

# **Delivering Our Future Delivery Plan 2019-22**

**DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022**

**THEME 1: TRANSFORMATION** - We want to take the Borough forward to reach its full potential, we want to create and develop opportunities to deliver the following priorities:

**Priority 1 – Economy and Business** - *building on our strong economic record, growing our economy, capitalising on our strengths, promoting our Borough, telling our story*

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
1.	Implement a coherent strategy for promoting the Borough	Adopt a Marketing Strategy for the borough  Increase the use of various media to promote the borough.	Housing, Communities & Economic Development	Strategy adopted
2.	Deliver the first phase of the Transforming Nuneaton Programme	Agree phase 1 of Transforming Nuneaton with Warwickshire County Council  Deliver phase 1 actions that fall before 31 <sup>st</sup> March 2020  Secure an anchor use for Abbey Street development	Planning & Public Protection  Planning & Public Protection  Planning & Public Protection	Milestones reached  Milestones reached  Anchor use secured  Demolition completed

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
		Complete partial demolition of Nuneaton Co-op site	Planning & Public Protection	
<b>3.</b>	Establish a Town Centres Area Action Plan ( Development Plan Document) for both Nuneaton and Bedworth town centres	Consult upon the priority requirements for Bedworth town centre  Complete a consultation on Issues & Options.  Commence a consultation on Preferred Options.	Operations  Planning & Public Protection and Housing, Communities and Economic Development  Planning & Public Protection and Housing, Communities & Economic Development	Consultation started/finished  Consultation started/finished  Consultation started
<b>4.</b>	Increase the level of economic activity within the borough	Review the Local Discount Scheme  Assess the feasibility to deliver flexible business spaces  Assess the feasibility to deliver short term		Annual Gross Value Added (GVA) – overall measurement  Reviewed LDS in place

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
		accommodation for start up / test businesses		Feasibility studies completed
<b>5.</b>	Allocate increased employment land in the Borough Plan	Adopt the Borough Plan  Proactively market employment land availability	Planning & Public Protection  Housing, Communities & Economic Development	Plan adoption.  No. of marketing campaigns / approaches undertaken
<b>6.</b>	Increase the level and value of engagement with local businesses	Develop a proactive communications strategy for new and existing businesses within the borough.  Support town centre businesses that are applying for a Business Improvement District.  Use 'grow local' to engage more local suppliers in the procurement process.	Finance & Procurement	Strategy in place  BID submitted  Amount of local suppliers bidding for opportunities

7.	Have started to implement actions arising from the Bedworth Town Centre Visioning Study	<p>Have completed a Bedworth Town Centre Visioning Study and implemented any “quick win” actions identified in it.</p> <p>Have made a submission to Round 2 of the Government’s Future High Streets Fund for Bedworth Town Centre.</p> <p>Have made further improvements to Bedworth Market.</p>	Operations [Town Centres Team]	Visioning Study completed and signed off.
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## DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022

**THEME 1: TRANSFORMATION** - We want to take the Borough forward to reach its full potential, we want to create and develop opportunities to deliver the following priorities:

**Priority 2 – People** - *promoting skills and improving health within our communities, empowering and supporting our employees to deliver excellent services for residents*

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
1.	Adopt and have commenced delivery of a Thrive at Work plan.	Established a baseline for employees using the Thrive at Work Staff Well Being Survey  Established an action plan  Engaged partners to support improved health and wellbeing at work	Customer Services and Business Improvement	Baseline produced  Action Plan in place
2.	Support the reduction of the long term gap in NVQ Level 2 & Level 3 attainment, between the borough and national statistics	Establish an engagement strategy, including local and national education / skills providers, to promote learning and skills attainment opportunities	Housing and Communities	The reduction in the attainment gap
3.	Embed the use of the DELTA training system across the Council	Deliver appropriate training to relevant employees	Customer Services and Business Improvement	Report from the DELTA system

