

Corporate Action Plan 2023-24 - Closure Report

A Place to Live, Work & Visit

Project	Intended Outcome	Lead	Current Status (at April 2024)	End of Year Position (as at April 2024)
Develop and lead a long term vision for the Blaby District.	A long term vision developed for the district of Blaby, produced in partnership with the residents, businesses and communities it will impact upon.	Chief Executive	Completed Nov 2023	The Blaby District Plan 2024 - 2028 was completed and approved at council on 27 November, and included an updated vision and 5 new strategic themes for delivering ongoing improvement to the district. Current and proposed work programmes and specific projects have been linked to the strategic themes so that progress can be tangibly tracked and shared.
	A new corporate plan will be produced clearly setting out the districts aspirations, priorities and with a clear understanding of the actions needed to achieve the priorities.		Completed Nov 2023	
	An action plan produced to deliver the new corporate plan for short, medium and long term.		Completed Feb 2024	
Produce a 'Transforming Blaby Together' strategy which aligns with our Corporate approach to transformation. This strategy will encompass our Blaby 'Customer and Digitalisation' approach/strategy.	Delivery of a clear strategy which crystalises our approach to Corporate Transformation including our pathway to project prioritisation. Also included will be our customer insights, experience and engagement strategy across all of our business with an action plan focusing on those elements that are the most important to us and our district. This will also convey our approach to digital for Blaby, hard to reach and vulnerable customers, and equalities, diversity and inclusion. We will understand our diverse communities and our Transforming Blaby Together strategy will reflect identified needs and requirements.	Transformation Group Manager	Completed Nov 2023	The Strategy has been completed and approved. Transforming Blaby Together is our over-arching response to the challenges that we face as a council. The world is changing around us, and we need to adapt. It is designed to enable the authority to adopt a culture of continuous improvement, grasping opportunities and different ways of working to drive operational effectiveness and efficiencies. There are 4 objectives at its heart, Customers At Our Heart, Prioritise Digital, Challenge The Way We Work and Financial Resilience. Each objective is influencing a range of projects taking place across the council that are being supported by our Transformation team.

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Continue to robustly respond to the proposed Hinckley National Rail Freight Interchange	We will continue to invest in the planning service to ensure they are resourced to respond to the HNFRI application process, that we respond at every opportunity and continue to raise the concerns of residents, communities and professionals, we will support our communities to actively engage in the process to ensure they understand the proposals and will comment on the application as it progresses through the statutory process.	Planning and Strategic Growth Group Manager	Completed Mar 2024	Throughout 23/24 the Strategic Growth team prepared and submitted a series of formal responses to the proposed scheme. This included the submission of the Local Impact Report and Written Representation. These submissions provided the basis for BDC's position in relation to the proposed scheme. The call for evidenced has now closed. A decision by the Secretary of State for Transport is expected by 12 September 2024.
Support our new Councillors to fulfil their roles as District Councillors and representative of their communities	A detailed induction programme delivered to all Councillors, to provide the tools, guidance support and encouragement to represent their wards and fulfil any roles they are given as part of the new council going forward.	Corporate Services Group Manager	Completed Jan 2024	The Member Induction Programme delivered 25 training sessions on a variety of subjects including ICT, Democratic Process, Code of Conduct, Planning Essentials/Local Plan/Enforcement, Scrutiny introduction and questioning skills, Meet the Services and Corporate Planning. Online training, buddying and 121 support was also provided.
Review our governance arrangements for partnerships, performance and project management	A review of the governance arrangements will be undertaken to ensure decision making is informed, made in the right place and at the right time. A transparent framework exists to allow the required level of understanding and challenge to ensure we are doing the best we can for our residents and communities.	Executive Director (Communities)	Completed March 2024	A review has been completed and the governance in relation to Waste, ICT, Lightbulb and Building Control have been addressed and amendments are being made in ongoing work streams, in particular the Governance elements for ICT and Lightbulb are being addressed through their individual projects. A review will be undertaken annually going forward of all partnership arrangements.

