



Council Delivery Plan 2016/17





“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”

More than 1,500 people made their way to the ever popular Coalville Park in the heart of Coalville for an evening of wonderful music with Proms in the Park.

Introduction...

Welcome to our Council Delivery Plan for 2016/17, which sets out how we intend to improve North West Leicestershire in 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 2016/17 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.

Despite significant financial challenges, we're proud of our achievements during the past year. We hope you will take the time to read our End of Year report for 2015/16 when it is published in the summer to see exactly what we have done for you and your communities.

The future

In addition to our ongoing priorities around value for money, business and jobs, homes and communities and green footprints, our main focus for next year is to improve confidence in Coalville and the surrounding areas by working with local people and businesses to transform the town centre and create opportunities for economic growth.

Led by NWLDC, the project relies on contributions from all sectors of the Coalville community; achieving the project aims is a collective responsibility.

The project aims to improve the physical appearance of the town – building by building, street by street – and celebrate its people, its heritage and its future.

In addition, driving forward our technology projects will increase the flexible and mobile working opportunities for staff so that they can better serve our customers. The savings from these projects will then be re-invested into further improving council services using the feedback from our residents survey, conducted in June 2015. During focus groups held in March 2016, we will ask customers for more detail about their comments in the survey and explore actions that we have developed in response to the survey.

We would like to thank all our staff, customers and partners that have worked with us to shape and deliver our services throughout 2015/16. We look forward to building on our successes during 2016/17 and beyond.



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

Cllr Richard Blunt
Leader
North West Leicestershire
District Council



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 2016/17

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 2016/17

• Building confidence in Coalville

We aim to regenerate and build confidence in Coalville

• Value for money

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

• Homes and communities

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

• Business and jobs

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

• Green Footprints

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

Our people

At North West Leicestershire District Council we know our staff are 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. We promote five core values for our employees as part of our 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 identify, 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 2016/17 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.



Waste collections: 5,000,000 waste containers emptied every year, with 93.5% of our customers satisfied with the service.

Building confidence in Coalville



Coalville is an attractive place to live, work, visit and invest.

What we want to achieve	
<ul style="list-style-type: none"> • People want to live, work in and visit Coalville • Coalville is regenerated and attracts small and medium enterprises to set up businesses 	
How we will achieve it	
Outcome	Action
<p>People want to live, work in and visit Coalville...</p> <p>We will organise and support events that bring the wider Coalville community together and attract visitors to the town</p>	We will start the process of building new houses in Coalville including at Greenacres, Linford Crescent
	We will support housing schemes that encourage people to live in the centre of Coalville
	We will support new businesses that choose to locate in Coalville
	We will develop one iconic building in one of the four squares.
	We will develop the heritage offer of the town through a Heritage Lottery Fund grant
	Deliver the Coalville Specials Expenses events / project portfolio
	We will run and / or support two new annual community events in Coalville
	We will identify 10 hotspots in Coalville for litter reduction campaigns to improve the local environment.

Building confidence in Coalville



Coalville is an attractive place to live, work, visit and invest.

How we will achieve it	
Outcome	Action
<p>Coalville is regenerated and attracts small and medium enterprises to set up businesses...</p> <p>We will work with partners from all sectors to build confidence in Coalville</p>	We will apply for funding from LLEP to help improve our market towns
	We will continue and aim to develop more business support schemes, including Enterprising North West Leicestershire and the Coalville shop front improvement scheme
	We will develop projects that target regeneration of Coalville town centre, on our own and with partners
	We will increase the number of events held in Coalville to increase footfall
	We will maximise the links to Stephenson College to develop skills in local people that businesses want and need
	We will maximise the use of the council's own assets and lead on maximising commercial development opportunities in Coalville

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 well

How we will achieve it

Outcome	Action
<p>Customers are happier with key services provided...</p> <p>The council will focus on Information Governance so it meets all of its obligations around protecting customer information and making data freely available to citizens.</p> <p>The council will identify the skills it needs to manage services and plan to ensure recruitment and development of staff meets the future needs of the council.</p> <p>We will develop a value for money housing repairs service with high levels of productivity and tenant satisfaction</p>	<p>Improve our leisure services using feedback from customers, benchmarking exercises and the QUEST accreditors</p>
	<p>Introduce service standards for the provision of housing advice and homelessness prevention.</p>
	<p>Deliver service improvements to address findings of tenant satisfaction survey</p>
	<p>Maximise the amount of information we hold about our tenants so a tailored service can be delivered to meet the needs of customers</p>
	<p>We will increase the number of services available to customers online.</p>
	<p>We will implement systems and processes for better management of council information to make it more accessible, whilst increasing security to keep customer's personal data safe.</p>

Value for money

People feel council services provide good value for money

How we will achieve it	
Outcome	Action
<p>People feel the council is spending money well...</p> <p>The council will manage its assets more effectively and selectively dispose of sites / properties where appropriate</p> <p>The council will develop and understand its appetite for risk and improve contract management practices.</p> <p>We will develop a value for money housing repairs service with high levels of productivity and tenant satisfaction</p>	We will review how we operate the waste collection service to increase efficiency and save money
	We will review our approach to ICT to find ways of saving money and making all services more efficient.
	Implement a selective disposals plan of housing sites / properties which are not economically viable to retain
	Implement the findings of the Repairs Value for Money study to improve the efficiency of our Repairs Service
	Re-let empty properties more quickly so rental income is maximised
	Review the way that we provide our leisure 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

Business and jobs

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

What we want to achieve	
<ul style="list-style-type: none"> • 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	
Outcome	Action
<p>The council supports sustainable development and growth</p> <p>The council will work to support the development of the strategic growth plan. A key element of this is the development of Coaville.</p>	To increase the number of tourists visiting the district
	To review car parks strategic contribution to town centres and operational efficiency
	To develop a programme of business support targeting more women becoming economically active.
	Have an up-to-date Local Plan in place to guide growth and development
	To work with local housing and construction partners to maintain the delivery of affordable housing
	Work with expert rail consultants to prepare a case which will set out to Government the impact of HS2 on the district and the potential mitigating factors that could be negotiated for the benefit of the area.