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
		<p>Ensure employees have completed or booked onto all mandatory training</p> <p>Have a comprehensive database of delivered employee training</p>		
<b>4.</b>	<p>Deliver the first phase of an early intervention project to improve financial capability in JSNA priority areas</p>	<p>Continue to work with internal and external partnerships to reduce debt and support customers to help themselves. Signposting to trusted and supportive partners, help protect LA revenue stream.</p> <p>Evaluate the options for affordable credit, including online platforms to give customers cheaper safer available Loans, Life insurance and savings opportunities.</p> <p>Look at the potential of Community Financial Independence Officers (CFISO) working in schools as well as local communities which are hard to reach.</p>	<p>Finance &amp; Procurement</p> <p>Finance &amp; Procurement</p> <p>Finance &amp; Procurement</p>	<p>Number of referrals received. Reduction in arrears in area.</p> <p>Reduction in arrears.</p> <p>Take-up of services.</p> <p>Reduction in arrears Number of outreach visits carried out</p>

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
		Identify further projects to commence in 2019/20	Resources	Further projects identified
<b>5.</b>	Support delivery of the recommendations for the Borough arising from the Warwickshire Joint Strategic Needs Assessment (JSNA)	Develop a work plan to address initial priority actions in the JSNA.	Resources	Work Plan in place. First phase of actions completed or underway by March 2020.

## DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022

**THEME 1: TRANSFORMATION** - We want to take the Borough forward to reach its full potential, we want to create and develop opportunities to deliver the following priorities:

**Priority 3 – Housing and Communities** - *enabling housing development to match our aspirations for the Borough; building homes, investing in safe, empowered, sustainable communities*

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
1.	Enable the delivery of affordable housing to meet housing need through the planning applications process	Consult on and adopt a revised Affordable Housing Supplementary Planning Document	Planning & Public Protection	Adoption of the SPD Percentage of housing gaining planning permission that is affordable
2.	Continue to deliver the Council's Development & Acquisition Strategy	Identify the feasibility for land acquisition  Deliver a minimum of 25 new social housing homes  Undertake a feasibility study for alternative delivery models for affordable housing		Completion of assessment  Homes completed & occupied  Feasibility study completed

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>3.</b>	Adopt a refreshed Anti-Social Behaviour Strategy	Produce a draft document for consultation with all partners		Draft document in place  Consultation undertaken & feedback received
<b>4.</b>	Ensure there is sufficient land to meet the Borough's housing need.	Adopt the Borough Plan  Commence a process of review of the Borough Plan  Establish a Borough Plan Committee under the Council's Constitution	Planning & Public Protection Planning & Public Protection Arts, Leisure & Governance and Planning & Public Protection	Whether sufficient land is available to avoid 'planning by appeal'.  Committee has been formally constituted.
<b>5.</b>	Monitor delivery against housing targets in the Borough Plan and respond to variances	Begin preparation of the first annual review and monitoring report to cover the period 2019/2020	Planning & Public Protection	Number of housing units with planning permission. Number of housing units built.
<b>6.</b>	Prepare a Gypsy and Traveller site allocations Development Plan Document (DPD)	Consult on the Publication version of the Gypsy and Traveller DPD and submit to the Secretary of State	Planning & Public Protection	Milestones achieved

**DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022**

**THEME 1: TRANSFORMATION** - We want to take the Borough forward to reach its full potential, we want to create and develop opportunities to deliver the following priorities:

**Priority 4 – Technology** - *maximising the opportunities presented by technology for our communities and services*

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
1.	Adopt a Digital Strategy	Produce a Digital Strategy	Customer Services & Business Improvement	Digital Strategy in place
2.	Have increased the number of services available online and the number of Self accounts created	<p>Increase self-serve transactions by 10% for the 3 highest volume transactional services</p> <p>i. Revenues &amp; Benefits ii. Waste Management iii. Housing General</p> <p>Have Open Portal live for customers to access their Revenues and Benefits accounts online.</p> <p>Promote the availability of online services and Self Accounts</p>	<p>Customer Services &amp; Business Improvement</p> <p>Finance &amp; Procurement</p> <p>Customer Services &amp; Business Improvement</p>	<p>Number of online services</p> <p>Number of Self accounts</p> <p>Number of self-serve transactions</p> <p>Reduction in telephone calls</p> <p>Promotional campaigns undertaken</p>

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>3.</b>	Reduce the level of telephone contacts	Reduce telephone contact by 10% for the 3 highest volume services as above by creating online service requests and improving processes	Customer Services & Business Improvement	Telephone contacts Self-Serve transactions Avoidable Contacts
<b>4.</b>	Reduce levels of outgoing post by 20%	<p>Work with Service Managers to change delivery methods for high volume outgoing post</p> <p>Implement a Mailsort solution</p> <p>Increase in customers using online methods in Revenues and Benefits (e.g. e-billing) by 10%</p> <p>Increase Direct Debit take-up by 10%</p>	<p>Customer Services &amp; Business Improvement</p> <p>Finance and Procurement</p> <p>Finance and Procurement</p>	<p>Volume of printing</p> <p>Volume of outgoing post</p> <p>Cost of outgoing post</p> <p>Increase in number of customers with an online account</p> <p>Increase in number of customers signed up to Direct Debit</p>

## DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022

### **THEME 2: COLLABORATION – achieving more by working together**

We recognise the importance of working with others to deliver our vision and recognise that collaboration needs to be central to our work. Our areas of focus will be:

#### **Priority 1 – Communities -We will work with our communities**

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>1.</b>	Engage younger persons to identify their future requirements and aspirations	Establish an engagement strategy  Undertake Community based fun family days	Housing, Communities & Economic Development	Strategy in place  No. of community days undertaken
<b>2.</b>	Complete all agreements for the community management of the pavilions in Bulkington; Weddington and Galley Common	Continue to work with key community groups to transfer management of assets for Bulkington; Weddington and Galley Common wards	Arts, Leisure & Democracy	Agreements in place
<b>3.</b>	Have in place a digital system for gathering customer satisfaction	Have invested in a Customer Satisfaction Text system and piloted with revenues & Benefits Services	Customer Services & Business Improvement	Customer Satisfaction gathered for Revenues & Benefits
<b>4.</b>	Identify a suitable site for a cemetery in Nuneaton and submit a business case for approval for the creation of the facility	Upon adoption of the Borough Plan, commence the search for a site for a cemetery in Nuneaton through a review of suitable Council land and a call for sites.	Arts, Leisure & Democracy	Report to Cabinet on or before 31 March 2022

5.	Support the review of the Community Forums	Work with WCC to engage stakeholders	Housing, Communities & Economic Development	Joint engagement undertaken
6.	Continue to improve consultation with NBBC tenants	Participate in the review of the STAR Tenant Survey to ensure appropriate engagement with tenants	Housing, Communities & Economic Development	Review undertaken & any amendments agreed

## DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022

### **THEME 2: COLLABORATION – achieving more by working together**

We recognise the importance of working with others to deliver our vision and recognise that collaboration needs to be central to our work. Our areas of focus will be:

#### **Priority 2 – Partners, Businesses and Suppliers -we will work with our partners, businesses, suppliers**

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>1.</b>	Deliver the Homelessness Prevention Strategy	<p>Work with partners to reduce the levels of Rough Sleeping within the borough</p> <p>Work with partners to develop new ways to promote tenancy sustainment</p> <p>Consult with Private Sector Landlords to identify options to increase availability of affordable accommodation in this sector</p>	Housing, Communities & Economic Development	<p>Nos Rough Sleepers reduced from Nov 18 baseline</p> <p>New options identified</p> <p>Consultation undertaken &amp; feedback received</p>
<b>2.</b>	Commence work on an updated Leisure Contract specification to be implemented from 2024	Consider options for the current Leisure Contract and longer term financial planning and make recommendations to the Council	Arts, Leisure & Democracy	Options appraisal completed

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>3.</b>	Explore additional opportunities for sharing resources	<p>Working with other authorities and external partners for shared services in Revenues &amp; Benefits.</p> <p>More closely integrate the Procurement Shared Service with RBC to maximise efficiency and value.</p> <p>Fully implement a new partnership for Building Control with five other councils.</p> <p>Evaluate options for a shared Environmental Health &amp; Licensing service with Coventry City Council.</p> <p>Evaluate options for a shared service for Elections</p>	<p>Finance and Procurement</p> <p>Finance &amp; Procurement</p> <p>Planning &amp; Public Protection</p> <p>Planning &amp; Public Protection</p> <p>Arts, Leisure and Democracy</p>	<p>Wider shared working in place</p> <p>Shared KPIs, fully aligned procedures, No. collaborative projects and E-Procurement?</p> <p>Partnership fully implemented</p> <p>Evaluation completed and decisions taken</p> <p>Evaluation completed and decisions taken</p>