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Embed our new performance management framework	Open and transparent data on our performance, development of our performance baseline and the metrics to be measured and meaningful analysis and understanding of our performance in key areas. Service plans and personal appraisals embedded and informing and linked to the delivery of our corporate plan. the framework is used to develop services, enhance delivery and decision making.	Corporate Services Group Manager	Completed Sept 2023	<p>The foundations of a performance and business planning framework have been successfully implemented. This has included a priority-based structure for managing and sharing projects, measures and risks across the organisation. The purchase and development of an online platform has provided ongoing visibility and management of those items, which in turn has had a positive effect on awareness, business planning and decision making.</p> <p>Work continues to develop and evolve the framework, particularly in relation to tangibly connecting operational activity to the corporate aims and objectives of the Blaby District Plan.</p>
Deliver the 2023 District Elections to ensure democracy for the district of Blaby	A successful and legally compliant election is delivered that encourages both people to vote and people to stand for election.	Chief Executive	Completed June 2023	<p>An efficient election was delivered with an accurate result. We are pleased to report that this was a well ran project brought in on time and within budget provision. Benefits for future Elections included building skills and resilience for future election staffing. We were particularly proud of the positive cross organisational working and one team approach.</p>

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Continue to develop the local plan to ensure we have an up to date and robust local plan	An updated local plan to provide a clear outlook for the forthcoming period.	Planning and Strategic Growth Group Manager	Ongoing	Development of the Local Plan has been undertaken, with work continuing into 24/25. In 2023/24 the Regulation 18 consultation was undertaken to ascertain initial feedback on potential development sites. The next phase of the Local Plan development will include the identification of settlement capacity, landscape, green and blue infrastructure, employment premises capacity, transport and climate change impacts. The Infrastructure Delivery Plan, which supports the Local Plan is also under ongoing development. This requires engagement with statutory bodies including Leicestershire County Council (education & highways), National Highways, Environment Agency. Approval to undertake the Local Plan Reg 19 consultation will be sought in 2024.

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A Place to Live

Project	Intended Outcome	Lead	Current Status (at April 2024)	End of Year Position (as at April 2024)
Continue our drive to Net Zero through an updated Climate Action Plan	To deliver a clear Action Plan and work to further reduce our carbon footprint, support mechanisms for residents and businesses to work towards Net Zero, embedded low carbon culture across the organisation and advocate for Net Zero in our day to day work.	Environmental Health, Housing & Community Services Group Manager	Completed Dec 2023 (Action Plan) - Ongoing Delivery.	The 2030 Council Net Zero Action Plan was approved published in December providing a clear roadmap for Blaby District Council to become a carbon neutral organisation. Huge progress has already been made, predominantly via our fleet switching to HVO fuel rather than diesel, and other contributions through LED lighting and Boiler replacement. Electric vehicle charging has also been installed at the main offices. A number of other projects found within the Action Plan are either underway or being actively scoped and have been brought forward to the current years Corporate Action Plan.
Continue our drive to Net Zero through an updated Climate Action Plan	We will have installed solar panels at the depot	Neighbourhood Services & Assets Group Manager	Ongoing - Anticipated Completion Mar 2025	Both the solar panel installation and the EV charging infrastructure projects have been combined into a single project. This has extended the completion time of the solar panel installation and both projects will now be delivered concurrently by March 2025. The pre-construction phase of the project has been completed resulting in a final proposed design currently being reviewed by the project team. Once design is agreed the project will move into the delivery phase which will include a tender process and a construction phased plan to meet the delivery deadlines.

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A Place to Live

Project	Intended Outcome	Lead	Current Status (at April 2024)	End of Year Position (as at April 2024)
Continue our drive to Net Zero through an updated Climate Action Plan	We will have installed EV infrastructure in place at the depot to support our Net Zero ambitions.	Neighbourhood Services & Assets Group Manager	Ongoing - Anticipated Completion Mar 2025	Both the solar panel installation and electric vehicle charging infrastructure projects have been combined into a single project to be delivered concurrently by March 2025 to maximise value for money. Interim EV charging points have been installed to ensure facilities are in place for the Electric Compact Sweeper and conversion of an end of life diesel powered bin lorry to full electric conversion.
Deliver the requirements of the Defra air quality grant.	Purchase of an electric sweeper and the conversion of one of our existing diesel refuse lorries to electric.	Neighbourhood Services & Assets Group Manager and Environmental Health, Housing & Community Services Group Manager	Ongoing - Anticipated Completion October 2024	A suitable electric compact sweeper has been procured and will be delivered in May 2024. Quotes for the refurbishment and conversion to electric power of one of our existing bin lorry's have been received and the evaluation process has been completed with the conversion works to commence in May 2024 and anticipated delivery by end of October 2024.
Build on our Nationally recognised Lightbulb Service to set out how it can be even better, through a new development plan clearly providing a vision and way forward from 2024 - 2029.	A delivery plan produced to outline the role and governance of the lightbulb service, a partnership focus and robust financial position established. Clear roadmap produced identifying which of the pilots will be integrated into the service and how they will be funded.	Environmental Health, Housing & Community Services Group Manager	Ongoing - Anticipated completion October 2024	The First stage review resulting in a Visioning Document has been completed and presented to all Partners, the second stage of the review has commenced focusing on agreeing the delivery model, identifying improvements to processes and outcomes for the customer.

