tenants homes are energy efficient	Roll out renewable energy technology across the council's housing stock based on the results of the Green and Decent Homes pilot programme



People feel proud to be part of a greener district

Delivering high priority corporate projects	
Outcome	Action
Residents receive improved value for money from their recycling efforts	To install and commission material separating technology for recyclable plastics and cans



An ambulance created from dumped fridges and washing machines was constructed in Coalville to raise awareness of the real cost of fly-tipping.

Managing the council's finances - 2015/16 to 2018/19

Continuing to ensure that we provide value for money in our services is more important than ever in the current economic climate as the Government continues to move forward with its deficit reduction programme. The Government has reviewed the funding of local authorities and it is clear that the overall level of national funding will continue to fall.

The Council is doing all it can to maximise its locally determined income including New Homes Bonus and Retained Business Rates.

For 2015/16 our mainstream Government grant allocation was reduced by more than 14% compared with 2014/15. Through our medium term financial planning, the council anticipated such a reduction and has continued to identify and deliver savings to meet overall expected funding reductions up to the end of 2018/19. This has also allowed the Council to freeze its Council Tax again in 2015/16.

The council will continue its drive for efficiency, economy and effectiveness in everything it does and will also continue with the regular monitoring of income and expenditure and recording efficiency savings made. The Council will update its four year Medium Term Financial Strategy in the Autumn in anticipation of further reductions in Government funding as part of a 2015 Spending Review.



Stenson House: included in the Coalville Conservation Area, which was designated in June 2014

Building confidence in the council's performance

Leading the way - a flagship council

The council is committed to developing first class service provision for residents, businesses and visitors. Our performance was very strong across the council during 2014/15, and we continue to strive to improve performance across all services.



Tree planting to support the National Forest

Photo courtesy of the National Forest Company - Ross Hoddinott

At the heart of our work to further improve the services that people value will be a learning and talent programme focusing on developing all staff in providing excellent service. As part of our drive to improve we will be:

- Actively engaging our customers and communities in shaping our services
- Investing in and supporting our local councillors to carry out their duties
- Valuing the views of our partners and customers to improve our performance
- Engaging external best practice and benchmarking to challenge what we do and how we do it
- Working as one council and one team to be the best we can
- Releasing talent, growing capacity and expertise within the staff of the council

Each of the actions set out in this plan will be monitored quarterly by members of the council's Cabinet to make sure we are achieving the high standards we have set.

You can check our progress on our website www.nwleics.gov.uk/performance.

Useful information

If you would like more information about the Council Delivery Plan or any council service, please use the contact details below:

Website:

www.nwleics.gov.uk

Email:

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If you have an emergency outside of normal hours,
please call 01530 454789

Fax:

01530 454506 (Reception)



“Local people are at the heart of our services, and during 2015/16 we will continue to work closely with you to improve the services you value.”