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
4.	Support the Warwickshire Financial Inclusion Partnership to deliver its strategy	Develop a Northern Warwickshire Financial Inclusion Action Plan to support the strategic priorities of the wider Warwickshire Partnership	Finance & Procurement / Housing, Communities & Economic Development	Action plan in place
5.	Increase the level of Think Local First spending to support SME's within the borough.	<p>Undertake an internal promotion campaign to increase the level of NBBC spending.</p> <p>Undertake a promotion campaign with local businesses and residents to increase spend with local businesses within the borough</p> <p>Incorporate 'Think Local' into the Contract Procedure Rules (CPRs), and Procurement Training</p>	<p>Finance &amp; Procurement / Housing, Communities &amp; Economic Development</p> <p>Finance &amp; Procurement</p>	<p>Level of spend from March 2019 baseline</p> <p>Promotional campaign undertaken</p> <p>'Think Local' included as a consideration in the CPRs</p>

## DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022

### **THEME 2: COLLABORATION – achieving more by working together**

We recognise the importance of working with others to deliver our vision and recognise that collaboration needs to be central to our work. Our areas of focus will be:

#### **Priority 3 – Employees and Elected Members -we will work with our employees and elected members**

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>1.</b>	Complete additional Lean System reviews	Complete Income Recovery / Financial Inclusion/ Housing Lean systems review	Finance & Procurement / Housing, Communities & Economic Development	New approach piloted & adopted
		Complete the Lean systems review of Licensing	Planning & Public Protection	Review completed
		Complete Lean Systems Review of Landlord Services	Housing, Communities & Economic Development	New approach piloted
<b>2.</b>	Complete the Borough Plan Review in readiness for submission to the Secretary of State	Begun the review of the Borough Plan.	Arts, Leisure & Democracy and Planning & Public Protection	Cabinet and Council to have approved a revised Borough Plan for submission to the Secretary of State on or before 31 <sup>st</sup> March 2022.

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>3.</b>	Have in place an online system for collecting employee feedback, comments and suggestions	Launch a refreshed Employee Survey  Developed an online Employee Feedback system for comments and suggestions	Customer services & Business Improvement	Employee Feedback gathered online
<b>4.</b>	Improve staff and Elected Member communication mechanisms	Replace the current intranet "CLIP" with "Sharepoint"	Customer services & Business Improvement	Sharepoint in place

## DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022

### **THEME 3: INVESTMENT – making the most of what we have**

We want to build and enhance what we have already. We want to encourage investment within the following priorities:

#### **Priority 1 – Getting the most from our assets** – *from our people, land and property*

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>1.</b>	Meet the government’s target for new start apprenticeships (2.3% of staff by 2021)	Work with Service Managers to review all new/vacant posts and current training requirements	Customer Services & Business Improvement	Number of start apprentices
<b>2.</b>	Adopt and implement a revised Play Strategy for the Borough.	Undertake a Play Strategy review taking account of current provision and future developments.	Arts, Leisure & Democracy	Report to cabinet on or before 31 March 2022 seeking adoption of the revised Strategy

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>3.</b>	Utilise the land and buildings we own to encourage development that benefits the Borough	<p>Release Council land for the provision of social or other housing</p> <p>Offer Council land/buildings to local businesses that are threatened with displacement by development.</p>	<p>Planning &amp; Public Protection and Housing, Communities and Economic Development</p> <p>Planning &amp; Public Protection and Housing, Communities &amp; Economic Development</p>	<p>Number of housing units supported/created</p> <p>Number of businesses retained/relocated</p>
<b>4.</b>	Have encouraged greater use of our Community Centres	<p>Update and improve car park safety at Keresley Community Centre</p> <p>Provide Wi-Fi at Keresley and Stockingford Community Centres</p> <p>Review potential building improvements to Keresley and Stockingford Community Centres and identified investment required</p>	Customer Services & Business Improvement	<p>Improvements made</p> <p>Increase footfall</p>

5.	Have further rationalised our physical assets (land and property) in order to make on-going revenue savings.	Have updated our Capital Strategy And Asset Management Plan	Operations [Building Surveying & Engineering Team]	Updated Capital Strategy And Asset Management Plan in place.  Reduction in numbers of physical assets.
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**DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022**

**THEME 3: INVESTMENT– making the most of what we have**

We want to build and enhance what we have already. We want to encourage investment within the following priorities:

**Priority 2 - Maximising funding – *identifying and securing funding opportunities, being creative, maximising income streams***