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A Place to Live

Project	Intended Outcome	Lead	Current Status (at April 2024)	End of Year Position (as at April 2024)
Ensure we are ready for the National introduction of food waste and other waste reform requirements.	A project is established to introduce a food waste service for Blaby, decision making is clear, a robust communications strategy is in place and delivered in partnership with our communities.	Neighbourhood Services & Assets Group Manager	Carried Forward Anticipated Completion (of Implementation Plan) Dec 2024	New national government policy on food waste collections which was delayed by a year has mandated the introduction of separate weekly food waste collections by the revised date of 1 April 2026 (originally 01 April 2025). In preparation officers have been working to understand and plan for the introduction of food waste engaging with industry experts and with waste officers across Leicestershire. Capital funding information has now been provided by Defra and is in the process of being challenged. Officers continue to work with colleagues across the county looking for opportunities of joint delivery and procurement. A full implementation plan will be developed and shared with members and the public to ensure engagement and sustainability of approach.
Focus on our growing homelessness and housing supply issues to ensure we can meet the needs of our communities	A feasibility study will be produced to support us to identify the most appropriate actions available to us to increase the amount of temporary accommodation we have access to, to support the growing demands on our housing services.	Environmental Health, Housing & Community Services Group Manager	Completed Apr 2024	This project evolved and progressed at pace following the award of a significant grant enabling the purchase of 16 properties intended for use as temporary accommodation. These are now furnished and in use. Subsequent projects have been activated to arrange ongoing property maintenance and the purchase of refugee accommodation.

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Project	Intended Outcome	Lead	Current Status (at April 2024)	End of Year Position (as at April 2024)
Produce a new contaminated land strategy for the district with a supporting action plan.	We will have a clear approach to our contaminated land, a detailed action plan, a risk based approach to addressing contaminated land and focus our resources on sites that impact on our communities.	Environmental Health, Housing & Community Services Group Manager	Completed Nov 2023	The strategy was approved by members in November 2023. Following a vacancy a new officer has been appointed into post starting in role in April 2024. Assessments and works at Sandhill Drive and Southey Close, have also now been completed and an ongoing management and monitoring programme is in place for both sites. Work has started on the strategies supporting action plan and identified workstreams.
Ensure our ICT service meets the needs of the business	A clear LICTP strategy and roadmap produced and articulated, ensuring a reliable and robust service is provided, that technology is used to its full potential and a clear action plan to make the required improvements is produced and managed.	Transformation Group Manager	Ongoing. Options Appraisal Completed Feb 2024.	The future direction of our ICT provision was determined by Council in February 2024 following the submission of a detailed options appraisal. The option approved by members was to move away from the Leicestershire ICT Partnership and create an in-house service specifically for Blaby Council only. A project is now underway to plan and implement that transition, whilst at the same time attempting to work with the LICTP to stabilise and improve the current provision in the short term