Business and jobs

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

How we will achieve it	
Outcome	Action
<p>Businesses choose to locate and remain in our district</p> <p>The council will work to ensure that businesses are supported to start, grow and thrive.</p>	<p>Develop and implement strategies to help NWL's town centres to increase business occupancy, footfall and spend with local businesses.</p>
	<p>Work towards the implementation of a combined authority to deliver benefits from strategic planning, infrastructure development and the local economy</p>



Enterprising NWL: £500,000 in business grants available to small and medium sized companies in the district. First grant awarded to Trunet, based in Measham.

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

Outcome	Action
<p>Families in need are supported by the council ...</p> <p>We will build new council houses in the district for the first time in 25 years</p> <p>We will positively respond to resident concerns and priorities arising from the Tenant Survey conducted in 2015</p> <p>We will work with local housing associations and house builders to deliver high quality, affordable housing which meets local needs</p> <p>The council will conduct a stock condition of private rented and owner occupied housing to identify key issues needing addressing</p> <p>We will continue to promote the benefits of Sport and Physical Activity for the long term health improvement of our residents</p>	<p>Reduce health inequalities within the residents of NWL using awareness campaigns</p> <p>Identification of potential places for Gypsy and Traveller Sites</p> <p>Repair and let empty properties more quickly so families spend less time waiting on the Housing Register</p> <p>Procure a construction partner and build new council housing</p>

Homes and communities

The wellbeing of people in North West Leicestershire is improved

How we will achieve it	
Outcome	Action
<p>People feel safe in their community</p> <p>People feel proud of their homes and communities</p> <p>We will continue to support and work closely with our valued parish and town councils</p>	Work with partners to protect children and vulnerable adults from radicalisation as set out in the government’s Prevent Strategy
	Implement the requirements of the new smoke alarm and Carbon Monoxide detection regulations to ensure private landlords comply
	Identify parking hotspots and implement initiatives to reduce antisocial behaviour (ASB) complaints from resident parking problems
	Provide support for parish councils and community organisations in developing their local neighbourhood plans including Community Rights and Assets of Community Value
	Develop and implement a design guide for residential development
	Understand the condition of private housing through a stock condition survey
	Identify locally listed buildings and locally registered gardens, as well as considering the designation of new conservation areas



Royal Oak: Formerly the derelict Pick and Shovel pub, £500,000 from NWLDC has helped emh group to develop this site into 14 affordable homes in the centre of Coalville.

People feel proud to be part of a greener district

What we want to achieve

- Residents and businesses are motivated to be greener
- The council demonstrates community leadership in being green

How we will achieve it

Outcome	Action
<p>Residents and businesses are motivated to be greener...</p> <p>The council will work harder and smarter to minimise the impact of county council changes to recycling funding.</p>	<p>Identify areas with low recycling rates and help residents to increase the amount that they recycle.</p>
	<p>Reduce roadside litter through increased provision of signage and undertaking national and local anti litter initiatives.</p>
<p>The council demonstrates community leadership in being green...</p> <p>The National Forest is important to us and we will work closely with them to develop future plans in response to the changes affecting their funding.</p>	<p>Complete a review of the Housing's Green and Decent programme, recommending the best renewable technologies to be installed to heat council properties, especially in non-gas areas</p>



Volunteer litter pickers: More than 120 people give up their own time to help us keep the district free of litter

Managing the council's finances - 2016/17 to 2019/20

Continuing to make sure that we provide value for money in our services is more important than ever in the current economic climate as the Government moves forward with its deficit reduction programme. Whilst the Government has provided opportunities to reward us for business growth and increases in housing stock it is clear that the overall level of national funding will continue to reduce.

For 2016/17 our Revenue Support Grant was reduced by £641,000. This has been offset by an increase in the New Homes Bonus of around £650,000 and a forecasted increase in the Business Rates Income of around £1 million. This has allowed the council to freeze its Council Tax again in 2016/17.

We are doing all that we can to generate local income including the New Homes Bonus and Retained Business Rates. The Government's New Homes Bonus consultation looks at various ways to reduce the amount distributed to local authorities. This will also have a detrimental effect on our funding allocation in the future.

We will continue our drive for efficiency, economy and effectiveness in everything we do and will also continue with the regular monitoring of income and expenditure. The council will update its four year Medium Term Financial Strategy in the summer in anticipation of further reductions in Government funding. Members will carefully consider how funding will be spent to support their priorities for the district.

Building confidence in the council's performance

Our performance was very strong across the council during 2015/16, but we continue to strive to improve performance across all services.

At the heart of our work to further improve the services that people value will be a performance programme focusing on:

- We have a robust framework in place to manage the council's performance
- Monthly meetings are held between senior managers to discuss the performance of their services. Portfolio holders are also updated monthly and discuss progress on the council's delivery plan actions
- Quarterly reports to Cabinet, which will include performance on the council's priorities and frontline services
- Actively engaging our customers and communities in shaping our services
- Investing in and supporting our local councillors in undertaking 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.

“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.”



£20,000-for-Seven: £225,000 available to community groups across the district for their projects in 2015. A further £160,000 available in 2016.

Useful information

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

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