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>1.</b>	Maximise Homes England funding for the Borough	Submitted funding applications for new build social housing.	Housing, Communities & Economic Development	Applications submitted
<b>2.</b>	Ensure we maximise submission of bids for external funding to support Borough priorities including Transforming Nuneaton, New Build housing and community infrastructure	Identify any funding available and submit bids where relevant	Resources	No. of bids submitted
<b>3.</b>	Secure any national opportunities to improve domestic energy efficiency	Bid for any funding available	Housing, Communities & Economic Development	Funding applied for subject to availability

4.	Generate a pipeline of schemes for funding through the Combined Authority and/or Local Regeneration Partnership	<p>Develop our understanding of the West Midlands Combined Authority's new Single Commissioning Framework (SCF).</p> <p>Prepare and submit pipeline projects to test the SCF as a potential future funding process.</p>	<p>Planning &amp; Public Protection and Housing, Communities &amp; Economic Development</p> <p>Planning &amp; Public Protection and Housing, Communities &amp; Economic Development</p>	Number of schemes submitted
5.	Deliver the Council's Capital Strategy	<p>Update the Capital Strategy to facilitate large scale regeneration projects</p> <p>Undertake post-project reviews of business cases approved by the Council's Corporate Asset Management Team</p>	Management Team	Post-project reviews completed

6.	Increase income from NABCEL by 20%	Identify the feasibility for a 3 <sup>rd</sup> NABCEL business stream.  Increase NABCEL turnover by 80%	Resources	Business Case produced & evaluated  Level of turnover achieved from March 2019 baseline
7.	Deliver the first phase of the Corporate Commercial Strategy	Have in place a Corporate Commercial Strategy and action plan	Resources	Corporate Strategy in place & action plan consulted upon

## DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022

### **THEME 3: INVESTMENT– making the most of what we have**

We want to build and enhance what we have already. We want to encourage investment within the following priorities:

**Priority 3 - Managing our resources** – *maintaining our robust financial management arrangements to deliver efficient, economic and effective services*

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>1.</b>	Maximise income from investment property	Increase the Council's stock of commercial investment properties	Planning & Public Protection	Budgeted income from new investments.
<b>2.</b>	Deliver a balanced and sustainable revenue and capital budget each year and maintain a prudent level of reserves	<p>Update the Housing Revenue Account Business Plan</p> <p>Update the Medium Term Financial Strategy, taking into account the Spending Review, Fair Funding Review and Review of Business Rates and identify the savings required to achieve a balanced budget in 2020/21</p>	<p>Finance &amp; Procurement / Housing, Communities &amp; Economic Development</p> <p>Finance &amp; Procurement</p>	<p>Updated Business Plan &amp; narrative adopted.</p> <p>Updated Strategy adopted</p>

		Carry out updated benchmarking and unit costing analysis with Nearest Neighbours		
3.	To maximise future contributions to infrastructure development through the Community Infrastructure Levy (CIL) and s106 contributions	<p>Consult on draft CIL charging schedule</p> <p>Develop a schedule of priorities for infrastructure investment</p> <p>Adopt the Borough Plan</p>	<p>Resources and Planning &amp; Public Protection</p> <p>Resources and Planning &amp; Public Protection</p> <p>Planning &amp; Public Protection</p>	Funding secured
4.	Implement the Leisure Facilities Strategy through the completion of strategic business cases for key leisure sites and, subject to funding, commence construction on the first project.	Adopt the Leisure Facilities Strategy 2019 as a basis for negotiating Developer contributions through Section 106 Agreements	Arts, Leisure & Democracy	Cabinet report adopting the Leisure Facilities Strategy to be submitted on or before 31 March 2020; subsequent approvals of Capital Schemes by Council on or before 31 March 2022.

**DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022**

**THEME 3: INVESTMENT– making the most of what we have**

We want to build and enhance what we have already. We want to encourage investment within the following priorities:

**Priority 4 – Promoting a sustainable, green economy; minimising our carbon footprint**

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>1.</b>	Have renewed around half of our vehicle fleet [35+ vehicles] with the most fuel efficient and low emission models available.	Have renewed 5 Refuse Collection Vehicles and the depot “JCB” with the most fuel efficient and low emission models available.	Operations [Waste and Transport Team]	Delivery of vehicles into operational fleet
<b>2.</b>	Ensure that all lights in Council owned buildings have LED bulbs in them where it is technically possible to do this.	Ensure that all lights in the Town Hall have LED bulbs in them where it is technically possible to do this.	Operations [Building Surveying & Engineering Team]	Number of Lights with LED bulbs in them.
<b>3.</b>	Work with the Nuneaton Harriers Community Association to replace the existing floodlights at the Pingles Athletics Stadium with LED floodlights.	Have drawn up a detailed business case for the replacement of the existing floodlights and agreed a procurement process and funding mechanism	Operations [Building Surveying & Engineering Team]	Existing floodlights replaced with LED ones.