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A Place to Live

Project	Intended Outcome	Lead	Current Status (at April 2024)	End of Year Position (as at April 2024)
Understand our assets and identify opportunities to utilise them to enhance local areas, develop income streams, ensure sustainability and that they are maintained to a high standard.	A clear asset register is in place and legal requirements and restrictions are understood for each of the assets. A management plan is in place for each of our assets to enable us to maintain them and meet any legal requirements.	Neighbourhood Services & Assets Group Manager & Corporate Services Group Manager	Ongoing. Options appraisal undertaken.	This year the focus has been on understanding the Council's strategic assets; their potential and legal restrictions relating to them. Work continues to consider the future use of these assets. Now with the appointments to the positions of Group Manager for Assets and Major Projects and the Corporate Services and MO Group Manager this project will continue to expand to encompass all assets to develop a fuller asset register including the detail relating to the legal requirements and restrictions.
Produce a high level options appraisal to consider the opportunities that exist to deliver our fleet and waste services through a partnership arrangement.	A high level options appraisal is produced and considered focusing on the different options of delivering both fleet and waste services.	Neighbourhood Services & Assets Group Manager	Completed March 2024	An options appraisal has been completed to assess the viability of providing waste collections and fleet management services on behalf of another partner authority. Whilst the Council remains open to all forms of partnership working it is not considered viable to take on delivery of fleet and waste services on behalf of another partner at this time due to uncertainty over government funding.
Produce a new Economic Development Strategy to help create a sustainable and vibrant economy that works for all.	We will have a clear strategy, with an action plan that focusses us where the need and action will have the greatest impact.	Business , Partnerships & Health Improvement Group Manager	Completed Nov 2023	The framework was approved by members in November 2023. It brings together all economic development activities that are occurring within the district and considers how they complement each other to maximise the benefits for our residents, businesses and visitors. Work will now be undertaken in 24/25 to develop an action plan to deliver the strategy.

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A Place to Work

Project	Intended Outcome	Lead	Current Status (at April 2024)	End of Year Position (as at April 2024)
Ensure our ICT service meets the needs of the business	A clear LICTP strategy and roadmap produced and articulated, ensuring a reliable and robust service is provided, that technology is used to its full potential and a clear action plan to make the required improvements is produced and managed.	Transformation Group Manager	Ongoing. Options Appraisal Completed Feb 2024.	The future direction of our ICT provision was determined by Council in February 2024 following the submission of a detailed options appraisal. The option approved by members was to move away from the Leicestershire ICT Partnership and create an in-house service specifically for Blaby Council only. A project is now underway to plan and implement that transition, whilst at the same time attempting to work with the LICTP to stabilise and improve the current provision in the short term
Understand our assets and identify opportunities to utilise them to enhance local areas, develop income streams, ensure sustainability and that they are maintained to a high standard.	A clear asset register is in place and legal requirements and restrictions are understood for each of the assets. A management plan is in place for each of our assets to enable us to maintain them and meet any legal requirements.	Neighbourhood Services & Assets Group Manager & Corporate Services Group Manager	Ongoing. Options appraisal undertaken.	This year the focus has been on understanding the Council's strategic assets; their potential and legal restrictions relating to them. Work continues to consider the future use of these assets. Now with the appointments to the positions of Group Manager for Assets and Major Projects and the Corporate Services and MO Group Manager this project will continue to expand to encompass all assets to develop a fuller asset register including the detail relating to the legal requirements and restrictions.

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Our People & Finances

Project	Intended Outcome	Lead	Current Status (at April 2024)	End of Year Position (as at April 2024)
People Strategy				
Update our People Strategy and develop an Action Plan.	A clear People Strategy and Action Plan that reflects new ways of working, the support, development and retention of staff and the actions that we will take to promote Blaby District and the Council as a place to work.	Strategic HR Manager & Strategic Director (Sarah Pennelli)	Completed Nov 2023	The People Strategy has been completed and approved as being incorporated into the Transforming Blaby Together (TBT) Strategy. Sitting underneath the umbrella of the TBT Strategy we have a People and Organisational Development (POD) Objectives and Delivery Plan which supports delivery of TBT and the wider Blaby District Plan. Transforming Blaby Together is our over-arching response to the challenges that we face as a council. The world is changing around us, and we need to adapt. It is designed to enable the authority to adopt a culture of continuous improvement, grasping opportunities and different ways of working to drive operational effectiveness and efficiencies.
Medium Term Financial Strategy				
Develop a business plan to support our Medium Term Financial Strategy to address our budget gap.	A clear plan linked to some of our key strategies such as transformation and commercialisation which clearly articulates our plans to address the budget gap within our budgets and the expected growing demands for our services.	Finance Group Manager	Completed March 2024	The Council's Medium Term Strategy (MTFS) was updated in February 2024 detailing the Council's current financial position and included a forecast for future years up until 2028/29. Given future budget gaps a plan was developed alongside the MTFS to close the financial gaps which included transformational savings, closing the gap initiatives and potential prioritisation/rationalisation should the business rate rebase be introduced. The plan gives confidence in the ability to ensure the Council remains financially sustainable.