

# Council Delivery Plan 2017 - 2020



# Introduction

## Welcome to the North West Leicestershire Council Delivery Plan for 2017-2020.

In this plan we set out how we are going to improve North West Leicestershire over the next three years.

Our vision is **'North West Leicestershire is a place where people and businesses feel they belong and are proud to call home.'**

We have a great track record in developing partnerships across all sectors to build on local strengths.

This year, for the first time in 26 years, the council will be building new council homes. We will be continuing our work to regenerate Coalville town centre and the surrounding areas. We are also looking at the future possibilities

for our leisure centre provision to ensure that residents have access to the facilities they want and need.

As your council we continue to work hard to provide value for money services with our residents at the heart of everything we do. The financial challenges we face have not diminished and we will continue to successfully manage our budget as we have done in the past.

We would like to thank our staff, customers and partners that have worked with us to shape and deliver our services throughout 2016/17. We look forward to building on our successes over the next three years and beyond.



**Cllr Richard Blunt**  
Leader  
North West Leicestershire  
District Council



**Christine E Fisher**  
Chief Executive  
North West Leicestershire  
District Council

Front page photo caption: Coalville Colour Run 2016  
Photo caption: Christmas in Coalville 2016





# Our Priorities

The Council's Delivery Plan for 2017-2020 is founded on five priorities with key outcomes:

## Value for Money

- Customer satisfaction is high
- Our services are more cost effective

## Homes and Communities

- More affordable homes are built
- Communities are proud and safe
- Families in need are supported

## Building confidence in Coalville

- People want to live, work in and visit Coalville
- Coalville attracts small and medium enterprises to set up businesses

## Business and Jobs

- Businesses choose to locate in our district
- People find suitable employment within the district

## Green Footprints

- Everyone is motivated to be greener
- Community leadership in being green

*Photo caption: Enterprising NWL recipients celebrate their success*

## Our aims

- ✓ Customer satisfaction is high
- ✓ Our services are even more cost effective

## What we want to achieve over the next three years:



**Protect frontline services**



**0%**  
council tax  
increase



## The key things that we will do:

- Decide whether to build a new leisure centre or invest in Hermitage Leisure Centre to meet demand
- Manage our assets better to increase income
- Give customers 24/7 access to our services online
- Improve how we manage complaints and Freedom of Information (FOI) requests.
- Make sure our staff are customer focussed and are able to react quickly to challenges and opportunities
- Make sure our staff and councillors work in a productive and efficient environment
- Bring more of our housing repairs and maintenance work in house
- Dispose of surplus land and buildings that we own to generate income and create opportunities

# VALUE FOR MONEY

## What we have achieved so far...

### 2015 - 2016

- ▶ We received the Golden Footprints award for high levels of **customer satisfaction** with our **stray dogs** service for the **fifth year running!**
- ▶ **Recycling** separation technology **increased our income** by £95,000 a year
- ▶ We increased the number of online services and piloted digital forms to handle customer requests



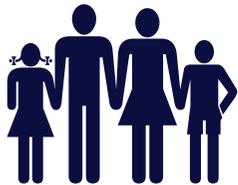
### 2016 - 2017

- ▶ We improved the way we manage public information
- ▶ We designed and launched new tools to help keep our staff updated on corporate activities
- ▶ We improved the security of our systems and data
- ▶ We invested in ICT equipment to improve the effectiveness and efficiency of our staff
- ▶ We reduced the time it takes to relet empty council homes from 77 days to 37 days

## Our aims

- ✓ More affordable homes are built
- ✓ Communities are proud and safe
- ✓ Families in need are supported.

## What we want to achieve over the next three years:



Support at least  
**50 families in  
need**



**Four**  
**crime reduction**  
schemes each year

## The key things that we will do:

- Support residents with welfare reform and new fixed term tenancies
- Increase how satisfied our housing tenants are with the repairs service
- Use planning agreements to acquire properties from developers to increase the number of council homes
- Represent the interests of the district with HS2 and maximise benefits to the district and our communities
- Manage the implementation of our Local Plan, including finding new gypsy and traveller sites
- Plan for ambitious growth in the district to 2050, harnessing our excellent transport links to drive jobs, housing and infrastructure in the right places (through a Local Plan review)
- Ensure approved planning applications go ahead
- Speed up developer contributions so they make a real difference to local communities
- Do all we can to support infrastructure improvements that will aid growth, including proactive partnership working
- Develop the plans to create the Ashby de la Zouch cultural and leisure quarter
- Embark on a new build programme for council houses
- Support the resettlement of two Syrian refugee families each year
- Review our planning enforcement policy to deal with the more serious cases quicker
- Develop a new Community Safety Partnership strategy for 2017-2020

# HOMES AND COMMUNITIES

## What we have achieved so far...

### 2015 - 2016

- ▶ 126 affordable homes provided
- ▶ 33% reduction in empty homes
- ▶ Improvement works carried out to 580 tenants' homes maintaining satisfaction at 98%
- ▶ £210,000 made available for new and innovative community initiatives through the £20,000-for-Seven scheme
- ▶ We thanked more than 100 volunteers with a celebration event
- ▶ 35% reduction in crime at Download Festival



### 2016 - 2017

- ▶ 98 affordable homes provided (to 1 Oct 2016)
- ▶ Two Syrian refugee families successfully resettled in the district
- ▶ Purchased our first ever 'buy back' (former Right to Buy) home to increase the council's housing stock
- ▶ Started to build new council homes (for the first time in over 26 years)
- ▶ Satisfaction with the planning service is consistently above 90%

## Our aims

- ✓ People want to live, work in and visit Coalville
- ✓ Coalville attracts small and medium enterprises (SMEs) to set up businesses.