4.	Explore the use of greener energy in the Council's new build programme and existing stock	<p>Identified the carbon emissions savings for a variety of greener installations.</p> <p>Produce a specification for use in the Council's new build programme</p> <p>Install energy efficient gas boilers in existing stock</p>	Housing, Communities & Economic Development	<p>Carbon savings logged.</p> <p>New specification in place.</p> <p>No. of properties with new energy efficient boilers installed.</p>
5.	Have put in place arrangements for the ongoing processing of dry recyclable materials collected from the kerbside.	Have decided whether or not to make a capital investment into the construction to building a new sub-regional materials reprocessing facility y [MRF]	Operations [Waste and Transport Team]	Arrangements in place.
6.	Stop using single use plastics wherever possible in the delivery of Borough Council Services and minimise their use where it is not possible to stop using them completely	Stop using single use plastics wherever possible in the delivery of Borough Council Services: minimise their use where it is not possible to stop using them completely and use up any existing stock of single use plastics	Arts, Leisure & Democracy  Customer Services & Business Improvement	Substitution of single use plastic items for alternatives
7.	Complete an approved scheme in Riversley Park.	Enhance provision of cycle storage (Miner's Welfare Park) and submit proposals for new cycle storage at and links in Riversley Park.	Arts, Leisure & Democracy	Cabinet and Council reports to be approved by 31 <sup>st</sup> March 2020.

## **DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022**

### **THEME 3: INVESTMENT– making the most of what we have**

We want to build and enhance what we have already. We want to encourage investment within the following priorities:

#### **Priority 5 – Empowering *our communities to make the most of their resources***

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>1.</b>	Promote the use of 'social value' clauses within all major NBBC contracts	Have identified priorities to utilise current clauses	Resources	No. of clauses in place
<b>2.</b>	Increase support for Third Sector Partners to enable increased community empowerment	<p>Produce a publicity campaign to increase the Borough Lottery customer base</p> <p>Deliver a 'Connecting Communities' project to enhance health, wellbeing and community resilience within the borough.</p> <p>Have developed community hubs to enable the Armed Forces community to better access key services</p>	<p>Housing, Communities &amp; Economic Development / CS&amp;BI</p> <p>Housing, Communities &amp; Economic Development</p> <p>Housing, Communities &amp; Economic Development</p>	<p>Increased income to the Borough Lottery</p> <p>Delivery and evaluation of project</p> <p>Hubs in place</p>

3.	Have developed a shared communications platform with Third Sector Partners and Community Groups	Consult with partners to establish principles and action plan to increase community awareness of opportunities within the Borough	Housing, Communities and Economic Development	Consultation complete Action Plan commenced
4.	Work with communities to enable self-management of community and sporting facilities	Identify facilities for first phase of discussion with community groups	Arts, Leisure and Democracy	Numbers of self management agreements in place.

## DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022

### **THEME 3: INVESTMENT– making the most of what we have**

We want to build and enhance what we have already. We want to encourage investment within the following priorities:

**Priority 6 - Environment** – *cherishing our physical environment; enhancing our built environment and open spaces, maximising the value of our green spaces, improving our infrastructure*

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>1.</b>	Implement the approved masterplan, utilising section 106 funding where available.	Adopt a revised Master Plan for key Destination Parks (Riversley/Miners Welfare Park/Whittleford)	Arts, Leisure & Democracy	Masterplan to be approved by Single member decision or before 31 <sup>st</sup> march 2020
<b>2.</b>	Implement the Air Quality Action Plan and monitor trends in air quality.	<p>Review the current Air Quality Action plan.</p> <p>Review whether to remove the Leicester Road Gyratory Air Quality Management Area.</p> <p>Consult on the Air Quality Supplementary Planning Document and adopt the Air Quality Supplementary planning document</p>	<p>Planning &amp; Public Protection</p> <p>Planning &amp; Public Protection</p> <p>Planning &amp; Public Protection</p>	<p>Milestones achieved</p> <p>Number of monitoring sites where national air quality objectives are exceeded.</p>

		Work with the Public Health service on research into the use of personal air quality monitors as an incentive to adopt active travel.	Planning & Public Protection	
3.	Develop a Green Infrastructure Supplementary Planning Document (SPD)	Adopt the Borough plan Prepare a draft ready for public consultation.	Planning & Public Protection	Milestones achieved.
4.	Implement the biodiversity off-setting policy in the Borough Plan to ensure no net loss of biodiversity	Adopt the Borough Plan Apply the policy to planning applications	Planning & Public Protection	Percentage of planning decisions where biodiversity off-setting is needed, where off-setting is secured by condition
5.	Adopt a revised Parks and Countryside Strategy	Undertake Consultation on the priorities for Parks & Countryside facilities	Arts, Leisure & Democracy	Report the results of the consultation to cabinet by 31 <sup>st</sup> March 2020. Have an approved strategy by 31 <sup>st</sup> March 2022.
6.	Increase the number of sites that meet the Green Flag standard criteria from 9 to 12	Continue to maintain the 9 sites to the green flag standard	Arts, Leisure & Democracy	To be reported to Internal OSP by 31 <sup>st</sup> March 2022

7.	Implement the approved Capital Scheme for the Marston Lane Cemetery extension.	Submit and seek approval for a capital business case for the extension of Marston Lane Cemetery	Arts, Leisure & Democracy	Cabinet and Council report to be submitted on or before 31 <sup>st</sup> March 2020 and a Capital Scheme review be conducted by 31 <sup>st</sup> march 2022.
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## DELIVERING OUR FUTURE DELIVERY PLAN 2019 – 2022

### **THEME 3: INVESTMENT– making the most of what we have**

We want to build and enhance what we have already. We want to encourage investment within the following priorities:

**Priority 7 - Environment** – *Heritage – promote and celebrate the rich heritage of our Borough, including our cultural and industrial achievements*

	<b>By 2022 We Will:</b>	<b>By March 2020 We Will:</b>	<b>Relevant Directorate</b>	<b>Measured by</b>
<b>1.</b>	Have established strong brand identities for our Town Centres	Develop further location and visitor signage to the borough and the arts and cultural venues	Town Centres (Operations)	Branding proposal to be approved by Cabinet March 2020
<b>2.</b>	Improved our town centres visitor experience by embracing and celebrating their heritage	Agree a programme of town centre visitor improvements with Warwickshire County Council.	Town Centres (Operations)	Milestones achieved against approved list of projects
<b>3.</b>	To implement the Arts Development Strategy utilising bids for funding from the Heritage Lottery Fund (in the case of the Museum & Art Gallery) and developer contributions for the Civic Hall	To develop an Arts Development Strategy to support funding bids and seek developer contributions to support arts provision within the Borough arising from the Borough Plan	Arts, Leisure & Democracy	Cabinet to approve the Arts Development Strategy on or before 31st March 2020. Successful Heritage Lottery bid to have been approved by 31st March 2022.

3.	Develop the George Eliot Gallery and visitor trail to enhance the attraction of George Eliot to the wider community and to be a part of the ongoing Coventry City of Culture offer.	Review the GE200 legacy Celebrations and develop links to the 2021 City Of Culture Events.	Arts, Leisure & Democracy	Cabinet reports by March 2021 and completion of the works by March 2022.
4.	Complete a review of the conservation areas	Review and complete a Local List of Heritage assets	Planning & Public Protection	Publish the list of heritage assets by March 2020. Approve the conservation area reviews by March 2022.
5.	Have delivered the Exploring Eliot Project funded by Esme Fairbairn Trust raising the profile of the George Eliot Collections whilst delivering wellbeing benefits to local residents	Volunteers will have researched and digitised the collections, circulated a pop up display related to the project and delivered the first well being project to young people	Arts, Leisure & Democracy	Report to Internal OSP on the outcome of the wellbeing project by March 2020 and the outcome of the Exploring Eliot Project by March 2022.
6.	Delivered a project in conjunction with community partners celebrating and promoting the role of Nuneaton priory in the creation of Nuneaton.	We will have recruited community partners and submitted a bid for funding to support this action	Arts, Leisure & Democracy	Report to Internal OSP on the outcome of the bid by March 2020 and have reported upon the priory Project by March 2022.