## What we want to achieve over the next three years:



- **Coalville is more attractive to residents and developers**
- **More people live in, work in and visit Coalville**
- **We support business start ups and SMEs in the town**

## The key things that we will do:

- Act on improvement plans for Marlborough Square and Memorial Square, working with partners
- Improve Coalville Market to attract new traders and customers
- Support businesses and property owners on Hotel Street, High Street, Belvoir Road and Marlborough Square with frontage improvement grants
- Create heritage and cultural projects in Coalville, working with trusted partners
- Organise events in Coalville and support others to arrange complementary events and activities
- Welcome new investors who want to develop key sites that will make Coalville more attractive to residents, visitors and businesses
- Prioritise key town centre sites for redevelopment, to drive prosperity and regeneration of Coalville
- Improve Coalville's green spaces and highway verges, working with land owners
- Build up to 20 new council owned homes in Coalville
- Make major improvements to Marlborough Flats on Jackson Street

# BUILDING CONFIDENCE IN COALVILLE

## What we have achieved so far...

### 2015 - 2016

- ▶ We allocated £225,000 to shops on High Street and Hotel Street in Coalville to improve their shop fronts. The first shop front was completed in March 2016 and work to others is ongoing.
- ▶ The Royal Oak Court development of affordable housing on the site of the former Pick and Shovel pub completed in March 2016, bringing people to live in the centre of town, getting rid of an eyesore and improving the look of this important part of town.

### 2016 - 2017

- ▶ We supported the Heroes Project to work with young people, develop food growing, cooking and sharing projects for local people and celebrating Coalville's past, present and future heroes
- ▶ 75% of eligible addresses on Hotel Street and High Street are engaged with the frontage grant scheme
- ▶ More than 500 people took part in the first Coalville Colour Run event, which we supported with funding and expertise
- ▶ We extended the frontage grant scheme to Belvoir Road and Marlborough Square – 23% of eligible business showed interest in the grants before the launch of the scheme
- ▶ Working with other organisations to promote all events happening in Coalville in one place
- ▶ We supported local housing associations to build 56 affordable homes at Highfield Street and Waterworks Road



## Our aims

- ✓ Businesses choose to locate in our district
- ✓ People find suitable employment within the district

## What we want to achieve over the next three years:



**Support local people to develop the skills** they need for vacant and future jobs

**Support a robust, diverse and sustainable economy**

## The key things that we will do:

- Provide advice and support to businesses
- Celebrate local business success stories through publicity
- Drive our town centres business grant programme to create maximum impact for the local communities and the businesses
- Support businesses affected by HS2 to find new premises in the district
- Help local businesses to recruit and develop the skills of local people, including apprenticeships, working with trusted partners
- Help businesses to find the information they need to grow, relocate or move their business in North West Leicestershire
- Make sure the Local Plan provides for sufficient new homes, infrastructure and employment land that will sustain economic growth
- Encourage visitors to the key town centres

# BUSINESS AND JOBS

## What we have achieved so far...

### 2015 - 2016

- ▶ 96.6% of food businesses have a food hygiene rating of 3, 4 or 5
- ▶ £195,000 provided to 11 small and medium sized businesses through the Enterprising NWL grant scheme
- ▶ £5.80 of private sector funding for every £1 of council grants means £1.1 million in private sector funding has been raised and contributed to creating 36 new jobs.



### 2016 - 2017

- ▶ Enterprising North West Leicestershire grants totalling £402,000 created 66 new jobs and involved almost £3m of private sector investment
- ▶ We agreed funding for Enterprising Town Centre grants
- ▶ Forty businesses attended our jobs fair, which supported recruitment into roles at M&S, Amazon, DHL and Tesco. 220 job applications were made following this event.
- ▶ We worked with trusted partners to develop a plan for recruitment into new jobs at the Strategic Rail Freight Interchange when it is completed
- ▶ We continued to work on Access to Work plans for roles at East Midlands Enterprise Gateway
- ▶ The North West Leicestershire Business and People group focussed on specific policy areas, such as transport
- ▶ We provided support to businesses affected by the proposed HS2 route

## Our aims

- ✓ Everyone is motivated to be greener
- ✓ Community leadership in being green

## What we want to achieve over the next three years:

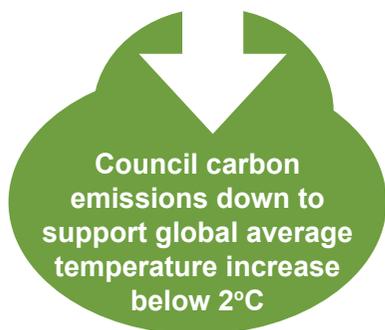
**Local people develop skills for sustainable food growing, cooking and sharing in their community**



Recruit more  
**volunteer litter pickers**  
(we currently have 100)



**Superior design,**  
high quality  
**new residential developments**



**Cut in half** – the number  
of **council homes with solid  
fuel heating systems**

## The key things that we will do:

- Run the Food Heroes project to generate sustainable food production
- Create a sustainable community litter picking programme on the main routes into Coalville to complement our existing council programme
- Review our Waste Collection Service in response to Leicestershire County Council's withdrawal of recycling credit payments from 1 April 2018
- Support our residents to recycle more
- Organise at least four community litter picks every year
- Give away 15,000+ free trees to residents and communities every year
- Replace solid fuel heating systems with air source heat pumps in our council homes
- Work with developers to make sure the design and layout of new developments is of the highest quality and has no negative impact on the environment

# GREEN FOOTPRINTS

## What we have achieved so far...

### 2015 - 2016

- ▶ We gave 18,000 free trees to members of the public, making our district an even greener place
- ▶ We held recycling roadshows throughout the district, which meant we could meet more than 600 residents
- ▶ The Green Shoots scheme delivered 30,000 spring flowering bulbs to nine parish councils, schools and community groups

### 2016 - 2017

- ▶ 46% of our household waste was recycled
- ▶ All major residential schemes granted planning permission achieved 12 green 'building for life' indicators
- ▶ The council received a national award for its Dog Watch project which is aimed at reducing dog fouling across the district.





# Managing the council's finances 2017 – 2020

**The council's money is public money, so it's important that we spend it wisely.**

We always make sure we get the best value for money for our council tax payers. Since 2007 we have successfully saved money, frozen council tax (since 2009) and reduced our budgets, whilst protecting the services we know our residents value most.

To make sure we provide value for money, we:

- Make ongoing efficiency savings
- Work effectively and support local companies where possible when we buy goods and services
- Assess all spending for value for money
- Seek out income opportunities
- Keep a funding 'buffer' in case we need to make savings quickly
- Make sure our resources work for our priorities and services
- Work well with partners across the

district and the wider area

- Develop our staff through our Best Employee Experience (BEE) programme
- Use digital technology to transform the way customers access our services

We plan our finances through our Medium Term Financial Strategy (MTFS), which helps us:

- Focus on the vision and priorities of the council
- Improve how we plan and manage the council's resources
- Look for future opportunities and investments
- Provide value for money
- Protect the council against unforeseen events
- Be more commercial and take opportunities to generate income

The MTFS is constantly monitored and assessed to make sure we are always in a sound financial position.

*Photo caption: BEE a Coach programme*

# Our people, our performance

## North West Leicestershire District Council staff are our biggest asset.

Each member of staff works according to five values as part of our Best Employee Experience (BEE) programme:

- **Spend our money wisely** – our staff 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 deliver within agreed timescales and to the expected quality.

## Staff development

The BEE development programme was created by our Chief Executive in May 2011.

The programme starts at the beginning: we recruit the right staff in terms of skills and behaviour. We only employ people who can live the council's values and bring the right knowledge, experience and qualifications to their roles.

The programme continues right through everyone's employment with the council.

## A coaching culture

Our coaching culture looks at how all staff are managed and supports them to develop in their roles, make the best contribution they can and provide excellent service to customers. This means:

- Staff and customers feel more listened to
- Teams across the council take more ownership of issues and work towards outcomes that will benefit our customers
- Staff are more proactive in coming up with solutions to overcome challenges.

## Performance

We will continue to raise performance levels through regular appraisals, training and development. Managing staff absences is a key priority to ensure we keep our services appropriately staffed and also to support genuine ill health. Our target this year based on past targets, actual results and comparison to other authorities is 8.5 working days lost per full-time-equivalent employee.

We use feedback from our customers to identify staff who provide exceptional customer experiences on a consistent basis, and celebrate these achievements. Embedding a coaching culture will, in return, translate to a more engaged, productive and efficient group of employees.

The council has a robust performance management framework.

Check our progress at [www.nwleics.gov.uk/performance](http://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](http://www.nwleics.gov.uk)

Email:  
[customer.services@nwleicestershire.gov.uk](mailto:customer.services@nwleicestershire.gov.uk)

Twitter:  
[@nwleics](https://twitter.com/nwleics)

Post:  
North West Leicestershire District Council,  
Council Offices,  
Coalville,  
Leicestershire,  
LE67 3FJ

Telephone:  
**01530 454545** (Main switchboard)  
If you have an emergency outside of normal hours,  
please call 01530 454789

Fax:  
**01530 454506** (Reception)

